

ESG Report 2025

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About this report

Welcome to the ESG 2025 Report.

Sustainability is at the heart of our reason for being and guides every decision we make at Itaú Unibanco, from long-term strategy to day-to-day initiatives.

We are committed to promoting transparent and constructive dialogue with all our stakeholders, continuously seeking to improve the customer experience, ensure fair shareholder returns, develop innovative and responsible financial solutions, foster a more diverse, inclusive, and low-carbon economy, and strengthen the management of social, environmental, and climate risks. We value the robustness of our corporate governance structure and the promotion of best practice in people management, always focusing on generating sustainable value.

As part of this commitment, we are pleased to present the 2025 edition of our ESG Report, publication that integrates our strategy of transparency, accountability, and continuous engagement with society. This report complements the Integrated Annual Report, offering a more in-depth look at the environmental, social, and governance dimensions of our ESG strategy, highlighting the progress, challenges, and results of our ESG Strategy.

This ESG Report 2025 is organized into four chapters: Sustainability in business, Environmental, Social and Governance. It brings together performance indicators, management practices, actions and initiatives that illustrate our progress in terms of corporate sustainability and support for our clients and society as a whole on the transition towards more sustainable practices, integrating financial results and social development.

This ESG Report is aligned with the main international sustainability standards and norms, ensuring the comparability, credibility, and relevance of the information reported.

We also report the Supplementary ESG Index, which provides a summary of international metrics and guidelines, and the ESG Indicators Spreadsheet, consolidating the main data from the last three years. The economic and financial data presented here comply with the regulations of the Brazilian Securities and Exchange Commission (CVM), the Central Bank of Brazil (Bacen), and Brazilian Corporate Law, ensuring the compliance and transparency of the information.

As a major financial institution, we are aware that our actions directly impact people's lives and the construction of a fairer, more equal, and sustainable future. We believe that this ESG Report reinforces our purpose of contributing to a more responsible future and generating value for clients, employees, shareholders, and society. We invite all our stakeholders to learn more about Itaú Unibanco's progress, commitments, and results on this sustainability journey.

Thank you for your interest, and we wish you an enjoyable reading experience.

Basis of preparation

Scope | GRI 2-1 | 2-2 | 2-3 |

This document includes financial and non-financial information about Itaú Unibanco Holding S.A. and the institutions that are included in its consolidated financial statements. Itaú is a publicly traded financial institution, headquartered in São Paulo, and its shares are traded on the stock exchanges in Brazil and the United States, B3 and the NYSE, respectively.

We have operations in 18 countries, with a primary presence in Brazil and Latin America. The complete list of consolidated companies, including the countries where they operate and the percentage of our participation in each, can be found in the Risk Management and Pillar 3 Report, page 18.

In 2025, we did not have significant changes or structural, operational, or strategic alterations that substantially impacted the Organization, such as mergers and acquisitions, geographic expansion, new business ventures, or regulatory changes, among others.

This report details our performance between January 1, 2025, and December 31, 2025, including relevant data up to the publication date of April 30, 2026. For a complete analysis of our progress, we present a comparison of the last three fiscal years, providing full comparability with our consolidated financial statements.

Some indicators presented in this document only include information from Brazil, where Itaú Unibanco's main operations are located. Information regarding other countries is available in the annual reports of the respective international units.

We have used footnotes to clarify any limitations on indicators that use different consolidation criteria. Our goal is to ensure clarity and transparency in communication, aligning the terminology used with our organizational culture and market best practice.

ESG reporting practices

We have adopted the main international guidelines for accountability, as well as best practices for corporate sustainability reporting:

SASB STANDARDS
Now part of IFRS Foundation

Information on sustainability topics relevant to the banking sector and important for long-term value creation.

IFRS®

Information that is already reflected in the financial statements or integrated reports.

GRI

Information on sustainable performance and social responsibility, including climate risks and opportunities, economic, social, and environmental impacts, and sustainability goals.

Terms used

In this report, we use the terms "Organization", "Institution", "Company", and "Bank" to refer to Itaú Unibanco Holding S.A. While mentions of "other relevant business relationships" refer to strategic partnerships, joint ventures, and other commercial relationships that make up our ecosystem.

Regarding our team, we use the term "employees" to refer to all of the professionals under our management at all hierarchical levels. "Permanent employees" are those hired under the CLT[1] regime, while "temporary employees" are professionals with fixed-term employment contracts, including interns and apprentices.

The expression "full-time" refers to the standard working hours of permanent employees, and "part-time" corresponds to working less than 40 hours per week, including temporary employees. We also refer to our professionals as "teams", "groups" or "itubers", reinforcing our culture of belonging. The terms "third parties" and "suppliers" are used to identify service providers and external partners who work with Itaú Unibanco.

Significant changes | GRI 2-4 |

In 2025, we did not have significant changes or structural, operational, and strategic alterations that could substantially impact the Organization, such as mergers and acquisitions, geographical expansion, new businesses, regulatory changes, among others. Any adjustments, corrections, or methodological changes that require reformulations are presented in this document and described in the footnotes using the GRI 2-4 metric.

Assurance and controls | GRI 2-5 | 2-14 |

This report has been internally reviewed and approved by key governance bodies, including the Board of Directors and Audit Committee, and assured by PwC, an independent external audit firm that has verified the information disclosed in this document and its alignment with the AA1000AP (2018), and guidelines from the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and Principles of Responsible Banking (UNEP FI).

LEARN MORE in the Independent Auditors' Limited Assurance Report, page 313.

Any questions or comments?
Talk to us! | GRI 2-3 |

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([1]) CLT is an acronym for Consolidation of Labor Laws, the main set of laws that regulates labor relations in Brazil.

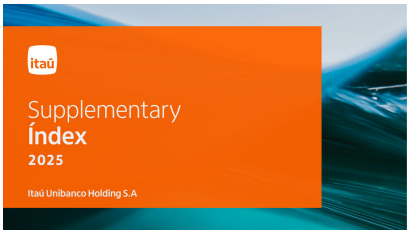
Reporting Center

ESG Report

The ESG Report 2025 is a comprehensive and detailed report on our participation in environmental, climate, social, and governance issues, highlighting our business, management practices, goals, and performance during the year.

This document is part of our set of annual reports that reflects our ongoing commitment to transparency, social, environmental, and climate responsibility, and corporate governance, presenting in an integrated way the actions, objectives, and results of Itaú Unibanco's ESG Strategy in addressing global challenges and promoting development.





Supplementary index

Summary of GRI, SASB, Responsible Banking Principles (UNEP-FI) metrics and PRSAC Policy Effectiveness Plan.



Indicators spreadsheet

Spreadsheet with our main ESG indicators and metrics from the last three years.



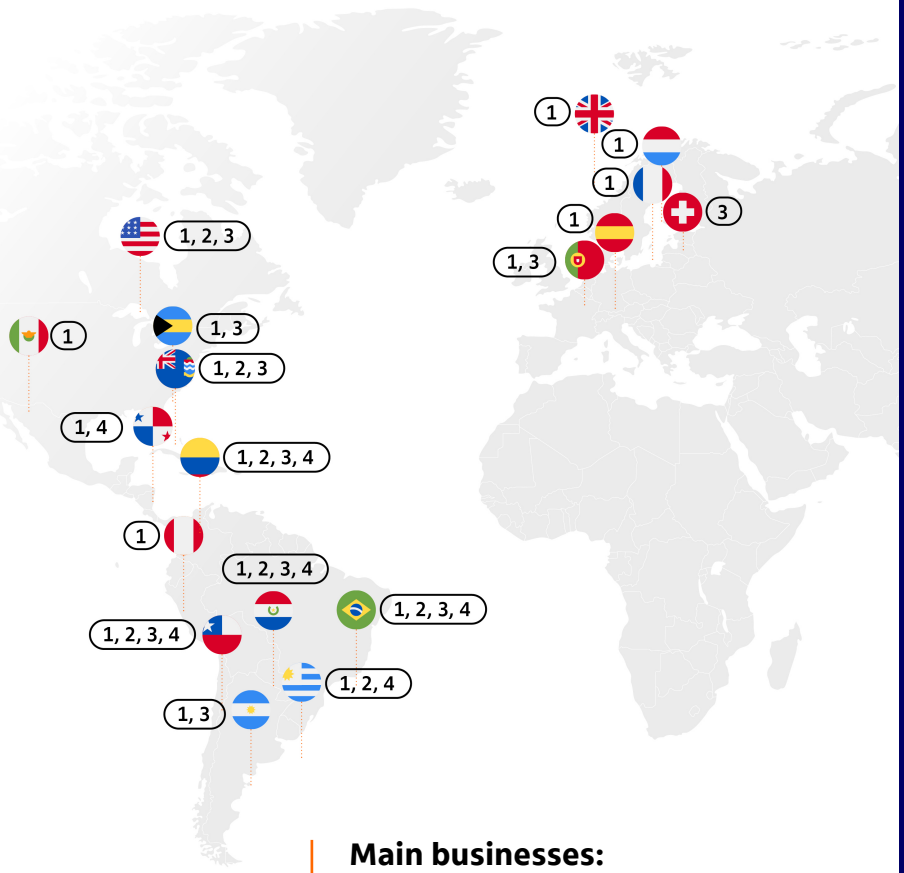
Integrated Annual Report

Strategic and concise overview of the value creation process, highlighting the business context, organizational profile, strategy, capital performance, risks and opportunities, and climate issues.

About Itaú | GRI 2-1 | 2-6 | 201-1 |

With 101 years of history, we are a universal bank with a complete ecosystem of financial services for individuals and businesses.

We offer a complete portfolio of financial products and services in the retail and wholesale segments.We are the largest bank in Latin America[1] and the largest private bank in Brazil in terms of total assets and market value[2].



Main businesses:

(1) Corporate & Investment Banking
(2) Asset Management
(3) Private Banking
(4) Retail Banking

Our vision is to be the leading bank in terms of sustainable performance and customer satisfaction.

Customer obsession: Keeping the customer at the center to support, delight, and continuously innovate – ensuring we remain their top choice.

Highlights

In 2025, Itaú consolidated its leading position in the Brazilian financial sector, presenting impressive results across various indicators:

Most valuable brand in South America[3]
US$9.9b

Credit portfolio[5]
R$1.5t
↑ 6.0%

Recurring management result
R$46.8b
↑ 13.1%

Recurring management ROE
23.4%
↑ 1.3 p.p.

Efficiency index (EI)
38.8%
↓ 0.7 p.p.

Core Capital Ratio (CET1)
12.3%
↓ 1.4 p.p.

Note: Annual variations (2025 vs. 2024). ([1])Total assets as of 12/31/2025 and market value as of 01/30/2026. ([2]) As of 12/31/2025 ([3]) Brand Finance Global 500 (2026). ([4]) Management result. ([5]) Loan Portfolio with Financial Guarantees Provided and Private Securities.



Message from the CEO | GRI 2-22 |

2025 was another important step on our sustainability journey at Itaú Unibanco. We are living through a time of major global transformations, including political, economic, technological and climate changes. This requires us to continuously adapt, as well as to redouble our commitment to responsible, transparent and innovative action, always seeking to have a positive impact.

Our ongoing work on environmental, social and governance issues has been the fruit of decades of dedication and learning. We believe that sustainable development is only possible through open dialogue and collaboration between business, government and civil society.

Therefore, we maintain an open stance and seek joint solutions to complex challenges while ensuring we remain aligned with the main international standards, market best practices, and the ever-evolving expectations of our stakeholders.

Guided by these values, we recently revised our ESG Strategy, reinforcing our commitment to the Sustainable Development Goals. This included setting clear targets that connect our financial performance with our impacts on society and the environment. This allows us to align our business more closely with an inclusive and low-carbon economy, while continuing to generate long-term value for our shareholders, clients, employees, and other stakeholders.

The objectives of our ESG Strategy include reducing greenhouse gas emissions, supporting financial inclusion, engaging our supply chain, and promoting more sustainable credit operations, such as through financing micro and small enterprises and women-led businesses. These commitments are consistent with globally recognized standards, such as the Responsible Banking Principles, the Responsible Investment Principles, and the Equator Principles.

Our ESG Strategy is structured around three main pillars: Sustainable Finance, Climate Transition, and Diversity and Development, all underpinned by a solid foundation of Governance and Conduct.

We invest in technology, innovation, and organizational culture to ensure efficiency, ethical business practices, and diversity. We value our employees by promoting a diverse, equitable, and inclusive environment. And we believe that cultural transformation, aligned with digital transformation, brings gains in efficiency and competitiveness. We work collaboratively to understand the real needs of our clients and offer what they need, at the right time and in the way they want to be served.

Our culture is one of the pillars that support our competitive advantages. This culture is strengthened every day by our more than 86,000 employees, to whom we dedicate our best efforts as an employer. This is reflected in a satisfaction rate of 89% by the end of 2025, in the excellence zone.

As Itaú Unibanco's CEO, one of the largest employers in Latin America, I am very proud of our ability to attract and retain talent. Here, we value meritocracy, innovation, and the continuous development of people. We believe that to deliver consistent and sustainable results, we need a diverse, prepared, and motivated team. In our daily work, we encourage growth, tolerance for error, and the ability to prioritize and make difficult decisions.

In 2025, we celebrate key milestones, such as the increased representation of women in leadership and of Black and mixed-race individuals across our workforce.

Furthermore, we reaffirm our commitment to society through local development and social responsibility. We have allocated over R$867.6 million to social projects, mainly in the areas of Education and Culture, supporting approximately 1,800 initiatives, which keeps us as one of the largest social investors in Latin America.

We also created the Institute of Technology and Science, expanding our partnerships with academia and reinforcing our commitment to innovation, technology, and scientific production in Brazil.

We remain firm in our goal of mobilizing R$1 trillion in sustainable finance by 2030, having reached R$565 billion by the end of 2025, which represents 56.5% of the target set in 2020.

Our commitment to sustainability is recognized globally, positioning Itaú as one of the most sustainable Brazilian companies in the world. In 2026, for the 26th consecutive year, we are part of the Dow Jones Sustainability World Index portfolio, ranking among the companies with the highest scores for the second consecutive year.

We are also among the companies with an "A" rating in the CDP, consolidating our environmental leadership, in addition to achieving excellent ratings from the main ESG rating agencies. Our reports have been recognized for their excellence, with the Best Integrated Report award from Abrasca, Best ESG Program from Extel, and presence in the Top 15 best sustainability reports in Brazil, according to Reporting Matters in partnership with CEBDS.

We have also received awards for best bank for ESG in Latin America from Euromoney, best bank for sustainable financing in emerging markets, best bank for ESG-related loans, and best bank for loans linked to transition and sustainability from the Sustainable Finance Awards Latin America, by Global Finance.

I invite you to learn more about what we have been doing to strengthen transparency, social responsibility, and our commitment to increasingly sustainable, inclusive, and customer-centric businesses in this ESG 2025 Report.

Thank you very much, and good reading.

Milton Maluhy Filho

CEO of Itaú Unibanco Holding S.A.



METRICS
| GRI 2-22 |
| 2-25 | 3-3 |
| 3-2 | 3-1 |

Sustainability

We transform challenges into opportunities as we seek to drive economic, green, and inclusive development.

Throughout our century-long history, we have sought a deep understanding of the environmental, climatic, social, and economic challenges we face, and the context in which we operate. We maintain continuous dialogue with our stakeholders, seeking shared understanding and evolution of our ESG approach and practices, which strengthens our ability to anticipate trends, identify risks and opportunities, and respond to the most pressing issues for our business and society.

Our commitment to sustainability is even more strategically relevant given the increasingly complex global landscape, marked by climate change, geopolitical instability, and regulatory advances that influence production chains and business models.

Sustainability is connected to our culture and purpose, acting as a guide in our relationships with our stakeholders, our governance, and the ways in which we support green and inclusive economic development in Brazil and the countries where we operate.

We are guided by a cross-cutting, integrated, and collaborative vision that encourages all areas of the Organization to incorporate ESG criteria into their processes, activities, products, and services. This positioning strengthens our business model and contributes to building more sustainable financial solutions.

From materiality to strategy: the themes that guide us

We seek continuous alignment between our corporate strategy and the perspectives of the various stakeholders with whom we interact, taking into account business developments and the market context. To this end, we review our materiality assessments annually.

Between 2023 and 2024, we conducted a structured review of the materiality of economic, social, and environmental impacts. The goal of this review was to understand the progress of ESG issues, both within and outside the Organization, as well as to identify the challenges and opportunities related to our business and value chain.

The process involved structured consultations with internal and external stakeholders, including clients, employees, managers, shareholders and investors, suppliers, regulators, and civil society, through interviews, questionnaires, and qualitative and quantitative analyses, encompassing impacts associated with environmental, social, and governance issues.

In addition to stakeholder perceptions, we incorporate industry trends and market benchmarks, allowing for the more assertive identification and prioritization of the most relevant ESG themes, both for the bank and for society.

The results obtained were used as inputs for the revision of the ESG Strategy. The Board of Directors closely monitored this process through the Social, Environmental and Climate Responsibility Committee.

In 2025, we deepened our understanding of financial materiality, focusing on the requirements of the IFRS S1 and S2 standards, which govern the disclosure of sustainability and climate information. Throughout the year, we studied internal processes to identify, prioritize, and evaluate ESG and climate risks and opportunities, promoting internal and sectoral technical discussions, and seeking to improve our adherence and reporting capacity.

This is an ongoing and collaborative process that strengthens our ability to assess, in a structured and integrated manner, the risks and opportunities that can influence value creation in the short, medium, and long terms for our business, and keep us aligned with advances in international reporting practices.



Our Latin American units – Chile, Uruguay, Paraguay, and Colombia – have dedicated and structured ESG strategies and materiality review processes to reflect their local needs, specific regulatory contexts, and business priorities in each country. We maintain continuous dialogue with the units to monitor the evolution of the agendas and ensure strategic alignment with the Holding company.

Learn about the five stages of the impact materiality review process | GRI 3-1 |

1 CONTEXTUAL ANALYSIS AND DIAGNOSIS

Analysis of the business context to identify global trends in the financial sector, including challenges, emerging risks, and opportunities.

2 IDENTIFICATION OF MATERIAL THEMES

Identification of potential material issues from a sectoral perspective, as well as a preliminary assessment of potential impacts.

3 CONSULTATION AND EVALUATION OF STAKEHOLDERS

Interviews and questionnaires with stakeholders to measure the relevance of the identified impacts, considering their risks and opportunities.

4 PRIORITIZATION OF MATERIAL TOPICS

Prioritizing the most relevant topics with the Board of Directors.

5 EXTERNAL REVIEW AND VERIFICATION

Independent external verification of the stakeholder consultation process and prioritization of material issues.

1. CONTEXTUAL ANALYSIS AND DIAGNOSIS

During the diagnostic phase, we consider the organization's context, including aspects related to its vision, culture, values, core activities, products and services, customer profiles, and the regions where we conduct our operations and business. We evaluate emerging corporate sustainability management concepts and practices through market analysis and by consulting key corporate frameworks, aiming to identify global trends in the financial sector, including challenges, emerging risks, and opportunities.

2. IDENTIFICATION OF MATERIAL THEMES

Based on external sources and secondary data, we conducted a preliminary analysis of the impacts, real or potential, positive or negative, related to our business, operations, and value chain. The fifteen themes with the greatest potential economic, social, and environmental impacts on the financial sector were identified.

At this stage, as part of the stakeholder consultation process, surveys and interviews were conducted with internal and external audiences. During the process, we assessed the degree of importance and the positive and negative impacts associated with each topic, as well as the risks and opportunities from different stakeholders' perspective.

3. CONSULTATION AND EVALUATION OF STAKEHOLDERS

We also conducted an economic, social, and environmental impact study of the identified issues, which considered the real and potential impacts generated by our businesses and value chain, including aspects such as the scope, nature, coverage ratio, frequency, magnitude, trends, and probability of occurrence. The assessment also sought to understand how the identified risks can be incorporated into the Company's overall risk management.
The results showed that the risks associated with material issues are covered by our procedures and our overall risk management. However, we are always looking for opportunities to improve our management and monitoring. Our management processes comply with local and international regulations, and follows market best practice, in accordance with the requirements of the structures and organizations dedicated to this topic.

4. PRIORITIZATION OF MATERIAL TOPICS

The process of prioritizing material issues involved the expertise and strategic vision of leaders from different areas. The topic was debated by the Social, Environmental and Climate Responsibility Committee, a Board-level forum, and by the ESG Superior Commission, at the Executive Committee level, both of which are responsible for strategic and relevant items on the Sustainability agenda. The perceptions of other stakeholders, such as shareholders, institutional investors, clients, employees, suppliers, specialists and opinion leaders, covered the Bank's economic, environmental and social impacts. Therefore, the relevance matrix of the issues reflects both perspectives. The results of the materiality process and the prioritized issues served as the basis for the review of the ESG Strategy that was launched in November 2024.

5. EXTERNAL REVIEW AND VERIFICATION

The stakeholder consultation process carried out during the materiality analysis, including the selection and prioritization of material topics, was verified through an independent audit, and followed the guidelines of the AA1000 AccountAbility Principles, which provides the Organization with a set of guiding principles to assess, manage, improve and communicate our sustainability responsibilities and performance, based on the criteria of inclusion, materiality, responsiveness and impact.

Listening to stakeholders

| GRI 2-29 |

Interviews

19 members of the Board of Directors and Executive Committee.

21 members of senior leadership, including Directors and Superintendents of local and international units.

7 shareholders and institutional investors.

Questionnaire

195 clients from different segments.

241 employees.

78 suppliers.

16 experts and opinion leaders.

The opinions and expectations of our stakeholders are continuously collected and evaluated by the Organization through public meetings, relationship channels, surveys, shareholder and investor statements of interest, feedback and reports from ESG ratings agencies, corporate sustainability indices, and public opinion.

Materiality Matrix | GRI 3-2 |

Below, we present our list of material topics, which considers the relevance assigned by our stakeholders, and the assessment of economic, social, and environmental impacts, following the main guidelines of current frameworks:



Caption: **Prioritized topics** Very low Low Medium High Very high

Description of the material topics

Data protection and information security

In an increasingly digital world, data protection and technological resilience are essential pillars for building trust with clients and partners. Technological security is fundamental to preventing systemic failures and mitigating the risk of incidents such as leaks, cyberattacks, and fraud, which can generate financial, regulatory, and reputational externalities. The topic encompasses the implementation of policies, processes, and advanced technologies to guarantee the confidentiality, integrity, and availability of data, as well as promoting a cybersecurity culture among employees and partners, ensuring regulatory compliance and contributing to business sustainability.

PRIORITIZED SDGs: 9 16

LEARN MORE

- Artificial Intelligence, page 276.
- Privacy and data protection, page 284.

Credit and sustainable financing

Sustainable finance responsibly directs resources to initiatives that promote positive impact and that support the transition to a more inclusive, low-carbon economy. This involves conducting socio-environmental and climate analyses to ensure the proper management of risks associated with credit operations, recognizing that providing financing to clients or activities with inadequate socio-environmental practices can have negative impacts on communities, human rights, and the environment, while simultaneously strengthening business sustainability.

PRIORITIZED SDGs: 1 2 3 6 7 8 9 10 11 12 15 16 17

LEARN MORE

- Sustainability in business, page 64.
- Financial inclusion and entrepreneurship, page 96.

Diversity, equity and inclusion

We are made up of people, and we believe that having a diverse workforce broadens perspectives and contributes to increased creativity, innovation, and a better service for our diverse clients. We have affirmative action policies and inclusion programs for historically underrepresented groups, focusing on reducing inequality and increasing representation. We understand that limited diversity of people, especially in leadership positions, can contribute to the perpetuation of economic and social inequalities, limit the diversity of perspectives in decision-making processes, and reinforce structural biases.

PRIORITIZED SDGs: 1 5 8 10 16

LEARN MORE

- Diversity and inclusion, page 158.
- Attraction and retention, page 171.

Working conditions

This topic addresses human capital management through hiring, development, and compensation processes that are based on meritocracy and diversity. We prioritize holistic well-being, focusing on physical and mental health, ensuring a safe and inclusive work environment. These practices aim to promote a positive experience, increase employee satisfaction, and generate social value by stimulating employment and ensuring respect for union representation. Therefore, managing these aspects is essential to mitigate occupational health risks and ensure legal compliance, and to avoid compromising the integrity of our employees and the organization's reputation.

PRIORITIZED SDGs: 8 10

LEARN MORE

- Development and training, page 177.
- Labor relations, page 186.
- Employee experience, page 217.
- Attraction and retention, page 171.
- Occupational health and safety, page 207.
- Compensation and benefits, page 193.

Climate change

Acting on climate change involves implementing mechanisms to support the transition to a low-carbon economy through solutions for measuring, reducing, removing, and offsetting greenhouse gas emissions that can contribute to rises in the global average temperature, and cause extreme weather events with adverse effects on the environment, society, and the economy. Climate risk management through lending and value chain engagement are fundamental to promoting sustainable practices and minimizing climate impacts. These mechanisms and instruments, in addition to contributing to the reduction of greenhouse gas emissions, strengthen the climate resilience of our clients and of the economic sectors in which they operate.

PRIORITIZED SDGs: 1 2 7 9 11 12 13 17

LEARN MORE

- Climate change, page 32.
- GHG emissions, page 129.

Integrity and ethics

Corporate integrity and ethics refers to control, prevention, and remediation mechanisms aimed at ensuring compliance and proper risk management related to business conduct, transparency, and accountability. These practices contribute to more ethical and transparent markets, as well as strengthening stakeholder trust and the stability of the financial system. On the other hand, failures in integrity and ethics can result in adverse effects, such as corruption, fraud, or anti-competitive conduct, with adverse impacts on clients investors, markets, and society.

PRIORITIZED SDGs: 8 16

LEARN MORE

- Business ethics, page 254.
- Human Rights, page 219.
- Corporate behavior, page 266.

Customer-focused innovation

Customer-focused innovation aims to increase satisfaction by delivering excellent experiences and services through technological solutions, such as data usage and Artificial Intelligence. Adopting these solutions can enhance the agility, accessibility, and robustness of channels, enabling the financial solutions that are different profiles and needs, and also increasing scalability. At the same time, decisions and interactions mediated by automated systems may not fully capture individual contexts, generating asymmetries in the quality of service and in users' perceptions regarding transparency. Inclusive technology is a basis for expanding access, for simplifying and personalizing customer journeys, with constant monitoring of the customer experience being essential to enable agile and precise corrections.

PRIORITIZED SDGs: 1 8 16

LEARN MORE

- Relationship with clients, page 111.
- Artificial Intelligence, page 276.

Corporate governance

Corporate governance is based on management practices and decision-making structures that are aligned with the Bank's strategy, culture, and values. Leadership expertise and solid governance contribute to promoting transparency, accountability, and more responsible decisions, strengthening stakeholder trust and market stability. Governance failures can generate conflicts of interest and inadequate strategic decisions, with adverse effects on shareholders, clients markets, and society.

PRIORITIZED SDGs: 5 8 10 16 17

LEARN MORE

- Corporate governance, page 245.
- Sustainability, page 10.

Financial education and responsible offering

Financial education and responsible offerings promote quality financial inclusion. Through information and support, clients are encouraged to have healthier relationships with money, as well as to access products and solutions that are suited to different profiles. This approach contributes to improving the financial health of families and small businesses by encouraging the conscious use of financial products, supporting the development of SMEs, and boosting economic activity. On the other hand, an inadequate offering of financial solutions can contribute to over-indebtedness of families and small businesses, harming their financial health, trust in the financial system, and the sector's sustainability.

PRIORITIZED SDGs: 17

LEARN MORE

- Relationship with clients, page 111.
- Financial inclusion and Entrepreneurship, page 96.

Responsible investment

Responsible investing integrates ESG criteria into asset management, helping direct capital to companies and activities with better environmental, social, and governance practices, and to contributing to stronger, more sustainable and more efficient markets. Transparency, technical rigor, and external assurance favor consistent investment decisions and the evolution of the sustainable agenda in the market. On the other hand, a lack of integrity in thematic funds or the inconsistent application of ESG criteria can lead to greenwashing, inappropriate capital allocation, and damage investor confidence and the credibility of the sustainable investment market.

PRIORITIZED SDGs: 8 16 17

LEARN MORE

- Responsible investment, page 82.

Social responsibility and political influence

Social responsibility and political influence focus on investing financial, human, and political capital in the public interest, aiming at local development and participation in the formulation of public policies relevant to the Bank and its stakeholders. This theme seeks to reduce inequalities through support for social projects and the promotion of culture. The allocation of these resources, as well as institutional engagement, may involve differing expectations from stakeholders, requiring attention to ensure the alignment of initiatives and the potential effects on communities, with repercussions for institutional reputation and operational efficiency.

PRIORITIZED SDGs: 10 11 13 17

LEARN MORE

- Private social investment, page 233.
- Political influence, page 270.

Financial inclusion and entrepreneurship

Financial inclusion and entrepreneurship involves expanding access to financial services, credit, and training, especially among specific groups such as women, Black people, and micro-entrepreneurs. This action contributes to income generation, business formalization, and local economic development, while reducing financial exclusion and the underutilization of economic potential. On the other hand, failures to expand access or inadequate financial solutions can increase economic vulnerability, and lead to failures of small businesses, with adverse effects on individuals, communities, and local economies.

PRIORITIZED SDGs: 1 8 9 10

LEARN MORE

- Relationship with clients, page 111.
- Financial inclusion and Entrepreneurship, page 96.

Environmental management and eco-efficiency

Environmental management and eco-efficiency aim to improve performance and the rational use of resources, contributing to reducing waste generation and pressure on ecosystem services, in a context marked by the need for adequate controls over resource use and waste generation. The absence of effective practices in these areas can result in negative externalities, operational risks, and increased costs, affecting the organization's performance and sustainability.

PRIORITIZED SDGs: 6 7 11 12

LEARN MORE

- Environmental management, page 122.
- GHG emissions, page 129.
- Energy, page 144.
- Water, page 148.
- Materials and waste, page 151.

Responsible supply chains

Aligning partners with ethical, social, and environmental standards contributes to promoting more responsible practices throughout the value chain. On the other hand, a lack of monitoring and verification mechanisms can result in non-conformities associated with working conditions, inadequate socio-environmental practices, or governance failures, with effects on workers, communities, and the environment. The adoption of governance and monitoring structures strengthens the resilience and sustainability of production chains more broadly.

PRIORITIZED SDGs: 8 12 13 16

LEARN MORE

- Suppliers, page 227.
- Human Rights, page 219.

Biodiversity and land use

Biodiversity protection and land use analyses are integral to the financing of economic activities, as funded projects, if not properly managed, can generate pressure on ecosystems, such as illegal deforestation, as well as leading to biodiversity loss. The responsible allocation of resources, partnerships focused on the bioeconomy, and the monitoring of funded operations contribute to promoting ecosystem conservation, the sustainable use of natural resources, and protect the integrity of territories and traditional communities.

PRIORITIZED SDGs: 2 6 8 9 15

LEARN MORE

- Biodiversity, page 37.

2030 Agenda

We believe that the UN's 2030 Agenda has the potential to leverage positive transformations by supporting the direction of efforts and the prioritization of initiatives, highlighting the role of companies and institutions.

Following a materiality analysis and review of our ESG strategy, we prioritized the SDGs related to our strategic pillars. The bank's initiatives, such as expanding access to credit, supporting micro and small businesses, strengthening governance, and programs for women's entrepreneurship, reflect this alignment and guide the generation of positive social, environmental, climate, and economic impact.

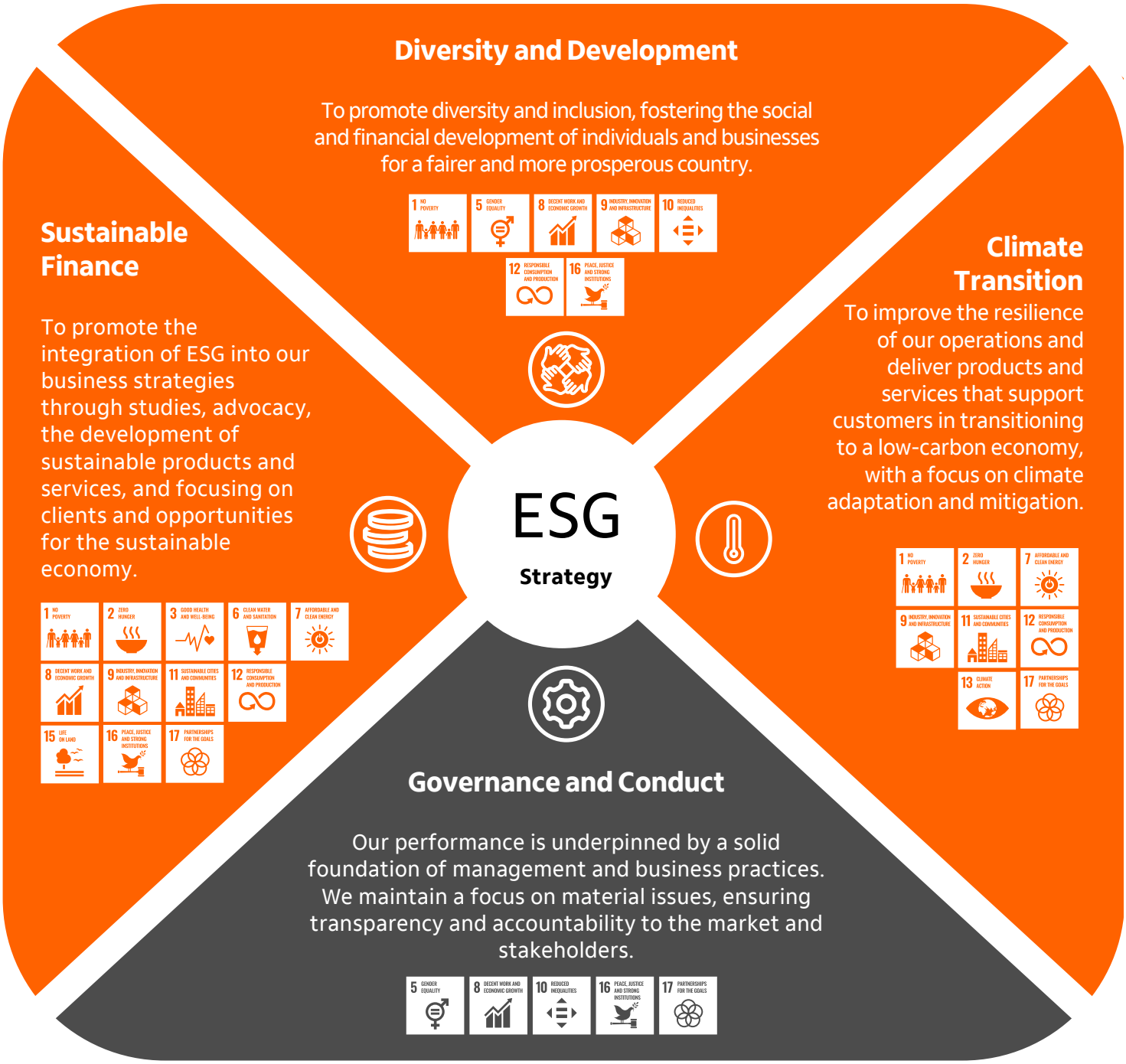
Throughout this report, you can learn about case studies of our work. We also present below how our Strategy relates to the SDGs, and how we are strengthening our efforts towards the 2030 Agenda.



ESG Strategy | GRI 2-22 | 2-25 | 3-3 |

In 2024, we announced a review of our ESG Strategy, a process that involved various areas of the Organization, and drew on the lessons learned and directions obtained from the materiality assessment.

Our ESG Strategy is underpinned by a solid foundation of Governance and Conduct, focusing on three pillars of action: Sustainable Finance, Climate Transition, and Diversity and Development. The strategic objectives adopted reflect the evolution of previous agendas, and seek to generate businesses that promote economic, green, and inclusive development.



Sustainable Finance

Under this pillar, we seek to promote the integration of ESG into business strategies through studies, advocacy, the development of sustainable products and services, and focusing on promoting opportunities for a more inclusive, resilient, and sustainable economy.

We seek to expand growth opportunities by supporting clients in their challenges of adapting to new regulatory requirements and market trends, as well as stimulating innovation in terms of financial instruments and solutions with a positive impact.

By directing capital towards activities that are aligned with ESG criteria and the Green Taxonomy, we are contributing to reducing socio-environmental risks in our portfolios, increasing the bank's competitiveness, and strengthening our role as a protagonist in the sustainable transformation of the financial sector.

Climate Transition

Our ambition is to strengthen the resilience of our operations, and to expand the range of products, services, and advisory services that support our clients in transitioning to a low-carbon economy, with a focus on mitigating and adapting to climate change.

Acting in a way that takes account of the climate transition allows us to make the best business decisions and to encourage practices that are aligned with science-based decarbonization pathways, aligning our strategy with a low-carbon economy.

By supporting our clients with building and implementing their climate strategy through our products and services, we contribute to aligning different sectors of the economy while fostering new business opportunities and strengthening our relationships with clients on their climate transition journey.

TRACK the goals and their status throughout this Report by following the Strategy icons

Sustainable Finance Objectives

ESG Strategy

Mobilize

R$1 trillion

in sustainable finance by 2030.

Note: Includes credit operations for positive impact sectors, the structuring of operations with ESG certification, and ESG products for the retail sector.

Climate Transition Goal

ESG Strategy

50% reduction

in operational Scopes 1 and 2[1] and Scope 3 emissions[2] by 2030[3].

Achieving the objectives of

Decarbonization

of carbon-intensive sectors[4], in order to limit global temperature rises to 1.5°C.

(1) Scope 2: by purchase choice. (2) Scope 3: excluding financed emissions and home-to-work commuting (categories 15 and 7). (3) Baseline: 2023 (4) Including sectors such as power generation, coal, cement, steel, aluminum, transport (manufacturing and financing of light vehicles) and agribusiness, especially corn, soybeans and livestock.

Diversity and Development

We support building a more just society by promoting diversity, inclusion, and development throughout our entire value chain. This pillar guides initiatives that expand opportunities for people and businesses, that strengthen financial inclusion, and that stimulate entrepreneurship, especially among historically underrepresented groups.

By expanding access to credit, boosting micro and small businesses, and promoting affirmative action and diversity goals, we contribute to local economic development and strengthen our capacity to generate shared value.

Given this commitment, we also encourage suppliers to adopt responsible practices. By disseminating these principles in our business relationships, we can amplify the bank's positive impact and reinforce ethical standards that contribute to a more diverse, representative, and sustainable ecosystem.

Governance and Conduct

The pillars of our Strategy are based on the robustness of our management and business practices. We maintain our focus on material issues, ensuring transparency and accountability to the market and stakeholders.

Governance and Conduct are the foundation that underpins everything we do. They ensure that our choices are guided by integrity, clarity, and accountability—values that shape our decisions and reinforce the trust we have built throughout our history.

These are the aspects that drive us to continuously evolve, keeping up with emerging trends, regulations, and risks, without losing sight of what is essential: acting ethically, promoting trust, and ensuring that our decisions contribute to a more sustainable and transparent future that is aligned with our values. Governance and Conduct are, therefore, the foundation that connects all the pillars of our strategy, making it possible to move forward responsibly.

Diversity and Development Goals

ESG Strategy

Achieve between 35% and 40%
of women in leadership positions[1].

Achieve 50%
of female representation in hiring .

Achieve between 27% and 30%
of black people in the workforce.

Achieve 40%
of black representation in the hiring[1].

Reach
R$34.7 billion
in credit for women-led businesses[2].

Reach
R$15.0 billion
in microcredit operations.

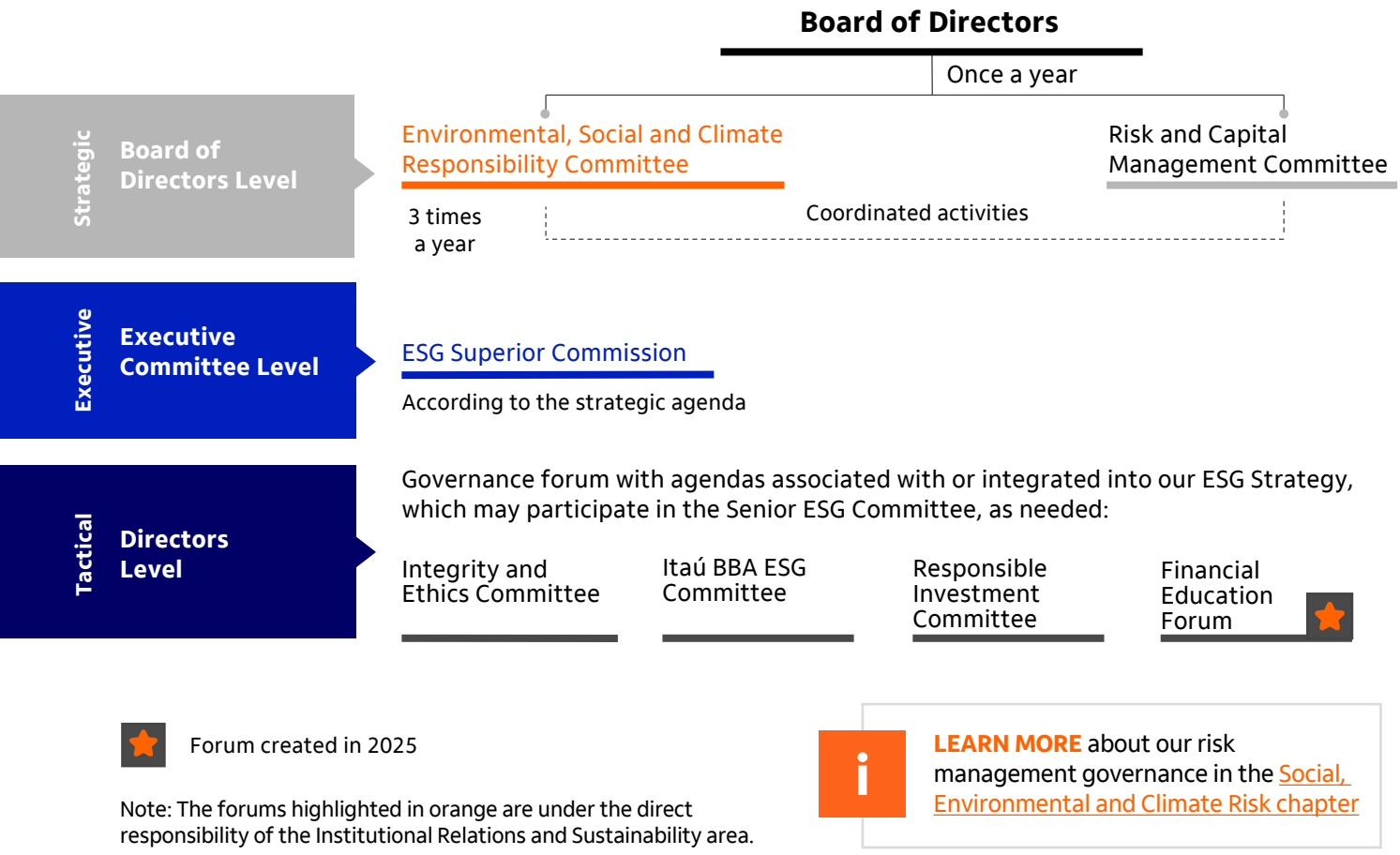
Reach
R$67.1 billion
in credit for Micro and Small businesses.

Engage 100%
of active suppliers in ESG issues[3].

([1]) Does not include apprentices and trainees.
([2]) Companies with female share capital participation greater than 50%.
([3]) Suppliers contracted centrally in the Purchasing area.

Sustainability Governance | GRI 2-12 | 2-13 | 2-16 |

We have an integrated governance structure that connects responsibility and risks across all aspects of our business, based on the Social, Environmental and Climate Responsibility Policy (PRSAC). This governance structure is responsible for managing and overseeing social, environmental, climate and governance issues, and for ensuring the integration of these themes into business practices. It also supports the continuous evolution of our corporate sustainability guidelines and provides regular reports to other governance bodies, ensuring transparency and strategic alignment.



Forum created in 2025

Note: The forums highlighted in orange are under the direct responsibility of the Institutional Relations and Sustainability area.

LEARN MORE about our risk management governance in the Social, Environmental and Climate Risk chapter

Sustainability is a cross-cutting theme in the Board of Directors' discussions, and is addressed in its meetings at least once a year. The Board integrates ESG themes into strategic planning through the regular presentation of topics, indicators, and objectives related to the Sustainability agenda. In this context, the Board discusses long-term trends and risks, considering regulatory and reputational scenarios that may influence the business, and defines priorities and possible course corrections.

The Board is also responsible for monitoring the effectiveness of the ESG Strategy and the Social, Environmental and Climate Responsibility Policy (PRSAC), as well as for encouraging employee engagement on relevant ESG issues. This process is reinforced by the work of the Social, Environmental and Climate Responsibility Committee (SAC).

The selection of directors follows the guidelines set forth in the Company's Director Appointment and Succession Policy. The selection criteria for members of the Board of Directors include alignment with the Company's culture and values, with an emphasis on ethical and strategic principles, which includes a commitment to ESG issues. For members of the Executive Board, the Board must appoint executives capable of balancing the interests of the Company, its shareholders, and society, guided by ethics, social and environmental responsibility, and aligned with long-term strategies.

This selection process ensures that managers are prepared to incorporate ESG best practices into the bank's operations, strengthening the organizational culture and strategic agenda of the Company.

Committee on Social, Environmental and Climate Responsibility

As a collegial body, this committee supports the Board of Directors in overseeing the ESG Strategy and applying the PRSAC guidelines, promoting the integration of social, environmental, climate, and private social investment issues into corporate decisions. To this end, it periodically discusses strategies, scenarios, and benchmarks, providing direct support to the Board by reporting, after each meeting, its main discussions and deliberations, ensuring the proper incorporation of ESG issues into strategic decisions.

In 2025, we revamped the engagement dynamics of the Social, Environmental and Climate Responsibility Committee (SAC). At each meeting, we began hosting a roundtable discussion with Board members to address relevant aspects of their business models, priority ESG agenda items, sector-specific details, and governance perspectives with a social, environmental, and climate focus.

This initiative strengthens our ability to anticipate market opportunities and challenges while ensuring that our strategic body is continuously updated on social, environmental, climate, and governance issues.

The roundtable format also promotes structured engagement with external stakeholders, broadening our understanding of emerging risks, industry trends, and best practices, contributing to the continuous evolution of our performance.

ESG Superior Commission

This committee includes members of the Executive Committee, and is chaired by our CEO. The committee is responsible for ensuring compliance with our ESG Strategy, monitoring the progress of key indicators, projects and sustainability initiatives within the business, tracking the Organization's performance in response to key ESG demands from stakeholders, and addressing priority challenges to the effectiveness of our Social, Environmental and Climate Responsibility Policy.

In 2025, among the topics monitored by the ESG Superior Commission and the Environmental, Social and Climate committee we highlight the progress of the Brazilian sustainable taxonomy, Itaú's participation in COP30, the analysis of international geopolitical trends, and the monitoring of the Net Zero strategy and the "Todos a Bordo" (All Aboard) Institutional Campaign.

The meeting also addressed the bank's Private Social Investment strategy, IFRS S1 and S2, the main results after one year of implementing the ESG Strategy, and the contextualization of the ESG landscape, including regulatory challenges, more stringent investor expectations, and global trends. Finally, we highlight the approval of the revised Social, Environmental, and Climate Responsibility Policy (PRSAC).

Social, Environmental and Climate Risk Management

It includes a governance structure composed of different collegiate bodies, which are responsible for decision-making according to the specialty of each forum, seeking to mitigate exposure to SAC risks. The Risk and Capital Management Committee (CGRC) also coordinates its activities with the Social, Environmental and Climate Responsibility Committee.

Integrity and Ethics Committee

A collegiate body composed of company executives that meets periodically and is part of the governance structure of the Integrity and Ethics Program. This forum discusses matters related to conduct and the legal understanding of issues related to the Program, including the prevention of corruption, as well as defining guidelines and process improvements resulting from regulations, identified risks, complaints, and other factors.

Itaú BBA ESG Committee

The Committee includes the CEO of Itaú BBA, as well as executives from the bank's Social, Environmental and Climate Risk, Sustainability Credit, Strategy and commercial areas, and meets quarterly. The Committee is responsible for approving, supervising and, when necessary, deliberating on the progress and evolution of opportunities, projects, processes and key indicators of Itaú BBA's ESG agenda, and for ensuring the advancement of these initiatives. Its responsibilities include the approval of sectoral decarbonization strategies and their respective action plans, as well as monitoring compliance with sustainable finance objectives.

Responsible Investment Committee

Composed of executives and leaders from Wealth Management and Services (WMS), WMS Planning, Asset Management, Private Banking, Funds of Funds (FoF), Community Investment Solutions (CSI), Sustainability, and Corporate Communications, the Committee meets up to twice a year to discuss progress on the Responsible Investment agenda, to assess social, environmental, and climate impacts, and to offer our clients investments that consider ESG aspects.

Financial Education Forum

This body, chaired by Sustainability Compliance, and OpRisk at the director level, holds monthly meetings. The forum brings together leaders from Credit, Recovery, Cards, Payments, and Design. This structure is responsible for deciding on the governance and financial literacy measures offered to the institution's clients.

Sustainability policies

Our sustainability efforts are guided by several corporate policies and institutional guidelines approved by the Board of Directors. The Social, Environmental and Climate Responsibility Policy (PRSAC), for example, is Itaú Unibanco's main policy related to sustainable development. PRSAC considers the social, environmental and climate impacts of our activities and processes, and sets out the guidelines that must be observed in conducting business and in our interactions with stakeholders.

In 2025, PRSAC underwent an update, aiming to align it with regulatory, self-regulatory, and market trends. The revision expanded the social, environmental, and climate guidelines and incorporated new thematic areas, such as ESG Strategy and Society, involving various areas of the bank and ensuring a robust, participatory process that adheres to best practices. This evolution reinforces our commitment to responsible, transparent operations aligned with contemporary challenges.

To monitor the effectiveness of the policy's implementation, we issued the PRSAC Effectiveness Plan, which aims to provide transparency on the actions developed to ensure the practice and observance of the guidelines, ensuring that the policy is not just a formal reference, but a living tool, integrated into both day-to-day operations and strategic sustainability management.

LEARN MORE about PRSAC's Effectiveness Plan in the Supplementary ESG Index.

Governance of ESG Strategy objectives

The monitoring and progress of the ESG Strategy are tracked and reported periodically within the framework of internal governance and based on market expectations. For the purposes of this monitoring, each strategic objective has Sponsor Directors, that is, members of senior leadership responsible for monitoring and prioritizing projects, supporting strategic discussions, and deliberating on the construction and revision of metrics and objectives, while ensuring alignment with the business strategy and the Social, Environmental and Climate Responsibility Policy (PRSAC). In addition, each strategic objective has focal points, who are employees responsible for closely monitoring the progress of indicators and objectives, highlighting areas of concern, and supporting the implementation of action plans to advance the agendas.

We also have a dedicated Project Management Office (PMO), which organizes discussions related to the ESG Strategy, connects sustainability leaders with Sponsors to review objectives and indicators, and identifies points for attention and market best practices related to ESG issues. To strengthen governance, we also have internal procedures that define the roles, responsibilities, and monitoring flows of the ESG Strategy, ensuring alignment and consistency among all of the areas involved.

Throughout 2025, an internal business intelligence platform was developed to centralize the monitoring of ESG Strategy indicators, with support from the dedicated PMO, the focal points of the ESG Strategy objectives, and the technology teams. This tool contributes to greater agility, reliability, and traceability of information, strengthening support for decision-making and the ability to promptly identify points of attention and the need for course corrections in the evolution of the ESG Strategy.

ESG information, engagement and capacity building ecosystem

In order to support the implementation and evolution of the ESG Strategy, we have an integrated set of initiatives focused on disseminating knowledge, monitoring trends, strengthening internal engagement, and training employees.

This ecosystem combines intelligence and data tools, content repositories, digital solutions, communication initiatives, and training programs, contributing to a broader understanding of ESG issues, supporting decision-making in business areas, and promoting engagement on social, environmental, climate, and governance dimensions.

DATA MONITORING PLATFORM (iuESG)

iuESG is a business intelligence tool that centralizes and monitors the performance and respective challenges of Itaú Unibanco for each of the main ESG market drivers, such as the Dow Jones Sustainability Index, the Corporate Sustainability Index (ISE B3), CDP, and ratings agency assessments.

iuESG enhances the visibility of sustainability-related risks and opportunities, offering a clear and accessible visualization that supports integration between business areas and drives continuous advances in adopting global ESG best practices. The tool continues to evolve, with upgrades to strengthen its use in planning and prioritizing projects linked to the bank's ESG strategy.

IUESG HUB

A centralized repository of content related to the ESG agenda, intended to support the integration of social, environmental, climate, and governance dimensions into the bank's strategy, strengthening value creation through internal and external studies, market news, and a showcase of projects. By concentrating information, analyses, and strategic resources, the hub facilitates access to essential materials and helps disseminate ESG knowledge within the institution.

ESG CONNECTION

Weekly ESG news clippings newsletter, compiled and distributed internally to operational and business areas and to other interested parties. It gathers, in an organized and accessible way, the main articles and events of the week on the environmental, climate, social and governance agendas, both in Brazil and internationally. Its objective is to keep internal teams updated on trends, market movements, regulations, innovations, ESG risks and relevant social issues.

ESG BUDY

An artificial intelligence solution to support employees with accessing and understanding information related to the bank's ESG agenda. It uses Itaú's public reports as a knowledge base, allowing employees to make inquiries, clarify doubts, and obtain guidance based on official institutional data. Its purpose is to facilitate the dissemination of ESG content in a standardized, accessible, and reliable way, strengthening internal literacy and helping departments incorporate social, environmental, climate, and governance practices into their daily work.

TRACK SIMPLIFYING SUSTAINABILITY AND ESG

Available to all employees, the learning path presents fundamental concepts, global challenges, and Itaú's actions on the social, environmental, climate, and governance agendas, offering an introductory and comprehensive overview of the topic. By 2025, nearly 5,000 employees will have completed the learning trail, contributing to the strengthening of ESG literacy within the bank.

ESG STRATEGY TRACK

The ESG Strategy track addresses the context, motivations, and evolution of Itaú's strategy, including roundtable discussions with directors and guests regarding the relevance and challenges of these agendas. By 2025, approximately 3,000 employees will have completed the ESG Strategy track.

ESG TRAINING FOR TRAINEES

This in-person initiative brought together 63 young professionals from the bank, with the goal of presenting Itaú's ESG Strategy, addressing essential concepts and their practical application, as well as their implementation in areas such as Agribusiness, Small and Medium Enterprises, and Human Resources. This reinforces the importance of trainees beginning their journey being already familiar with ESG fundamentals and the role of these pillars in decision-making and in creating solutions that promote value for society and the environment.

ESG INTERNAL MARKETING CAMPAIGN

With the goal of demonstrating the bank's cross-cutting approach to the ESG agenda, we also produced the "All Aboard" internal marketing campaign in 2025, which featured employees from different areas, such as sales, risk, and finance, in the production of exclusive video content demonstrating how ESG connects different areas of our operations. The initiative reached 66,000 employees, in addition to more than 42,000 views of the newsletter.

ITUBERS FESTIVAL

A hybrid event combining culture and knowledge for employees, featuring bank leaders and market experts. In 2025 the second edition took place, with three panels related to ESG Strategy, Climate Adaptation, Business Strategies at COP30, and Financial Health, attended by over 630 employees.

ESG best practices

In 2025, we maintained an open and ongoing dialogue with investors and creditors on ESG issues. The conversations were focused primarily on resilience against climate change and on decarbonization strategies, such as emissions management, climate risks, and alignment with international reporting standards. Other topics addressed included biodiversity, artificial intelligence, client cybersecurity, diversity, and governance.

The issues raised in these meetings are forwarded to the responsible areas, and are considered in the bank's strategic decisions, with the aim of improving our management, addressing investor concerns, and making our communications with the market more transparent.

Furthermore, we seek to support investors, especially foreign investors, in better understanding Brazil's climatic, economic, political, and regulatory context. This approach reinforces our commitment to the evolution of sustainable practices and the generation of long-term value.

We are included in the portfolios of several important national and international corporate sustainability indices that evaluate and select companies with the best ESG management and performance practices worldwide. We monitor our performance in these indices on an annual basis, identifying risks and opportunities for improvement, and implement action plans aimed at keeping up with global best practices.

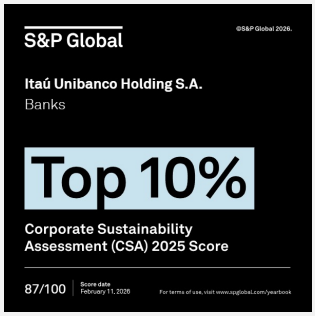
For over 20 years, we have been included in the world's most important ESG indices, such as the Dow Jones Best-in-Class World Index, reflecting our integrated and constant work on.monitoring, evolving, and reporting our ESG metrics.



Check out our main highlights and the timeline below



CDP A List
(climate questionnaire)



Top 10% at CSA
(S&P Global ESG)

4.7 in FTSE Russell
(among the top 4%)

Low-risk in Sustainalytics
(drop of more than 30% in risk assessment)

1999 – Inclusion in the Dow Jones Sustainability Index

2004 – Signed up to the Equator Principles

2005 – Inclusion in the Corporate Sustainability Index (B3)

2008 – Signed up to the Principles for Responsible Investment (PRI)

2009 – Adoption of the Global Reporting Initiative (GRI)

2010 – Membership of the CDP

2011 – Launch of our first sustainability strategy

2014 – Itaú's Commitment to Human Rights

2017 – Participation in the Task Force on Climate-related Financial Disclosures (TCFD); Inclusion in the Bloomberg Gender Equality Index

2018 – Adoption of the Sustainable Development Goals (UN)

2019 – Membership of the Sustainability Accounting Standards Board (SASB Alliance); Signed up to the Principles for Responsible Banking (PRB) and Launch of Positive Impact Commitments (second sustainability strategy)

2021 – Membership of the Partnership for Carbon Accounting Financials (PCAF)

2022 – Membership of the Glasgow Financial Alliance for Net Zero (GFANZ)

2024 – Signed the Commitment to Financial Innovation in the Amazon, Cerrado and Chaco (IFACC); Co-organized C.A.S.E. to engage audiences with the climate agenda at COP30; Launch of Itaú's ESG Strategy

2025

Sustainability in business

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109 Insurance

111 Relationship with clients

This chapter addresses actions related to the following material topics:

- Sustainable credit and financing
- Responsible investment
- Financial inclusion and entrepreneurship
- Adaptation to climate change
- Biodiversity and use of land
- Customer-focused innovation
- Financial education and responsible offering

Sustainable Development Goals





METRICS
| GRI 2-22 |
| 3-3 |

Climate change

We want to be the bank of climate transition for our clients.

We recognize that climate change will be one of the main drivers of economic transformation in the coming decades, impacting the financial system, business models, and society as a whole. This scenario presents both risks and opportunities for the bank and for our clients and will require adaptations in regulations, technologies, and operations in the short, medium, and long terms.

As a financial institution, we know that our greatest influence on the climate, whether positive or negative, lies in our operations with clients, especially in relation to the financing of carbon-intensive economic activities.

Therefore, we seek to support the transition to a low-carbon economy by strengthening our business resilience, contributing to meeting the targets set by the Paris Agreement, and encouraging solutions that promote economic growth, social inclusion, and environmental protection.

Climate governance

We have a structured and well-defined climate governance system, with direct oversight from the Board of Directors and the Executive Committee, through specific and dedicated committees for social, environmental, and climate issues, such as the ESG Superior Commission and the Social, Environmental, and Climate Responsibility Committee, which meet three times a year, in addition to the Itaú BBA ESG Committee, which holds quarterly meetings.

Our governance structure includes teams dedicated to climate management, responsible for developing strategies, monitoring progress toward decarbonization goals, and supporting the commercial and operational areas.

Furthermore, we continuously invest in training and engaging our leaders, valuing knowledge about climate change to improve decision-making and strengthen business resilience. We have members of the Board of Directors and the Executive Committee with experience in climate issues, and this knowledge is considered in the performance evaluations of our senior management team.

We have a publicly available Social, Environmental and Climate Responsibility Policy that guides the bank's actions and defines the principles, responsibilities and processes for the integrated management of these issues.

ESG issues, including climate change, are part of the performance evaluation criteria and variable compensation for our managers and employees, reinforcing our commitment to and sense of responsibility for managing this issue.

Climate strategy

Itaú Unibanco's climate strategy is guided by our Climate Transition Plan, which focuses on supporting our clients in transitioning to a low-carbon economy, and achieving Net Zero emissions by 2050, considering Scope 1, 2 and 3 emissions.

This plan was developed based on recommendations from the financial sector, and on climate scenarios that seek to limit the increase in global temperature to 1.5°C, in line with the Paris Agreement.

We seek continuous engagement with our stakeholders, including clients the productive sector, and the public sector, to identify innovative solutions and seize opportunities to move towards a more sustainable and low-carbon economy.

We have also taken measures to strengthen business resilience in the face of climate change, prioritizing those actions that will have greater relevance and impact, especially in the context of our relationships with large and medium-sized companies and those in the agribusiness supply chain.

Climate-related risk and opportunity management

We have clear processes and methodologies in place to identify, assess, monitor, and manage climate-related risks and opportunities in an integrated manner.

We map physical and transition risks, taking into account regulatory, legal, technological, market, and reputational aspects, and analyze how these risks could impact our operations, credit portfolio, and investments in the short, medium, and long terms.

The bank conducts sensitivity analyses, climate scenario modeling, and stress testing to understand the potential effects on credit quality, cost of capital, fundraising, asset performance, and business continuity.

We also identified opportunities related to innovation, operational efficiency, and the development of financial products and services that help our clients become more resilient and navigate the transition towards a low-carbon economy.

We also offer various lines of credit and financing for sectors and projects that contribute to social and environmental development, helping reduce impacts on the climate and the environment.

These products are available in both the Wholesale and Retail segments, including specific initiatives such as sustainable finance, ESG debt issuances in the capital markets, the Green Entrepreneur Plan, the Eco Invest Program, ESG products for agribusiness (such as bio-inputs, solar energy, certifications and hedging), and the Reverte Program.

Climate goals and metrics

We have established clear metrics and targets to reduce greenhouse gas emissions, both from our own operations and from the companies in our portfolio, with defined deadlines, trackable actions, and specific objectives for different sectors and segments.

We have made a Net Zero commitment, which means we aim to achieve net-zero emissions by 2050. This commitment is structured based on phased targets, which we monitor annually. For more information on our climate strategy, targets and Scope 1, 2 and 3 emissions indicators, please refer to Sustainability chapter (pages 10-21) and GHG Emissions chapter (page 129) of this document, or the 2025 Integrated Annual Report.

Climate Transition Goals

ESG Strategy

Sectoral decarbonization objectives

of carbon-intensive sectors[1], which limit climate change to 1.5°C.

Steel

Reduce by 23% the intensity of our financed emissions in the sector by 2030, in line with the International Energy Agency's Net Zero scenario (IEA NZE).

Aluminum

Reduce by 19% the intensity of emissions financed in the sector up to 2030, in line with the Net Zero scenario of the International Aluminum Agency (IAI).

Cement

Reduce by 23% the intensity of our financed emissions in the sector by 2030, in line with the International Energy Agency's Net Zero scenario (IEA NZE).

Coal

Phase-out

Promote the phase-out of coal-fired thermal power generation and coal mining and associated infrastructure operations by 2030.

Transportation

Reduce by 44% the intensity of our emissions from the financing of light vehicles and the manufacture of light vehicles by 2030, in line with the International Energy Agency's Net Zero scenario.

Electricity generation

Reduce by 63% of our financed emissions intensity in the electricity sector by 2030, in line with the International Energy Agency's Net Zero scenario (IEA NZE).

Agriculture[3]

Reduce emissions intensity by 2030

36% in the Corn portfolio, 25% in the Soybean portfolio, and 12% in the Livestock portfolio.

([1]) The definition of sectoral decarbonization targets for Electricity, Coal, Cement, Steel, Aluminum and Agribusiness follows Version 1 of the NZBA Guidelines. ([2]) Except for financed emissions (category 15) and commuting (category 7). ([3]) In line with the FGV (a Brazilian education institution and think tank) National Agribusiness Decarbonization Scenario.

Participation in the voluntary carbon market

The voluntary carbon market is an important instrument to support the climate transition, especially in Brazil, which has a competitive advantage in its capacity to develop nature-related projects such as conservation and reforestation.

Since 2017, we have operated in this market based on a strategy that integrates project origination with our clients and the trading of carbon credits to offset greenhouse gas emissions. We advise our clients on generating carbon credits, helping them identify opportunities for initiatives that can reduce or remove emissions, which can then generate revenue from the sale of these credits.

To facilitate the trading of these credits, we created the Carbon Place platform in partnership with eight international banks. This platform functions as a marketplace, making it easier for clients to access the voluntary carbon market, offering greater liquidity, transparency, and simplicity. CarbonPlace has been operating since the third quarter of 2024.

We also support the development of the carbon market in Brazil through advocacy initiatives, helping to structure both the regulated and voluntary markets.

We have participated in working groups on this topic at the Brazilian Federation of Banks (Febraban), the Brazilian Association of Financial and Capital Market Entities (ANBIMA), and the Brazilian Business Council for Sustainable Development (CEBDS).

Last year, we analyzed Law 15,042, which created the Brazilian Emissions Trading System (SBCE), a new regulated market. The SBCE seeks to align industrial emissions with the country's climate policies, encouraging decarbonization and investment in low-carbon technologies. Although the law is still in the implementation phase, we are prepared to support our clients through this process.



Participation in climate initiatives

Itaú played an active role in Climate Action Solutions & Engagement (C.A.S.E.), a corporate initiative created in partnership with six other major companies with the goal of positioning the private sector as a key driver in the implementation of the climate agenda. Throughout 2025, particularly during the COP30 period in Belém, C.A.S.E. consolidated itself as a structured platform for engagement and production of technical content, focusing on the implementation of scalable climate solutions with measurable impact.

The initiative held its main event at C.A.S.E. House in Belém, bringing together business leaders, experts, policymakers, and representatives of national and international institutions for debates organized around nine strategic thematic areas, aligned with the UNFCCC Action Agenda, the priorities of COP30, and the Brazilian Government's Climate Plan.

As a result of this collective effort, C.A.S.E. delivered two key institutional products:

- The report "Brazil: a global powerhouse of solutions" mapped and analyzed 128 climate and socio-environmental solutions from the private sector with a presence in South America. The report is available at the link*.
- The report "C.A.S.E. – Private Sector Solutions for the Transition," which compiles the strategic synthesis of the debates held at Casa C.A.S.E. during COP30, is available at the following link*.



During COP30, C.A.S.E. brought together more than 100 leaders and experts, including leading figures in the global climate and economic agenda, such as Dan Ioschpe (COP30 High-Level Climate Champion), André Corrêa do Lago (COP30 President), Ana Toni (COP30 CEO), Johan Rockström, Christiana Figueres, Mary Robinson, Mariana Mazzucato, Nigel Topping, Arunabha Ghosh, José Scheinkman, Tamara Klink, and other leading figures in the field.

By supporting and integrating this initiative, Itaú is contributing to Brazil's positioning as a global provider of climate solutions and advancing a sustainable, inclusive economic transition focused on tangible results.

Itaú also organized an extensive engagement agenda with its customers in the run-up to COP30, especially during events such as São Paulo Climate Week, which, in its second edition, brought together nearly 3,000 participants to discuss topics such as regenerative agriculture, energy transition, and innovation for decarbonization; the topic was also discussed in different locations around Brazil.

*Only in Portuguese



METRICS
| GRI 3-3 | 201-2 |

Biodiversity and nature

We integrate biodiversity into our financial strategy, focusing on the bioeconomy and offering innovative solutions to promote sustainable development.

Brazil possesses approximately 15% of the world's known biodiversity, and provides globally important ecosystem services. However, the country faces high rates of land-use change, which threatens its biological richness. Given this scenario, combating deforestation and restoring degraded areas are essential to preventing environmental degradation and biodiversity loss.

The financial sector plays a significant role in this mission, including by identifying, monitoring, and considering environmental risks in customer assessments and financial transactions. At the same time, this issue presents an opportunity to promote more sustainable businesses, and to encourage best practices that will contribute to reducing deforestation and protecting biodiversity.

According to the World Economic Forum, about half of global GDP depends, to a greater or lesser degree, on nature. In Brazil this dependence is even more pronounced due to the significance of sectors such as agriculture, energy, mining, and bioeconomy, which use many natural resources. Furthermore, ecosystem services, such as climate regulation, the water cycle, and soil fertility, are fundamental to maintaining strategic production chains and to ensuring the resilience of the country's economy.

We are taking various actions to ensure that nature-related issues are considered in our internal processes and in our relationships with our clients, suppliers, and society. These actions include managing environmental risks in sectors and operations that may impact biodiversity, offering financial products that are focused on conservation and restoration, and supporting projects that contribute, whether directly or indirectly, to the protection of biodiversity.

In 2025, we used sectoral materiality analyses to assess the impacts and dependencies of different sectors on nature, as well as the risks and opportunities involved. This helped us to act in a structured and targeted way, supporting our clients with ensuring that their operations have increasingly positive impacts on nature.

Biodiversity in business

To protect biodiversity and guide sustainable territorial management, the Brazilian Forest Code establishes general rules for the preservation of native vegetation, including permanent protection areas[1] and legal reserves[2], in addition to regulating the exploitation and use of raw materials and forest products.

Based on this code, the Rural Environmental Registry (CAR) and the Environmental Recovery Plan (PRA) were created, which allow the monitoring of the locations of and activities carried out on rural properties, ensuring compliance with the environmental laws and frameworks applicable to the region and the natural characteristics of each area.

Biodiversity, land use and deforestation risk management in credit operations.

To monitor risks and engage our credit portfolio clients in adopting best practice for biodiversity preservation, we have incorporated deforestation risk management and assessments of proximity to or intersection with sensitive areas into our methodologies for assessing and controlling social, environmental, and climate risks.

These checks are carried out throughout the process, including identification, measurement, assessment, mitigation, control, and monitoring, as well as reporting and forwarding for decision-making by the responsible forums.

Our procedures provide for the individualized annual monitoring of the operations and supply chains of those clients identified as having the greatest potential to impact biodiversity. We use specific methodologies for different segments of the production chain.

Furthermore, all clients are analyzed individually, including an assessment of the quality of their governance, such as the composition and independence of the Board of Directors, and their social, environmental, and climate management, including verification of the existence of any embargoes, fines, or other penalties from environmental agencies.

These analyses allowed us to engage clients and monitor the evolution of their ESG practices, with differentiated credit pricing for those who adopt best practice in social, environmental, and climate management, such as taking actions to prevent deforestation.

([1]) As defined by Federal Law, a Permanent Preservation Area is a protected area, whether or not covered by native vegetation, with the environmental function of preserving water resources, the landscape, geological stability and biodiversity, facilitating the gene flow of fauna and flora, protecting the soil and ensuring the well-being of human populations.
([2]) According to federal legislation, every rural property must maintain an area with native vegetation cover located on the rural property for the purpose of ensuring the sustainable economic use of natural resources, assisting with the conservation and rehabilitation of ecological processes and promoting the conservation of biodiversity, subject to a minimum size in percentage terms relative to the area of the overall property, depending on the location and biome.

Agribusiness

For the agribusiness sector, we have a specific approach linked to the potential impact of each activity on biodiversity.

PRODUCTION AND MANUFACTURING OF PESTICIDES AND FERTILIZERS

We analyze the production of products that could have negative impacts on fauna, flora, and human health, especially those that are considered controversial. We use rigorous criteria for funding activities involving prohibited active ingredients or those that pose a high risk to biodiversity.

AGRICULTURE AND LIVESTOCK FARMING

Rural producers engaged in agriculture, livestock farming, or related activities are evaluated and monitored using a methodology that includes georeferenced analyses of properties, as well as information from environmental agencies linked to the producer's Individual Taxpayer Registry (CPF). We monitor environmental fines and penalties issued by environmental agencies, deforestation hotspots identified by satellite, and the preservation of biodiversity conservation areas within properties.

In addition to the due diligence procedures applied to clients, we adopt specific procedures to evaluate their products and agricultural operations, such as geospatial analyses of the financed properties, to ensure that resources are not being used to promote illegal deforestation. We also verify environmental liabilities, such as failure to preserve protected areas or overlaps with sensitive areas, including indigenous lands and conservation units. If problems are identified, the transaction or the contract with the Bank may be terminated early.

We seek to encourage biodiversity conservation among our agribusiness clients by offering "green credit" products with differentiated conditions, such as more advantageous rates and terms, linked to socio-environmental commitments such as zero deforestation and compliance with the Forest Code. We conduct continuous monitoring of properties to identify possible irregularities.

Currently, we offer dedicated credit lines for sustainable agriculture, such as financing for the use and production of bio-inputs, renewable energies, socio-environmental certifications, and cover cropping systems. Each line has specific socio-environmental criteria, and verifies compliance with best practices throughout the credit cycle.

In this way, we are promoting deforestation-free agricultural activities, encouraging the restoration of degraded areas, and supporting sustainable production, aligning our actions with global efforts to protect the climate and biodiversity.

SLAUGHTERHOUSES AND LIVESTOCK VALUE CHAIN

We are signatories to the Febraban Banking Self-Regulation System, and therefore we follow the requirements set forth in SARB 26, a regulation that guides the management of the risks of illegal deforestation in the beef supply chain. This regulation defines guidelines for the relationships between financial institutions and slaughterhouse clients located in the Legal Amazon and Maranhão.

The objective of SARB 26 is to encourage the financing of a livestock supply chain free from illegal deforestation and other socio-environmental irregularities, such as the overlapping of cattle-supplying properties with protected areas or violations of human rights, including inclusion in the Registry of Employers who have subjected workers to conditions analogous to slavery.

According to the regulation, slaughterhouses must publish annual updates on the progress achieved, presenting indicators such as the percentage of slaughtered cattle that are tracked and monitored, from both direct and indirect suppliers; the percentage of slaughtered cattle in full compliance with the regulations; and whether the data have been independently audited.

To ensure compliance with SARB 26, we have established specific governance structures to track progress and engage our clients with monitoring their suppliers. We have created an internal protocol based on the guidelines of the standard, which allows us to assess and classify clients according to the supplier management practices they have adopted. This classification enables the application of appropriate measures for each stage of maturity.

When cases of non-compliance with management standards are identified, they are analyzed and discussed in the Social, Environmental and Climate Risk Committee. We also conduct individualized assessments for all large-scale meat processing plants, considering aspects such as the adoption of good social, environmental and climate management practices, the prevention of illegal deforestation, monitoring and traceability of the direct and indirect supplier chain, the use of sustainable technologies, such as crop-livestock-forestry integration, and the proximity or intersection of plants with critical or emerging areas for biodiversity conservation.

In addition to our clients, we also evaluate their agricultural products and operations, which may include a geospatial analysis of the financed property to ensure that resources are not being used for illegal deforestation. In some cases, land use is monitored throughout the contract term. Environmental liabilities, such as the lack of preservation of protected areas or impacts on sensitive areas, are also verified, including during project financing and for properties offered as collateral.

When we identify illegal deforestation, the transaction may be blocked, or the contract may be terminated early.

To encourage biodiversity conservation among our agribusiness clients, we offer credit products with a green seal and differentiated conditions, which require a commitment to zero deforestation, compliance with the Forest Code, and the daily monitoring of properties to identify possible irregularities.



OIL AND GAS

As part of our analysis of clients in the Oil and Gas (O&G) sector, we consider important factors for identifying biodiversity risks, such as the history of spills, other environmental accidents, and extraction practices from unconventional sources.

Our policy prohibits the financing of oil and gas projects in tar sands, as well as oil exploration in the Arctic. This restriction is essential to protect unique and fragile ecosystems and habitats that are crucial for the survival of diverse species.

OTHER INDUSTRIES

In all of our Social, Environmental, and Climate (SAC) risk analyses for large industries, we consider essential factors when assessing the risk to biodiversity. For industries with the greatest potential to cause damage to ecosystems and habitats, we apply specific criteria.

Our assessments include not only the assessment of Environmental, Social and Climate issues, but also the quantification of the potential impacts of ESG issues on the financial performance of these clients.

WOOD, PAPER AND PULP

In the wood, paper, and pulp industries, we assess whether facilities are near to or intersect critical areas and regions that are important for biodiversity conservation. Where necessary, we also consider the certification of the raw materials used and verify the existence of environmental liabilities, such as a deficit in legal reserves.

MINING, METALLURGY AND STEELMAKING

For clients in the mining, metallurgy and steelmaking sectors, we apply criteria to identify local sensitivities, such as the proximity or intersection of facilities with critical areas and key regions for biodiversity, following an approach that is similar to that used in the wood, paper and pulp industries. Specifically for clients operating in mining, our methodologies are designed to identify and monitor the risks of environmental disasters, especially those related to dam failures.

Biodiversity and land use in investment allocation and management

As managers of our clients, we are committed to investing ethically and responsibly. Therefore, we strive fully to understand the opportunities and risks involved in our decisions.

In line with our Responsible Investment Policy, we have integrated aspects related to biodiversity and land use into the process of evaluating investee companies and selecting investments. This approach helps us make decisions that will achieve better risk-adjusted returns, and also promotes the engagement of investee companies in the ESG issues that are most relevant to their businesses.

As part of our ESG integration model, we assess the issues that can impact ecosystems and human life, such as deforestation, bioinvasion, forest certification, waste management, natural resource exploitation, and irregular land occupation. In this way, we contribute to environmental preservation and sustainable development, aligning our investments with responsible and transparent practices.



Initiatives that generate value for biodiversity

In addition to encouraging our clients to adopt biodiversity conservation practices, we support several projects and initiatives that generate a positive socio-environmental impact and help to protect biodiversity as an important asset for the Brazilian economy.

In partnership with these projects, we promote actions such as the implementation of best practices in production chains, encouraging low-carbon agriculture, developing a business ecosystem focused on the forest bioeconomy, and the inclusion of traditional communities through sustainable production systems, as well as facilitating these communities' access to public services.

Amazon Journey

Between 2023 and 2025, we were a supporting member of Amazon Journey, an initiative coordinated and executed by the Certi Foundation, with the objective of stimulating innovation and entrepreneurship in the region, focusing on the development of bioeconomy-based solutions for forest conservation.

Amazon Journey demonstrated the value of the forest both to the market and to the world, stimulating an innovation and business ecosystem based on collaboration between diverse actors such as forest peoples, community businesses, rural producers, organizations, entrepreneurs, governments, the third sector, academia, companies, and consumers.

The project is divided into programs that accompany the entrepreneurial journey from training (Genesis) through business origination (Sinapse Bio) to strengthening and connecting with the business market at more advanced stages (Synergy).

The Genesis Program focuses on developing leaders capable of creating and supporting ventures with a positive socio-environmental impact. Over three years, it has trained 3,032 talented individuals in entrepreneurship, impact investing, bioeconomy, and solutions that generate value for standing forests. 55% of these individuals are women, and 16% hold master's or doctoral degrees.

The Sinapse Bio Program encourages the creation of ventures and startups focused on the competitiveness of standing forests, offering training, support, and financial resources, as well as connecting these ventures with partners, clients, and investors.

Across three editions, the program originated 185 businesses from 1,991 registered business ideas in segments such as food and beverages, cosmetics, and tourism.

Under the Sinergia Program, 104 businesses were strengthened over four editions, receiving personalized support to increase their competitiveness and expand connections with the market and investors.

Some businesses received additional support through Sinergia Investimentos, which offers access to Evolutionary Capital, a smart investment, to expand capabilities and boost companies.

In total, 29 businesses were accelerated across three editions, distributed across eight Brazilian states.

With these solid results, the Amazon Journey has concluded its current cycle by demonstrating the potential of the Amazonian bioeconomy. Activating this innovation ecosystem in a biome as rich as the Amazon is fundamental to the evolution of forest value chains, and accelerating new businesses with national and global relevance, promoting value creation based on nature, valuing biodiversity and the knowledge of local populations.



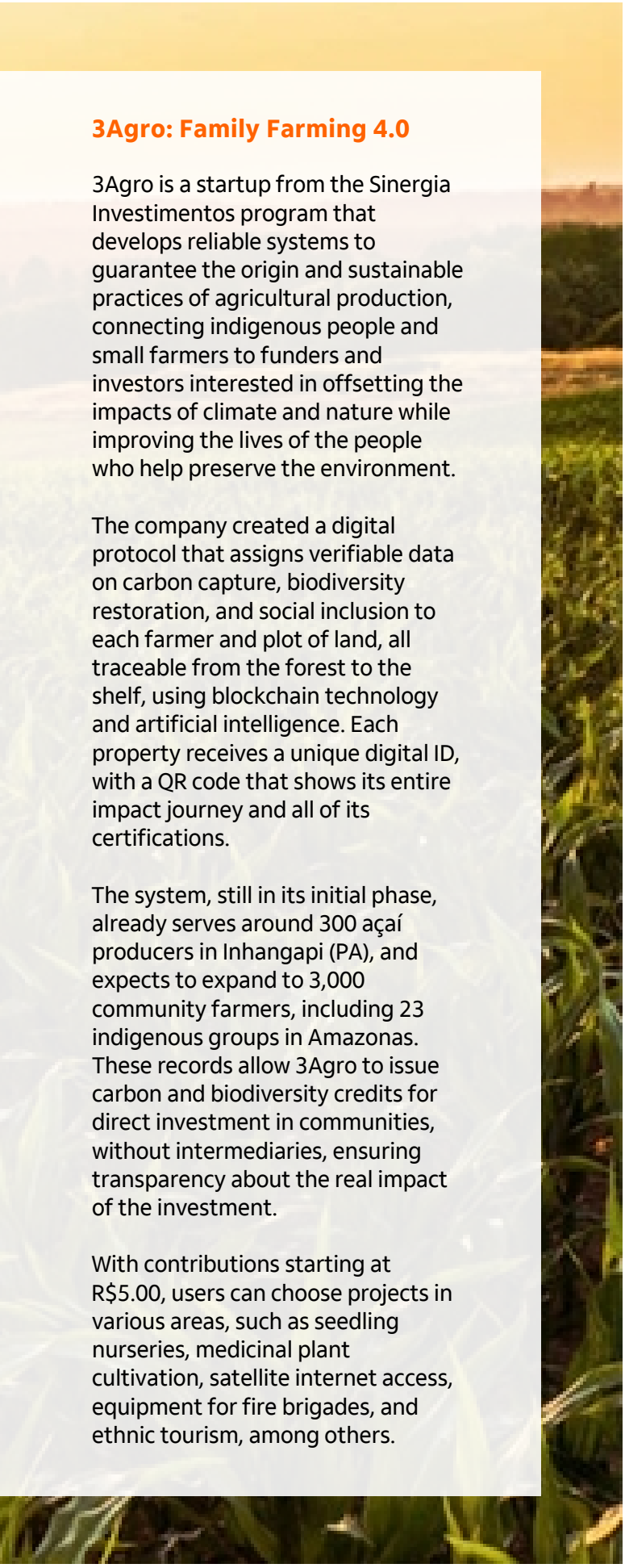
Hylaea: An innovative solution for health.

Hylaea is a startup that works in the research and development of active pharmaceutical ingredients from raw materials found in the Amazon. It participated in the Sinergia and Sinergia Investimentos programs, receiving financial investment and strategic mentoring to boost its technological and commercial development.

Hylaea's main focus is ibogaine, a substance that is being studied worldwide for the treatment of chemical dependency, brain trauma, and neurodegenerative diseases such as Parkinson's disease.

The startup is led by a pharmacist with a PhD in natural product chemistry, who identified at least four Amazonian species capable of providing the active ingredient, which has no economic use in the region. Following this identification, the project has developed an innovative, efficient, and sustainable extraction process, and advanced to the tests and authorizations necessary to reach the market.

The raw material is extracted from the forest by communities in the Chico Mendes Extractive Reserve, in Acre, who are partners in the business, which offers a new source of income, contributing to the maintenance of the well-conserved area. Hylaea thus stands out as a pioneer in uniting science, forest, and market, offering innovative solutions for health and the bioeconomy.



3Agro: Family Farming 4.0

3Agro is a startup from the Sinergia Investimentos program that develops reliable systems to guarantee the origin and sustainable practices of agricultural production, connecting indigenous people and small farmers to funders and investors interested in offsetting the impacts of climate and nature while improving the lives of the people who help preserve the environment.

The company created a digital protocol that assigns verifiable data on carbon capture, biodiversity restoration, and social inclusion to each farmer and plot of land, all traceable from the forest to the shelf, using blockchain technology and artificial intelligence. Each property receives a unique digital ID, with a QR code that shows its entire impact journey and all of its certifications.

The system, still in its initial phase, already serves around 300 açaí producers in Inhangapi (PA), and expects to expand to 3,000 community farmers, including 23 indigenous groups in Amazonas. These records allow 3Agro to issue carbon and biodiversity credits for direct investment in communities, without intermediaries, ensuring transparency about the real impact of the investment.

With contributions starting at R$5.00, users can choose projects in various areas, such as seedling nurseries, medicinal plant cultivation, satellite internet access, equipment for fire brigades, and ethnic tourism, among others.

Bioeconomy Observatory

To strengthen the production of academic knowledge, as well as its practical application, we support the Knowledge and Innovation Observatory in Bioeconomy, part of the Getúlio Vargas Foundation (FGV). This interdisciplinary center, created in 2021, brings together 16 researchers dedicated to the production of applied knowledge, the provision of technical training, and the dissemination of information on topics such as climate change, agriculture and land use, and biodiversity.

In 2025, the Observatory produced 19 public studies and reports, providing technical, legal, economic, and political analyses of issues that are relevant to the current economic scenario. One of the highlights of the last year was the study "Decarbonization Trajectories: Soy, Corn, and Beef Cattle 2023 – 2050," which analyzed the potential for reducing the greenhouse gas emissions from Brazilian agriculture.

In addition to the studies, two dashboards were developed for specific topics: the Carbon Pricing Dashboard, which brings together global information on the main carbon pricing instruments, with including carbon rates and markets; and the Fuel Matrix Decarbonization Dashboard, which tracks the dynamics of biofuel consumption in Brazil.

These initiatives position the Bioeconomy Observatory as an important center for the production and dissemination of knowledge, contributing to the promotion of a more sustainable and low-carbon economy.

Connecting the Peoples of the Forest

We are partners with the Forest Peoples Connection Network, an initiative that seeks to bring high-speed internet to 1 million people in more than 9,000 forest communities, promoting digital inclusion and expanding access to public services. The project offers complete infrastructure, such as electricity generation kits with photovoltaic systems and batteries, antennae, routers, and other equipment to ensure connectivity.

The Network is led by representative organizations of the forest peoples, such as the National Coordination of Articulation of Rural Quilombola Black Communities (CONAQ), the Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB), and the National Council of Extractive Populations (CNS), in addition to 50 other partner organizations.

Together, they collaborate to implement the connectivity infrastructure and the digital inclusion program, which offers training for the safe use of the internet, strengthening the governance and sustainability of the project.

By the end of 2025, 2,106 indigenous, quilombola, and extractive communities will be connected in 251 municipalities across 9 states, with over 56,000 registered users and approximately 169,000 people benefiting.

Beyond simply installing infrastructure, the Forest Peoples Connection Network connects communities to health, education, public policies, income generation, territorial protection, and cultural appreciation, contributing to the strengthening of forest peoples and the sustainable protection of their territories.

Itaú BioFuturo Project

In 2024, we launched the Itaú BioFuturo project with the goal of supporting businesses that promote socio-environmental impact in Brazil. Using a Venture Philanthropy approach, we direct philanthropic resources in a structured way to strengthen growing environmental companies working to conserve Brazilian biodiversity and to demonstrate the positive impact of environmental solutions on their communities and value chains.

In 2025, we conducted a curation phase to identify businesses aligned with the project's objectives, considering minimum criteria such as work towards the conservation of biodiversity in the Caatinga, Cerrado, or Amazon biomes, as well as desirable criteria such as diversity of entrepreneurs and sector of activity. The selected businesses underwent evaluations, interviews, portfolio analysis, and presentations prior to the final decision.

The chosen businesses operate in different areas related to the sustainable use of Brazilian biodiversity, while generating social and environmental impacts. Verde Novo works with the collection and commercialization of seeds of endemic Cerrado species, involving groups of women seed collectors and the restoration of degraded areas.

Bio Assets strengthens the vanilla production chain, empowering traditional communities to carry out planting, harvesting, and proper management. VEDAC designs and produces furniture using certified wood waste, in partnership with local artisans. Together, these businesses impact 50 people and maintain 560,000 hectares of conserved or sustainably managed forest.

In 2025, we moved forward with the project by conducting business challenge diagnoses, developing Theories of Change, and creating acceleration plans with goals, workstreams, indicators, and deliverables.

The focus was on the financial and commercial aspects, including sales strategies, cash flow organization, contract formalization, and corporate structuring.

The results have already been positive, such as the development of pricing strategies, obtaining financing, moving the factory location to optimize production and logistics, and increasing sales and potential customers.

In addition to financial support and acceleration, the project seeks to highlight the positive impact of environmental solutions through structured research. Throughout 2026, the socio-environmental impacts generated by the accelerated businesses will be measured.

Amazon Creative Laboratory

We have partnered with the Amazon Creative Lab, an initiative from the Amazon 4.0 Institute that develops solutions based on science, technology, and innovation to boost the economic potential of Amazonian socio-biodiversity.

The Lab focuses on empowering traditional communities to produce chocolate products, using locally grown cocoa and cupuaçu. The project promotes biodiversity conservation, productive inclusion, increased income, appreciation of local production, and protection of native vegetation in sensitive areas of Pará.

In 2025, the project worked in two communities: the quilombola Moju-Miri and the indigenous Paiter Suruí. In Moju-Miri, 20 students were trained, two community businesses participated, and 879 hectares of forest were protected. In the Paiter Suruí community, 30 students received training, three community businesses were involved, and 239,000 hectares of forest were protected.

Since the project began, five communities have already been served, with 115 students trained, ten community businesses involved, and 354,000 hectares of protected forest in the project's area of influence.

Ecological restoration | GRI 201-2 |

In 2024, the Brazilian government updated the National Plan for the Recovery of Native Vegetation (Planaveg), ratifying the goal of restoring 12 million hectares by 2030.

Ecological restoration is a strategic activity that complements other policies aimed at combating the effects of the climate crisis and biodiversity loss. In this context, we support initiatives that strengthen the restoration chain, promoting this activity as a path to a more resilient and sustainable economy.

Biomas

To help promote ecosystem restoration, in 2022 we founded Biomas in partnership with other organizations. Biomas is a company dedicated to large-scale ecological restoration activities, operating in biomes such as the Amazon and the Atlantic Forest.

In 2025, Biomas launched its first initiative, the Muçununga Project. It involves planting approximately 2 million seedlings of 100 native Atlantic Forest species across 1,200 hectares in southern Bahia, with completion scheduled for 2027. R$55 million in investments were mobilized, and the project is expected to generate approximately 500,000 carbon credits.

In addition to environmental benefits, the Muçununga Project promotes social development, involving 15 communities near the restored area and bringing opportunities and benefits to the local population.

Biomas also works to strengthen the ecological restoration sector in Brazil, helping to overcome challenges and build efficient regulatory frameworks that further promote this activity.

Seeds of Tomorrow

In 2025, we established a partnership with Nativas Brazil, a national association that brings together 126 producers of seeds and seedlings of native species from all biomes in the country. Created from the direct articulation of products, the organization works to strengthen ecological and productive restoration, connecting science, production, public policy, and the market.

The association's members have the capacity to produce up to 180 million seedlings per year, across more than 1,400 native species. Nativas Brasil's activities involve technical training, strengthening the production chain, participating in public policymaking, and developing solutions for a bioeconomy that can drive restoration.

Our partnership takes the form of the Seeds of Tomorrow project, which seeks to improve the technical and territorial base of ecological and productive restoration in Brazil. The project addresses one of the sector's main challenges: the inappropriate use of seeds and seedlings outside their natural areas, which can harm the quality of restored forests.

In 2026, information will be organized on seed collection and use zones across the six Brazilian biomes, including data on the natural occurrence of species, vegetation types, extinction risk, reproduction, and ecological suitability for restoration.

Vai ter floresta Project

In 2020, during the Itaú Amazonia Conference, we launched the "There Will Be Forest" Project in partnership with the Socio-environmental Institute (ISA). The goal is to restore landscapes and recover springs and riparian forests while promoting and generating income for local communities in a participatory and inclusive way.

Restoration efforts are taking place in the municipalities of Bom Jesus do Araguaia, Canarana, Querência, São José do Xingu, Gaúcha do Norte, and São Félix do Araguaia, primarily in the Xingu and Araguaia river basins.

The project also includes the continuous monitoring of the restored areas, ensuring proper management to encourage tree growth and ensure the success of the initiative.

By the end of 2025, the restoration of 129 hectares across 7 properties enabled the planting of 775,000 native trees, exceeding the initial goal by 104%.





METRICS
| GRI 2-23 | 2-24 |
| 2-25 | 3-3 | 201-2 |

Social, environmental and climate risks

Integrated management focused on mitigating social, environmental, and climate risks.

The Social, Environmental and Climate Risk (SAC, in Portuguese) Policy establishes the guidelines and fundamental principles for the governance and management of these risks within Itaú Unibanco's operations. This policy is applied through specific procedures and forums for deliberation and guidance.

We define social, environmental, and climate risk to mean the possibility of financial losses for Itaú Unibanco due to exposure to events of a social or environmental origin, or related to the transition to a low-carbon economy, or as a result of changes in climate patterns. These risks may be related to our business dealings with our clients, suppliers, or our own activities.

These risks may be related to our business dealings with our clients and suppliers or our own activities, and may also materialize through traditional risks such as credit, market, liquidity, and operational risks, potentially leading to financial losses as well as damage to our reputation. Given the above, social, environmental, and climate factors are considered relevant to our business, as they can impact the creation of shared value in the short, medium, and long terms.

SAC risks governance

The Board of Directors oversees and assesses social, environmental, and climate risks and opportunities through reporting from the Risk and Capital Management Committee (RCMC), the Social, Environmental and Climate Responsibility Committee, and the Audit Committee (AC).

The CGRC's role is to ensure the proper management of both risks and capital, to oversee the implementation of the Social, Environmental and Climate Responsibility Policy (PRSAC), which includes strategic objectives aligned with Itaú Unibanco's ESG agenda. The CGRC also works in conjunction with the Social, Environmental and Climate Responsibility Committee.

The Audit Committee, in turn, is responsible for overseeing internal control processes, risk management, internal audit activities, and any independent audits conducted within the company.

At the executive level, collegiate bodies are established with the participation of the Chief Executive Officer (CEO) and the Chief Risk Officer (CRO), represented by the Superior Social, Environmental and Climate Risk Committee (CRSAC Superior) and the ESG Superior Commission.

The Superior CRSAC is responsible for evaluating and deliberating on matters that, due to their complexity and materiality, especially if there is any reputational risk, the CRSAC (board level) believes should be submitted to the members of the Executive Committee. This occurs by specific convocation.

The CRO is responsible for the entire risk structure, ensuring that social, environmental, and climate risks are integrated into the bank's overall risk management. It is also responsible, under the current regulations, for the Social, Environmental, and Climate Risk Policy, and for liaising with regulatory bodies.

The ESG Superior Commission is composed of members of the Executive Committee, and its main function is to ensure the execution of our ESG Strategy, monitoring the evolution of indicators, projects and sustainability initiatives within the business, following the bank's performance in response to the main ESG demands from stakeholders, as well as addressing the priority challenges to the effectiveness of the Social, Environmental and Climate Responsibility Policy.

The Social, Environmental and Climate Risk Committee (CRSAC) is responsible for deliberating on institutional and strategic matters, the bank's public positions, the commitments and agreements undertaken, and any reputational risks associated with SAC events involving our clients, products, services, and operations.

The committee also makes recommendations regarding the allocation of roles and responsibilities for managing these risks, monitors compliance with policies and procedures related to SAC risk management, and, where necessary, forwards matters to the executive level for decisions.

We also have the Itaú BBA ESG Committee, which includes the CEO of Itaú BBA and executives from the bank's Social, Environmental and Climate Risk, Sustainability Credit and Commercial areas, and meets quarterly. The Committee is responsible for approving, supervising and, where necessary, deliberating on the progress and evolution of the opportunities, projects, processes and key indicators of Itaú BBA's ESG agenda, ensuring the advancement of these initiatives. Its responsibilities include the approval of sectoral decarbonization strategies and of the respective action plans, as well as monitoring compliance with sustainable finance objectives.

In terms of product governance, we have specific forums responsible for evaluating products from various perspectives, using criteria that may include Environmental, social and climate criteria, such as identifying potential greenwashing risks or the need for specific due diligence.

Governance bodies responsible for social, environmental and climate risks.

Level
Board of Directors

- Risk and Capital Committee (CGRC).
- Committee on Social, Environmental and Climate Responsibility.
- Audit Committee.

Level
Executive Committee

- Chief Executive Officer (CEO) and Chief Risk Officer (CRO).
- Superior Social, Environmental and Climate Risk Committee (CRSAC Superior).
- ESG Superior Commission

Level
Board of Officers

- Superior Committee on Social, Environmental and Climate Risk (CRSAC).
- Itaú BBA Product Committee.
- Itaú BBA ESG Committee.

Business areas are responsible for identifying, measuring, evaluating, mitigating, controlling, monitoring and reporting the risks in the daily activities of their own areas, following the guidelines of the Environmental, Social and Climate Risk Policy and other area-specific processes, with support from the risk, sustainability and legal areas.

These areas have specialized technical teams, including professionals from the commercial areas and the Large Credit, Infrastructure & Energy, and Agribusiness directorates. These teams work in an integrated manner to manage credit risk related to social, environmental, and climate risks, maintaining direct contact with clients and structuring transactions.

The Risk, Sustainability, and Legal areas are responsible for defining the parameters for the social, environmental, and climate risk management process, and for supervising its application, ensuring on an independent and centralized basis that risks are managed in accordance with the established policies and procedures.

These areas have specialized technical teams, including professionals from the Credit Risk and Wholesale Modeling, Sustainability, and Legal directorates. These teams work in an integrated manner to manage all dimensions of social, environmental, and climate risk, from operational issues such as assets, agency infrastructure, technology, and suppliers to topics related to credit, investments, and controlled companies.

Our Internal Audit area operates independently of the above, conducting periodic assessments of risk management, controls, and governance.

SAC risks management | GRI 201-2 | 408-1 | 409-1 | SASB FN-CB-410A.2 |

The SAC Risk Policy establishes the fundamental guidelines and principles for the governance and management of these risks within Itaú Unibanco's operations, through specific procedures and forums for deliberation and guidance.

The management of social, environmental, and climate risks is multi-staged, and based on the principles of relevance and proportionality. Risks are identified both for existing products and services and during the development of new products, processes, or projects, ensuring the continuous assessment and mitigation of internal and external factors that could negatively impact Itaú Unibanco.

The identified social, environmental, and climate risks are classified considering not only financial aspects, but also reputational aspects, and based on the probability of occurrence, severity, potential impacts, and scope.

The management of these risks also includes monitoring actions, such as the internal mapping of processes, risks, controls, the monitoring of new regulations, and the recording of occurrences in internal systems.

After identification, analysis, mitigation, and monitoring, the risk tolerance is reported to governance committees and senior leadership, and may be discussed collectively in the relevant forums, according to the level of risk.

As a final step, in addition to observing and complying with all regulatory reporting requirements, Itaú Unibanco discloses relevant information on its risk management actions and commitments to investors, clients, and other stakeholders.

Employee training

An important part of the process of managing social, environmental, and climate risks is training all stakeholders so that they can follow the Company's guidelines and contribute to the management of these risks.

A culture of responsible management of social, environmental, and climate risks is disseminated through capacity-building programs made up of both in-person and online training. This training is aimed at executives and business and support areas and also includes our subsidiaries and international units.

In addition to training provided by specialized teams, employees in areas involved in social, environmental, and climate risk management regularly participate in workshops and events on the subject, ensuring continuous updates. An example is participation in the seminar "Social, Environmental and Climate Sustainability in the Brazilian Financial Sector: From Responsibility to Risk Management", held by the Central Bank of Brazil and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), which addressed the integration of SAC risks into banking practices.

Methodologies

Our strategy for managing social, environmental, and climate risks begins with credit risk management, taking in the account the possibility of these risks materializing. Over time, this approach has been expanded to other areas, such as market risk, liquidity, operational risk, and capital management, through joint exercises and climate stress testing.

In addition to considering the materialization of SAC risks in the form of traditional risks, our internal credit risk assessment methodology also analyzes the potential impact of SAC risks on reputational risk, by verifying objective criteria to classify and qualify these risks.

The management of social, environmental, and climate risks as part of credit risk makes use of methodologies and tools based on national and international best practice to identify, measure, assess, monitor, and disclose these risks.

These methodologies follow the main current standards and market best practice, such as Banking Self-Regulation System (SARB) Standards No. 14/2014 and No. 26/2023 of the Brazilian Federation of Banks (FEBRABAN), the Equator Principles for financial support to projects, the Performance Standards of the International Finance Corporation (IFC), the private arm of the World Bank, the Task Force on Climate-Related Disclosures (TCFD), the IFC Practical Guide on Corporate Governance and the Environment, Health and Safety Guidelines of the World Bank Group, among others.

Social, environmental and climate risk assessment from the client's perspective.

The thoroughness of the analysis is directly proportional to the relevance of the risk:

	CRITERIA EVALUATED	CONSEQUENCES
List of excluded activities Applicable to all customers and suppliers.	We examined cases of labor analogous to slavery, child labor in violation of the law, and exploitation of prostitution.	Customers involved in risky situations may be prevented from accessing new credit, insurance, and from hiring and renewing contracts with suppliers.
Sectoral categorization Applicable to all companies clients.	We considered IFC socio-environmental parameters, such as biodiversity and health and safety, as well as TCFD climate criteria, such as energy consumption and GHG emissions.	The concentration of risk in the loan portfolio is monitored through risk appetite metrics.
Customer categorization Applicable to large companies clients.	We perform sectoral categorization of clients and evaluate individual aspects, such as inclusion in sustainability indices and climate sensitivity.	SAC risk is considered in credit risk rating assessments, influencing pricing, capital allocation, and the decision-making process.
Sensitive sectors Applicable to large companies and agricultural clients.	In addition to sectoral categorization and individualized aspects, we apply specific methodologies for sensitive sectors, considering the particularities of these segments. For rural producers, we take into account embargoes, deforestation, and overlaps with the areas of traditional communities.	SAC risk is considered in credit risk rating assessments, influencing pricing, capital allocation, and the decision-making process. Depending on the risk level, escalation may be necessary for credit approval or renewal.

List of excluded activities

When assessing social risks, we prioritize the protection of Human Rights.

In line with our Social, Environmental and Climate Risk Policy, especially regarding Human Rights, we adopt specific due diligence and other procedures to exclude clients involved in forced labor, child labor in violation of the law, and the exploitation of prostitution.

To monitor clients, we check the Registry of Employers who have subjected workers to conditions analogous to slavery (as established by Interministerial Decree MTPS/MMIRDH No. 4, of 05/11/2016) and analyze negative media coverage. If any involvement is confirmed, the client may have their CNPJ (Brazilian corporate tax ID) or CPF (Brazilian individual tax ID) blocked across all segments of Itaú Unibanco, preventing them from accessing new credit, contracting or renewing contracts with suppliers, or purchasing insurance.

Categorization

We categorize our clients according to the social, environmental, and climate risks of the sector in which they operate, as high, medium, or low. To do this, we assess the risks specific to each economic sector, considering any possible negative impacts on society, the environment, and the climate.

We use the IFC parameters, such as energy and water consumption, deforestation risk, and worker health and safety conditions, in addition to the TCFD climate criteria, which include physical and transition risks.

For large companies clients, in addition to sectoral categorization, we analyze individual metrics, such as inclusion in sustainability indices, which indicate the adoption of management practices to mitigate sectoral risks, and also the client's climate sensitivity, which measures the client’s degree of exposure to the physical and transition effects of climate change.

Sensitive sectors

Sensitive sectors are those that present significant social, environmental, and climate risks, requiring an individualized analysis for each client. The criteria evaluated vary according to their importance to the client's sector of activity.

- In the **Social dimension,** we considered factors such as impacts on traditional communities, indicators regarding health and safety at work, and human rights violations.
- In **the Environmental dimension,** we verified impacts on biodiversity, such as the existence of embargoes, environmental fines, overlaps with or proximity to conservation units, consumption practices and water resource management, use or production of hazardous materials, and risks related to structures or dams.
- In the **Climate dimension,** we analyzed physical and transition criteria, such as climate sensitivity, the risk of water scarcity in high-emissions scenarios, the volume of greenhouse gas emissions, targets, and offsetting practices.

Governance aspects, such as the independence and diversity of the Board of Directors, are also considered.

For all dimensions, our methodology includes qualitative and quantitative aspects, considering the potential impacts on the reputation, financial performance, and sustainability of our clients' businesses.

Examples of this approach include the analysis of litigation related to environmental accidents, the cost of adapting to regulatory and technological changes in the transition to a more sustainable economy, and the assessment of financial capacity to offset GHG emissions through carbon credits.

We also evaluate issues that could cause negative impacts, such as products that pose risks to society or biodiversity, according to the main drivers presented below.

The themes and criteria are evaluated primarily based on public information disclosed by clients or made available through databases of relevant public bodies and institutions, such as the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA), Adapta Brasil MCTI, the Chico Mendes Institute for Biodiversity Conservation (ICMBIO), and the National Mining Agency, as well as data provided directly by clients or contracted third parties.

In addition to the risk bias associated with the probability of impact, the methodology considers the adoption of best practices and commitments to mitigate these risks, such as targets and actions for reducing carbon emissions, monitoring the supply chain, transitioning to dry mining methods, and investing in renewable energy technologies.

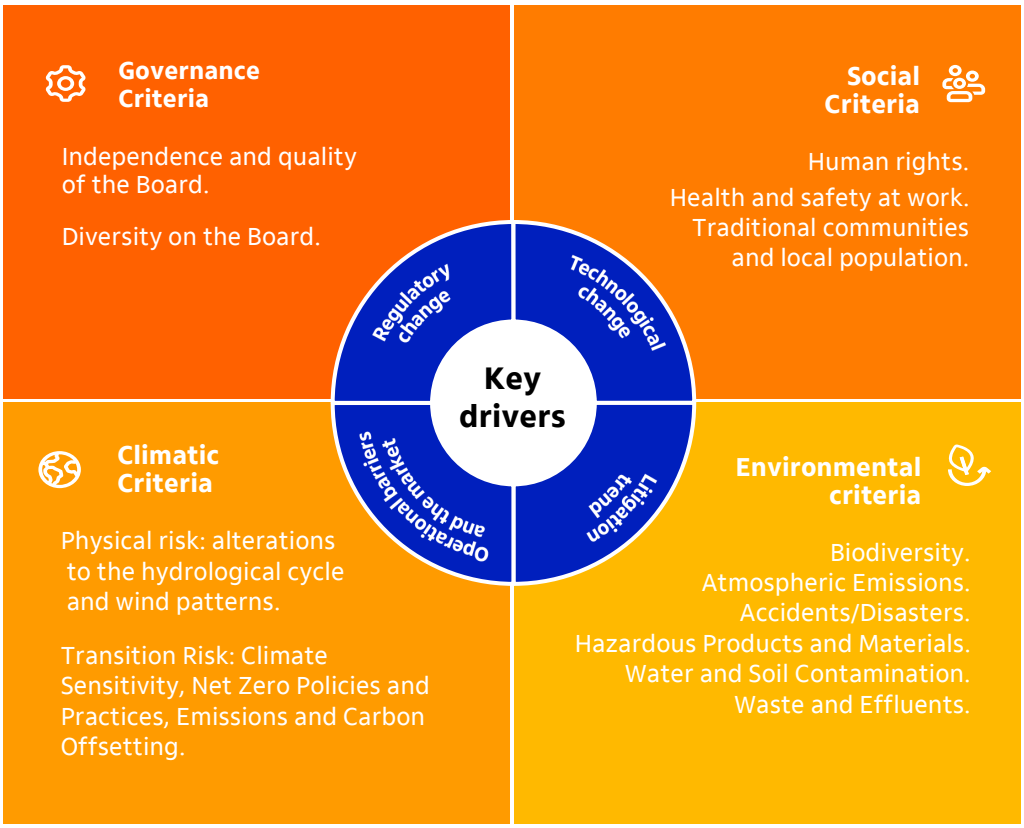
For our agricultural producer clients, we apply specific methodologies, with individualized analyses that vary according to financial and operational parameters. We always check the client's involvement with the List of Excluded Activities, embargoes, and environmental fines.

For our most comprehensive analyses, we conduct georeferenced assessments of rural properties, cross-referencing them with public data to identify deforestation and overlaps with conservation units or the areas of traditional communities. Within the climate dimension, we also analyze the risk of water scarcity in the regions where the properties are located.

Themes and criteria used for the evaluation of sensitive sectors.

SENSITIVE SECTORS

- Agribusiness (Pesticides, Fertilizers and Meat Processing Plants)
- Energy
- Real Estate
- Wood
- Mining
- Metallurgy and Iron and Steel Industry
- Oil and gas
- Cellulose and Paper
- Rural producers
- Chemistry and Petrochemistry
- Textile Industry and Apparel Retail



Climate sensitivity ruler

To assess climate risk, we use the climate sensitivity scale, a tool that assesses relevance and proportionality measures and monitors the exposure of the credit portfolios of large companies to climate risks.

Relevance considers the degree of exposure of sectors to climate risk, including physical and transition risks, as well as the credit quality of each client.

Proportionality assesses the terms of current operations and how much a given sector or client represents within Itaú Unibanco's credit portfolio.

Analysis of climate scenarios

Itaú Unibanco conducts climate scenario analyses following the recommendations of the TCFD and IFRS S2 on Climate-Related Disclosure. These analyses consider both physical and transition risks.

To identify physical risks, we used the conclusions of the Intergovernmental Panel on Climate Change (IPCC) through the Representative Concentration Pathway (RCP) 4.5 and RCP 8.5 scenarios, adapting them to the characteristics of the regions where we operate. The projections are based on widely used and recognized tools, such as Adapta Brazil from Brazil and the Climate Change Knowledge Portal.

The risks were classified by geographical region, considering the concentration of operations in each municipality and state, resulting in a risk scale ranging from very low to very high.

In the case of transition risks, we use internally developed scenarios, based on studies by the Network for Greening the Financial System (NGFS), to understand the specifics of each scenario. We also considered the Net Zero scenarios developed by the International Energy Agency (IEA), which serve as a benchmark for defining sectoral decarbonization targets and trade ambitions. These climate scenarios, for both physical and transition risk, are used in stress tests to assess potential impacts on the financial system and institutions.

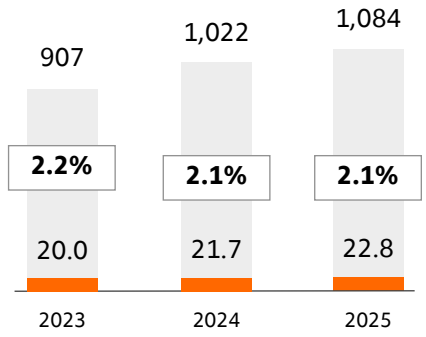
Expanding stress testing to include climate risk is a relatively recent strategy for regulatory bodies and financial institutions. In Brazil, Resolution 4,943/21 regulated the requirements for these climate stress testing exercises, implemented in 2022. Since then, Itaú Unibanco has been improving its processes based on feedback from the regulator and international best practices, for both physical and transition risks.

Controversial sectors and activities

To date, as part of our funding programs, we have allocated R$22.8 billion to companies that produce or market fossil fuels and derivatives, and to organizations that produce or market products that may eventually pose risks to health, food security, nutritional security, or public safety.

This amount represents approximately 2.1% of our total portfolio and is therefore not very representative of our credit portfolio as a whole. In addition, these loans are subject to frequent reviews and monitoring. For the arms industry and other controversial sectors, we have a restrictive policy with specific rules for granting credit.

Controversial sectors and activities



Controversial sectors and activities (R$ b)
Total credit portfolio[1] (R$ b)
Portfolio representativeness (%)

([1]) Total of the loan portfolio without financial guarantees provided at the end of the period.

Social, environmental and climate risks in credit risk management

We utilize different methodologies and tools, based on national standards and international best practice, to manage social, environmental, and climate risks as part of credit risk management. These practices are applied to portfolio, customer, and product analyses, as detailed below.

Credit portfolio management

To monitor the credit portfolio's exposure to social, environmental, and climate risks, we use two main metrics: the socio-environmental risk appetite and the climate risk appetite.

The socio-environmental risk appetite metric regularly assesses the portfolio's exposure to economic sectors with a high potential for social and environmental harms, generating alerts when predefined exposure limits are reached. To do this, we classify the entire credit portfolio according to the sectoral categorization methodology presented above.

The climate risk appetite metric monitors the portfolio's concentration on sectors with high exposure to climate risks, considering both physical and transition risks.

These metrics are monitored monthly by the Risk and Capital Management Committee (CGRC), which provides guidance and takes preventive measures to keep the exposure within established limits and aligned with the bank's strategy.

Customer-level management

In order to manage social, environmental, and climate risks within credit risk management, we incorporate methodologies and tools that assess individualized risk criteria for each client, in addition to the sectoral analysis.

Based on these methodologies, we adopt specific management and mitigation procedures. The first step is to verify if any client is involved in activities present in the excluded activities list.If this involvement is proven, the client is prevented from accessing new credit.

This verification is done for both companies and individuals, regardless of any prior relationship with Itaú Unibanco, and may restrict the entry of potential new clients.

Considering that large companies have a greater potential to cause social, environmental, and climate impacts, all of these clients undergo individualized categorization, which influences the credit risk rating calculation models, pricing, and capital allocation.

In addition to size, the sector in which these clients operate is also considered an important variable for defining differentiated management procedures, given that some activities have a greater potential to generate significant negative impacts.

For clients in sensitive sectors, we apply specific methodologies and tools with additional ESG criteria for credit approval and renewal, strengthening integrated decision-making in credit granting and pricing.

If significant risks are identified, credit approval may require analysis based on higher-level bank authorities, such as superior committees, which deliberate on the initiation or renewal of the credit relationships with the clients.

In some cases, it is necessary to engage with the client to discuss identified risks, suggest improvements to their practices, and, if necessary, propose transition plans toward a more sustainable economy.

Since 2023, we have ensured that more than 50% of our large companies and agricultural producer clients, who represent approximately 50% of our credit exposure, are individually assessed for social, environmental, and climate risks.

All of these analyses are updated periodically, enabling ongoing monitoring of practices and client risk.

Product-level and operational management

Social, environmental, and climate risk management is also carried out for specific products, using different methodologies and tools based on national standards and international best practice. These actions involve the identification, measurement, evaluation, monitoring, and disclosure of SAC risks.

In this way, we ensure that the management of these risks is present from the creation of new products through to their renewal, operationalization, and continuous monitoring.

Where relevant risks are identified during the evaluation of our operations, approval may be required from higher-level bank authorities. In addition, specific conditions may be set for the contracting or release of funds, as well as contractual clauses for monitoring.

Below, we present the main measures adopted for the management of social, environmental, and climate risks in our products and operations:

Real estate guarantees

For credit operations secured by urban or rural real estate, we conduct property valuations, considering social, environmental, and climatic aspects, both at the time of entering into the contract and throughout the term of the guarantee.

In the case of urban real estate guarantees, we analyze the property based on the Contamination Evidence Survey (CES), a standard document used by financial institutions that are signatories to the Febraban Self-Regulation and SARB Normative Instruction No. 14/2014. The CES provides information on the property's occupancy history, current use, surrounding area data, and possible signs of contamination.

If evidence of contamination or restrictions on use are found, our technical team conducts a detailed analysis and may request a Preliminary Environmental Assessment, Confirmatory Investigation, or other studies as required.

For the placement of rural property guarantees for credit operations, Itaú Unibanco uses on-site or remote valuation reports. For these assessments, we check for forestry liabilities and whether the property overlaps with sensitive areas, such as conservation units, indigenous lands, or quilombola territories.

When social, environmental, or climate risks are identified in relation to these properties, approval may be required from higher-level bank authorities. These risks can also influence the value of the property or even require a change in collateral.

In addition to the valuations performed when the real estate collateral is placed, we conduct periodic revaluations of the properties, following specific in-house rules. This process ensures that we continue to monitor potential risks over time, reinforcing our commitment to sustainability and socio-environmental responsibility in our operations.

OPERATIONS WITH TARGETED RESOURCES

For financing aimed at specific types of property, such as rural credit and BNDES Agro, due diligence procedures continue beyond contracting. Throughout the financing period, we verify whether there are any overlaps between the property and protected areas, such as Conservation Units, or with traditional communities, among other important aspects.

PROJECT FINANCE AND OTHER STRUCTURED TRANSACTIONS

Once we know the final destination of the resources from a transaction, and this use presents a greater potential for social, environmental, and climate risks to the bank, we apply a differentiated approach to managing these risks. The due diligence procedures applied depend on the structure of the product or transaction.

Criteria evaluated in the social, environmental, and climate risk analysis by product

Real estate guarantees

Environmental liabilities related to the property, such as evidence of contamination and/or insufficient vegetation cover as required by law.

Operations involving earmarked funds

Overlaps with protected areas, such as Conservation Units and traditional communities.

Financing for real estate projects

Soil and/or water contamination, forest liabilities, or risks related to the direct or indirect existence of potentially polluting activities in the vicinity of the project.

Financing for projects and other structured operations

Regional sensitivities, impacts on traditional populations and biodiversity, maturity of the project licensing process, level of socio-environmental management, and governance of the sponsor.

ESG-certified operations

Controversies, such as environmental liabilities and fines, environmental compliance issues (environmental licenses and permits), and/or sectoral practices such as raw materials certifications and greenhouse gas emissions inventories, among others.

Consequences

- Pre-contract assessment and, where applicable, monitoring throughout the contract term.
- Impact on risk rating, pre-contract opinion and, where applicable, monitoring throughout the contract term.

This category includes financing and capital market transactions intended for projects, which have different evaluation methodologies depending on the complexity and relevance of the risk involved.

The evaluations range from simplified models, such as those used in project guarantees, to more complex models, such as those requiring due diligence produced by contracted legal advisors or the application of the Equator Principles[1] criteria, especially in long-term project finance transactions.

For these transactions, social, environmental, and climate due diligence begins with the collection of relevant technical and legal information, including aspects such as regional sensitivities, impacts on traditional populations and biodiversity, the maturity of the licensing process, the level of socio-environmental and climate management, and the governance of the project manager. Based on this information, the project is categorized as high, medium, or low risk.

After this stage, we conduct a more detailed analysis, considering various social, environmental, and climate aspects, in accordance with legal provisions and market best practice. Finally, contractual conditions can be defined for monitoring and the release of funds, encouraging the client to adopt best practice and comply with the criteria established by Itaú Unibanco.

(1) The Equator Principles are a voluntary commitment signed by Itaú Unibanco in 2004. They function as a management tool for social, environmental and climate risks (SECR), establishing criteria for evaluating important and sensitive issues such as impacts on traditional populations, human rights and climate change. These assessments follow the performance standards of the International Finance Corporation (IFC) and the World Bank's Environment, Health and Safety Guidelines. In addition, it considers compliance with local legislation and the adoption of social, environmental and climate management systems. In projects analyzed using this methodology, an independent socio-environmental consultancy may be contracted, and this contracting is mandatory for cases classified as high risk.

For long-term financing, if the project is classified as entailing significant social, environmental, and climate risks, it may be necessary to establish an action plan with the client, aiming to align their actions with market best practice.

This action plan is then monitored by the bank or independent consultants at least once a year throughout the term of the contract, which may include site visits, document reviews, and meetings with the client and financing agents.

For transactions where the Bank assumes the risk associated with the project's cash flow, we use a specific credit model where the categorization of social, environmental, and climate risks directly influences the risk classification, price, and capital allocation.

Also included here are operations such as equity investments (purchases of preferred shares), which have undergone specialized technical evaluation in addition to external due diligence.

Transactions involving Real Estate Receivables Certificates (CRI) and Agribusiness Receivables Certificates (CRA) may also receive technical support before contracting, depending on their characteristics.

FINANCING OF REAL ESTATE PROJECTS
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In financing operations for the construction of real estate developments, we conduct assessments to identify and mitigate risks related to soil and water contamination, forestry liabilities, or risks related to the direct or indirect existence of potentially polluting activities near the project.

Due diligence includes reviewing environmental documentation, such as preliminary, confirmatory, and detailed assessments of soil and water contaminants, as well as information on the history of land use and occupation of the site and its surroundings, environmental licenses, and other legal authorizations.

When necessary, we request intervention and remediation plans in accordance with the relevant environmental agencies. If any risks are identified, specific contractual conditions may be established to ensure the monitoring, resolution, or remediation of the problem.

ESG-certified operations

Social, environmental, and climate risk management in ESG operations and products utilizes different methodologies, depending on the complexity and level of Itaú Unibanco's exposure to risks.

For ESG-certified operations, all proposals are made by specialized business areas to ensure the proper structuring of transactions, avoiding greenwashing practices and guaranteeing that resources are allocated to relevant ESG purposes or to the fulfillment of robust ESG goals.

All credit and capital market operations with an ESG seal are subject to social, environmental, and climate risk assessments conducted by a specialized technical team. This analysis is performed independently of credit risk and may vary according to the structure of the operation, including checking for possible controversies, such as environmental liabilities, fines, or compliance issues.

The assessment involves checking environmental licenses and other authorizations, when applicable, as well as sectoral practices, such as raw materials certification and greenhouse gas emissions inventories. The objective is to identify and analyze potential vulnerabilities and controversies, reducing reputational risks for Itaú Unibanco and its clients.

Since 2023, the management of social, environmental, and climate risks in ESG products has been carried out through a dedicated forum, comprised of experts and specialists in the field. This group ensures that decisions regarding the awarding of the ESG label are made collectively and defines the governance criteria that must be verified both during the contracting process and, if necessary, throughout the operation's term.

Social, environmental and climate risks in the management of traditional risks

To integrate the management of different types of risk with social, environmental, and climate risks, Itaú Unibanco maintains an integrated risk overview dashboard bringing together indicators that reflect both the bank's activities and institutional and internal issues, allowing for the joint and timely management of socio-environmental and climate risk factors that impact the entire organization.

In 2025, we improved the governance and monitoring of these indicators, demonstrating progress and maturity of the topic in several areas. These improvements brought greater transparency to business-related aspects and reinforced the integration between SAC risks and other more traditional risks, such as credit, operational, liquidity, and market risks. Monitoring is carried out in a structured manner by the governance forums responsible for the topic.

A summary of the integrated management of social, environmental, and climate risks, along with other traditional risks, is presented in a dedicated chapter of the Capital Adequacy Assessment Report (ICAAP). This document is approved annually by the Board of Directors and sent to the Central Bank of Brazil, which monitors all developments in Itaú Unibanco's risk management.

Operational risk management

We manage cases where operational risk is related to social, environmental, and climate risks, identifying events linked to the themes defined by CMN Resolution No. 4,943/2021 and in the SARB 14 banking self-regulation. To this end, records of civil and labor lawsuits, damage to physical and property assets, as well as administrative and judicial proceedings against the bank are analyzed.

This information is entered into internal systems by different areas of the bank, forming a database of operational losses. The events are categorized according to criteria defined by the responsible technical areas. Throughout the historical monitoring period, no significant volumes of effective operational losses or provisions related to social, environmental, and climate risks have been identified.

Market risk management

Market risk management means considering social, environmental, and climate risks when evaluating potential adjustments to positions or asset pricing in the event of incidents related to these issues. The market risk team analyzes this information and incorporates SAC factors into the asset management process.

In addition, monitoring prices in the secondary market also takes into account socio-environmental events, especially when they become public or are recognized by the market.

To better understand the impact of social, environmental, and climate risks on market risk, we conduct a sensitivity analysis on traded securities that are more vulnerable to, or are otherwise impacted by these events. This monitoring is done every month, and the results are reported to the Capital, Market Risk, and Liquidity departments.

In 2025, no significant impacts related to social, environmental, and climate risks on market risk were identified.

Liquidity risk management

To assess how social, environmental, and climate risks can impact liquidity risk, we periodically evaluate the effect of the bank's ESG portfolios using the Liquidity Coverage Ratio (LCR) and Net Current Ratio (NSFR) indicators. The goal is to understand whether there is any risk of an event related to the topic occurring that could trigger the early maturity of the obligations related to these emissions.

In 2025, the simulation results showed that the impact of SAC risks was insignificant in relation to the bank's current LCR and NSFR levels, and that there was no need to trigger the defined alerts. However, if a social, environmental, or climate event materializes that is material enough to trigger the LCR alert, the bank's contingency plan will be put into effect.

Project financing operations

In 2025, Itaú Unibanco monitored 17 project financing contracts and analyzed 229 new structured operations, including real estate projects and Corporate Finance operations related to projects aligned with the Equator Principles. All projects undergo an initial analysis, and proposals that do not meet the minimum sustainability criteria are discarded at this stage, rather than advancing to the next evaluation phases. During the year, one project financing operation was rejected for social, environmental, and climate reasons. Details of the volume of contracted project-related products are available in the tables below. In 2025, no new Project Finance operations were carried out.

Contracted operations related to project financing [1,6]

	Project guarantees[2]			Bridging loans[3]			Total			Var.
	2023	2024	2025	2023	2024	2025	2023	2024	2025	
Investment (R$ million)[4]										
Total Investment	25,441	12,771	17,192	3,677	30,046	8,951	29,118	42,817	26,143	-38.9%
Itaú's Participation	5,644	8,815	5,755	2,895	7,181	5,488	8,539	15,996	11,243	-29.7%
Category										
A	—	1	—	—	—	—	—	1	—	(1)
B	20	20	19	5	7	7	25	27	26	(1)
C	11	12	12	6	10	6	17	22	18	(4)
Sector										
Sugar and ethanol	—	—	2	—	1	-	—	1	2	1
Agriculture and fertilizers	—	—	2	—	—	-	—	—	2	2
Energy	23	24	20	8	14	4	31	38	24	(14)
Infrastructure	6	3	4	2	—	6	8	3	10	7
Logistics	1	4	—	—	—	1	1	4	1	(3)
Mining	—	—	1	—	—	—	—	—	1	1
Oil and gas	—	2	1	—	—	—	—	2	1	(1)
Pulp and paper	—	—	—	—	1	2	—	1	2	1
Sanitation	1	—	—	1	—	—	2	—	—	—
Miscellaneous services	—	—	—	—	1	—	—	1	-	(1)
Waste treatment	—	—	1	—	—	—	—	—	1	1
Location										
Brazil[15]	1	2	4	1	2	2	2	4	6	2
Central-West	—	3	4	2	3	—	2	6	4	(2)
Northeast	14	16	11	1	4	2	15	20	13	(7)
North	4	5	1	1	2	—	5	7	1	(6)
Southeast	11	5	7	6	6	4	17	11	11	—
South	1	2	4	—	—	5	1	2	9	7
Total contracted operations	**31**	**33**	**31**	**11**	**17**	**13**	**42**	**50**	**44**	**-12.0%**

Note: The data presented in the table considers only operations in Brazil. ([1]) Analyzed under the criteria of Itaú Unibanco's Social, Environmental and Climate Risk Policy. ([2]) Excludes amendment operations (only term extension) of guarantees. ([3]) Credit market and capital market operations (short-term debentures and commercial notes/promissory notes) that have been partially or fully underwritten. ([4]) In the case of values in another currency, the exchange rate of the day of contracting was used. ([5]) Projects that cover more than one region of Brazil (e.g., linear infrastructure, CAPEX of a retail chain, etc.). ([6]) Guarantee and Bridge Loan operations from the Middle Market segment were not considered in this report.

Capital market transactions contracted related to project finance [1]

	2023	2024	2025	Var.
Category				
A[5]	—	1	1	—
B[6]	21	36	52	16
C[7]	12	21	20	(1)
Sector				
Sugar and ethanol	7	9	8	(1)
Agriculture and fertilizers	—	4	1	(3)
Energy	13	28	36	8
Industry	—	—	1	1
Infrastructure	1	4	13	9
Logistics	2	3	2	(1)
Mining	—	—	1	1
Oil and gas	1	2	5	3
Pulp and paper	1	2	1	(1)
Sanitation	5	2	4	2
Miscellaneous services	1	1	1	—
Telecommunications	2	3	—	(3)
Location				
Brazil [3]	6	9	19	10
Central-West	3	7	16	9
Northeast	5	8	10	2
North	1	—	2	2
Southeast	13	29	23	(6)
South	5	5	3	(2)
Number of contracted operations	**33**	**58**	**73**	**25.9%**
Volume of operations (R$ million) [2,4]	**30,487**	**62,931**	**77,118**	**22.5%**

Note: Corporate finance directed to projects (Corporate Finance) is generally covered by existing credit limits rather than approved for specific operations. The data presented in the table considers only operations in Brazil.
([1]) Analyzed based on the criteria of Itaú Unibanco's Social, Environmental and Climate Risk Policy.
([2]) In the case of values in another currency, the exchange rate of the day of contracting was used.
([3]) Projects that cover more than one region of Brazil.
([4]) Capital market operations that have been partially or fully recorded in the portfolio.
([5]) Category A – Projects with the potential for significant and diverse, irreversible, or unprecedented adverse socio-environmental risks and/or impacts. (source: https://equatorprinciples.com/app/uploads/EP4_Portuguese.pdf).
([6]) Category B: Projects with the potential for adverse socio-environmental risks and/or impacts, which are limited, few, generally local, largely reversible, and readily treatable through mitigation measures. (source: https://equatorprinciples.com/app/uploads/EP4_Portuguese.pdf).
([7]) Category C: Projects with minimal socio-environmental risks and/or impacts or without adverse socio-environmental risks and/or impacts. (source: https://equatorprinciples.com/app/uploads/EP4_Portuguese.pdf).

Corporate finance contracted for projects[1]

	Number of projects			Total investment (R$ million)[2]			Total share of Itaú (R$ million)[2]		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Category									
A	—	—	—	—	—	—	—	—	—
B	—	6	5	—	—	1,519	—	—	1,519
C	1	1	1	126	225	400	126	225	400
Sector									
Energy	—	1	—	—	225	—	—	225	—
Industry	—	—	2	—	—	1,004	—	—	1,004
Sanitation	—	—	3	—	—	515	—	—	515
Telecommunications	1	—	—	126	—	—	126	—	—
Location									
Brazil[1 5]	1	—	—	126	—	—	126	—	—
Central-West	—	—	1	—	—	261	—	—	261
Northeast	—	1	—	—	225	—	—	225	—
North	—	—	—	—	—	—	—	—	—
Southeast	—	—	4	—	—	1,258	—	—	1,258
South	—	—	1	—	—	400	—	—	400
Total of contracted operations	**1**	**1**	**6**	**126**	**225**	**1,919**	**126**	**225**	**1,919**

Note: Corporate finance directed to projects is generally covered by existing credit limits rather than approved for specific operations. The data presented in the table considers only operations in Brazil.
([1]) Analyzed under the criteria of Itaú Unibanco's Social, Environmental and Climate Risk Policy, including cases framed within the criteria of the Equator Principles.
([2]) In the case of value in another currency, the exchange rate of the day of contracting was used.
([3]) Projects that cover more than one region of Brazil.

METRICS
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Sustainability in business

We are driving a sustainable transformation, guiding finance towards a more inclusive future.

Social, environmental, and climate issues directly impact society, as well as the stability of the global financial system. This is why we act in a structured manner to assess our risk exposure, manage impacts, and promote opportunities, supporting our clients through the transition to an increasingly inclusive and low-carbon economy by offering innovative solutions and products.

Considering the progress towards our previously established commitments and agendas, which resulted in the strengthening of integration and shared responsibility of the areas in relation to ESG and sustainability issues, our ESG Strategy is aligned with the evolution of the business and best market practices.

The ESG Strategy establishes strategic objectives for sustainable finance, and ensures the cross-functional monitoring and measurement of the initiatives already implemented. Of the three pillars that guide our actions and support our transformation journey, the Sustainable Finance pillar is intended to mobilize financial instruments to drive sustainable development, integrating ESG themes into our business through studies, advocacy initiatives, and the development of products, services, and opportunities. Through the financing we provide to our clients, we can strategically direct capital to promote societal transformation.

ESG integration

Products and services that contribute positively to ESG issues and integration of sustainability policies and practices into our business.

	ESG products and services	ESG Integration
Itaú BBA Wholesale and Investment Bank	At Itaú BBA, we finance activities with a positive socio-environmental impact, ESG operations and securities, sustainable construction, ESG Agro products, and BNDES credit lines.	We adopt integrated governance with social and environmental responsibility and risk policies, in addition to following the Equator Principles. Our practice includes analyzing ESG factors in credit assessment, project finance, and ESG engagement, as well as promoting capacity building and training.
WMS Asset Management, Private Banking and Investment Platform	At WMS, we offer thematic funds, index funds – Exchange Traded Funds (ETFs), ESG assets under custody, in addition to publishing studies and promoting communication and events for clients on ESG topics.	We adopt responsible investment and sustainability policies, and follow an ESG assessment model for our own and third-party funds, asset management with ESG criteria, and stewardship practices to promote sustainable investments.
Retail Retail Banking, Micro and Small Businesses	In the retail sector, we offer credit for electric and hybrid vehicles, credit lines with a positive impact, and promote financial inclusion through microcredit and credit for women, micro and small businesses.	We have adopted Clients Relationship Policies and follow guidelines for responsible offering, data protection, service channels, renegotiation and reintegration into credit, in addition to promoting financial education and guidance.
Insurance	We offer agricultural insurance, life insurance with preventive clinical assessment, affordable insurance, and innovative solutions, expanding protection and promoting sustainability in the insurance sector.	We have adopted sustainability policies in insurance, management and inventory of social, environmental and climate risks, in addition to applying the Principles for Sustainable Insurance (PSI) and conducting KYP (Know Your Partner) analysis.

Governance of sustainable finance and responsible investment | SASB FN-IB-410a.2 |FN-IB-410a.3 |

We have an integrated governance structure, reporting to the Executive Committee, to ensure the proper implementation of our ESG strategy throughout our business:

Responsible Investment Committee

The Responsible Investment Committee is composed of executives and leaders from Wealth Management and Services (WMS), and meets up to twice a year to discuss progress on the Responsible Investment agenda, assess the social, environmental, and climate impacts of assets, offer sustainable investment options, and monitor market trends and regulatory developments.

Itaú BBA ESG Committee

The Committee includes the CEO of Itaú BBA and executives from the bank's Social, Environmental and Climate Risk, Sustainability Credit and Commercial areas, meeting quarterly. The Committee is responsible for approving, supervising and, when necessary, deliberating on the progress and evolution of opportunities, projects, processes and key indicators of Itaú BBA's ESG agenda, ensuring the advancement of these initiatives. Its responsibilities include the approval of sectoral decarbonization strategies and their respective action plans, as well as monitoring compliance with sustainable finance objectives.

FORUM FOR PRODUCTS WITH A POSITIVE CONTRIBUTION AT ITAÚ BBA

We have established an internal governance forum with the goal of ensuring the evaluation of labeled financial products, based on the necessary supporting evidence to ensure compliance, as well as monitoring the eligibility criteria for sustainable financing.

The forum includes representatives from areas with complementary expertise in ESG relative to the teams responsible for product creation. These participants not only analyze the proposed flow, but also any additional benefits compared to traditional financing, ensuring that all ESG-labeled products meet market standards and promote responsible and sustainable management.

Governance is organized into four main stages:

- **ESG THESIS:** Development and evaluation of the ESG thesis with clients based on recognized market principles, guidelines, and standards for sustainable finance.
- **ESG RISK:** conducting ESG due diligence on the transaction and the client to identify potential credit, legal, and reputational risks, as well as proposing specific mitigations, which may include, for example, contractual obligations.
- **FORMALIZATION:** contractual adjustments to include ESG clauses, monitoring and reporting practices for the socio-environmental benefits of the transaction, as well as control actions by the bank.
- **MONITORING:** of ESG operations to validate financial allocation and/or impact indicators, as established in the contract up to the maturity date.

METRICS
| GRI 2-6 | 3-3 |



Sustainable finance

We are innovating in Sustainable Finance by integrating ESG criteria into product and service development, partnership building, and customer engagement.

We offer our clients financial and non-financial solutions to support the transition to a more inclusive and lower-carbon economy. We work in partnership with our clients to identify opportunities and create innovative solutions that help make their businesses increasingly sustainable.

For sectors and projects seeking to mitigate their negative impacts on the climate and the environment, we offer capital market products, proprietary and on-lending credit lines. We also raise green funds through partnerships with multilateral banks, such as the Inter-American Development Bank (IDB) and the International Finance Corporation (IFC).

All new products launched by Itaú BBA, our Wholesale and Investment Bank, involving the on-lending of public funds, such as Rural Credit and operations of the National Bank for Economic and Social Development (BNDES), undergo a prior assessment of social, environmental and climate risk.

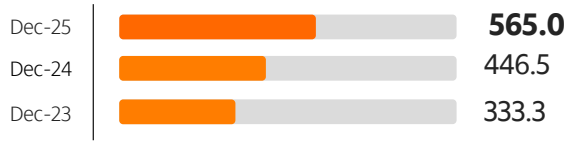
Sustainable Finance Objectives

ESG Strategy

Mobilize

R$1 trillion

in sustainable finance by 2030



In December 2025, we reached a volume of R$565.0 billion, which represents 57% of our goal by 2030.

Note: Includes credit operations for sectors with a positive impact, the structuring of transactions with ESG certification, and ESG products for the retail sector.

Our Sustainable Finance strategy has evolved significantly, keeping pace with the maturity of the market and the bank's commitment to promoting sustainable development. Initially, our goal was to mobilize R$100 billion for six positive contribution sectors by 2019. In 2021, we expanded this goal to R$400 billion, including granting credit to positive contribution sectors, structuring market transactions with an ESG label, and ESG products for retail.

In 2024, we advanced even further, and set the goal of mobilizing R$1 trillion in Sustainable Finance by December 2030, reinforcing our role in supporting projects that generate positive impacts on society and the environment. To ensure transparency, from January 2025, we will report this goal based only on the accumulated values since 2020, and disregarding the amounts related to the previous target, between August and September 2019.

We have also updated our criteria, aligning them with the main sustainable finance taxonomies and the new product and service opportunities developed by the bank. The objectives include:

- Financing for sustainable activities and products aligned with the Febraban Green Taxonomy (a classification system created by the Brazilian Federation of Banks – Febraban, to classify bank credit in Brazil from a socio-environmental and climate perspective).
- Products and securities with ESG labels, such as bilateral operations, capital market operations (local and foreign), and off-the-shelf products.
- Inclusive finance, such as credit aimed at women entrepreneurs and micro-entrepreneurs.
- Green retail lines, such as financing for electric and hybrid vehicles.

Accumulated Credit Volume[1] (R$ Billion) | GRI 2-4 |	Dec-23	Dec-24	Dec-25	Var.
Financing for sustainable activities[2]	238.7	309.5	376.6	21.7%
Inclusive finance and green lines[3]	54.8	77.3	97.2	25.8%
ESG-labeled products and securities[4]	39.8	59.7	91.2	52.7%
Total	**333.3**	**446.5**	**565.0**	**26.5%**

([1]) Accumulated values since January 2020. Notes GRI 2-4: ([2]) Starting in January 2025, financing for clients whose activities are aligned with the CNAEs (National Classification of Economic Activities) of Febraban's Green Taxonomy with social and environmental contributions. In 2023 and 2024, the Positive Impact Taxonomy was adopted. ([3]) Financing for electric/hybrid cars, green pass-through, solar panels, microcredit, and credit for women. ([4]) Active credit products such as ESG loans, off-the-shelf products, green business plans, and customized products, in addition to capital market products (fixed income) with an ESG focus, such as ESG bonds and green debentures.

Brazilian Sustainable Taxonomy

In 2025, the Federal Government launched the first phase of the Brazilian Sustainable Taxonomy (TSB). Itaú Unibanco actively participated in public consultations related to its development, through representative entities such as Febraban, Anbima, and Cebds, which sit on the TSB Advisory Council. Internally, we engaged the bank's areas that may be impacted by the new tool and conducted studies to understand the challenges and opportunities that the TSB can bring.

The Brazilian Sustainable Taxonomy is an official system created by the government to classify economic activities, projects, and assets based on their contributions to environmental and social objectives in the country. In practice, it guides investors and companies in allocating resources to initiatives with positive impacts on the environment, the climate, and society, in addition to reducing the risk of greenwashing. The TSB is also a strategic instrument to mobilize and redirect capital flows aimed at addressing the climate crisis.

The TSB is not yet mandatory for financial institutions. We will continue to monitor its evolution to ensure that our operations are fully aligned with this tool in the future. For now, we continue to use Febraban's Green Taxonomy. We consider these initiatives to be fundamental for the standardization of sustainable activities and operations, and for the consolidation of strategies that promote sustainable development in Brazil.



ESG debt securities | SASB FN-IB-410A.1 |

Itaú BBA has been prominent in structuring ESG debt issuances in the local and international capital markets, following the guidelines of the International Capital Markets Association (ICMA) and market best practice, including the Guide for Sustainable Bond Offerings and the Rules and Procedures for Public Offerings (both issued by Anbima), covering operations with green, social, sustainable, transitional aspects and/or characteristics linked to sustainability goals (ESG-Linked).

We can classify ESG debt securities operations as follows:

GREEN BONDS

The funds raised through this offering are earmarked for financing or refinancing projects that generate a positive environmental impact, supported by the ICMA Green Bond Principles.

SOCIAL BONDS

The funds raised through this offering are earmarked for financing or refinancing projects that generate positive social impacts, supported by ICMA's Social Bond Principles.

SUSTAINABLE BONDS

The funds raised through this offering are earmarked for financing or refinancing projects that generate a positive sustainable impact, combining social and environmental benefits, as intended by the ICMA Sustainability Bond Guidelines.

ESG-LINKED SECURITIES

ESG bond format based on which the issuer commits to achieving one or more ESG targets, which were previously defined and detailed at the time of bond issuance, and whose financial and/or structural characteristics may be conditional upon meeting or failing to meet the targets.

Local Market

ESG debt transactions in the local market can be structured using both non-securitized and securitized instruments, depending on the transaction profile and the target market.

NON-SECURITIZED TRANSACTIONS

Within the scope of non-securitized fixed income instruments, the activity included the offering of simple and incentivized debentures (supported by Federal Law No. 12,431/11), and commercial notes, among others, with the total value of originations in the local market in 2025 being as follows:

R$9.5 billion
in green operations.

R$1.7 billion
in operations linked to sustainability goals.

R$1.3 billion
in sustainable transactions.

R$30 million
in a social transactions.



SECURITIZED TRANSACTIONS

Securitized transactions can be characterized as the conversion of debts owed to a creditor by its debtors into financial assets for marketing to investors, through the issuance and sale of securities. In the local market, viable transaction structures may take the form of Agribusiness Receivables Certificates ("CRA") and Real Estate Receivables Certificates ("CRI").

These instruments differ from other modalities in that they involve the participation of securitization companies, responsible for acquiring the receivables and converting them into securities, allowing for the accelerated receipt of funds by the originating companies.

In the local market, acting as a leader and coordinator in structuring transactions for our clients we, contributed to raising R$13.2 billion through green, social, sustainable operations linked to sustainability goals. This amount represents approximately 9.1% of the total volume originated for this type of instrument by Itaú in 2025, which reached approximately R$145 billion.

Foreign market

In the international market, we supported the structuring of R$4.4 billion, distributed through green and sustainable bonds linked to sustainability goals.

ESG Fixed Income Transactions by Type (R$ million)	2024	2025	Var.
Green bonds	11,694	11,168	-4.5%
Social bonds	70	30	-57.1%
Sustainable bonds	4,030	1,792	-55.5%
Sustainability-linked bonds	774	3,093	299.6%
Other	0	1,492	—%
Total	**16,568**	**17,574**	**6.1%**

ESG Fixed Income Transaction Volume by Type	2023	2024	2025	Var.
Local	20	29	24	(5)
External	2	6	6	—
Total	22	35	30	(5)
Green bonds	12	24	20	(4)
Social bonds	1	1	1	0
Sustainable bonds	6	8	4	(4)
Sustainability-linked bonds	2	2	3	1
Hybrid	1	0	2	2

ESG Fixed Income Transactions by Market (R$ Billion)	2023	2024	2025	Var.
Local	28	13.4	13.2	-1.5%
External	2.5	3.2	4.4	37.5%
Total	**30.5**	**16.6**	**17.6**	**6.0%**

Credit operations with ESG criteria

Through Itaú BBA, we have structured various ESG credit transactions, both onshore and offshore, subject to the guidelines of the Loan Market Association (LMA), the Climate Bonds Initiative guidelines, the Brazilian Sustainable Taxonomy, and other market practices. These are transactions with a green, social, sustainable, transitional, or sustainability-linked framework (ESG-Linked).

Credit operations contracted with Itaú BBA can be structured through a variety of financial products, such as working capital factoring, foreign currency products such as Export Credit Notes (NCE), Export Prepayment (PPE), loans (Loan 4131), among others.

These products follow their own specific regulations, as well as the applicable ESG requirements, criteria, and guidelines. Our ESG credit operations can be classified as follows:

GREEN OPERATIONS: use of resources directed towards financing projects with an environmental contribution, subject to the guidelines of the Green Loan Principles (GLP – LMA).

SOCIAL OPERATIONS: use of resources directed towards financing projects with a social contribution, seeking alignment with the guidelines of the Social Loan Principles (SLP – LMA).

SUSTAINABLE OPERATIONS:: use of resources directed towards financing projects that make both environmental and social contributions simultaneously, or a set of projects with separate environmental and social contributions, seeking alignment with the GLP and SLP – LMA guidelines.

OPERATIONS LINKED TO SUSTAINABILITY GOALS: operations without a specific allocation of resources, but for which the financial characteristics — such as term and/or cost — may be conditional upon the achievement of one or more ESG goals, measured based on previously defined sustainability indicators.

In 2025, we disbursed R$488.8 billion in credit lines made available to small, medium and large companies by Itaú BBA in positive contribution sectors, with R$4.4 billion in resources directed in line with the framework models highlighted above:

- **R$241.8 million**

  in financial resources made available for green operations.

- **R$10.0 million**

  in financial resources made available for sustainable operations.

- **R$4.1 billion**

  in financial resources made available for operations linked to sustainability goals (SLB).

Sustainable buildings

The Green Business Plan, a product of Itaú BBA, finances residential or commercial projects in Brazil that utilize sustainable construction techniques and resources, and that have at least one of the following three certifications:

- EDGE Certification (Excellence in Design for Greater Efficiency): created by the IFC, this certification promotes significant results, such as savings of at least 20% in water, energy, or embodied energy in materials. Periodically, Itaú Unibanco and the IFC audit the supported projects to ensure their eligibility for the final certification.
- AQUA Certification (High Environmental Quality): issued by the Vanzolini Foundation, and which, in addition to efficiencies in water, energy and material consumption, also evaluates the entire management system of the project and the environmental quality of the building.
- LEED (Leadership in Energy and Environmental Design): issued by Green Business Certification Inc (GBCI), which focuses primarily on energy efficiency and reducing CO2 emissions.

The accepted certifications are updated annually, based on our framework and observed practices. Currently, we are the only bank to offer products that recognize these three main market certifications.

In 2025, the amount financed under the Green Business Plan reached R$2.5 billion, corresponding to approximately 24.8% of the total contracts for the year of the Business Plan, with a total General Sales Value (VGV, in Portuguese) of R$7 billion in sustainable construction projects.

SPECIAL RATE FOR INDIVIDUALS

The Green Transfer Program aims to offer a special rate to account holders who take out mortgage loans and are eligible for the Green Entrepreneur Plan.

In line with our ESG strategy, the product offers complete and eco-efficient real estate solutions, offering clients not only price advantages, but also a connection hub for the entire construction chain. All clients who take out financing to purchase properties in Green Entrepreneur Plan developments will have access to the lowest financing rate available from the Bank.

In 2025, we had 79 developments enabled under the plan in the city of São Paulo, with 1,400 contracts issued, totaling more than R$1.0 billion in VGV (Gross Sales Value).

ESG Products in Agribusiness

We seek to align our institutional commitments with our commercial strategy for the segment. Since 2021, we have had an area dedicated to creating ESG products for Agribusiness. Since then, we have progressed towards defining concepts, establishing governance, and instituting guidelines for building scalable ESG product lines for this segment.

The concepts and categories eligible for the creation of ESG lines were identified early in the process, in partnership with the Institute for Forest and Agricultural Management and Certification (Imaflora), and served as the basis for building the ESG product strategy for the sector.

These concepts, combined with the internal knowledge of the multidisciplinary team responsible for the Agribusiness ESG strategy at Itaú BBA, formed the basis for the development of the Guidelines for Building ESG Product Lines for Agribusiness, aligned with the Green Lending Principles and their Application Guide, both published by the Loan Market Association (LMA).

This document became our reference for creating ESG product models in the Agribusiness segment, enabling the scalability of sustainable finance in the sector.

Throughout 2025, our ESG portfolio for Agribusiness included five off-the-shelf models, as well as a Partnership Program designed to encourage the adoption of best practices for agricultural activities: Bioinputs Use, Bioinputs Commercialization, Solar Energy, Certifications, Coverage, and the Reverte Program.

For the eligibility and maintenance of operations with ESG classification, in addition to the criteria for each model, we consider socio-environmental criteria as well as those applicable to conventional transactions, including the commitment to no deforestation, even if legal, in the financed area. All models go through the ESG Product Approval Governance process.

In total, in 2025, R$3.7 billion in products aligned with Itaú BBA's ESG Agribusiness guidelines were contracted, including off-the-shelf products, programs, and ESG partnerships, resulting in a portfolio of R$5.7 billion of these products.

Discover the ESG options available in our portfolio:

BIOINPUTS

This product line is available through two modalities, Use and Commercialization, to expand the supply of this product category in the market and encourage the adoption of this technology in our clients' production systems.

Bioinputs have good potential to mitigate greenhouse gas emissions from agricultural systems, and this technology is included in the Sectoral Plan for Adaptation to Climate Change and Low Carbon Emissions in Agriculture (2020-2030), also known as the ABC+ Plan, led by the Ministry of Agriculture and Livestock.

The adoption of Bioinputs brings several other benefits to the system, such as improved fixation and availability of nutrients in the soil for crops, the promotion of natural nutrient cycles in the soil, the building of organic matter, a reduction in production costs and exposure to exchange rate fluctuations, since biological products are mostly of domestic origin, reducing dependence on imports.

In 2025, R$203 million was contracted under the Bioinputs product line.

SOLAR ENERGY

Intended for investment in the acquisition, installation and/or maintenance of photovoltaic energy generation projects in the operations of rural producers, agro-industries and cooperatives. In addition to promoting the energy transition for agricultural activities, this product line contributes to the installation of stable and secure infrastructure in the field, reducing the risks of intermittency in energy supply and the cost of production.

CERTIFICATIONS

Intended for financing certified production (rural producers and production cooperatives). This product line includes two certifications recognized internationally for the robustness of their protocols and for comprehensively addressing the issue of sustainability in rural production: the Round Table on Responsible Soy Association (RTRS) for soybean producers and the Rainforest Alliance for coffee, citrus and other fruit crops. In 2025, R$384 million was contracted under this Certification modality.

COVER CROPS

Aimed at rural producers and production cooperatives, the objective of this line of credit is to avoid tilling, and to reduce the period during which soils are uncovered during the annual production cycle, through crop rotation and the adoption of cover crops during off-season periods. These practices include the No-Till Farming System, one of the pillars of regenerative agriculture. In 2025, R$2.7 billion was contracted under the Cover Crop Farming modality.

BNDES credit line

The National Bank for Economic and Social Development (BNDES) is a federal public company, linked to the Ministry of Development, Industry, Trade and Services, that operates throughout Brazil to provide long-term financing and investment in all segments of the Brazilian economy, either through direct financing or through financial agents that distribute its resources.

We are one of the agents that distributes resources from Brazilian Social and Economic Development Bank, offering products, lines of credit, and programs with specific purposes and objectives. The products are subject to defined general financing rules, depending on their purpose. Each product type can be divided into a number of permanent financing lines, which serve different types of clients and objectives, with specific conditions such as interest rates and payment terms. The programs are temporary and intended to address specific demands and/or segments.

In 2025, we allocated various funding sources to investments and projects that contribute to social, environmental, and climate development, totaling more than R$4.5 billion.

ESG-based financing lines for BNDES products (R$ million)	2023	2024	2025	Var.
Automatic - ABC/Renovagro[1]	164.8	438.7	587.9	34.0%
Automatic - Working Capital[2]	144.4	99.8	260.3	160.8%
FINAME - Low Carbon/Climate Fund[3]	0.8	27.6	88.0	218.8%
Automatic Emergency Program[4]	—	1,018.0	147.1	-85.6%
Sovereign Brazil Program[5]	—	—	3,450.5	—%
Total	**310.0**	**1,584.1**	**4,533.8**	**186.2%**

ESG-based financing lines for BNDES products by segment (R$ million)	Individuals	SMEs	Medium and Large companies	Total 2025
Automatic - ABC/Renovagro[1]	522.4	55.5	10.0	587.9
Automatic - Working Capital[2]	—	260.3	—	260.3
FINAME - Low Carbon/Climate Fund[3]	—	7.7	80.3	88.0
Automatic Emergency Program[4]	—	70.3	76.9	147.1
Sovereign Brazil Program[5]	—	1,424.0	2,026.5	3,450.5
Total	**522.4**	**1,817.7**	**2,193.7**	**4,533.8**

([1]) Federal Government Agricultural Programs (PAGF), intended to finance the improvement of agricultural production in a sustainable way, through, for example, reducing deforestation, recovery of degraded pastures, and improvements in no-till farming systems and soil management.
([2]) Working capital for micro, small and medium-sized enterprises.
([3]) Financing for the acquisition of machinery and equipment with higher energy efficiency or that contributes to the reduction of greenhouse gas emissions, and for solar or wind energy generation systems.
([4]) Support for actions to mitigate and adapt to climate change and its effects, and to address the social and economic consequences of public calamities.
([5]) Support for companies and jobs impacted by the imposition of additional tariffs by the United States.

ESG programs and partnerships

In addition to creating products that consider sustainability aspects in their structure, Itaú BBA's ESG strategy for Agriculture also supports programs that promote the adoption of good production practices, and that contribute to the sustainable development of the sector.

The Reverte program, an initiative of Syngenta and, in the Cerrado region, in partnership with The Nature Conservancy (TNC), aims to promote, both technically and financially, the conversion of degraded pasture areas into arable land.

This movement enables increased productivity and expansion of production areas without the need to open new areas.

Rural producers joining the program must meet social, environmental, and climate criteria, and will receive technical guidance and technological solutions provided by Syngenta and partners for the implementation of area recovery and conversion projects. We have been partners of the Reverte program since its launch, providing a dedicated financial solution tailored to the needs of rural producers for project execution.

Sustainable Finance Framework

The document serves as a guide that directs our green, social, and sustainable debt issuances, and identifies the eligible asset use categories, monitoring indicators, and information on data assurance.

It is aligned with the Green Bond Principles (GBP), the Social Bond Principles (SBP), and the Sustainability Bond Guidelines (SBG), administered by the International Capital Markets Association (ICMA), as well as the Green Loan Principles (GLP) published by the Loan Market Association (LMA), both internationally recognized market associations.

The eligible asset categories must also generate environmental and social benefits, and be aligned with one or more SDG targets, which can form a basis for green, social, and/or sustainable bonds and loans. Click here to access the document.



In 2025, R$404 million was contracted for the conversion of 46,000 hectares of degraded pastures into cropland. Since the program's inception in 2021, a total of R$2.0 billion has been contracted and allocated to the conversion of 268,000 hectares, making the Program the largest private initiative supporting the conversion of degraded areas, making a critical contribution to the growth of agricultural production without the need to expand the agricultural frontier into areas of native vegetation.

Sustainable Fundraising

Since the launch of the Sustainable Finance Framework, we have issued green, social, and sustainable bonds to finance or refinance eligible ESG investments in our credit portfolio, and have reported all relevant information in our Sustainable Funding Allocation Report, which is available on Itaú's investor relations and sustainability websites.

Highlighting the first external issuance of biodiversity bonds by a Brazilian financial institution, in February. In partnership with the International Finance Corporation (IFC) and IDB Invest, we issued two series of bonds in the international market, totaling US$250 million. One tranche was 100% focused on financing biodiversity, while the other focused on social purposes.

Of the total raised, we allocated US$75 million to the Reverte Program, which converts degraded pasture areas into arable land, and approximately US$175 million to support micro, small and medium-sized enterprises, with a special focus on the economic reconstruction of Rio Grande do Sul.

In the same year, we issued a US$65 million green bond and a US$15 million social bond in the international market to finance eligible operations within our Framework.

The following table presents the status of all valid fundraising activities carried out by Itaú Unibanco, affiliates and subsidiaries in the current year (2025).

Funding	Year of issue	Currency Issue	Volume (R$ Million)	Volume (USD Million)	Allocation
Sustainable funding					
Sustainable bond	2021	USD	2,751	500	20% green projects and 80% social projects.
ESG[2] CDB	2022	BRL	280	51	20% green projects and 80% social projects.
Green funding					
Biodiversity (Green) bond	2025	USD	413	75	100% green projects (Reverte Program).
Private Placement Green	2025	USD	358	65	100% for social projects.
Social funding					
LF Social IFC (Gender)	2022	BRL	1,064	193	100% for social projects.
LF Social Investors (Gender)	2023	BRL	1,060	193	100% for social projects.
Social bond	2025	USD	963	175	100% for social projects.
Private placement - Social bond	2025	USD	83	15	100% for social projects.
Total funding			**6,971**	**1,267**	

([1]) Exchange rate used the R$5.5024.
([2]) Date of issuance of the first ESG CDB. Over the years, new issuances have been made.

Eco Invest Program

As part of the Ecological Transformation Plan, the Federal Government launched the Eco Invest program, aiming to finance projects with socio-environmental benefits, and to attract foreign capital. In 2025, we began disbursing funds from the first auction – held at the end of 2024 – and from the second auction, which also took place in 2025. Both auctions used the Blended Finance modality, combining public and private resources to enable projects that contribute to ecological transformation in the country.

In the first auction, we were awarded funding until the end of 2024 to finance Greenfield projects in 60 different categories, allocated across 4 axes: Energy Transition, Bioeconomy, Circular Economy, and Green Infrastructure. We started in 2025, and by December we had disbursed R$5.45 billion — R$2.2 billion in credit operations and R$3.2 billion in debt securities.

For the second Eco Invest Auction, the focus is on enabling projects aimed at recovering degraded lands for conversion into sustainable production systems, covering the entire national territory.



FIRST AUCTION

We were the lead coordinator of the Sabesp transaction, which raised R$1.06 billion for the construction, expansion, and improvement of water and sewage systems in the metropolitan regions of São Paulo and Baixada Santista. The initiative focuses on vulnerable areas through the "Se Liga na Rede" and "Água Legal" programs, contributing to advancing universal access to basic sanitation. Another noteworthy transaction under the first auction was the R$500 million financing to São Martinho, destined for the expansion of corn ethanol production at the Boa Vista Unit (GO). The new plant will enable the Company to produce approximately 270,000 m^3 of corn ethanol per year. The project is aligned with the strategy of expanding renewable and lower carbon intensity solutions, contributing to the diversification of the energy matrix. In addition to ethanol, the initiative includes the use of co-products, such as bran for animal nutrition (DDGS) and corn oil, promoting greater efficiency and increasing integration with the agricultural sector. The expansion also contributes to job creation and regional development.

SECOND AUCTION

In 2025, we disbursed R$100 million for the Adecoagro project, which involves converting degraded pastureland for sugarcane production, with the potential to reduce greenhouse gas (GHG) emissions. This was the first disbursement in the auction, demonstrating the technical expertise of our teams in this area and our commitment to the ESG agenda, which has a national impact.

ESG Consulting and Advisory | GRI 2-29 |

In 2025, we achieved significant milestones in our sustainable finance agenda, with an increasingly transaction-oriented focus, expanding the ESG agenda into the identification of concrete business opportunities and the generation of real value for our clients and for the bank. This approach integrates environmental, social, and governance aspects into financing and structuring decisions, supporting our clients on their sustainable journey.

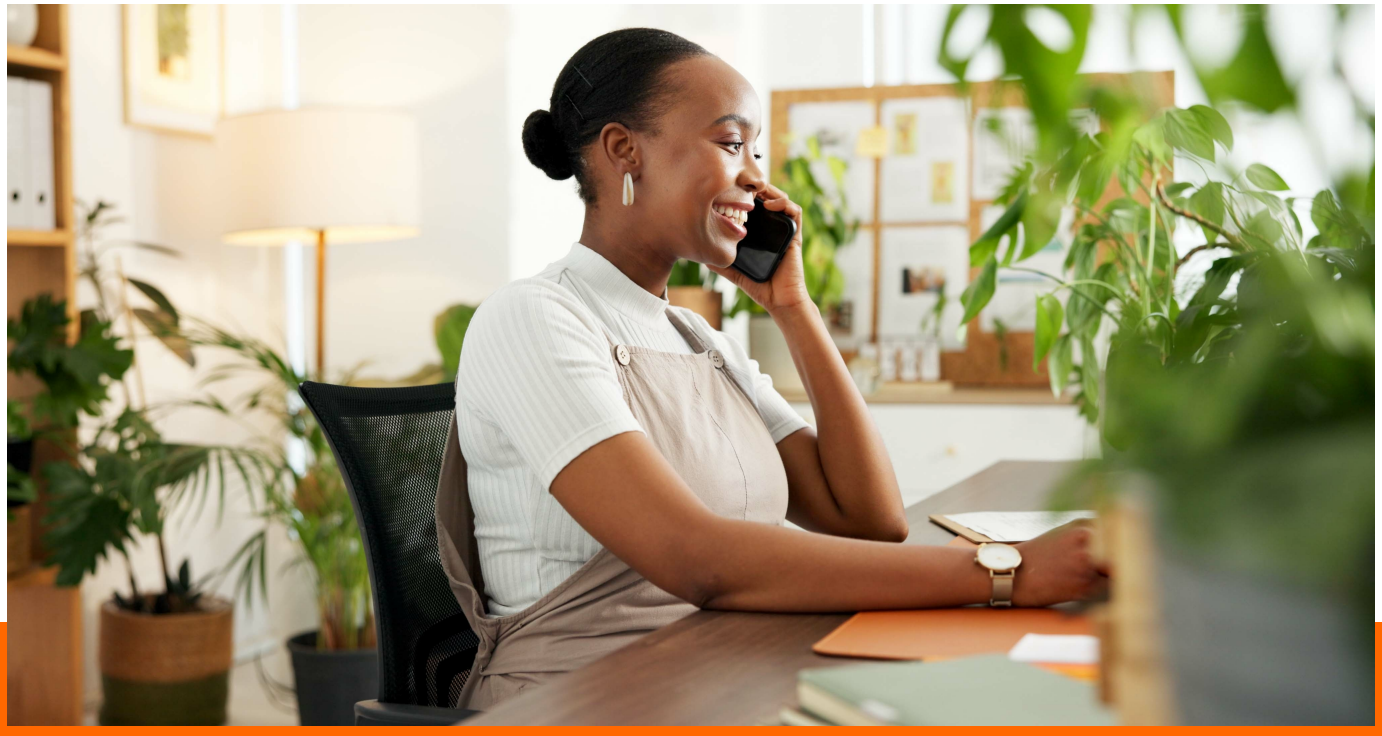
In this context, Eco Invest played a central role in our strategy, reinforcing our active role, together with our clients, in identifying, structuring, and enabling projects focused on the ecological transition, using blended finance mechanisms to broaden the reach and viability of these initiatives.

Additionally, we have continued to strengthen our clients' access to different sources and solutions for sustainable financing, including working with development banks, funds dedicated to the ESG agenda, and specific financing lines. This combination of instruments has allowed us to expand the range of opportunities, and to offer solutions that are more aligned with the diverse profiles and needs of our clients.

Our ESG advisory services remain guided by our institutional commitments and market best practice in sustainable finance, including the principles of the ICMA, the LMA, the UN 2030 Agenda, and the Anbima guidelines.

Our pioneering spirit, as the first bank in Brazil to structure a sustainable finance team, is reflected in our benchmark position in the market, as evidenced by our leadership in ESG issuances in Brazil, the awards we have won, the continuous expansion of our portfolio of sustainable products, and the deepening of our relationships with our clients.

We believe that this engagement is fundamental to supporting the integration of ESG criteria into business models, strengthening the financial resilience of companies, and generating a positive long-term impact.



Communication and engagement on Sustainable Finance

Training of sales teams

Over the past two years, training for Itaú BBA's business areas has focused on equalizing knowledge about ESG, including the bank's strategy, its internal governance, and the identification of business risks and opportunities. The learning trails developed during this period remain available on the learning platform for all of our employees in Brazil.

In 2025, the "ESG Academy" and "ESG in Practice" learning trails, aimed at Itaú BBA professionals, were completed by 1,541 employees from our business and support areas, reinforcing our commitment to expanding our people's competencies related to the topic.

Also in 2025, with the knowledge base already consolidated, we moved on to in-depth dialogue with the commercial teams closest to the sectors that are most relevant to the sustainable finance pillar of the ESG agenda. Sessions were held with the participation of 480 employees covering sectoral overviews, decarbonization pathways, and the identification of ESG opportunities.

Customer communication and engagement

In establishing our decarbonization goals and climate transition plan, we maintain an ongoing dialogue with our clients in priority sectors to understand their challenges, priorities, and levels of maturity in relation to the climate agenda, considering the specifics of each sector and region.

During 2025, we will engage more than 1,300 clients from sectors that are relevant to our decarbonization goals, such as metallurgy, steelmaking, infrastructure, construction, energy, transportation, and agribusiness, in addition to addressing opportunities related to sustainable finance.

We also provide a newsletter with relevant content on social, environmental, and climate issues that may impact our clients, such as the regulatory landscape, energy transition, carbon market, logistics efficiency, the circular economy, and agribusiness, totaling more than 10,000 engaged clients.

Customer evaluation tool

To support our clients' risk management, and opportunity identification, we have developed a proprietary tool that offers a comprehensive diagnosis of each company's ESG strategy, based on the integration of public and internal data.

In its most recent iteration, with over 400 clients analyzed, the tool has incorporated artificial intelligence, increasing the efficiency, consistency, and scale of diagnosis.

As part of this improvement, we revised the model and deepened the methodology in collaboration with different areas of the bank – such as credit, sustainability, risk, commercial area, strategy, among others – directly involved in the subject, incorporating consistent historical analyses focused on the quality of the results.

The tool contributes to understanding each client's maturity level in ESG and climate issues, as well as aligning them with Itaú's strategy on these agendas and with opportunities in sustainable finance and the carbon market.

Recommended ESG Portfolio

Itaú BBA Research's team of specialists has an ESG equity coverage program, which launched the ESG Recommended Portfolio, made up of ten recommended companies listed on the B3 for our institutional investor clients.

Using a positive screening approach, our analysts select the highest-rated companies, according to data provider MSCI, or those that have demonstrated progress on their ESG agenda. This selection then underwent analysis by the strategy team, which considers the

companies' financial outlook, resulting in a portfolio of ten equally weighted stocks.

Since our clients who are asset managers have different methodologies for integrating ESG into their respective portfolios, a positive screening methodology gives us the opportunity to evaluate all of the companies covered by Itaú BBA Research, taking into account all material variables, and offering our clients the opportunity to use the recommendations as they see fit.

Rankings and recognitions

The awards we received in 2025 recognized our corporate strategy, our performance in sustainable finance, and our relationships with society and the environment, which have contributed to strengthening our image, reputation, and our pursuit of sustainable development. Below, we highlight the most important awards and recognitions received during the year:

Environmental Finance - Sustainable Debt Awards

This annual award recognizes the most outstanding ESG (Green, Social, Sustainability, Sustainability-Linked) bonds and credit operations, as well as innovations and companies that stimulate the growth of this market.

In 2025, Itaú BBA was recognized by Environmental Finance for its role as Lead Coordinator in issuing Agribusiness Receivables Certificates (CRAs) with a social label, in the categories Social Bond of the Year and Initiative of the Year - Social Bonds. The bank was also recognized for its work in structuring sustainable bonds (Sustainability Bonds) and sustainability-linked bonds (Sustainability-Linked Bonds), in the category Initiative of the Year - Sustainability Bond.

Global Finance

Global Finance's awards and recognition programs, backed by 39 years of history, are considered the gold standard for the financial sector. The magazine is among the leading global outlets for news on sustainable finance.

The Sustainable Finance Awards recognize innovative institutions that are leading the integration of sustainability into their financial practices, highlighting the important role played by banks in promoting a more sustainable economy.

In 2025, in the Latin America Itaú BBA was recognized as the Best Bank for Sustainable Financing in Emerging Markets, Best Bank for ESG-Related Loans, and Best Bank for Transition/Sustainability-Linked Loans.

Euromoney – Awards for Excellence

The Awards for Excellence, with over 30 years of history, is the Euromoney magazine's award that annually recognizes outstanding financial institutions globally and regionally, valuing innovative practices that combine technology, operational efficiency, and a positive impact on clients the environment, and society, considering institutional, financial, and non-financial initiatives.

In 2025, Itaú Unibanco was recognized as the Best Bank for Diversity and Inclusion (World) and the Best Bank for ESG (Latin America).



METRICS
| GRI 2-29 | 3-3 |

Responsible investment

We are innovating in Sustainable Finance by integrating ESG criteria into our product and service development, in building partnership, and customer engagement.

At Itaú, we are able to have a strong impact on different value chains by directing financial resources to our investee companies. Therefore, evaluating the social, environmental, and climate impacts of investments, as well as proposing products and services that incentivize sustainability, are important accelerators towards building an increasingly sustainable society.

ESG issues relevant to investment areas are discussed by the Responsible Investment Committee, which is composed of leaders from our Wealth Management and Services (WMS) area.

We seek to integrate sustainable and responsible practices into our investments. To this end, we have established the following objectives:

- ESG assessments of assets.
- Provision of ESG or thematic investment products.
- Monitoring of assets in ESG investments.

Below, we present the progress achieved towards each of these objectives during 2025, highlighting the progress achieved:

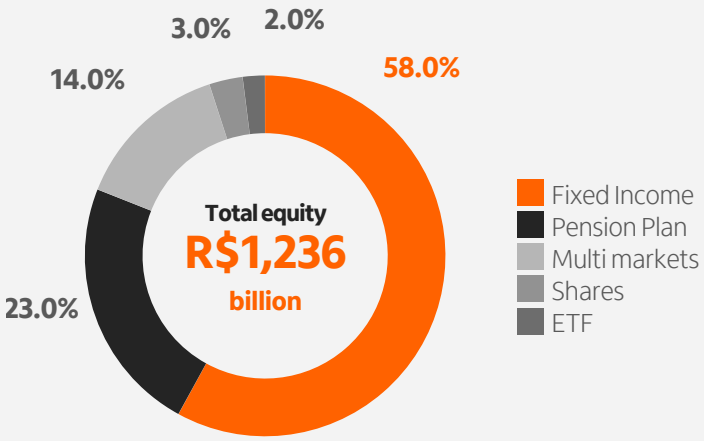
Assets under management

Itaú Asset Management, the third-party asset management arm of Itaú Unibanco, is the largest private asset manager in Brazil, with over R$1 trillion in assets under management[1].

([1]) Our assets under management are registered either on the stock exchange or with the Brazilian Securities and Exchange Commission (CVM).
([2]) These are sourced from publicly disclosed ANBIMA figures, with the following criteria: Net worth by asset class for all funds under Itaú Unibanco's management (Itaú Unibanco S.A. + Itaú Unibanco Asset Management LTDA.), with reference to the end of December 2025.

Percentage of AuM in open-ended funds[2]

| SASB FN-AC-550A.1 | FN-AC-410a.2 |



Responsible investment objectives

ESG Assessment

By December 2025, to have environmental, social and governance (ESG) assessments for 100% of applicable assets.

99.7%
ESG coverage for all eligible assets under management.

Product portfolio

By December 2025, to have an offering of responsible and impact investment products in our portfolio, which are always open for fundraising.

13
products open for fundraising in 2025.

ESG assets

Continuously to grow the volume of ESG assets under management until 2025.

R$11.5 billion
of PL in ESG assets, including investment funds, ETFs, onshore and offshore private securities, a growth of 190% compared to the year of comparison with 2021.



Our CIO and CEO are responsible for overseeing ESG issues and integration, voting at investee company shareholder meetings, and engaging with companies, as well as for the annual review of our ESG action plans and targets.

Responsible investing at Itaú Asset Management

| SASB FN-AC410A.2 | FN-AC-000.A | FN-AC-000.B |

At Itaú Asset Management, our mission is to help our clients achieve their long-term financial goals while promoting sustainable investments across our entire platform of products and services.

As managers of our clients' funds, we have a responsibility to invest them ethically and responsibly, and to ensure we have the fullest possible understanding of the opportunities and risks involved in our decisions.

We believe that good management of environmental, social, climate, and corporate governance factors is important for the long-term performance of the companies in which we invest, both in terms of the opportunities presented and the mitigation of risks.

Monitoring the robustness of corporate sustainability practices and excellence in the management of investee companies is essential for value creation, and contributes to a more transparent and efficient financial and capital market.

In 2008, Itaú Asset Management signed up to the United Nations Principles for Responsible Investment (PRI), with the aim of understanding the impact of ESG issues on investment portfolios. Guided by our Investment Sustainability Policy, which follows the PRI guidelines, we have continued to improve the integration of ESG issues into all our investment decisions, not just in specific products or strategies.

The implementation of ESG analyses of investee companies is the responsibility of the dedicated ESG unit, and is shared with all fund managers and sector analysts, who are responsible for being aware of the ESG risks identified in these analyses, and for considering these risks in their investment decisions. The ESG unit is independent of active management strategies, and forms part of the organizational structure for index fund management.

ESG assessment and integration models

Since 2010, we have developed ESG models for company valuations, in line with international initiatives such as the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). These models are designed to enable us to estimate the financial impact of material ESG issues on our investee companies, based on traditional valuation models. In addition to providing managers a more accurate analysis of the risks and opportunities involved, these models also encourage the adoption of best practice by our investee companies.

99.7%
ESG coverage of the evaluation of eligible assets at Itaú Asset Management[1].

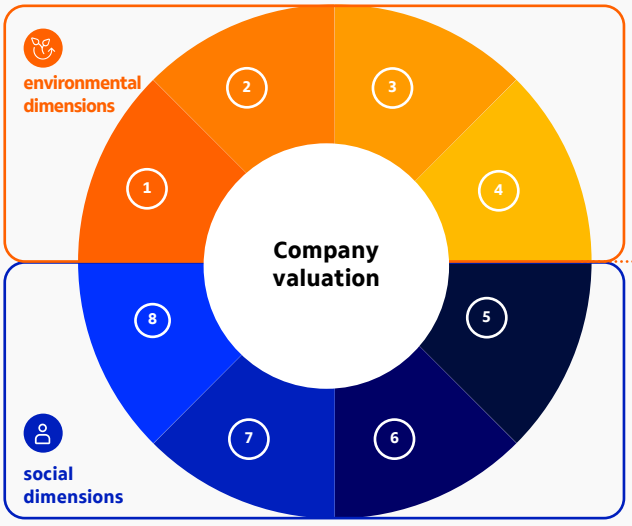
2%
of resources allocated to controversial sectors[2].

234
engagements with companies from different sectors.

255
instances of participation In shareholder meetings of investee companies.

382
qualified **professionals.**

Integration of ESG into investment decisions | SASB FN-AC-410a.2 | FN-IN-410a.2 |



Material issues for which we make financial estimates:

- Physical damage
- Spread of disease
- Changes to hydrological weather cycles
- Pricing of carbon emissions
- Agricultural/ forestry production
- New products

Estimates of the observed impacts on:

Fair value of the company | **Cash flow** | **Variable income** | **Fixed income**

Enhancing

- Identifying events that can create or destroy value for shareholders.
- The credit desk's estimate of the cash flows of the companies under analysis.

([1]) Includes assets under management, except for currencies, commodities, derivatives and ETFs.
([2]) Those that may present risks to the consumer or to third parties, and sectors involving the production or distribution of fossil fuels and derivatives.

ESG assessment in fixed and variable income

We evaluate the ESG practices and performance of the companies in our portfolio by observing relevant environmental, social, and governance themes, considering the specific characteristics of each sector and its potential impact on the value of the assets in which we invest. We also assess and rate the corporate governance practices of each company in our portfolio.

We consider environmental, social, and corporate governance issues to be important insofar as they could impact the value of the assets in which we invest. Our ESG assessment model highlights the key factors evaluated in our investment decisions.

The weightings of each dimension may vary depending on the criticality and intensity of the risks in each sector, and based on the potential impact on cash flow, management, and the availability of information.

Thus, in addition to providing managers with a more accurate analysis of the risks and opportunities involved, we also encourage the adoption of best practice by the companies we invest in.

The continuous search for information, financial or non-financial, that may impact the market value of companies is an integral part of this process, ensuring that we can obtain relevant information to ensure fully informed decision-making.

Variable income: Incorporating these variables into traditional valuation models through impact analyses of the cash flow and the cost of capital of the company being analyzed. The goal is to adjust the target prices of publicly traded stocks, and proactively identify events that could impact their value.

Fixed income: inclusion and evaluation of the impact of ESG factors on the cash flow and solvency indicators of the company under study.

Private pension plans: through their investment fund managers (Asset and Fund of Funds), these plans use criteria and procedures that take into account social, environmental and climate risks for the selection of their investments, in accordance with Article 6 of SUSEP Circular 666/2022.

Both approaches allow flexibility for portfolio managers, who use the results of these analyses according to their specific strategies and mandates.

The main factors within the environmental, social, and governance dimensions included in the evaluation of invested companies and monitored by Itaú Asset Management, which may initiate the interaction or engagement process, pre- or post-investment, are:

Climate change and investment portfolios

We assess the financial impacts of climate change on specific investment portfolios using our climate V@R tool, considering three distinct climate scenarios: a 1.5°C increase, a 2°C increase, and a "business as usual" scenario. The tool aims to help managers and analysts evaluate the impacts on their portfolios in a customized way, in line with initiatives such as SASB and TCFD.

In 2023, we published the study "Integration of climate scenarios into investments: updates and results," with the aim of presenting the updated results from this tool, considering recent data from companies and progress towards their commitments to reduce emissions and to manage climate risks and opportunities.

	Theme	Description	
Environmental and climate	1 **Climate change**	• Carbon pricing. • Physical damage to company assets. • Changes in hydrological cycles.	• Impacts on agricultural and forestry production. • New products linked to a low-carbon economy.
	2 **Biodiversity and land use**	• Impacts on biodiversity • Bioinvasion • Contamination of soil and water resources.	• Animal welfare • Conversion of native vegetation
	3 **Water, energy and materials**	• Water scarcity • Use of sustainable inputs • Eco-efficiency initiatives	• Renewable energies • Water usage charges
	4 **Waste management**	• Waste and effluent management • Pollutant emissions • Reverse logistics	• Reusing waste materials • Recipes using recycling
Social	5 **Customer relations**	• Information security • Quality and safety of products and services • Sustainable products	• Deceptive advertising. • Excessive or unjustified charges.
	6 **Supplier relations**	• Human rights • Working conditions • Outsourcing	• Deforestation • Sustainable inputs
	7 **Labor relations**	• Human rights • Health and safety • Strikes and work stoppages	• Employee turnover and retention • Work-related illnesses
	8 **Community relations**	• Conflicts with communities • Land issues • Stakeholder management	• Construction in irregular areas • Community safety
Governance	9 **Board independence and quality**	• CEO duality (when the CEO and the chairman are the same person)	• Independent members • Non-executive members
	10 **Corporate governance**	• Diversity on the Board • Compensation	• Technical committees

Brazilian Code of ESG Stewardship

As a signatory to the Brazilian Stewardship Code, Itaú Asset recognizes that adopting best practices in corporate sustainability, corporate governance, and excellence in the management and monitoring of securities held on behalf of our clients is essential to the generation of value by companies, and contributes to more transparent and efficient financial and capital markets.

The seven principles of excellence outlined by the Brazilian Stewardship Code reinforce Itaú Asset's commitment to promoting a more transparent and efficient capital market.

Investee engagement | SASB FN-AC-410a.3 |

Engagement with investee companies is considered increasingly important worldwide, as it allows investors actively to influence decision-making and promote improvements in material areas such as corporate governance, environmental performance, and stakeholder relations.

A key step towards effective engagement is a materiality analysis, which seeks to identify the main environmental, social, and corporate governance issues that are relevant to the investee company in terms of risks and opportunities, such as new regulations, market trends, and sustainability challenges.

Our publicly available Investment Sustainability Policy outlines our approach to engaging with portfolio companies for both active and passive investment strategies.

Engagement takes place through interactions and dialogue between investors and current or potential invested companies, with the following main objectives:

- Encouraging the adoption of best management and governance practices.
- Influencing policies and practices focused on sustainability.
- Discussing ESG risks and opportunities.
- Encouraging transparency and the disclosure of material ESG information.
- Deepening our understanding of certain social, environmental and governance issues that can impact the value of companies.

We also participate in collective engagements with other investors to promote ESG best practice in the capital markets. One example is the Investors' Policy Dialogue on Deforestation (IPDD), a collaborative initiative among investors that promotes dialogue with public agencies and industry associations on preventing deforestation.

In our Engagement Report, we detail practical cases of engagements and interactions with companies. The evolution of investor engagement is not limited to investee companies. In many cases, service providers contribute relevant analysis and information regarding the ESG performance of investee companies.

In 2025, 234 engagements were carried out with companies from different economic sectors, including those that are most emissions intensive or have the greatest potential exposure to the impacts of climate change.

We use service providers in our voting activities at the general meetings of the companies in which we invest. Voting decisions are independent and governed solely by internal governance. These providers must incorporate ESG issues into their activities and recommendations.

However, there are cases where this information may not accurately represent the investor's or the market's perceptions of the company. In these situations, engagement with the company is followed by engagement with the service provider to seek clarification and promote better alignment between the company's practices and the provider's assessment.

Percentage of engagements with invested companies by sector	2025
Financial Services	34.2%
Energy	9.0%
Sugar And Ethanol	7.7%
Agriculture	6.8%
Renewable Energy	6.8%
Services	6.8%
Transportation And Logistics	4.3%
Highway Concessions	3.4%
Sanitation	3.4%
Real Estate	2.6%
Telecommunications	2.6%
Machinery And Equipment	2.1%
Education	2.1%
Construction	1.7%
Retail	1.7%
Food	1.3%
Steel Industry	0.9%
Petrochemicals	0.9%
Healthcare	0.4%
Mining	0.4%
Waste Management	0.4%
Insurance	0.4%

Key ESG topics addressed in engagement meetings:	2025
Corporate governance	83.3%
Board independence	83.3%
Customer relations	62.4%
Biodiversity and land use	52.1%
Community relations	44.9%
Water, energy and materials	37.6%
Waste management	35.0%
Labor relations	35.0%
Suppliers	20.9%

Key ESG engagement case studies

As part of our engagement journey, Itaú Asset Management co-led a group of over 100 local and international investors in an engagement process with a mining company in 2019, focusing on risk management, ESG opportunities, and sustainable performance.

In total, there were more than ten conversations and interactions over three years addressing topics such as health and safety, community relations, social and environmental impacts, ESG practices, and corporate governance.

This process is ongoing, and the company has made changes to its practices, as well as committing to improving its internal processes, and to greater transparency in its reporting to investors.

In 2024, this process led to an on-site visit to three of the company's locations, aiming not only to engage with the responsible teams but also to verify the practices and improvements implemented, as well as to interact with nearby communities.

Participation and voting at shareholder meetings of investee companies.

Itaú Asset Management participates in the meetings of its invested companies with the aim of promoting better environmental, social and corporate governance practices. The exercise of voting rights is guided by the internal Proxy Voting Policy for both active and passive investments.

According to the self-regulation code of the Brazilian Association of Financial and Capital Market Entities (ANBIMA), which is the institution responsible for managing investment funds, we necessarily exercise our rights to vote at general meetings of publicly-held companies that issue securities that make up the portfolios of the funds under our management, where we have such rights, and when the funds have more than 3% of the company's share capital, or when the company has a stake of more than 10% in a single fund.

In 2025, we have participated in 255 investment assemblies, including in the most emissions-intensive sectors or those with the greatest potential exposure to the impacts of climate change.

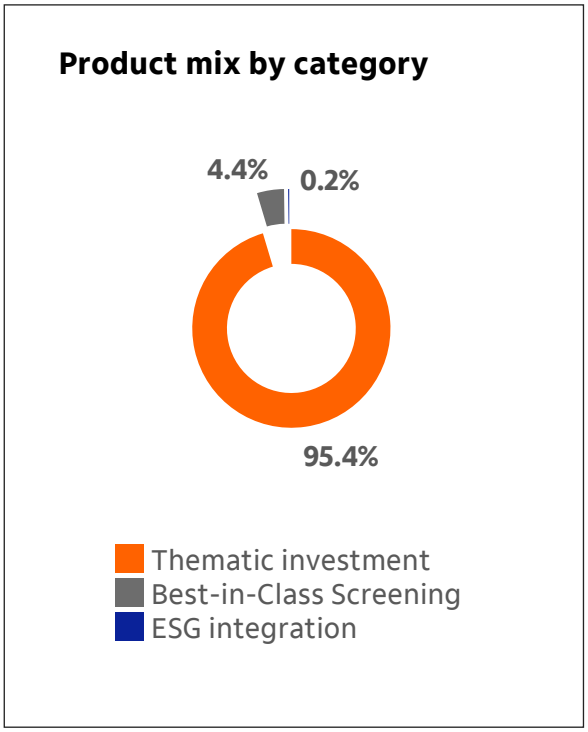
We exercise these rights based on a voting strategy that considers three pillars of business sustainability: acting proactively for the defense and preservation of the environment, social development, and good governance.

Participation in shareholder meetings of investee companies	2025
Energy	13.7%
Retail	11.8%
Services	8.2%
Financial services	7.5%
Construction	7.1%
Healthcare	6.3%
Industrial	4.7%
Food	4.7%
Real estate	4.3%
Logistics	3.5%
Oil and gas	3.5%
Sugar and ethanol	3.1%
Sanitation	3.1%
Information technology	2.4%
Agriculture	2.4%
Machinery and equipment	2.0%
Education	1.6%
Waste management	1.6%
Aviation	1.2%
Steel	1.2%
Power transmission	1.2%
Telecommunications	0.8%
Petrochemicals	0.8%
Pulp and paper	0.8%
Mining	0.8%
Renewable energy	0.8%
Pharmaceutical industry	0.8%
Insurance	0.4%

ESG Investment products | SASB FN-AC-410A.1 | FN-IB-410A.1 |

Itaú Asset Management has a key role to play in addressing sustainability challenges, facilitating the transition to a low-carbon economy and stimulating sustainable development through its investment activities.

Offering sustainable investment products is an important aspect of Itaú Asset Management's contribution to sustainable development and contributes to the mitigation of social, environmental and climate risks.



ESG and thematic funds

In 2025, we maintained our commitment to offering ESG and thematic investments, which bring together investment opportunities that contribute to more sustainable development and to more transparent and efficient financial and capital markets. In fulfillment of this commitment, our portfolio includes ten products that are open for investment, including seven investment funds and three ETFs.

INVESTMENT FUNDS

- The Itaú Active Fixed ESG (fixed income) fund (IS) stood out in 2025 for its performance above the CDI (the Brazilian interbank deposit rate) and for its significant fundraising, with a total of R$2.8 billion in assets at the end of the year. The product invests in companies in economic sectors that generate positive social, environmental, and climate externalities as part of their core business activities, such as health, education, sanitation, renewable energy, and low-income housing, among others. This demonstrates that it is possible to reconcile above-market returns while also generating positive externalities for society and the environment.
- The Itaú Active Fixed ESG Horizonte (fixed income) fund (IS), in addition to its sustainable objective of investing in companies in economic sectors that generate positive social, environmental, and climate externalities as part of their core business activities, is also committed to allocating a portion of its assets on companies operating in the Legal Amazon region.
- The Itaú Index ESG Water Fund (IS) seeks to track the performance of the largest global companies whose businesses are related to water. With access to 50 companies in more than 10 countries, the fund offers an investment theme that is little explored in Brazil, and therefore has great potential for diversification.
- The Itaú ESG Clean Energy Index Fund (IS) offers access to more than 30 global companies that produce energy from renewable sources, such as biofuels, solar and wind power, supporting the transition to a more carbon-efficient economic system.

- The Itaú Equity Momentum ESG (IS) fund provides investors with an unrestricted equity strategy, and seeks absolute returns in the long term, while avoiding investments in companies involved in ESG controversies. This fund incorporates Itaú Asset Management's ESG filter for the selection of companies, combining the search for companies with high-quality business and management, with the flexibility to explore market opportunities.
- The Itaú Global ESG Equity Fund (IS) invests in global companies with the best ESG performance in their respective sectors (best-in-class), tracking the MSCI World SRI index, which integrates quantitative and qualitative ESG aspects into the evaluation and selection of companies, while excluding those operating in controversial sectors or involved in ESG controversies related to their operations, products, and services (negative filter).

ETFS (EXCHANGE TRADED FUNDS): INDEX FUNDS TRADED ON STOCK EXCHANGES

- ISUS11 ETF: Equity ETF that tracks the performance of the B3 Corporate Sustainability Index (ISE).
- GOVE11 ETF: Equity ETF that tracks the performance of the B3 Corporate Governance Trade Index (IGCT).
- ETF that seeks to invest in companies that are more advanced in terms of the transition to a green economy, replicating the portfolio of the Russell 1000 Green Revenues 50 index, providing investors with access to the shares of 50 global companies that have the largest proportion of their profits related to revenue obtained from green products and services, according to the European Union's green taxonomy.

Below we present the net worth of our sustainable investment product portfolio, which grew 3.8% year-on-year, reaching R$3.162 million.

Net worth of ESG investment products under management (R$ million)	Dec-25
Itaú Active FIX ESG IS FIM	2,825.5
Itaú Global ESG Sustainable IS FIA	140.4
Itaú Active FIX ESG Horizon IS FIM	97.3
Itaú Social Excellence IS FIA	29.9
Itaú Corporate Governance IS FIA	24.0
ETF ISUS11 IS (Corporate Sustainability)	16.9
ETF GOVE11 IS (Corporate Governance)	14.0
Itaú ESG H2O Sustainable IS FIA	8.9
ETF REVE11 (Energy Transition)	6.8
Itaú Sustainable ESG Moment IS FIA	6.4
Itaú ESG Clean Energy IS FIA	3.9
Total assets in ESG investment products under management	**3,174.0**

Education at Itaú Asset Management

We seek to contribute to investor education through participation in events and the development of studies that describe our ESG integration models, disseminate knowledge and demonstrate the importance of ESG issues in the investment process.

In 2025, in partnership with the Chinese asset manager E Fund Management, we published the white paper "Responsible Investment in China and Brazil: Empowering a Sustainable Future" which presents an in-depth analysis of responsible investment practices in two important emerging economies: Brazil and China.

The report tracks the evolution of responsible investment in both countries to illustrate how responsible investment strategies for asset managers are influencing and being influenced by the local and global capital markets.

Discover other ESG studies published by Itaú Asset Management:

- ESG integration in company valuation.
- Climate change and its impacts.
- Responsible investing in the time of COVID-19.
- Integrating ESG into fixed income products.
- Responsible investment through the lens of the SDGs.
- Integration of climate scenarios into Itaú Asset Management's investments.
- Biodiversity, land use and investments.
- 20 years of responsible investment at Itaú Asset Management.



Assets under ESG Custody

The Sulamérica Crédito ESG Itaú Seleção Investimento Sustentável FIC Renda Fixa CP fund, and its pension plan the Sulamérica Prev Crédito ESG Itaú Investimento Sustentável FIC Renda Fixa CP, are intended to explore opportunities in the private credit market, and prioritize assets with resource utilization aligned with ESG best practice, promoting positive contributions to the sustainable development agenda.

As such, these funds priotitize investments in thematic securities (e.g. green bonds, social bonds, etc.) with assessment or certification by an independent third party, in accordance with the fund's regulations and taking into account the financial aspects of the issuance.

The investment universe also includes sectors that contribute positively to sustainable development, according to United Nations definitions, provided an assessment of the issuer's ESG practices and the use of the issuance proceeds is carried out.

Debt securities from sectors with the greatest potential ESG impact will be evaluated based on their practices and the use of the issuance proceeds, and may be considered for allocation under a best-in-class approach (i.e. prioritizing companies that are differentiated compared to their sector of activity).

The Régia ESG Seleção Investimento Sustentável Resp Limitada FIF CIC Ações fund has a philosophy of investing in companies that demonstrate high levels of corporate governance and that, both in their strategic decisions and in their day-to-day operations, enact best practice in terms of sustainable development and environmental preservation.

To fulfill its Sustainable Investment (SI) mandate, Régia has its own policy, available on its website, which takes into account the impact the investee companies have or may have on society and the environment.

The practices adopted to evaluate the assets that are the subject of the Fund's investment may consider, among other aspects, restrictions on investments in certain sectors, the use of ESG assessment frameworks during the company analysis process, and practices to offset or mitigate any adverse impacts on sustainability factors, such as active engagement with the investee companies.

Net Worth of Assets under Custody (R$ million)	Dec-25
Sulamérica Prev Credit ESG Itaú Sustainable Investment FIC RF CP	2,057.1
Sulamérica ESG Credit Itaú Sustainable Investment Selection Limited Liability FIF CIC RF CP LP	4.4
Régia ESG Sustainable Investment Selection Limited Liability FIF CIC Equities	3.3
Total Assets Under Custody (AuC) in third-party ESG products (Fund of Funds)	**2,064.8**
Onshore Private Bonds	3,533.0
Offshore investments	2,596.4
Total Assets Under Custody (AuC) in sustainable investment (Private Bank)	**6,129.4**

Itaú Private Bank

Our onshore (local) private bonds with environmental, social and environmental characteristics and SLB include debentures, Real Estate Receivables Certificates (CRI), Agribusiness Receivables Certificates (CRA), Real Estate Credit Letters (LCI) and Agribusiness Credit Letters (LCA).

Offshore (international) investments consist of securities with environmental and social characteristics (Article 8) and funds that aim for sustainable investment (Article 9), including offshore variable and fixed income products that have ESG incentives.

Financial investment platform (ion) and Itaú SuperApp

Through our investment platform (ion) and Itaú SuperApp, clients can invest and track their investments, as well as use tools to support decision-making and portfolio management, such as recommendations, a portfolio optimizer, profitability projections, and an investment aggregator.

In addition, ion offers proprietary content in stories and the news feed, with relevant market information, trends, educational content, and exclusive articles to keep our clients well-informed.

Communication, rankings and recognition

Given the importance of the ESG agenda and the growing interest of our clients in the subject, Itaú Private Bank has been carrying out several initiatives for high-income clients.

In order to disseminate knowledge about the topic, we reinforced communication through mailings and in-person and online events, featuring case studies and governance best practices.

The theme is also present in the communications sent to our clients about ESG products, including investment funds, corporate bonds with green or blue labels, and ETFs available on our platforms.



In 2025, Itaú Private Bank was recognized by the most renowned companies that promote global awards, such as Private Banker International (PBI) and PWM The Banker, in the following categories:

- Outstanding Private Bank and Digital Private Bank Latin America.
- Best Private Bank in Brazil.
- Best Private Bank for Customer Service Latin America.



Financial inclusion and entrepreneurship

We promote financial inclusion through strategic financial solutions that democratize access to services and strengthen Brazilian entrepreneurship.

In retail, our greatest potential for positive impact and value creation lies in promoting the inclusion of, and providing financial guidance to, individuals and entrepreneurs. We seek to create products and services that encourage more sustainable choices by our clients, in addition to offering responsible investment products and credit for sectors that contribute positively to the environment, society, and the climate.

We work to expand access to financial services, providing tools and content that help our clients make healthier financial decisions. For entrepreneurs, we offer a range of solutions that facilitate the organization and growth of their businesses.

To ensure that these actions are effective, we have an integrated governance structure that is responsible for addressing social, environmental, and governance issues in our business. This structure also monitors the commitments of our ESG Strategy, and reports regularly to the Board of Directors and the Executive Committee.

Products and services with social, environmental, or climate impacts | SASB FN-CB-240a.1 |

Inclusion and Women's Entrepreneurship

Supporting women entrepreneurs contributes to the development of Brazil. According to the 2022 Census, 49.1% of Brazilian households are headed by women, who are often the main breadwinners, in addition to balancing work, caregiving, and financial decisions.

This prominent role is also evident in business: according to Sebrae, in 2024, the country reached a record 10.3 million women business owners, 52% of whom are heads of households. This shows the importance of these ventures for the financial security of millions of homes.

Even so, challenges remain. Despite having, on average, more years of schooling, women entrepreneurs earn 24.4% less than men in the same positions.

Furthermore, around 65% of women-led businesses are still informal, and 65.5% have never applied for credit, often due to fear or lack of access to relevant information. This data shows both enormous potential to be harnessed, and barriers to women achieving full economic autonomy.

Given this scenario, our goal is to offer credit to women-led businesses, as well as providing ongoing support. We also offer the Itaú Mulher Empreendedora program, which provides non-financial solutions to drive the growth of women-led businesses.

Diversity and Development Goals

ESG Strategy

Reach

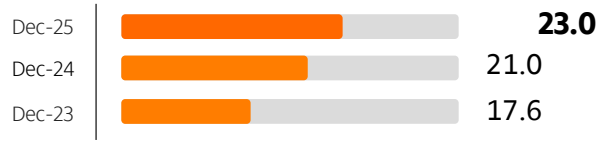
R$34.7 billion

in credit[1] for women-led businesses[2] by 2030.

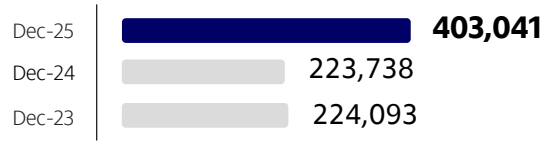
By the end of 2025, credit granted to small and medium-sized enterprises led by women reached R$23.0 billion, a growth of 9.3% compared to 2024.

Combined with an 80% growth in our clients we have reached approximately 66% of our 2030 target by 2025.

Loan portfolio[1] (R$ billion)



Client base[2]



([1]) Does not consider renegotiation and credit products for non-account holders.
([2]) Companies in which women hold more than 50% ownership of the share capital

Access to credit and banking services | SASB FN-CB-240A.3 |

CREDIT CARDS WITH NO ANNUAL FEES

To facilitate access to payment methods and credit instruments, we offer various credit card options with no annual fees. In addition to the Itaú Platinum Card, which already has no annual fees, we also offer cards with zero annual fees for customers with a minimum purchase value per statement. These cards also include exclusive benefits offered through our partners.

INVESTMENT WITH ZERO FEES.

To facilitate access and encourage the habit of saving, Itaú offers investment options with no fees. Customers can start investing with amounts as low as R$1.00. In addition, we offer a "Piggy Bank" service, which allows customers to save money in a personalized way for different goals.

GOVERNMENT LINES OF CREDIT

PRONAMPE (the National Program for Support to Micro and Small Businesses) is a federal government initiative created to support and strengthen small businesses in Brazil. Established by Law No. 13,999 of May 18, 2020, the program helps these companies consolidate and contribute to the development of the country's economy.

The PRONAMPE credit line is offered as working capital, with fully digital contracting. It is available to companies that are in good standing with the social security system, and that authorize the sharing of revenue information with Itaú Unibanco. By the end of 2024, our PRONAMPE credit portfolio had reached R$17.5 billion, a 9% increase compared to the previous year.

The Emergency Credit Access Program (PEAC), operated by the Investment Guarantee Fund (FGI), was created to facilitate access to credit for individual micro-entrepreneurs (MEIs) and micro, small and medium-sized enterprises (MSMEs). The program, established by Provisional Measure No. 975 of 2020 and later converted into Law No. 14,042 of 2020, offers guarantees for financing operations, contributing to the maintenance of employment and income.

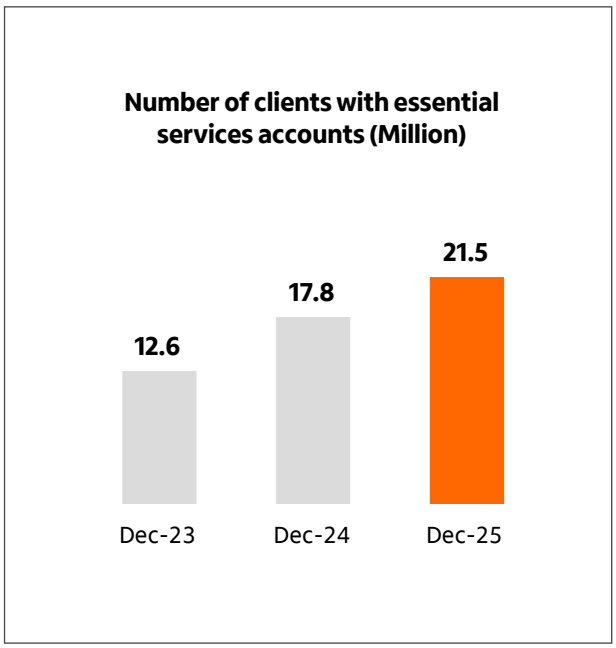
We ended 2025 with a total portfolio of R$41.7 billion in transactions financed by PEAC-FGI, representing growth of over 100% compared to the previous year, driven mainly by the greater availability of guarantees in the market.

CURRENT ACCOUNTS WITH NO ANNUAL FEES

We offer our clients a current account option with essential services free of charge, in accordance with the conditions established by Central Bank Resolution 3,919 of 2010.

The free essential services package includes a debit card with the possibility of issuing a duplicate, four monthly withdrawals at ATMs or teller windows, including by check or single check, two monthly transfers between accounts at the same institution, two monthly statements detailing transactions over the last 30 days, online inquiries, check clearing, ten monthly check leaves, provided the customer meets the necessary requirements for check use, and an annual statement detailing the amounts of fees and charges for credit operations levied in the previous year.

By 2025, we have reached 21.5 million clients using essential service packages, representing a 20.8% increase compared to the previous year.



Microcredit | GRI 203-2 | SASB FN-CB240A.1 | | FN-CB-240A.2 | FN-CB-240A.3 |

Microcredit is fundamental to meeting our commitments to sustainable development and financial inclusion, as it expands access to credit for both formal and informal micro-entrepreneurs. Through the National Program for Productive and Targeted Microcredit (PNMPO), we serve entrepreneurs with annual revenues of up to R$360,000, with a special focus on the Northeast region, promoting local socio-economic development.

We offer accessible conditions, with interest rates that are different from other credit lines, balances of up to R$21,000, and repayment terms of between 4 and 15 months. Clients also benefit from the support of dedicated business credit agents, who provide financial guidance throughout the entire process. Our model prioritizes speed, proximity, and adaptation to the realities of the businesses we serve.

Microcredit contracting is entirely digital, ensuring simplicity, speed, and autonomy for clients, with all contract management done through the app. Our sales team is autonomous, specialized, and intimately familiar with the challenges faced by micro-entrepreneurs.

Over the past four years, we have refined our business model, whereby entrepreneurs support other entrepreneurs, transforming each visit into an opportunity to offer credit, personalized consulting, and ongoing support. This approach contributes to a higher quality credit portfolio, and drives the success of our clients.

Diversity and Development Goals

ESG Strategy

Reach

R$15 billion

in microcredit operations to assist in the growth of micro-entrepreneurs until 2030[1].

In December 2025, we reached a volume of R$2.8 billion in operations, representing 19% of our 2030 goal.

Dec-25 | 19% | R$2.8 billion

Reach

R$67.1 billion

in credit for Micro and Small businesses until 2030.

In December 2025, we reached a credit volume of R$44.7 billion, representing 67% of our 2030 goal.

Dec-25 | 67% | R$44.7 billion

([1]) Baseline: January 2025

Microcredit Operations	Dec-23	Dec-24	Dec-25	Var.
Microcredit loan portfolio (R$ million)	748.7	1,432.1	1,509.7	5.4%
Number of microcredit clients (thousand)	214.0	298.5	314.2	5.3%
Percentage of female clients (%)	66.0%	64.0%	64.0%	—
Number of contracts for microentrepreneurs (thousand)	214.0	351.2	380.3	8.3%

In 2025, our microcredit strategy focused on strengthening our operational base, sustainable expansion, and deepening our relationships with clients and partners. We made progress in processes, governance, risk controls, and compliance, creating the structural conditions for safe and efficient growth.

We also invested in client experience and relationships, with initiatives such as Conexão Empreendedores Microcrédito, our main event for inspiration and development, held in different regional capital cities, and bringing together 750 agents across the six meetings held. In addition, we promoted financial inclusion by integrating our clients into our portfolio of financial solutions through the One Itaú project, with digital migration and unification of the relationship into the Super App.

In 2025, we boosted the Northeastern economy by R$2.8 billion, representing growth of 21.7% compared to 2024. By the end of the year, our loan portfolio reached R$1.5 billion, supporting 342,400 active clients, 64.0% of whom were women entrepreneurs, reinforcing our commitment to inclusion and female empowerment.

Our key differentiators:

- Individual loan with guarantor, no need for a joint guarantor group.
- Digital products with immediate payment.
- 100% digital contract management via the app.
- An entrepreneurial sales force offering a personalized service.

By 2026, our strategy will be geared towards consolidating the business as a microfinance ecosystem, combining sustainable growth, operational and territorial efficiency, and deepening our relationships with micro-entrepreneurs. Progress will be guided by continuous improvements to our governance, ensuring solid growth and a positive socio-economic impact that will maximize sustainable economic development.

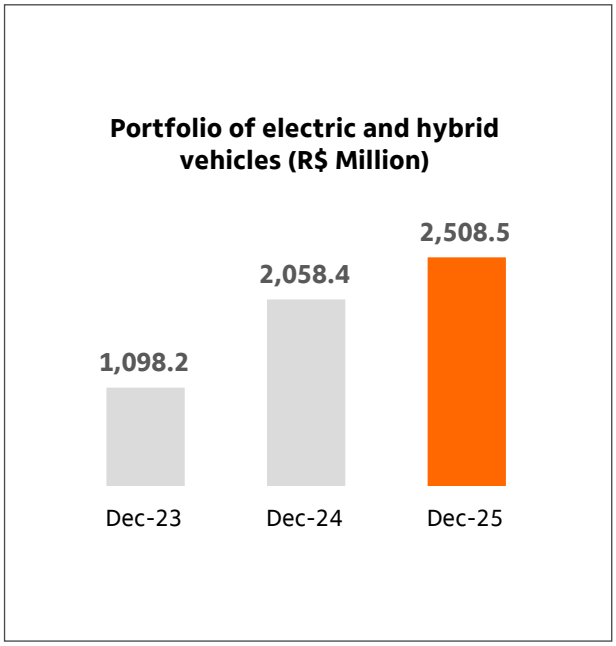
Financing for electric and hybrid vehicles

For over ten years, we have been pioneers in shared urban mobility, with the launch of Bike Itaú, and we continue to innovate to offer more sustainable mobility options to our customers.

In 2025, mirroring the growth of the electric and hybrid vehicles market, which increased by 26% compared to 2024, we offered exclusive promotional conditions and maintained our differentiated interest rate offering, starting at 1.42% per month, to encourage the purchase of these vehicles in Brazil. As a result of these initiatives, the share of electric and hybrid vehicles in our financing portfolio reached 4.2%, with a 9.6% increase in the volume of credit granted compared to 2024.

We also offer consortia financing for electric and hybrid vehicles, with incentives for cash payments, and all the benefits of a consortia, such as planning, smaller installments, and zero interest.

By the end of 2025, our loan portfolio for electric and hybrid vehicles reached R$2.5 billion, an increase of 21.9% compared to the same period of the previous year.



Accessibility

We believe that accessible experiences need to be driven by the recognition that each person uses digital solutions, services, and physical spaces in different ways. In Brazil 14.4 million people aged 2 years or older have some type of disability (IBGE, 2022), which reinforces the importance of incorporating human diversity into all of our actions. By considering different user profiles, we can increase the autonomy and safety of all our customers during their journey with us.

Therefore, accessibility is part of our culture of diversity and inclusion, being present in all our processes, from design and technology to customer service and infrastructure.

This commitment is formalized in our Corporate Accessibility Policy, which establishes relevant principles, responsibilities, and guidelines. In the digital environment, we follow the accessibility standards of the Web Content Accessibility Guidelines (WCAG/W3C), while in physical spaces, we follow the technical references of ABNT NBR 9050. To ensure greater transparency, our Accessibility Statute is available on the institutional website.

Our governance in this area is led by a specialized team which, since 2016, has partnered with various departments to ensure the implementation of accessibility measures, with the active participation of people with disabilities in testing and research. We also offer training and support materials for our employees, contributing to the quality of the products, services, and experiences offered.

In 2025, we modernized 1,104 experiences for individuals and businesses, focusing on visual and auditory accessibility.



In partnership with a provider of accessible digital solutions, we offer Maya, a virtual avatar translator for Libras (Brazilian Sign Language), which is available on our web channels.

In customer service, the Sign Language Center enables direct communication with customers who have hearing impairments. In 2025, we conducted 2,056 customer service interactions at our branches, with a Net Promoter Score (NPS) of 100%, and 11,975 interactions through digital channels, with an NPS of 96.18%. Our service channels, such as chat, WhatsApp, and telephone, are also prepared to meet diverse accessibility needs.

We continue to offer invoices printed in braille or with large characters for visually impaired customers who have credit cards.

Our branches are designed and modernized to ensure accessibility and autonomy, with adapted ATMs, simple text language, voice resources, and items such as cane holders, implemented in 2025, to facilitate self-service for people with disabilities and the elderly.

Throughout the year, our work in accessibility was recognized by awards, such as "Accessible Illustration Libraries" at the IF Design Awards, and at events and lectures with media exposure, reinforcing our commitment to diversity and inclusion.

Non-Financial Solution

| SASB FN-CB-240A.4 |

In 2025, we continued to offer support and training solutions. Through the Itaú SMEs app, clients can manage their company's finances with the support of Itaú Intelligence. With it, they can receive analyses of company performance, sales, and much more.

In addition to the benefits offered by Itaú SMEs, we continued to offer training programs for entrepreneurs:

Women's Entrepreneurship

For 12 years, we have supported women's entrepreneurship through Itaú Mulher Empreendedora (IME), a program that seeks to strengthen women-led businesses, in partnership with the International Finance Corporation (IFC). The initiative offers non-financial solutions to foster the growth of women-led businesses through three pillars:

- Training: improving business management techniques;
- Inspiration: presenting new leadership role models; and
- Connection: expanding networks and relationships.

The Itaú Women Entrepreneurs program offers free content, such as videos, articles, and courses, aimed at female entrepreneurs. These materials are produced by women, and are available on Itaú's Sustainability website.

We also promote acceleration initiatives to support women entrepreneurs in developing their businesses, offering training, mentoring, and specialized support. Since 2013, more than 900,000 women have benefited from these actions.

Today, one of the program's main challenges is to grow without any loss of quality, ensuring that the impact is real and measurable in the lives of participants. Therefore, we seek to balance the reach and depth of the initiatives, continuously improve the experience of the women entrepreneurs, and consolidate indicators that show long-term economic and social transformation. We also face the challenge of maintaining innovative and relevant content, considering the diversity of the profiles and needs of the women served. To this end, we are strengthening our strategic partnerships and integrating the Itaú Women Entrepreneurs program into the bank's ESG agenda and business.

Our focus is on the issues that matter most to female entrepreneurs, and on seeking to understand their main challenges.

We carry out specific actions for the bank's entrepreneurial clients, with the aim of strengthening the customer relationships and delivering a differentiated value proposition, including non-financial solutions. Recognizing the importance of empowering our sales team for increasingly qualified service, in 2025 we promoted a lecture in partnership with the IFC, which reached 369 employees.

Below, we present the programs developed in 2025:

Initiatives for Itaú Empresas clients

These projects were conceived and implemented for women who own or are majority shareholders of companies, impacting more than 550 female entrepreneurs.

FUTURE ENTREPRENEURS

The "Women Entrepreneurs of the Future" course, in partnership with FGV, aims to empower women entrepreneurs by developing their technical and socioemotional skills to face the challenges of entrepreneurship.

In 2025, 169 female clients participated in the program, which consisted of eight online classes and two in-person workshops over four months. The program had an NPS of 97 points. The class topics were chosen based on the main difficulties faced by women entrepreneurs, such as strategic management, socio-environmental impact, people management, marketing, sales, and financial management. In 2025, the class "Demystifying Credit: Best Practices and Tips for Women Entrepreneurs" was held, in response to a frequent demand from participants.

At the end of the program, a self-perception survey showed that participants reported positive impacts on their journeys. On a scale of 1 to 5, the program had helped increase confidence in making business decisions (4.91), expanded the ability to create new connections (4.89), and helped develop a clearer and more structured vision of the future of the participants' businesses (4.87). These results highlight the project's role in empowering women, and supporting their personal and professional growth.

MENTORING WOMEN ENTREPRENEURS

iMentora Empreendedoras is a mentoring program that connects female entrepreneurs with executives and specialists from Itaú Unibanco, who act as mentors to support the development of women's businesses facing different challenges.

In the last cycle, approximately 100 people participated, with 50 clients being mentored and 50 employees acting as mentors. The mentoring sessions were conducted entirely online, involving women and volunteers from various regions of Brazil. The program had an NPS of 96 among mentors and 90 among mentees. .

During the program, the entrepreneurs showed significant progress in management, innovation, and strategic vision, according to surveys conducted at the beginning and end of the cycle. Knowledge of strategic planning increased from 26% to 91%, and confidence in the success of their own business rose from 61% to 86%. Mentors also reported improvements in skills such as empathy (92%), communication (85%), resilience (81%), leadership (77%), and creativity (70%), reinforcing that the program had contributed to the professional and personal development of all participants.

ENTRE ELAS

"Entre Elas" are in-person meetings held at Itaú Group companies with the goal of promoting connection, inspiration, and offering quality content to our female entrepreneur clients. In 2025, six meetings were held in the cities of Maringá, Rio de Janeiro, Salvador, Brasília, Campinas, and Recife, attended by 198 women. The average NPS for these events was 95.

WOMEN'S ENTREPRENEURSHIP DAY EVENT

In November 2025, we held a special event for women entrepreneurs at Itaú Unibanco headquarters. The meeting brought together clients to share inspiring stories, exchange experiences, and strengthen networks. There was also a lecture on the macroeconomic scenario and investment opportunities. The event was attended by 139 female clients, and achieved an NPS of 95.

Social Investment Initiatives

In addition to exclusive actions aimed at clients, Itaú Mulher Empreendedora also works with wider society, promoting the development of women entrepreneurs through open initiatives offering training, inspiration, and connection. These actions reinforce our commitment to gender equality and positive impact. By 2025, more than 1,300 women will have benefited from these projects.

ELA EMPREENDE

The Ela Empreende is an online course offered via WhatsApp, with video lessons on family budgeting, goal setting, financial control, and innovation. The course is quick, accessible from anywhere, and ideal for those starting their own business. Participants receive a certificate upon completion. The content is available in both Portuguese and Spanish, also making it accessible to refugee women in Brazil. In 2025, 579 women entrepreneurs participated, with an average NPS of 79.

START YOUR OWN BUSINESS ON WHATSAPP

In partnership with the Women's Consulate, Empreende no Zap offers a free, fully online training course via WhatsApp, aimed at women who are starting or structuring their own businesses. In 2025, 464 women completed the course, with an average NPS of 90. In addition, 50 participants were selected for a pitch challenge, and received seed capital of R$1,500.00, as well as two hours of individual mentoring.

AWAKENING

Awakening is an in-person immersion program held in partnership with Impact Hub, with workshops in four cities. The goal is to develop female entrepreneurs through knowledge and practical tools to improve their earnings and grow their businesses.

In 2025, 347 women participated in classes on self-awareness, entrepreneurship, and business models. Of these, 32 received a seed investment of R$1,000. The program's NPS was 97 points.

WOMEN'S NETWORK FESTIVAL

The Festival, created in 2012 and held annually, seeks to inspire and empower women to create and develop their own businesses. Itaú Mulher Empreendedora has supported the project for eight editions, and in 2025 it was a Gold sponsor of the event. More than 9,700 people participated in person, and during the live broadcast days, the event had 145,000 views. The Festival's YouTube channel recorded 5,000 views.





Innovation ecosystem: Itaú Cube

Cubo Itaú was created with the purpose of fostering technological entrepreneurship by promoting connections between startups, large companies, and investors to accelerate innovation and digitization. The ecosystem brings together more than 500 startups, 60 large corporations, and 12 thematic hubs, operating in strategic sectors such as artificial intelligence, construction, health, education, consumption, logistics, energy, and agribusiness, among others.

In the environmental, social, and governance areas, Cubo ESG promotes actions and events that allow clients and corporations to access new technologies and knowledge. Launched in 2022, Cubo ESG has established itself as an innovation hub focused on connecting corporations, startups, and investors to boost partnerships and solutions geared towards the ESG agenda, with an emphasis on climate challenges.

Cubo ESG supports large Brazilian companies, especially Itaú Unibanco's clients, with the transition to a low-carbon economy, facilitating strategic connections with startups that are developing innovative solutions for the market.

By the end of 2025, Cubo ESG had 31 startups operating in different areas, with a focus on solutions aimed at transitioning to a low-carbon economy. Among them were initiatives that use technologies such as artificial intelligence and the Internet of Things (IoT), as well as solutions for energy efficiency, the monitoring of ESG indicators, supply chain management, carbon credits, and bio-inputs.

Continuing the strategy launched in 2024 for so-called "deep techs", which are science-based startups with high innovation potential and high impact on the transition to a sustainable economy, Cubo Itaú, in partnership with the Brazil-Germany Chamber of Commerce, carried out the D4ID program - Deep techs for the decarbonization of industry.

The program mapped, supported, and accelerated the development of deep tech startups focused on industrial decarbonization, building connections between innovation, industry, and the climate agenda. More than 95 startups were mapped, 20 were selected, and three finalists were invited to participate in Hannover Messe.

Among the main deliverables of the ESG Hub is the ESG journey, which offers a space for generating business between corporations, startups, and partners. In 2025, the agenda focused on COP30, and was structured around four pillars: decarbonization, energy efficiency, the sustainability of supply chains, and representation on the ESG agenda.

The ecosystem's engagement resulted in the participation of over 1,300 companies in events, sector forums, and strategic meetings, with 394 business connections facilitated between startups and large corporations.

Diversity and Inclusion

At Cubo Itaú, diversity is one of the central pillars. That's why we have two main initiatives: AfroCubo and Mulheres ao Cubo (Women at Cubo). The goal of these actions is to build a more diverse innovation community, and to promote diversity as a strategic engine to generate new businesses within the innovation ecosystem.

All of our actions and programs follow three pillars: attraction, retention, and development. We attract diverse people through curation and specific actions, promote development through events, and support retention by creating strategic connections that facilitate access to markets and capital for inclusive businesses.

AfroCubo promotes the representation of Black entrepreneurs and the development of inclusive leaders. In 2025, the initiative organized four meetings at different innovation events, with more than 140 participants. The highlight was "Afrocubo Day," the largest event of the year dedicated to racial diversity, which reinforced the importance of the topic within the innovation ecosystem.

Mulheres ao Cubo seeks to strengthen female representation in the ecosystem. In 2025, we promoted and supported nine initiatives, including the “Women's Brunch,” a community of over 300 women who meet at startup, investment, and technology events. There were five editions in 2025, with over 200 participants, in addition to the Women at Cubo Day, which brought together more than 180 women in Brazil and 40 in Uruguay.

As a result of these actions, we reached a level of 175 active diverse startups, representing 37% of our portfolio. In 2025, 48 new diverse startups joined Cubo, representing 34% of new participants. By the end of the year, we had 114 startups founded by women and 61 by Black entrepreneurs.

Innovation and Climate Change

The climate crisis demands innovative responses, collaboration between sectors, and continuous capacity building to develop effective solutions.

In 2025, Cubo ESG strengthened its role as a strategic connector, integrating startups, large companies, and investors with the goal of accelerating the implementation of sustainable technologies. The synergy between Cubo Itaú's hubs enabled the development and scalability of solutions focused on decarbonization, energy efficiency, and the circular economy, and on expanding the impact of climate initiatives.

Leadership training was one of the highlights of the year, with the second edition of Cubo Education for the Climate. The program, carried out in partnership with Columbia Global Center & Youth Climate Leaders, offered practical and strategic training for entrepreneurial professionals and executives, preparing them for the sustainable transition and for COP30. During this edition, 93 executives and 20 university students from 49 companies participated in the training.



The event also featured a partnership with the Center for Innovation in New Energies (CINE), which organized a track on the energy transition. In total, 257 executives from 56 companies participated in four meetings on decarbonizing the Brazilian energy matrix, focusing on practical solutions, technological innovation, and integration between research and the market.

Another highlight was the second edition of São Paulo Climate Week, led by Cubo Itaú, which has established itself as one of the main climate innovation forums in the private sector in Latin America.

Inspired by Climate Week NYC, the initiative brought together more than 3,000 participants to discuss decarbonization strategies, sustainable investments, preparations for COP 30, and new technologies to address climate change. The event featured more than 140 speakers, 800 participating companies, and generated 58 direct connections between startups and large companies, stimulating innovation and impacts on the climate ecosystem.

The program was divided into five main themes: innovation and energy, sustainable construction, bioeconomy, climate change and society, COP cubed, and agriculture and carbon. The topics covered included the use of emerging technologies, such as artificial intelligence, in the climate crisis, and strategies for decarbonization in agribusiness, focusing on sustainable production chains and carbon markets. The event also included parallel activities on responsible investments, business strategies for the Amazon, and sustainable finance.

Commercial services to the Public Sector

Itaú Unibanco acts as a strategic partner to public bodies at all levels – federal, state, district and municipal – as well as to selected state-owned companies. We offer specialized financial solutions to support the responsible, efficient and transparent management of public resources. These actions are aligned with our ESG strategy, focusing on sustainable economic development, strengthening the public sector and generating value for society.

Our service model is structured around regional platforms, and operated by dedicated teams with in-depth knowledge of the legal, fiscal, and operational intricacies of public administration. Services offered include tax collection, payment and payroll processing, cash management, credit operations, capital markets, public debt, and foreign exchange, all provided with high standards of governance, integrity, and regulatory compliance.

We recognize that public bodies play an essential fiduciary role and operate under a high level of scrutiny and accountability. Therefore, our business relationships with them are guided by the principles of ethics, transparency, and risk control, with the aim of supporting financial decisions that promote fiscal sustainability, greater public investment capacity, and better delivery of public services to the population.

In 2025, Itaú Poder Público advanced its positive impact agenda by allocating resources from the financial counterparties foreseen in MF/STN Ordinance No. 808/2023 (related to credit operations guaranteed by the Union).

These resources were primarily directed towards training public officials, in partnership with leading academic institutions, through postgraduate programs and extension courses, with a national scope and criteria for diversity and inclusion. This broadened access to knowledge and encouraged the exchange of experiences between different regions of the country.

In partnership with the Fundação Instituto de Administração (FIA/USP), 120 full scholarships were offered for postgraduate studies in Public Management, Evidence-Based Policies, and Public-Private Partnerships (PPPs), in addition to 540 scholarships for extension courses on Public Accounting and Finance for Results, Public Debt Securitization, and Credit Operations Management for the Public Sector.

In partnership with the São Paulo School of Sociology and Politics Foundation (FESPSP), an additional 80 scholarships were offered for the course "Improving Public Management," with an emphasis on fiscal aspects and public procurement.

By directing our financial contributions towards engagement with the Public Sector, we reinforce our role as a driver of sustainable development, acting not only as a provider of financial solutions, but also as a partner in strengthening the public sector.

As of December 31, 2025, the Public Sector segment portfolio had approximately 3,100 clients, demonstrating the breadth of our services and our ongoing commitment to responsibly supporting the public finances in Brazil.



Insurance

We work to enhance the financial protection of individuals, families, and businesses, combining solidity, market experience, and continuous portfolio growth.

Through our insurance companies, we offer protection, prevention, and assistance solutions for individual and corporate clients, as well as financial product lines aimed at the corporate segment, the formation of financial reserves, and the possibility of awards.

In a context marked by technological transformation, regulatory changes, and the increased complexity of social, environmental, and climate risks, our joint action reinforces the importance of offering more integrated, clear, and consistent responses for clients and the market.

Beyond just providing products and services, we contribute to socioeconomic development by supporting financial planning, increasing protection against unforeseen events, and strengthening relationships of trust with society.

In 2025, we intensified communication with our clients simplified critical steps in their journeys, and strengthened digital self-service. The goal was to give customers more autonomy without sacrificing the close contact and care provided by human channels, especially in sensitive situations such as insurance claims and incidents.

We have expanded the use of technology, data, and artificial intelligence to modernize incident monitoring, which, combined with portfolio georeferencing and an analysis of exposure to severe weather events, has allowed us to identify critical areas in a timely manner, and to send informative communications to all

clients. Through this, we have reinforced not only our own operational efficiency but also the role of insurance as an instrument of concrete support, guidance, and care.

In serving corporate clients, we consolidated responsible underwriting practices and expanded the structured capture of data related to climate-related claims (claims arising from climate events). This technical improvement increased the consistency of risk assessment, renewal, and product development decisions, making us more able to respond to changes in the market's risk profile.

In 2025, we will deepen how we understand, monitor, and respond to sustainability risks – including those that can directly or indirectly affect our clients, our operations, and the long-term trajectory of the business.

The management of these risks is conducted within our Risk Management Structure (RMS), overseen by the highest administrative body, with periodic reports to the Security Committee and the Security Risk Management Committee (CGR-S). Throughout the year, these forums receive a consolidated overview of exposures, limits, indicators, and events that require special attention.

Since the beginning of the year, we have monitored 145 relevant meteorological events (storms, heavy rain, gales, and accumulated rainfall). Before they materialized, we sent 2,567,074 proactive communications via app and SMS, reminding our customers that insurance was available and guiding them on how to file a claim. This "pre-event" approach reduces uncertainty and strengthens client engagement.

When an event occurs, a trigger for Itaú Corporate's crisis management workflow comes into play, with a post-event response plan with key flexibilities: a direct service without going through an automated system, prioritization in internal workflows and, when possible, remote inspections, speeding up analyses and avoiding unnecessary travel. As a result, in 2025 we recorded 469 paid claims related to weather events, totaling R$7.6 million in indemnities.

The cases of the tornado in Paraná and the explosion in Tatuapé (SP) illustrate this process well: we quickly mapped the policies that were within the affected radius, made contact before a claim was filed, and prioritized service and settlement. In both cases, the combination of geolocation, operational readiness, and robust governance allowed for safe and rapid decisions, which is exactly what the client wants and expects when facing a critical situation.

In 2025, our customer base also grew significantly. We ended 2025 with 15.5 million clients, with R$12.9 million in insurance operations and R$4.1 million in capitalization.

Beyond the growth indicators, 2025 reinforced the role of insurance as a mechanism for concrete returns to society. Throughout the year, R$1.716 billion was paid out in claims, supporting individual and corporate clients during times of vulnerability, and contributing to financial recovery, business continuity, and the mitigation of risk impacts.

These results were supported by continuous investments in technology, data usage, improved customer experience, and the strengthening of responsible underwriting, monitoring, and risk management practices.

FOR MORE INFORMATION, please consult our Insurance Sustainability Report (only in Portuguese)

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Relationship with clients

We strive to provide the best service to our clients, as well as promoting education and personalized attention.

In 2025, we conducted the "Consciousness and Prosperity" study, in partnership with the Consumoteca Group, to understand Brazilians' relationship with money. The research highlights the importance of maintaining customer service standards and investing in financial education, as these factors are fundamental to helping different audiences achieve a more balanced relationship with their finances.

The results show that, despite the desire better to control their financial lives, many Brazilians still feel insecure. The survey indicates that 80% want to learn how to manage their money better, but 81% consider the topic a major concern, indicating that simply having access to information does not guarantee financial well-being.

In addition, talking about money is becoming more common, with 78% of correspondents no longer feeling uncomfortable with the topic — but this does not necessarily mean that financial decisions are more balanced. The use of credit exemplifies this challenge: 71% see credit as something positive when used well, but many avoid it or have difficulties due to a lack of understanding and support.

In light of this changing relationship with money, it is clearer than ever that it is necessary to follow rigorous standards when creating and offering products and services, ensuring transparency and suitability to each client's profile. This is why we have strengthened the role of financial education initiatives, so that our clients can use financial solutions with autonomy, security, and for the benefit of their financial health.

We strive continuously to improve our customers' experience by investing in enhancing our service channels and fostering a culture that places the customer at the heart of our decisions, respecting their needs and preferences. We believe this approach is essential for building trust and loyalty over time.

Our Customer Relationship Policy sets out the principles of ethics, transparency, responsibility, empathy, and diligence throughout the product and service lifecycle, applicable across all areas of the bank, with the aim of providing a more human and authentic experience, reaffirming our commitment to customer satisfaction.

The policy is overseen by the Audit Committee, which regularly monitors its application, ensuring that each area understands its role and acts responsibly and transparently, thereby strengthening trust in the Itaú brand. Our products and services must be advertised and offered in a clear and objective manner, avoiding any type of improper communication, inappropriate language, or anything that could confuse the customer as they make decisions.

To this end, our advertising, publicity, and marketing campaigns follow the principles set out in our policy, respecting cultural diversity and adapting to the profile of each client, with creation and review processes that can be monitored.

To guarantee customer protection at every stage of the relationship, we have adopted some important principles:

- Our products and services are tailored to the needs, interests, and goals of each client.
- Our compensation and incentive policies are based on the bank's values, and include indicators such as sales quality, customer satisfaction, and after-sales service, while not allowing variable compensation to be based solely on sales commission.
- We identify and provide differentiated treatment for clients in highly vulnerable situations.

Before purchase	During Purchase After Purchase	After Purchase
We develop and review products according to customer's needs and the regulatory environment.	We encourage responsible product offerings and communicate clearly so that the customer can make informed decisions.	We provide self-management tools and service channels to resolve customer demands.

Pillars of action

Define	Engage	Monitor	Improve
procedures aimed at financial protection for clients.	all employees to apply these procedures in their daily lives.	the effectiveness of our actions against the proposed objectives.	our procedures based on the results achieved.

LEARN MORE in our Commitment to Education and Financial Inclusion , which follows management and governance principles, alignment with the Sustainable Development Goals, and the Central Bank's Financial Citizenship commitment.

Product and service development

All initiatives which involve creating or modifying products and services must follow the Corporate Product Evaluation Policy, ensuring that they are aligned with the Customer Relationship Policy from the outset.

The process involves evaluators who guide the responsible teams to ensure that the communication and presentation of products and services to customers is clear and easy to understand.

When doubts arise or there is no consensus on how to handle risks, the areas involved can rely on the Product Risk Committee. This committee is composed of representatives from the Risk and Legal areas and other relevant areas, who form a multidisciplinary group to analyze, evaluate and discuss risks collaboratively.

Engagement and training on customer relationship management.

All employees are informed of and receive mandatory training on the Client Relationship Policy as part of our Integrity and Ethics Program.

In addition, we conduct regular training sessions to onboard new employees nd update teams in the Retail segment, promoting our risk culture and reinforcing the importance of preventive and corrective actions.

We also send out periodic communications to reinforce the guidelines that our employees should follow, and to publicize the Product Governance channel.

Based on these initiatives, we seek to ensure that everyone is aligned with institutional procedures and guidelines, highlighting the importance of ethical conduct and integrity in all of our actions and decisions, and promoting a healthy, transparent, and responsible work environment.

Responsible offerings

We offer products and services that help strengthen our clients by providing sustainable solutions tailored to each individual's profile. We promote the responsible use of resources and financial literacy, while complying with the regulations in force and with our Customer Relationship Policy.

Responsible lending

Our policy ensures that customers have access to all the information necessary to compare the available credit options and to simulate the terms of the transaction before signing a contract.

We also work to prevent indebtedness and over-indebtedness, offering debt negotiation and treating each situation with respect, empathy, transparency, and attention to customer needs.

Responsible investment

We advise our clients on the importance of creating an emergency fund, and strive to ensure that products and services are tailored to each investor's profile, in accordance with CVM regulations, the ANBIMA Distribution Code, and market best practices.

Responsible insurance

We offer a variety of products, from asset protection to coverage of unforeseen financial events, such as unemployment and personal accident insurance. In all cases, we provide clear information on costs, coverage, and claims throughout the customer journey to enable informed choices.



Sales quality | GRI 2-23 | 2-24 |

To ensure that the customer is always at the heart of our decisions, and to promote a responsible offering of products and services, we have developed our incentive structure and commercial management models to ensure that they are not limited to sales volume or short-term results. Our commercial strategy values the quality of transactions over time, encouraging appropriate and transparent sales practices that protect the customer throughout their relationship with the bank.

This approach is aligned with responsible customer relationship guidelines, and aims to mitigate the risk of inappropriate product sales, while strengthening trust and the sustainability of commercial relationships.

Responsible marketing and sales promotion campaigns

Our advertising campaigns and sales promotion activities are carried out by approved external partners, who undergo qualification processes and must follow the bank's policies, including the Customer Relationship Policy.

Before being released, all campaigns are analyzed from a legal and compliance standpoint to ensure that they comply with internal regulations, current legislation, and market best practice. To verify the effectiveness of these controls, we conduct recurring internal audits of our communications and sales promotion processes.

In addition, we work together with independent bodies of the National Consumer Protection System, such as Procon and the Consumidor.gov.br portal, seeking to develop solutions that are appropriate to customers' needs, and the continuous improvement of our processes.

Sales incentive program

For short-term incentive programs, sales targets are set for different sets of solutions, taking into account customer needs. These targets are applied at various levels of the sales team, from the sales agents to the general manager of the agency.

Long-term incentive programs, on the other hand, consider important indicators such as customer satisfaction and the sustainability of relationships, reinforcing the focus on the long-term results of our commercial activity.

Sales Quality Score Program

The Sales Quality Score (SQV) program is one of the main tools for monitoring the quality of sales made by our commercial areas, evaluating approximately 30,000 employees across the agency network.

The SQV complements incentive programs and is part of the bank's corporate governance. The program's results are regularly reported in internal forums, such as the Risk and Capital Committee (CGRC) and the Audit Committee, and are also included in internal risk reports and communications to the Central Bank of Brazil, which continuously monitors these indicators.

SQV supervision is carried out by the CGRC, with support from the Planning (Incentives) and Compliance areas, ensuring integrated risk management, compliance, and business conduct.

The program uses various indicators to evaluate qualitative aspects of sales, including cancellation rates, sales concentration, and complaints volume, enabling the identification of patterns and potential risks in our commercial activity.

The results of the SQV (Quality of Life) assessment may lead to disciplinary measures being applied to employees who reach certain score ranges, such as formal guidance, warnings and, in more serious cases, dismissal.

Furthermore, the SQV also influences the variable compensation of sales teams and leadership, including directors. Each employee's sales quality indicator can increase or decrease their variable compensation, and also impacts eligibility for additional rewards, such as campaigns and recognition trips.

Training programs and ongoing monitoring

To ensure the responsible performance of our sales teams, we offer specific training on sales quality through our learning platform, as well as training on the main products we sell. We also provide guides outlining the program rules and periodic monitoring reports, which help reinforce employees' understanding of the criteria, prevent problems, and enable continuous improvement.

Customer engagement and focus on sensitive audiences

Our clients help us evaluate the quality of sales through satisfaction surveys. The Transactional NPS measures customer satisfaction in relation to a specific transaction, such as a sale, while the Global NPS assesses their overall satisfaction with the Bank.

In specific situations, we conduct additional surveys on the contracting experience, especially for clients with a more sensitive risk profile. These analyses focus on situations where there are indications of inappropriate sales practices, such as the contracting of multiple products at the same time, or consecutive cancellations. These surveys help us to improve our controls and the customer experience.

Post-sales practices

To enable clients to manage their contracts autonomously, we offer easy-to-use self-management tools that allow them to track investment returns, loan performance, insurance coverage, or service package usage.

Furthermore, whenever necessary, clients can rely on various in-person or digital service channels to resolve their issues quickly and responsibly.

When handling requests for contract changes or termination, such as early settlement, the amortization of installments, portability, migration, redemption, suspension, or cancellation of products and services, we strive to provide a simple and efficient service, while avoiding unnecessary barriers.

Vulnerable customers

We continue to identify vulnerable customers and improve our existing processes, seeking to offer an even more attentive service to those in more vulnerable situations.

To define a client's degree of vulnerability, we consider characteristics such as legal capacity (a person's ability to exercise rights and assume obligations according to the law), physical or intellectual disability, serious illness, over-indebtedness, education, digital skills or maturity, age, and income, and analyze these individually or in combination. All individual customers are classified according to their degree of vulnerability, taking these characteristics into account.

Those who qualify as vulnerable receive special attention, with institutional actions that guarantee more timely, higher-priority, empathetic, and personalized service. We also direct offers of products and services more suited to the profiles of these customers, and monitor the quality of sales to mitigate any risk of misunderstandings or inappropriate offers.

In addition, more vulnerable customers are grouped into four profiles, defined by the most common characteristics of each group. This allows for differentiated treatment and more assertive actions, according to the specific needs of each profile.



Financial education and guidance

Financial education is a fundamental tool to support clients and society in maintaining a more balanced relationship with money. Accessing content on the subject gives people a better understanding of their finances, which makes it easier to overcome emotional and behavioral difficulties related to money.

More knowledge about personal finance makes it possible for people to make more appropriate decisions, better control spending, use money consciously, avoid debt, and improve their quality of life.

Financial Education Policy

Itaú Unibanco has a corporate policy that guides the bank's departments to promote initiatives and messages about financial literacy in their relationships with clients.

The objective of this policy is to encourage healthy financial habits, in line with the Central Bank's Financial Citizenship agenda and the bank's strategic objectives. These habits could include planning and organizing personal and family budgets, building savings and financial reserves, and preventing defaults and over-indebtedness.

Responsibility for the policy lies with the Directorate of Institutional Relations and Sustainability, along with the Directorate of Compliance, and monitoring is carried out by the Executive Committee.

Risk management related to products and services

All of the financial solutions offered to clients are reviewed and validated by the Compliance and Legal departments, which also take into account clients' financial education and guidance needs. Following this evaluation, alerts, notices, or informative content may be included in communications or made available directly to clients.

Training and awareness-raising about financial education

In 2025, we created a training program to prepare product and channel teams to promote financial literacy in customer relationships. The training covers basic concepts of financial health, and presents best practices for embedding financial literacy and behavioral incentives in the customer experience.

Also in 2025, we certified 1,695 employees from product and channel areas in the principles of financial literacy for customer relationships.

Tools for expense control

In the app, we offer a dedicated expense control journey that allows customers to track and organize their expenses more efficiently. The tool makes it possible to view expenses by category, create budget controls, track expenses monthly, recategorize expenses, and identify the main expenses of the period, bringing more clarity to spending habits.

In 2025, this journey was enhanced with new features and improvements to the user experience, making it even easier to analyze and understand monthly expenses.

Around 8 million customers have used the Expense Control journey, with an average of 960,000 monthly users and approximately 400,000 customers creating controls to track their expenses, which contributes to strengthening financial health.

Financial organization programs

The "Save to Earn" program, which is aimed at clients who receive their salary through Itaú, offers content about financial organization and investments, in a simple and accessible way and in a variety of formats.

In 2025, we held lectures on financial health for more than 95,000 people, covering topics such as budgeting and organization, credit use, first steps towards saving, and long-term family financial planning. To expand our reach, we made a videocast available on our website (only in Portuguese) and on Itaú's official

YouTube channel, which has already had more than 8,300 views. We also launched a series of five videos with practical tips for those who want to improve their relationship with money, with the first episode being "How to use credit consciously."

COURSE VIA WHATSAPP

In partnership with Itaú Viver Mais, we launched a free course via WhatsApp, with video lessons, exercises, and e-books on personal financial planning and digital security, including tips for preventing scams and fraud.

This content is primarily aimed at older people, but it covers relevant topics and uses accessible language for different audiences. Since its launch, 7,658 people have enrolled in the personal finance course and 8,568 people in the security track.

Financial education platforms

Our website offers key content and solutions for financial education to clients and the public in a clear and simple manner. The site provides materials in various formats, as well as research and links to the main financial management features in the Itaú app.

In 2025, our financial education website had over 1.1 million users, totaling more than 1.7 million visits.

The Meu Bolso em Dia platform is a financial sector initiative, carried out in partnership with FEBRABAN members. It offers financial education tips, tools to facilitate daily life, such as the Financial Health calculator, and personalized content trails for different financial situations.

Content on social media

In 2025, we expanded our presence on social media, especially on TikTok, to promote financial education in an accessible and relevant way, focusing on younger audiences. The strategy was divided into three fronts: Creative House, with original and humorous content about financial organization and conscious consumption; Projeto Por Quê? (The Why Project?), where experts clarify doubts about budgeting and credit; and POV Pets, which uses animated characters to address financial habits in a lighthearted way.

These initiatives reached more than 20 million people, generating high approval (NPS score of 8.90). In addition to strengthening the association of the Itaú brand with money management. There was an increase in searches for topics such as emergency reserves and financial products, showing that the content had influenced decisions and encouraged more conscious use of the bank's solutions.

Prevention and treatment of indebtedness

We seek to contribute to the prosperity and financial autonomy of our clients by promoting and guiding the responsible use of credit, and by offering financial control tools, financial education materials, and other resources.

Below, we explain how Itaú Unibanco supports the financial reorganization process, helping indebted clients resume a balanced use of credit.

Awareness

We support our credit clients with preventative management and, upon identifying signs of potential financial imbalance, we provide guidance and solutions through physical and digital channels, tailored to each client's needs and life circumstances, including offering renegotiation options when necessary.

On our financial education website, we offer specific guides for those who need support with financial reorganization:

- Get out of debt guide: with tips for organizing personal finances and overcoming debt.
- Responsible credit guide: developed by FEBRABAN to help customers choose the type of credit that best suits their profile.
- Guidance on how to manage money and financial health better.

Treatment of over-indebted clients

Throughout the year, we analyze the portfolios of clients, both those with current payments and those in arrears, to identify cases of over-indebtedness.

Monitoring is done continuously, using credit indicators and metrics that consider income conditions, credit use, and the payment profile of clients.

Over-indebtedness occurs when a consumer is unable to pay all of their consumer debts without compromising the minimum amount necessary to live. Under Law 11.418/21, a client is considered over-indebted when the sum of their debts on unsecured products (at Itaú and in the market) exceeds their disposable income, while guaranteeing the minimum subsistence level, which is currently R$600.00 per month.

After identifying instances of over-indebtedness, we define specific actions, such as credit restrictions and offering renegotiation products tailored to the client's situation.

For clients who self-declare as over-indebted, under the terms of Law 11.418/21, we are engaged in an ongoing agenda with representatives of the bodies that make up the National Consumer Protection System, seeking to expand the opportunities for cooperation.

When we are called upon by public bodies to participate in debt restructuring processes, we have our own workflow, created in September 2021, which evaluates each case individually and prepares proposals based on different rates and terms, while always seeking the best solution for debt regularization.



Solutions for financial renegotiation

Throughout the year, we offered various initiatives to help our clients with financial reorganization. We provide debt regularization solutions through our service channels, such as our branches, apps, website, WhatsApp channel, and partner platforms.

To expand our offering of debt reorganization and settlement solutions, we participated in two negotiation and financial guidance campaigns, conducted in partnership with the Central Bank and the Brazilian Federation of Banks, under a Technical Cooperation Agreement.

We also offer WhatsApp renegotiation, a fully digital virtual assistant that allows clients to renegotiate debts, prepay installments, settle contracts, request duplicate payment slips, and other functionalities. In some situations, the service can also be continued with a specialist, if the client prefers.

Credit profile

The Credit Profile is a set of features within the Itaú app that helps customers have a healthier and more transparent relationship with credit, strengthening financial literacy. Currently, the Credit Profile offers several features.

One of these is checking the status of their CPF, which is similar to a social security number, allowing the customer to verify whether there are any outstanding credit issues associated with their identity, either within or outside of Itaú, as well as indicating the best channel for them to resolve or renegotiate these issues.

The customer can access information about the type of outstanding debt, such as overdue debt, negative credit rating (when the debt is registered with credit protection services), or protest (when the debt is registered with a notary and could lead to legal action). The Credit Profile also indicates possible outstanding issues related to the Internal Revenue Service, such as errors in or failure to file Income Tax Returns, or problems with registration data.

Another feature is the monthly income update, encouraging customers to report and verify their income, which helps the bank to tailor credit offers and service segments.

The Credit Profile also encourages customers to use other Itaú Unibanco services to monitor their finances and improve their relationship with the bank, such as salary portability, Open Finance, Pix keys, expense control, and savings accounts, among others.

Between December 2024 and December 2025, the Credit Profile was accessed 11.2 million times, with a monthly average of 2.4 million. Approximately 70% of the clients who accessed the service during this period had some outstanding debt, totaling 7.8 million people.

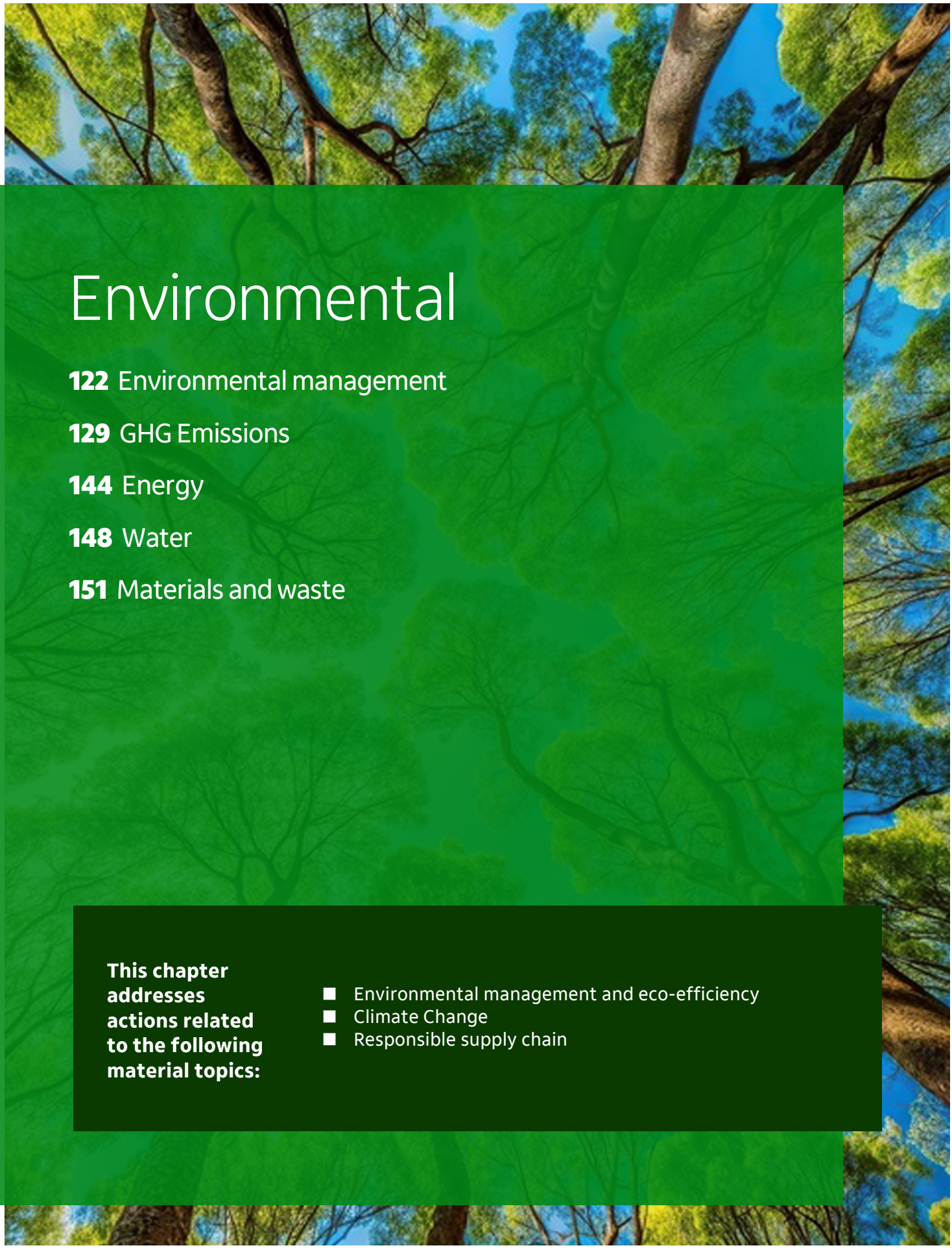
The level of satisfaction with the Credit Profile is high, with 65% of customers indicating having a very good experience, reaching the highest level on the Likert scale, one of the feedback research methodologies used by the bank.

Investment decisions

PIGGY BANKS

Our Piggy Banks are a digital solution that encourages the habit of saving in a simple and accessible way, helping customers achieve their personal financial goals. Through the app, it's possible to organize amounts starting from R$1 to create specific goals or financial reserves, and to track the balance in real time, with automatic returns on business days and the security of an investment portfolio that is linked to the bank. This initiative reinforces our commitment to financial organization and short- and medium-term planning, facilitating everyday access to savings instruments.

Currently, more than 2.2 million customers have created 9.8 million piggy banks, and 65% of these customers have become investors through Itaú Unibanco using this solution.



Environmental

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This chapter addresses actions related to the following material topics:

- Environmental management and eco-efficiency
- Climate Change
- Responsible supply chain

Sustainable Development Goals





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Environmental management

Integrated environmental management: eco-efficiency and conscious use of resources.

As part of our strategy to transition to a low-carbon economy, we continue to promote sustainable operations that contribute to the reduction of greenhouse gas emissions, which are monitored within the scope of our Governance pillar.

Our environmental management and eco-efficiency objectives are aligned with green economy principles. We continue to improve our operational areas to ensure more efficient, transparent, and collaborative practices, strengthening the bank's sustainability and resilience for the organizational future.

We have a technical team responsible for tracking the progress of our objectives and continuously monitoring ESG indicators. This group brings together experts in the areas of branches, buildings, and data centers, as well as leaders and partner teams, ensuring the achievement of the goals established in our institutional strategy.

Our environmental management activities follow the guidelines of the Social, Environmental and Climate Responsibility Policy (PRSAC), which guides the reduction of natural impacts on the environment, the responsible use of resources, and the integration of climate factors into our decisions. We are committed to continuously improving our processes, always in compliance with the applicable regulatory requirements and with the principles of responsible management.

Governance and environmental management policies

The pillars of the climate strategy related to environmental management are coordinated by the Executive Directorate of Operations, the Customer Service division, and Itaú Asset Management (IGA).

Our Environmental Management System relies on the commitment of operational management and senior leadership, who coordinate and ensure the strategic direction of environmental actions.

Our Operational teams are comprised of professionals from different areas, each working in their specialty to ensure synergy, alignment, and efficiency in the execution of strategic objectives. These teams monitor the evolution of indicators, consolidate data, interact with suppliers and, when necessary, develop action plans to improve processes and create institutional documents.

Our own operations have a low environmental impact, with reduced resource consumption and minimal waste generation, following the principles of a circular economy. At our business center and data centers, we monitor and control environmental aspects and impacts in accordance with the ABNT NBR ISO 14001:15 standards.

At our buildings, including administrative centers and branches, we work strategically across a multidisciplinary team to promote ESG culture and environmental management principles among all employees, whether in-house or outsourced.

To ensure alignment with our ESG strategy, we also monitor the environmental, social, and climate practices of our suppliers, evaluating their performance in these areas.

Environmental management strategy and environment

The main impacts of our business are related to our financing and lending activities. To achieve our goal of net-zero emissions by 2050, we are reliant on the availability of data and appropriate tools and methodologies for monitoring and evaluation, as well as on the adoption of low-carbon technologies by our clients and the public sector, and on the alignment of the regulatory environment and the market with the transition to a more sustainable economy.

We are aware that the global context presents significant challenges to achieving our goals. Even in in light of progress on climate policies and growing corporate commitment, many organizations still struggle to implement effective emissions reduction solutions.

Our environmental management strategy focuses on direct action across all of the bank's operations. We hold monthly meetings with a multidisciplinary team to monitor the evolution of indicators that could impact our strategy for transitioning to a low-carbon economy. All relevant information is centralized on a single platform, which facilitates data access, improves management, and supports decision-making.

In Brazil, despite a growing commitment to sustainability, barriers such as dependence on emerging technologies, the need for more efficient public policies, and the need for cooperation between the public and private sectors are also impacting the pace of bank’s decarbonization. Recent changes in the economic and political landscape may also influence the implementation of strategies to reduce emissions.

To reinforce our commitment to sustainability, we have linked the variable compensation of our executives, directors, managers, and employees of business units to the achievement of established strategic objectives.

Environmental Management System

At our certified buildings, we follow the guidelines of our Environmental Management System Policy. Our main objective is to ensure compliance with environmental legislation and the applicable standards, to protect the environment, and to prevent pollution.

We work to manage and reduce the environmental impacts of our activities, adopting continuous improvement processes and establishing strategic goals and objectives. We also seek to ensure the responsible use of natural resources, avoiding wastage of water and energy, and ensuring the proper disposal of generated waste.

We maintain open channels of communication with all stakeholders to clarify doubts and address demands related to the environment. We also encourage environmental education, promoting training and awareness campaigns for our employees and service providers. In this way, we reinforce our commitment to sustainability and the continuous improvement of our operations.

We monitor and manage indicators for water, energy, waste, and emissions at all our buildings, branches, and data centers. These actions are aligned with Itaú's public objectives and commitments, continuously contributing to the transition to a low-carbon economy.

Our certified buildings account for 77% of our total water consumption, 83% of our energy consumption, and 38% of the waste sent to landfill from our administrative buildings. Furthermore, at other buildings and branches, environmental indicators are also monitored monthly and presented to management through multidisciplinary committees.

We invest in automated systems to stay up-to-date on the environmental legislation applicable to our Environmental Management System and use Artificial Intelligence (AI) tools to support us in adopting market best practices. These initiatives reinforce our commitment to ensure that we continue to hold internationally recognized environmental certifications.

Environmental compliance

We have mapped over 600 laws applicable to our operations in the centers certified by ABNT NBR ISO 14001.

In 2025, we conducted nine audit processes as part of our Environmental Management System procedures. These included three independent external audits, three internal audits, and three audits based on legal requirements, with the latter being conducted by contracted consulting firms. In addition, our internal audit team audited processes related to waste management and Scope 1 and 2 emissions.

All incidents recorded in the Environmental Management System are handled and monitored according to the procedures defined by the Company for each certified unit.

Supply chain management

Our suppliers are contracted by the Purchasing Department and undergo an approval process, in which social, environmental, and legal compliance criteria are evaluated.

Each semester, we host workshops on topics related to ESG strategy, and provide a learning platform covering our ESG principles and commitments.

At our certified buildings, suppliers also undergo technical approval. For those carrying out potentially polluting activities, environmental approval is required, as part of which we evaluate their processes and practices to ensure that they comply with our management standards and commitments. **LEARN MORE** about this topic in Suppliers, page 227.

Over 87% of suppliers working in buildings certified by ABNT NBR ISO 14001 have undergone environmental approval, meeting both technical and environmental criteria.

Environmental certifications

ISO 14001

Since 2011, we have been working to identify, control, and reduce the risks associated with our operations and facilities, promoting ISO 14001 certification for our main administrative buildings.

In 2024, we expanded the number of buildings with environmental certifications, including our two data centers and the new business center tower. With this expansion, by 2025, we reached approximately 98% coverage of our own workforce and of service providers in our own buildings. It is worth highlighting that one of the buildings, even though it is not yet environmentally certified, achieved 100% coverage of employees over the past year, demonstrating our progress towards achieving our sustainability strategy for our facilities.

The compliance of our Environmental Management System with the ABNT NBR ISO 14001 certification reinforces our commitment to sustainability, and to the continuous improvement of our environmental performance, as well as encouraging operational efficiency.

This process requires a continuous cycle of environmental performance improvement, with the monitoring, recording and management of improvement actions, an annual audit schedule, critical analysis by senior management, and the handling and correction of any non-compliance.

Our scope of work at SGA includes operational and administrative support, as well as the management of the technical infrastructure, utilities, and services necessary for the operation of the facilities where the operational activities of Itaú Unibanco S.A. are carried out.

LEED

Leadership in Energy and Environmental Design (LEED) certification is one of the most widely globally recognized rating systems for sustainable buildings. It evaluates buildings based on aspects such as energy efficiency, rational use of resources, and indoor environmental quality, among others.

Our Wholesale Bank headquarters and Investment Centers in Rio de Janeiro, Salvador, and Brasília all have LEED Gold certification. The Data Center in Mogi Mirim and the administrative tower which was inaugurated in 2023 in the Business Center were also designed in line with LEED certification criteria, contributing positively to our sustainability goals.

Even with the addition of the new tower, we maintained the same levels of natural resource consumption as before its inauguration.



Monitoring environmental impacts

In light of the worsening of extreme natural disasters, intensified by climate change, we have structured a program for monitoring and managing environmental impacts, focusing on mitigating and adapting to physical risks in the course of our operations. These efforts demonstrate the organization's commitment to both mitigating and adapting to environmental risks, highlighting the relevance, effectiveness, and degree of implementation of the initiatives.

Below, we detail direct efforts in two critical cases, highlighting the scope, scale, costs, schedule, priorities, observed impacts, and performance indicators:

Monitoring Climate Risks in Branches

In 2025, we intensified our monitoring of extreme weather events, mainly heavy rainfall, which can affect parts of our branch network throughout the country. These events have the potential to cause operational disruptions, risks to the safety of customers and employees, as well as financial and reputational impacts for the bank. Therefore, 100% of the branches were monitored, with prioritization based on weather conditions, local vulnerability, the history of extreme weather events, and the structure and condition of the buildings.

This allowed for the identification of the agencies which are most susceptible to impacts. Following the implementation of this monitoring, 276 incidents were recorded throughout the year, with approximately 18% resulting in service interruptions. There were no reported accidents involving customers or employees at the affected agencies.

Among the main indicators, 14% of the agencies reported some impact related to climate events, and the average response time to resolve incidents was 6 hours.

Monitoring actions are integrated into maintenance plans and business continuity planning, with annual reviews and alignment with corporate contingency plans. In addition, periodic inspections are carried out to identify and resolve structural issues at the branches, seeking to prevent problems before extreme weather events can cause closures or impact our services.

Contingency Planning for Water and Energy Risks

Our contingency plan covers key administrative centers, such as the Business Center, Technology Center, and Data Center, which are responsible for essential operations and support for digital branches. To ensure business continuity, the bank makes continuous investments in preventive maintenance and contingency testing, focusing on reducing operational and environmental risks. Actions taken include monitoring diesel fuel tanks, power outage simulations, and the maintenance of water reservoirs.

The operational schedule includes semi-annual system reviews and quarterly resilience testing, which helps strengthen the infrastructure and ensure business continuity. Installations are prioritized based on their importance to the business, the volume of data processed, and the potential impact on digital customers.

Over the past five years, there have been no significant power or water outages recorded at the facilities covered by the plan. Response time to alerts has been reduced to less than two hours, ensuring continuous operation. Key indicators include 100% coverage of critical facilities, a response time of less than two hours, 99.98% operational availability, and maintenance of a minimum water reservoir level of 80% throughout all tests.

The contingency plan is integrated into the strategic infrastructure planning, with monitoring and rapid response systems, as well as annual reviews of resilience protocols, reinforcing our commitment to the safety and continuity of operations.

Risk and opportunity management | GRI 304-2 |

Our Social, Environmental and Climate Risk Policy defines the guidelines for addressing risks that could lead to losses for the Institution, including reputational risks. The management of these risks is guided by the following instruments:

- Guidelines of the Social, Environmental and Climate Responsibility Policy ("PRSAC"), according to CMN Resolution 4.945/21, which guides the incorporation of sustainability criteria into our operations.
- Provisions of the Global Risk Management Policy, which provides a comprehensive and consistent framework for the entire organization.
- Principles of relevance and proportionality, ensuring that actions are appropriate to the importance and magnitude of each identified risk.
- Other related rules and procedures, detailing the processes and practices to be followed.
- Public commitments made, demonstrating our commitment to sustainability and to corporate social responsibility.
- Specific regulations on the subject, as well as best practices and market trends, ensuring alignment with advanced and effective risk management standards.

Our Environmental Management System maintains a systematic process for identifying and evaluating the environmental aspects of our activities, products, and services, taking into account their impacts and opportunities.

At our certified buildings, the risk and opportunity assessments follow the guidelines of ABNT NBR ISO 14001:15, and the direct and significant impacts identified are communicated to the responsible levels of governance to ensure that the necessary actions can be taken to prevent and reduce undesirable effects. At our other administrative buildings, risks are assessed according to indicators relevant to the respective regions.

Awareness of and training on environmental management

We remain committed to promoting training on and awareness of our Environmental Management Policy and System for employees and third parties working in our certified buildings. To this end, we have adopted institutional procedures for communication on environmental management with our stakeholders, and have mapped their needs and expectations, ensuring transparency and appropriate communication.

The main capacity-building and training initiatives are carried out by the Itaú Business School, the Internal Marketing department, and the Environmental Management teams. However, all areas of the organization have a responsibility to encourage awareness.

By the end of 2025, more than 45,000 people will have participated in ISO 14001-related training.

We also promote initiatives in our operating areas to encourage employee development in corporate sustainability and ESG issues, offering various training courses on our internal development platforms. By the end of 2025, approximately 82% of employees in these operational areas had already completed or were in the process of completing these training courses.

Efficiency, adaptation and innovation

In 2025, we invested over R$287 million in projects and operational costs focused on eco-efficiency and on improving our environmental management, including external certifications for environmental management systems, water treatment, renewable energy use, waste treatment and disposal.

Environmental Management System
R$1.5 million

We maintained our budget allocated to maintaining LEED certification, recertification, and expansion to three new ABNT NBR ISO 14001 certifications.

Waste disposal and recycling
R$5.1 million

Proper treatment and disposal of waste generated during our operations in Brazil.

Water consumption and treatment
R$32.4 million

Total expenditure on water consumption supplied by the utility company, reclaimed water, and sewage treatment.

Installation of electric chargers
R$3.2 million

In 2025, sixteen electric chargers were installed in the administrative buildings, with a total power of 368 kW. With the existing chargers, the total power reached 640 kW.

Energy and renewable energy
R$244.9 million

Acquisition of Renewable Energy Certificates (RECs) and total expenses related to energy consumption, including initiatives to reduce energy consumption in our operations.

Reusing waste for biomass production
Savings of R$3.4 million

The reuse of 1,300 tons of pruning waste, returned directly to the soil, generated estimated savings of R$3.4 million. The initiative also brought environmental benefits, such as increased organic matter, improved biological quality of the soil, greater permeability, and reduced emissions.



METRICS
GRI 3-3	305-1
305-2	305-3
305-4	305-5

GHG emissions

We are moving towards Net Zero, innovating and leading climate management for a sustainable future.

Given the intensification of climate change and the increasing frequency and severity of extreme weather events, the urgency of structured and effective actions to mitigate environmental impacts and strengthen the resilience of natural and productive systems is becoming ever more evident. In this context, our Social, Environmental and Climate Responsibility Policy (PRSAC) establishes the following guidelines: the measurement of Greenhouse Gas (GHG) emissions, the offsetting of our own emissions, and the implementation of a decarbonization plan applied to our own operations and business, focusing on the continuous reduction of our environmental impacts.

Since 2008, we have conducted an annual GHG inventory in accordance with the methodology set out by the Brazilian GHG Protocol Program, and published the results in the Public Emissions Registry. This inventory covers emissions from Scopes 1, 2, and 3, and is prepared using verifiable internal procedures, including independent external audits certified by the National Institute of Metrology, Quality and Technology (Inmetro), which has consistently enabled us to receive the GHG Protocol Gold Seal.

With the goal of increasing transparency for our stakeholders and improving the identification of risks and opportunities related to climate change, we have adopted market best practices, and annually report our main climate management strategies, indicators, and GHG emissions, in addition to recognized initiatives such as the Carbon Disclosure Project (CDP), the Dow Jones Sustainability Index (DJSI), and the B3 Efficient Carbon Index (ICO2).

In this context, the performance and management of operational emissions represent a fundamental component of our climate strategy, and a means of advancing our commitment to the transition to a low-carbon economy.

Governance and offsetting

We work continuously to reduce our operational emissions, prioritizing initiatives that focus on the most relevant sources, and have made significant progress.

Since 2019, we have adopted Renewable Energy Certificates (RECs), guaranteeing the contracting of clean and renewable energy and mitigating the impacts associated with our electricity consumption in Brazil (Scope 2).

We also offset 100% of the residual Scope 1 emissions related to the previous fiscal year (2024), covering our operations in Brazil, Paraguay, Uruguay, Chile, and Colombia, through the acquisition of 19,405 carbon credits from three types of projects: Tree Planting, Reforestation and Restoration (ARR), Transformation of Landfills into Ecoparks, and Renewable Energy.

We have a team that systematically monitors the Bank's consumption of inputs that generate Greenhouse Gases (GHG), ensuring the consistency and quality of the reported information, with monthly meetings to track performance against established targets.

At these meetings, the focal points responsible for reporting consumption data present explanations for the observed performance, as well as updates on the progress of any action plans implemented, thereby enhancing traceability, transparency, and the adoption of responsible practices.

Offsetting of our own emissions

The criteria and steps used to select carbon credits include the following:

- Conducting internal due diligence, considering the potential risks involved and including money laundering risk assessments and adverse media research.
- All carbon credits must be additional, and of high integrity, with social, environmental or economic benefits.
- The due diligence processes should include assessments of all parties involved: developers, proponents and registrars (Standards).
- Credits must be duly certified based on recognized methodologies, and by registrars with a good reputation in the international market.
- In addition to the Carbon Credit Desk, our Sustainability and Legal teams also participate in the selection of carbon credits and the evolution of our GHG emissions offsetting strategy.

Climate Transition Goal

ESG Strategy

Goal 2050

Reduce our Scope 1, 2, 3 GHG emissions and achieve Net Zero direct and indirect net emissions.

Goal 2030

Achieve a 50% reduction in our Scope 1 and 2 (combined)[1] emissions and a 50% reduction in our Scope 3[2] emissions in Brazil.

Goal 2026

- **Scope 1:** Up to 14,723 tCO_2e of absolute emissions in Brazil.
- **Scope 1:** Offset 100% of the previous year's Scope 1 emissions in Brazil.
- **Scope 2[1]:** Ensure that 100% of the energy consumed in Brazil comes from renewable sources.
- **Scope 3[2]:** Up to 30,064 tCO2e of absolute emissions in Brazil.

Status 2025

By 2025, we will reduce operational emissions of scopes 1 and 2[1] by 11.2% and operational emissions of scope 3[2] by 7.8%, towards the 2030 target.

Reduction of operational emissions of scope 1 and 2[1]



Reduction of operational emissions of scope 3[2]



Emit up to 16,061 tCO_2e
absolute Scope 1 emissions
Status: 16,634 tCO_2e

Emit up to 32,797 tCO_2e
absolute Scope 3 emissions[2]
Status: 35,288 tCO_2e

Emit up to 17,993 tCO_2e
absolute Scope 3 emissions[3]
Status: 13,366 tCO_2e

Offset 100%
of the previous year's Scope 1 emissions
Status: 100% in 2024

Note: Considers operations in Brazil with Baseline 2023: Scope 1 and Scope 2 - 18,738 tCO2e and Scope 3 - 38,263 tCO2e. ([1]) Scope 2 - By purchase choice. ([2]) Scope 3 - Except financed emissions (category 15) and commuting (category 7). Data related to category 7 are monitored in our GHG inventory. However, there is a challenge in terms of improving the accuracy of data to allow the establishment of assertive plans to reduce these emissions.([3]) Scope 2 - by localization.

Internal carbon price

Currently, we use two mechanisms for internal carbon pricing, with distinct approaches:

EMISSIONS FROM INVESTED COMPANIES

Emissions from invested companies: Itaú Asset Management is one of the pioneering asset managers in Brazil in terms of the use of carbon pricing as one of the parameters for integrating climate scenarios and risks into investment assessments and decisions.

In its ESG integration and portfolio climate resilience assessment models, Itaú Asset uses carbon emissions pricing values that are in line with global best practice, such as figures from regulated carbon markets, to generate estimates and scenarios reflecting the impacts on the financial results of portfolio companies and investment portfolios. The scenarios were generated using values ranging from US$45 to US$1,050 per tCO2e.

OPERATIONAL EMISSIONS

In the context of operational emissions, internal carbon pricing is used as a tool to identify and prioritize measures to mitigate our own operational emissions, as well as to support the Bank's decarbonization strategy. .

This pricing reflects the cost of offsetting emissions through the purchase of carbon credits, and is calculated based on the average prices of credits acquired throughout the year, being applied in internal analyses. In 2025, the internal price set for carbon credits was R$42.76 per tCO_2e.



GHG emissions inventory | SASB FN-CB-410b.1 | FN-CB-410b.2 | FN-CB-410b.3 | FN-CB-410b.4 |

The preparation of our Greenhouse Gas (GHG) Emissions Inventory followed the guidelines of the GHG Protocol and the ISO 14064:2022 standard, adopting the Global Warming Potential (GWP) factors[1] as per the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC – Fifth Assessment Report or AR5), in accordance with the guidelines of the United Nations Framework Convention on Climate Change (UNFCCC).

Our Greenhouse Gas Emissions inventory consolidates the emissions under the Organization's operational control, and covers all of the units over which the Bank exercises this type of control, including administrative buildings, branches, and data centers located in Brazil, Paraguay, Uruguay, Chile, and Colombia, in accordance with the guidelines established by the GHG Protocol.

The inventory reporting period uses the same fiscal year as the Consolidated Financial Statements (January 1 to December 31, 2025).

The internal procedure for calculating emissions has three main stages: information gathering, data consolidation, and verification. As part of this process, the focal points of the operational areas enter the input consumption data into the eco-efficiency platform, as well as managing the associated documentation and evidence.

Consumption data is converted into GHG emissions according to the GHG Protocol methodology, and the inventory results are published in the Public Emissions Registry.

Scope 1 includes the gases CO_2, CH_4, N_2O, and HFCs, while Scope 2 only accounts for CO_2. Scope 3 includes the gases CO_2, CH_4, and N_2O, while excluding financed emissions.

([1]) GWP (global warming potential) is the ability of a greenhouse gas to trap heat in the atmosphere compared to the heat-trapping capacity attributed to carbon dioxide (CO_2).

GHG emissions | GRI 305-1 | 305-2 | 305-3 | 305-4 | 305-5 |	2023	2024	2025	Var.
Scope 1[1]	19,208	19,405	18,387	-5.2%
Scope 2[2]	14,468	20,700	15,215	-26.5%
Scope 3 – Other - Brazil and International Units[3]	63,490	82,097	66,543	-18.9%
Scope 3 – Financed Emissions[4]	22,451,714	22,390,001	21,926,563	-2.1%
Total GHG Emissions (tCO_2e)	**22,548,880**	**22,512,203**	**22,026,708**	**-2.2%**
Domestic price of carbon[5] (R$)	55.00	81.56	42.76	-47.6%
Intensity of GHG Emissions in Brazil[6]				
By employee[7]	1.0	1.3	1.2	-7.7%
By banking product[8] (tCO_2e/R$ million)	0.7	0.7	0.6	-14.3%

Note: Scope 1, 2, and other scope Scope 3 emissions consider operations in Brazil Paraguay, and Uruguay in 2023, and from 2024 consider Brazil, Paraguay, Uruguay, Chile, and Colombia. Our financed emissions consider Brazil, Paraguay, Uruguay, Chile, Colombia, Europe, Central America, and North America. No use of PFCs and SF8 was identified.
([1]) Considers emissions from stationary sources, mobile sources, fugitive emissions and effluents.
([2]) Considers emissions related to purchases of electricity.
([3]) Considers emissions related to employee travel, transportation and distribution, business travel and waste treatment and disposal. And international units include Paraguay, Uruguay, Chile, and Colombia.
([4]) Considers financed emissions from Corporate clients, Scopes 1 and 2, and Individuals (vehicle financing and real estate loans).
([5]) Amount calculated based on the average price of the carbon credits acquired by Itaú Unibanco during the year, and used for internal analyses of the voluntary carbon market in Brazil and to create scenarios.
([6]) Considers Scope 1, 2 and 3 emissions, except financed emissions.
([7]) Total employees in Brazil, see page 157.
([8]) Operating Revenue at the end of the year: sum of the Managerial Financial Margin and Revenue from Services, Insurance, Pension Plans and Capitalization. **LEARN MORE** in the Management Analysis Report on our Operations, page 24.

Scope 1

Scope 1 emissions correspond to direct greenhouse gas (GHG) emissions from sources under the Bank's operational control, including mobile combustion, stationary combustion, fugitive emissions, and emissions associated with waste from the Wastewater Treatment Plant (WWTP). The evolution of these emissions is monitored in a structured manner by the responsible teams, through the Business Team, a monitoring committee that meets monthly.

We have long-term goals aligned with the Paris Agreement, with the purpose of limiting global warming to 1.5°C above pre-industrial levels. In this context, we draw up action plans that seek to reduce our Scope 1 emissions, managed by the Business Team and reported monthly to the Internal Compliance team, reinforcing the continuous pursuit of operational efficiency.

Stationary combustion

Emissions from stationary combustion are associated with coking activities and the use of backup power generation systems, namely generators, which account for the greatest share of this category.

2025 saw a one-off increase in the emissions associated with generators, resulting from specific operating conditions during the period, including the need for the additional activation of generation systems to ensure the continuity and reliability of energy supply, due to the climatic conditions recorded during the year, such as periods of more intense rainfall.

Additionally, scheduled maintenance on mission-critical equipment also required the temporary use of these systems. This additional activation was solely aimed at mitigating operational risks and ensuring the continuity of essential systems. All of these situations were handled in accordance with the Bank's management protocols, without impacting our wider operations.

MOBILE COMBUSTION

The mobile combustion category includes emissions associated with the movements of the executive fleet, the agricultural fleet, and the use of company-owned aircraft, all of which are under the operational control of the Organization.

The executive fleet, which operates from the business center, is mostly made up of hybrid vehicles using ethanol, which contributes to reducing the intensity of emissions associated with this activity. The Agri-fleet consists of vehicles used for client services and relationship management in the segments served by the Bank, distributed across different regions of the country.

In 2025, there was a reduction in the emissions associated with this fleet, mainly due to the decrease in the mileage driven, coupled with the gradual incorporation of vehicles with greater flexibility in fuel selection. In line with the strategy of expanding our commercial services, the Agri-fleet is expected to continue to grow throughout 2026, with a significant increase in the number of vehicles, prioritizing flex-fuel vehicles to replace models powered exclusively by diesel.

Scope 1 | GRI 305-1 | 305-5 |	2023	2024	2025	Var.
Total absolute Scope 1 emissions in Brazil (tCO_2e)	**18,738**	**17,997**	**16,634**	**-7.6%**
Stationary combustion	2,415	1,837	2,203	19.9%
Mobile combustion	985	1,114	1,175	5.5%
Fugitive emissions	15,310	15,017	13,214	-12.0%
Waste treatment	28	27	42	55.6%
Total absolute emissions of Scope 1[1]	**19,208**	**19,405**	**18,387**	**-5.2%**

([1]) In 2023, it considered operations in Brazil Paraguay and Uruguay, and from 2024 onwards, it considers Brazil, Paraguay, Uruguay, Chile and Colombia.

FUGITIVE EMISSIONS

Fugitive emissions are direct and unintentional emissions of Greenhouse Gases (GHG) resulting from leaks, losses, or unintentional releases of gases during the normal operation of equipment and systems that are under the organization's operational control, especially those related to refrigeration and air conditioning systems, maintenance, and recharging. Fugitive emissions associated with the air conditioning systems of the branches represent the most significant portion of Itaú's total Scope 1 emissions.

Throughout 2025, we made structured progress in managing our emissions related to these systems, focusing on reducing environmental impacts, increasing operational efficiency, strengthening governance and data quality. Key areas of focus included:

FLUID GOVERNANCE: We conducted a diagnostic assessment of the emissions scenario related to the use of refrigerant fluids at our physical branches, gathering data on consumption, associated emissions, geographical distribution, frequency of occurrence, and mapping relevant processes and key challenges. We also advanced in terms of regionalizing our emissions information in the states of São Paulo and Rio de Janeiro, which account for more than 60% of our refrigerant fluid acquisitions in Brazil, with the aim of increasing carbon awareness among the engineers responsible. This approach allowed for a greater understanding of regional differences, the incidence of specific occurrences, and supports more precise and targeted diagnoses.

DATA ACCOUNTING AND VALUE CHAIN ENGAGEMENT: There has been progress in the structuring and quality of data using a methodology based on service orders fulfilled by branches, allowing for an integrated assessment of costs and environmental impacts. This approach has increased the reliability and transparency of information and the capacity for data-driven decision-making. Given that data reflects services performed by suppliers, we developed a guide to good operational environmental practices, as well as offering workshops on carbon fundamentals and environmental indicators, thereby strengthening engagement of the suppliers in our value chain.

REPLACEMENT OF FLUIDS WITH OZONE LAYER DEPLETION POTENTIAL: We reduced our use of equipment that utilizes refrigerants with ozone layer depletion potential, in accordance with the Montreal Protocol guidelines. In 2025, we recorded a 75% reduction in the acquisition of R22 refrigerant for our branches, compared to 2024. Additionally, a pilot project was conducted in the state of São Paulo for the replacement of refrigerants without the need for the immediate replacement of equipment, focusing on cost reduction, performance evaluation, and minimizing the environmental impacts associated with replacing machinery. The pilot scheme is ongoing, in partnership with local suppliers. By the end of 2025, a study was carried out at our branches to survey the types of refrigerants and the capacity of the installed air conditioning systems, with the aim of understanding the technological profile of the infrastructure and supporting the transition plan.

PROPER DISPOSAL CERTIFICATES: As part of strengthening practices that are aligned with a circular economy, the requirement for recycling certificates for collected fluids has been reinforced on a monthly basis, increasing the availability of information related to proper disposal. During 2025, 528.20 kg of refrigerant fluids were correctly disposed of.

WASTEWATER TREATMENT PLANT (WWTP): The Itaú Technological Center (CTSP) has a wastewater treatment plant that treats the wastewater generated on site, and produces reclaimed water, which is mainly used in the cooling towers of the Data Center's air conditioning system, reducing our dependence on potable water supplied by the utility company. In addition, the WWTP is integrated with the Water Treatment Plant (WTP), which treats well water for use at CTSP. This infrastructure allows for direct savings on water supplied by the utility company, as well as mitigating operational risks associated with periods of water scarcity and supply restrictions.

Scope 2

Scope 2 emissions represent indirect Greenhouse Gas (GHG) emissions associated with the purchase of electricity for consumption by the Bank. These emissions can be quantified using two approaches recognized by the GHG Protocol: the location-based approach and the market-based approach. Our inventory reflects both perspectives, ensuring the transparency and robustness of the reported information.

Under the location-based approach, emissions are calculated based on the average emissions factor of electricity generation from the electrical grids to which the units are connected, considering their geographical boundaries and a specific time period. This methodology reflects the average emissions intensity of the national interconnected system, and its reporting is mandatory under the Brazilian GHG Protocol Program.

In 2025, using a location-based approach, a reduction in emissions was observed compared to 2024, resulting from both the decrease in the Bank's energy consumption and the reduction in the average emissions factor of the national grid. This emissions factor is directly related to the lower level of activation of thermoelectric power plants during the year. In parallel, we continue to work continuously to increase energy efficiency through the implementation of environmental projects and initiatives aimed at reducing the emissions associated with energy consumption.

Under the purchase choice approach, emissions are calculated based on the specific emissions factors of the energy sources actually contracted by the Bank. This approach provides a fairer reflection of strategic decisions to seek cleaner sources, such as the acquisition of energy from renewable and zero-emissions sources, certified through Renewable Energy Certificates (RECs), the reporting of which is optional for the inventorying organization.

We have continued to invest in clean, renewable, and zero-emissions energy through the installation of photovoltaic panels on our administrative buildings, the adoption of distributed generation at our branches, and participation in the Free Energy Market.

Additionally, since 2019, we have acquired Renewable Energy Certificates (RECs), proving that 100% of the electricity consumed by the Bank comes from renewable sources.

The acquired certificates are aligned with the most up-to-date certification model, REC Brazil, which attests that the generating plants have also adopted best practices in terms of social sustainability and having a positive impact on communities, and meet at least five of the 17 Sustainable Development Goals (SDGs).

Scope 2 | GRI 305-2 | 305-5 |	2023	2024	2025	Var.
Total absolute Scope 2 emissions[1] (tCO_2e)				
By location	14,468	20,700	15,215	-26.5%
By purchase choice	132	124	0	-100.0%
Total absolute Scope 2 emissions in Brazil				
By location	14,336	18,422	13,366	-27.4%
By purchase choice	0	0	0	

([1]) In 2023, it considers operations in Brazil Paraguay, and Uruguay, and from 2024 onwards, it considers Brazil, Paraguay, Uruguay, Chile, and Colombia.

Scope 3

Scope 3 emissions represent indirect Greenhouse Gas (GHG) emissions resulting from activities that are not under our direct operational control, but which occur within the value chain as a consequence of our operations, products, and services.

As part of its corporate inventory, Itaú accounts for Scope 3 emissions associated with the following categories, in accordance with the GHG Protocol classification:

- 3.4 – Upstream transport and distribution
- 3.5 – Waste generated in operations
- 3.6 – Business travel
- 3.7 – Employee commuting

UPSTREAM TRANSPORT AND DISTRIBUTION

These emissions mainly reflect the logistics associated with renovations, maintenance, and the general supply of branches and administrative units. In 2025 they showed a reduction due to decreased demand for materials.

Another relevant activity included in this category is so-called "terminal hunt" activities, where teams are deployed to recover inactive or delinquent payment terminals (card machines). Due to improvements in customer retention and terminal base management throughout 2025, there was a reduction in the need for these deployments compared to 2024.

WASTE GENERATED BY OUR OPERATIONS

We present detailed information on the climate impacts of our waste management practices.

At its main administrative centers, Itaú adopts a zero-landfill model, as part of its commitment to a circular economy. By 2025, the Bank maintained its strategy for reducing the waste sent to landfill and, as a result, more than half of the total waste generated was sent for recycling.

The emissions inventory considers incinerated, co-processed, composted, and landfilled waste, covering 100% of our operations in Brazil.

BUSINESS TRAVEL

There was an increase in 2025, mainly for transport by taxi and air travel, due to an organic increase in the volume of travel, reflecting the greater need for face-to-face interactions to conduct the Bank's activities.

In the case of taxi transportation, in addition to this organic increase in business travel, a new corporate agreement was signed with an approved mobility provider, accompanied by an internal campaign to encourage employees to link their personal profiles to their Itaú corporate profile. This initiative aimed to centralize business travel, redirecting trips that were previously reimbursed individually or made through cooperatives to the corporate account, thus optimizing costs. As a result, there was an increase in the volume of trips recorded in the corporate system, and therefore an increase in the expenses recorded in this category.

EMPLOYEE COMMUTING

Related to employees' daily commute between their homes and workplaces, these figures are shaped by urban mobility patterns, the modes of transport used, and the frequency of in-person commuting, making them a relevant topic on the sustainability agenda, especially in the context of more sustainable mobility initiatives and hybrid working models.

DOWNSTREAM TRANSPORT AND DISTRIBUTION

The main source of emissions is the transportation of terminals and equipment to customers. As part of its decarbonization strategy, Itaú began a project in 2025 to electrify its fleet used for shipping payment terminals, replacing three vehicles in the Greater São Paulo region and planning to replace two more in 2026.

Scope 3 | GRI 305-3 | 305-5 |	2023	2024	2025	Var.
Other absolute Scope 3 emission [1] (tCO_2e)	**63,490**	**82,097**	**66,543**	**-18.9%**
Other absolute Scope 3 emissions in Brazil	**62,682**	**76,954**	**61,607**	**-19.9%**
Commuting	24,419	40,076	26,319	-34.3%
Waste generated	4,647	4,293	4,297	0.1%
Transportation and distribution (Upstream)	10,343	5,884	4,923	-16.3%
Transportation and distribution (Downstream)	353	1,650	-	-
Business travel	22,920	25,051	26,068	4.1%

([1]) In 2023, it considers operations in Brazil Paraguay, and Uruguay, and from 2024 onwards, it considers Brazil, Paraguay, Uruguay, Chile, and Colombia.





METRICS
| GRI 305-3 |
| 305-4 | 305-5 |

Financed emissions (Scope 3)

Measuring financed emissions and our role in the transition to a low-carbon economy.

In the context of the bank's strategy for transitioning to a low-carbon economy, financed emissions are a key means of assessing and monitoring the climate impacts associated with our lending activities. This monitoring is then integrated into our climate governance, and supports the direction of actions aimed at reducing the greenhouse gas (GHG) emissions associated with these activities.

In this context, our governance is guided by the guidelines of the Social, Environmental and Climate Responsibility Policy (PRSAC), as well as by sector-specific guidelines as defined in the relevant internal procedures. As part of this governance, we have the Itaú BBA ESG Committee, which oversees, deliberates on, and monitors sectoral decarbonization strategies and the respective action plans.

For the measurement of financed emissions, we adopted the guidelines of the Partnership for Carbon Accounting Financials (PCAF). We are seeking to improve our internal processes through greater automation of calculations and improvements to data collection and processing, to increase the accuracy and scope of the inventory. This improvement takes into account the particularities of the different sectors of the credit portfolio, presented in the sub-items below, which cover the credit portfolio of companies and the credit portfolio of individuals.

In 2025, our financed emissions totaled 21.9 million tCO_2e, a 2.2% reduction compared to 2024 (22.4 million tCO_2e), even with a 9.7% increase in the assessed portfolio balance (from R$1,359.1 billion to R$1,490.8 billion). This result indicates progress on climate risk management, as well as a portfolio that is increasingly aligned with a low-carbon economy.

Overview of financed emissions | GRI 305-3 | 305-4 |	2023	2024	2025	Var.
Total financed emissions (MM tCO2e)	**22.5**	**22.4**	**21.9**	**-2,2%**
Value of the assessed portfolio (R$ billion)	716.1	863.3	928.3	7.5%
Total loan portfolio (R$ billion)	1,176.5	1,359.1	1,490.8	9.7%
Coverage of valuation relative to the total portfolio (%)	60.9 %	63.5 %	62.3 %	-1.2 p.p.
Coverage of valuation relative to portfolios with applicable methodologies (%)[1]	100 %	100 %	100 %	—
Value of portfolios without applicable calculation methodologies (R$ billion)	460.4	495.9	562.8	13.4%

([1]))The portfolio coverage ratio was calculated by the ratio between the value of the assessed portfolio and the total portfolio value for which a PCAF methodology is already available.

Commitment and challenges

We reaffirm our commitment to reaching Net Zero by 2050, working to reduce emissions and supporting our clients' transitions to more sustainable business models. We continue to prioritize industry engagement and the promotion of lower-carbon practices. However, challenges remain related to the availability and standardization of information — especially in certain sectors and regions, which reinforces the importance of improving the quality and granularity of the data disclosed by our clients.

Methodology for calculating emissions

PCAF considers different asset classes[1] and uses data quality levels, represented by methodological scores. The greater the availability of standardized emissions data and financial information reported by clients, the greater the accuracy of the calculation and the better the score (on a scale where 1 represents the best quality and 5 the lowest). When this information is not available, we apply approaches based on emissions factors (associated with the less accurate methods set out by the PCAF methodology) and proxies compatible with scores of 4 and 5.

Credit portfolio for companies

Below, we present the financed emissions of our loan and corporate bond portfolio, detailing the criteria adopted for each score and the respective portfolio distribution, with a comparison of the last three years. For the loan portfolio, we adopted the Business Loans and Unlisted Equity asset class methodology, and for the bond portfolio, the Listed Equity and Corporate Bonds methodology, as recommended by PCAF[2].

([1]) Asset classes considered include, among others: corporate and equity securities (listed and unlisted), loan portfolio, project finance, real estate projects, mortgages, vehicle finance, and government debt securities.
([2])For more details of the calculation methods for the asset categories covered by the PCAF, see The Global GHG Accounting & Reporting Standard – Part A Financed Emissions.

The data includes Scope 1 and Scope 2 emissions from our corporate clients. For Latin America, we considered our operations in Paraguay, Uruguay, Chile, and Colombia. The remaining international units cover Europe, Central America, and North America.

Currently, 23.2% of the corporate loan and securities portfolio has a score of 1, 2, or 3, indicating the use of publicly reported client data. The remaining 76.8% has a score of 4 or 5, due to being based on estimates. In 2024, this proportion was 22% with scores of 1–3, demonstrating stability in the quality of available data. In total, the financed Scope 3 emissions in category 15 (investments) for the evaluated corporate portfolio totaled 8.6 million tCO_2e.

Financed emissions Scope 1 and 2 - Companies | GRI 305-3 | 305-4 |	2023	2024	2025	Var.
Total financed emissions (MM tCO2e)	**20.6**	**21.4**	**21.0**	**-1.9%**
Value of the assessed portfolio (R$ billion)	588.1	700.2	750.6	7.2%
Relative financed emissions - Scopes 1 and 2 (MM tCO2e/R$ billion)	0.035	0.031	0.028	-9.7%
Coverage of valuation relative to portfolios with applicable methodologies (%)[1]	100%	100%	100%	—
PCAF weighted quality score - Scale from 5 to 1 (with 1 being the best performance)	3.83	3.72	3.72	—

([1]) The portfolio coverage ratio was calculated by the ratio between the value of the assessed portfolio and the total portfolio value for which a PCAF methodology is already available.

Quality of data used in the calculation of financed emissions	2023	2024	2025	Var.
Score 1 - Published and verified emissions	16.5%	20.2%	19.3%	-9.0 p.p.
Score 2 - Emissions published but not verified	1.9%	2.2%	3.2%	1.0 p.p.
Score 3 - Estimated emissions from physical production	1.4%	1.0%	0.7%	-0.3 p.p.
Score 4 - Estimated emissions based on revenue	42.2%	39.0%	39.3%	0.3 p.p.
Score 5 - Estimated emissions based on the contracted credit	38.1%	37.6%	37.5%	-0.1 p.p.

Financed Emissions Intensity by Asset Class (Companies) | GRI 305-3 | 305-4 |	Financed emissions Scopes 1 and 2 (MM tCO_2e)			Credit portfolio (R$ billion)			Relative financed emissions - Scopes 1 and 2 (MM tCO_2e/R$ B)		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total	**20.6**	**21.4**	**21.1**	**588.1**	**700.3**	**750.6**	**0.035**	**0.031**	**0.028**
Business loans	11.7	11.3	11.2	412.2	481.8	508.9	0.028	0.023	0.022
Corporate bonds	8.9	10.1	9.9	175.9	218.5	241.7	0.051	0.046	0.041

Financed Emissions Intensity by region (Companies) | GRI 305-3 | 305-4 |	Financed emissions Scopes 1 and 2 (MM tCO_2e)			Credit portfolio (R$ billion)			Relative financed emissions - Scopes 1 and 2 (MM tCO_2e/R$ B)		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total	**20.6**	**21.4**	**21.1**	**588.1**	**700.2**	**750.6**	**0.035**	**0.031**	**0.028**
Brazil	15.3	15.1	15.3	410.3	474.2	530.0	0.037	0.032	0.029
Latin America - Paraguay, Uruguay, Chile and Colombia	3.0	3.9	3.5	108.7	131.8	135.3	0.027	0.030	0.025
Other international units - Europe, Central America and North America	2.3	2.4	2.3	69.1	94.2	85.3	0.034	0.026	0.026

Financed Emissions Intensity by sector of activity[1] (Companies) | GRI 305-3 | 305-4 |	Financed emissions Scopes 1 and 2 (MM tCO2e)			Credit portfolio (R$ billion)			Relative financed emissions - Scopes 1 and 2 (MM tCO2e/R$ b)		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total	**20.6**	**21.4**	**21.0**	**588.1**	**700.2**	**750.6**	**0.035**	**0.031**	**0.028**
Agribusiness	8.2	7.6	7.9	47.5	56.7	63.9	0.172	0.133	0.124
Cement	1.6	0.7	0.6	3.2	2.0	2.5	0.508	0.361	0.224
Metallurgy and steelmaking	1.5	1.1	2.6	11.8	12.3	15.7	0.125	0.091	0.166
Business	1.3	1.9	1.8	107.5	127.0	125.3	0.012	0.015	0.014
Energy	1.3	1.1	1.0	50.5	56.6	52.6	0.025	0.019	0.020
Oil and gas	1.2	1.3	1.2	18.8	26.1	19.7	0.064	0.051	0.063
Industry - various	1.0	0.9	0.5	11.7	14.6	18.7	0.087	0.061	0.029
Petrochemicals and chemicals	0.9	0.9	1.2	13.4	16.0	20.1	0.064	0.055	0.062
Food and drinks	0.8	0.9	0.9	29.4	39.0	36.0	0.027	0.023	0.024
Transportation	0.8	0.9	0.5	32.8	34.2	37.6	0.023	0.027	0.014
Services – various	0.3	1.6	0.6	57.2	74.1	76.0	0.006	0.021	0.008
Mining	0.3	0.2	0.2	3.7	5.1	5.1	0.082	0.037	0.039
Paper and Pulp	0.3	0.4	0.5	7.0	11.3	18.6	0.036	0.035	0.028
Sanitation	0.2	0.0	0.1	6.6	9.7	6.5	0.030	0.002	0.020
Pharmaceuticals and cosmetics	0.2	0.2	0.2	5.5	4.3	5.3	0.028	0.042	0.030
Wood and furniture	0.1	0.1	0.1	3.9	4.4	3.9	0.030	0.025	0.018
Footwear and textiles	0.1	0.1	0.1	6.8	8.0	8.7	0.013	0.011	0.010
Electronics and IT	0.1	0.1	0.1	5.4	7.7	7.9	0.014	0.011	0.008
Vehicles and auto parts	0.1	0.1	0.1	7.7	10.0	13.8	0.008	0.005	0.004
Real Estate	0.1	0.7	0.1	28.8	30.9	35.8	0.002	0.024	0.003
Construction	0.1	0.1	0.1	28.9	39.1	24.9	0.002	0.003	0.005
Recycling	0.1	0.1	0.0	0.4	0.4	0.2	0.138	0.148	0.150
Coal	0.0	0.0	0.0	0.1	0.0	0.0	0.618	0.055	0.000
Capital goods	0.0	0.0	0.0	3.6	3.9	2.9	0.009	0.008	0.007
Banks and financial institutions	0.0	0.0	0.0	27.4	34.7	33.8	0.002	0.001	0.001
Health	0.0	0.2	0.0	11.0	4.3	7.7	0.002	0.047	0.003
Communications	0.0	0.0	0.0	10.9	14.3	13.2	0.002	0.002	0.002
Leisure and tourism	0.1	0.0	0.0	6.9	8.1	8.4	0.010	0.003	0.004
Logistics	0.0	0.0	0.0	4.8	5.8	1.9	0.004	0.008	0.005
Infrastructure	0.0	0.0	0.0	6.8	6.2	8.7	0.003	0.004	0.001
Education	0.0	0.0	0.0	5.2	5.2	4.7	0.001	0.002	0.002
Insurance, reinsurance and pension plans	0.0	0.0	0.0	2.7	2.0	3.1	0.003	0.002	0.000
Public services	0.0	0.0	0.0	3.2	4.0	1.7	0.002	0.002	0.000
Culture and recreation	0.0	0.0	0.0	1.5	2.1	1.6	0.001	0.001	0.000
Third sector	0.0	0.0	0.0	0.0	0.0	1.0	0.003	0.003	0.000
Several	0.1	0.0	0.4	15.7	20.2	63.1	0.005	0.002	0.006

([1]) The activity sectors used are generated by a proprietary sector aggregation based on the CNAE (National Classification of Economic Activities), used to improve the strategic reading and comparability of sector information, without altering the classification applied in the calculation of financed emissions. When not available, in the case of international units, we use the markings of the countries of origin.

Credit portfolio for individuals

VEHICLE FINANCING

Greenhouse gas emissions related to vehicle financing for individuals are calculated according to the PCAF methodology for the asset class "Motor Vehicle Loans". To estimate the emissions generated by the use of financed vehicles, we use emissions factors and performance parameters which consider the type of fuel and the characteristics of the vehicle. The calculation method is chosen according to the level of detail of the information available in each contract (scores of 3 to 5)[3].

Until 2024, emissions calculations were primarily based on methods with scores of 4 and 5. From 2025 onwards, we will also use score 3 methods, which provide an additional level of detail, including information such as the vehicle make and model. This increases the accuracy of the calculation and thus the quality of the information used.

Financed emissions - Vehicle financing (Individuals) | GRI 305-3 | 305-4 |	2023	2024	2025	Var.
Total financed emissions Scopes 1 and 2 - MM tCO2e	**1.5**	**0.6**	**0.5**	**-16.7%**
Value of the assessed portfolio (R$ billion)	33.2	36.5	36.3	-0.5%
Relative financed emissions - Scopes 1 and 2 (MM tCO2e/R$ billion)	0.045	0.016	0.014	-12.5%
Coverage of valuation relative to portfolios with applicable methodologies (%)[1]	100%	100%	100%	—
PCAF weighted quality score - Scale from 5 to 1 (with 1 being the best performance)	4.20	4.10	3.69	-9.8%

([1]) The portfolio coverage ratio was calculated by the ratio between the value of the assessed portfolio and the total portfolio value for which a PCAF methodology is already available.

MORTGAGE LOAN

For financed emissions in the mortgage loan portfolio for individuals, we use the "Mortgages" methodology, as well as calculation methods that take into account the average energy consumption of the properties (scores of 4 and 5)[2]. If necessary, we will make retroactive adjustments in subsequent calculations to ensure the transparency and comparability of the data.

Financed emissions - Mortgage loans (Individuals) | GRI 305-3 | 305-4 |	2023	2024	2025	Var.
Total financed emissions - Scopes 1 and 2 - MM tCO2e	**0.3**	**0.4**	**0.4**	**—**
Value of the assessed portfolio (R$ billion)	94.8	126.5	141.4	11.8%
Relative financed emissions - Scopes 1 and 2 (MM tCO2e/R$ billion)	0.003	0.003	0.003	—
Coverage of valuation in relation to portfolios with applicable methodology (%)[1]	84%	100%	100%	—
PCAF weighted quality score - Scale from 5 to 1 (with 1 being the best performance)	4.00	4.20	4.20	—

([1]) The portfolio coverage ratio was calculated by the ratio between the value of the assessed portfolio and the total portfolio value for which a PCAF methodology is already available.
([2]) In the Brazilian context, there are limitations on the availability of detailed data on the energy consumption of properties. Therefore, for score 4, we adopted the property's square footage, calculating the average energy consumption per square meter, while for score 5, we considered the emissions of an average property in Brazil.
([3]) We used score 3 in cases where we have granular information including fuel type, engine type, vehicle make and model; score 4 when the information allows us to consider both fuel type and engine type; and score 5 when we use more aggregated parameters, considering only the fuel type.



METRICS
| GRI 3-3 |
| 302-1 | 302-2 |
| 302-3 | 302-4 |

Energy

Responsible energy transition and commitment to renewable sources.

In light of the increasing impacts of climate change, we are reinforcing our commitment to improving the environmental performance of our operations and encouraging sustainable practices throughout the supply chain. Among these initiatives, we highlight the use of clean and low-impact energy, as well as our continued focus on energy efficiency.

Since 2019, we have ensured that all of the electricity consumed in our operations in Brazil comes from renewable sources, through the purchase of Renewable Energy Certificates (RECs). In this way, we can guarantee zero greenhouse gas emissions in our purchasing choices.

Itaú Asset Management (IGA) is responsible for gathering and managing energy consumption data for all our administrative buildings, while branches and data centers are handled by other internal teams. Our operations and sustainability teams work together to ensure the energy efficiency of our operations.

We also monitor the electricity bills of our administrative buildings and branches through third-party contracted systems, which allow us to track real-time consumption and identify locations with higher-than-expected consumption. This enables us to implement targeted action plans and make improvements. The data is tracked and undergoes external audit and verification once a year.

Since 2019, we have conducted monthly monitoring of energy consumption across all of our operations, ensuring compliance with the established targets and contributing to increased efficiency and reduced energy consumption.

In 2025, we advanced our commitment to the energy transition by connecting all of our solar projects in 16 Brazilian states, under the Distributed Generation model. During the year, we injected approximately 35 GWh of renewable energy into the grid, expanding access to clean energy sources, helping reduce carbon emissions in the country, and contributing to the balance of the national energy matrix.

Our Data Center in Mogi Mirim continues to expand the colocation project, promoting the efficient use of resources and consolidating itself as a strategic hub for new businesses and technological partnerships. In addition, we plan to implement a solar power plant on-site for autonomous energy generation, with the aim of increasing the financial and energy efficiency of the Data Centers, reinforcing our commitment to sustainability and innovation.

We have photovoltaic panels installed on our main administrative buildings in São Paulo. This allows us to support the renewable energy market and to offset our Scope 2 greenhouse gas emissions, further aligning our operations with our Net Zero commitments.

In the Free Energy Market, we follow all the rules of the Chamber of Electric Energy Commercialization (CCEE), which is responsible for the sector in Brazil. We maintain management contracts with agents approved by the CCEE, operating in generation, distribution, commercialization, with both free and special consumers.

We also maintain long-term electricity supply contracts. For our captive energy consumed, we follow the rules of the regulatory bodies and distributors responsible for each concession.

We periodically review and update our contingency plan to ensure a continuous power supply to our own facilities. This plan includes scheduled annual maintenance of substations, the monitoring of diesel tank levels, and running power outage simulations.

We have developed our strategy for our larger units by completing the migration of all eligible branches to the Free Energy Market. Under this initiative, we can guarantee that 100% of the energy contracted and consumed in these units comes from clean and renewable sources, classified as “Incentivized Energy 50”, contributing to a more sustainable energy matrix.

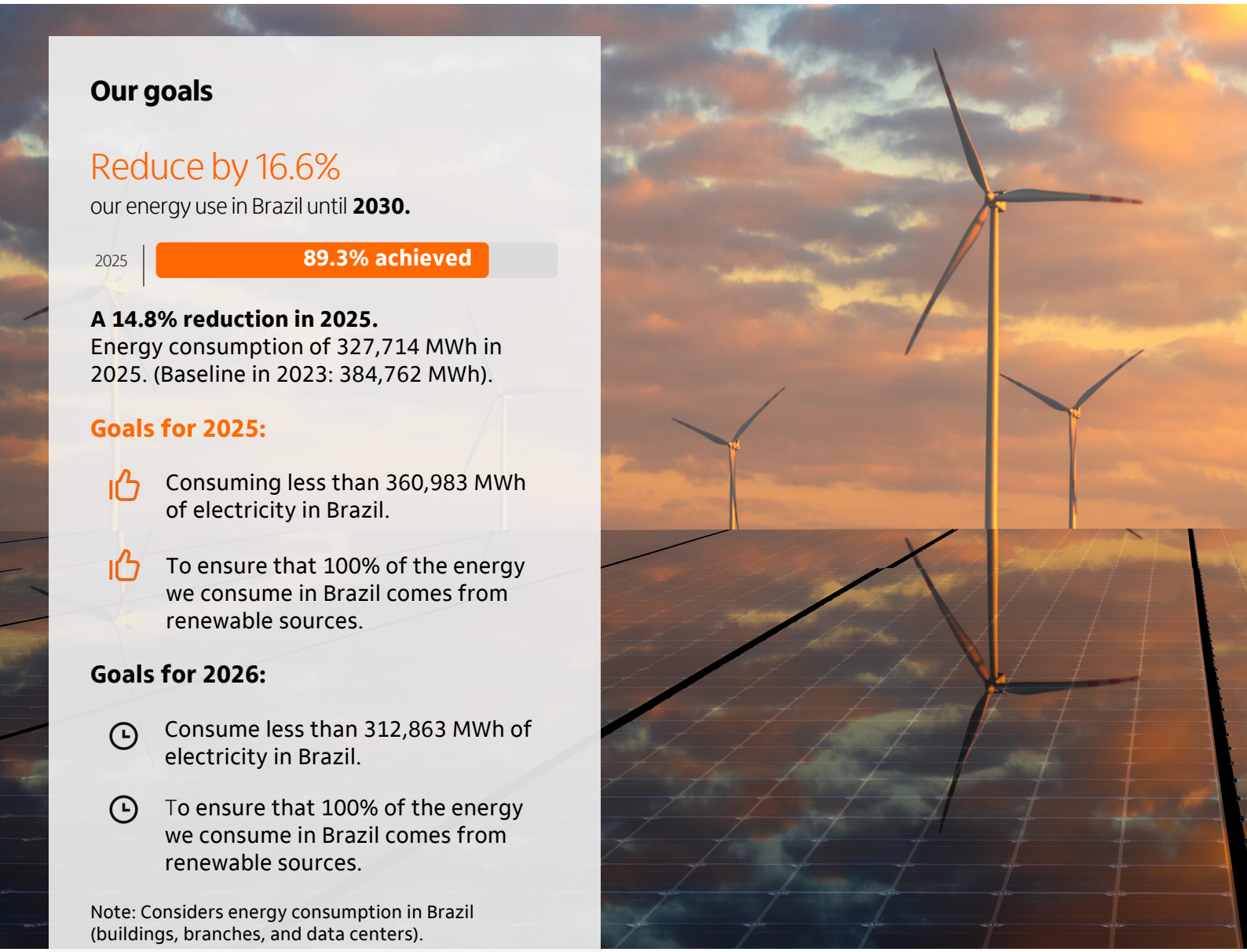
This progress reinforces our ongoing commitment to the energy transition, adopting industry best practice and promoting the gradual reduction of our carbon footprint. It also highlights our capacity for adaptation and innovation by establishing contracts for the supply of incentivized energy that is sourced exclusively from clean and renewable sources.

Energy generation from solar panels on our administrative buildings already exceeds 400 MWh, representing 13% of the total energy consumption of these units. At our branches, energy from distributed generation accounts for 19% of consumption.

Energy efficiency and responsible consumption

We conduct monthly monitoring to identify the bank branches with the highest energy consumption, using algorithms to identify unusual increases compared to other periods. For example, we use timers to standardize the operating hours of lighting and air conditioning.

At our data centers, we replaced metal halide fluorescent lamps with LED tube lights, implemented automation for lighting and air conditioning control in meeting rooms, unified the main and comfort chilled water systems at our Technology Center in São Paulo, and deactivated building-wide uninterruptible power supplies (UPS) at the same location. These actions resulted in efficiency gains of 1,828 MWh throughout the year.



Our goals

Reduce by 16.6%

our energy use in Brazil until **2030.**

2025 | **89.3% achieved**

A 14.8% reduction in 2025.
Energy consumption of 327,714 MWh in 2025. (Baseline in 2023: 384,762 MWh).

Goals for 2025:

- Consuming less than 360,983 MWh of electricity in Brazil.
- To ensure that 100% of the energy we consume in Brazil comes from renewable sources.

Goals for 2026:

- Consume less than 312,863 MWh of electricity in Brazil.
- To ensure that 100% of the energy we consume in Brazil comes from renewable sources.

Note: Considers energy consumption in Brazil (buildings, branches, and data centers).

Furthermore, our Data Center in São Paulo has been continuously reducing its energy consumption through SAN Optimization and Tech Refresh projects, driven by advances in cloud services. Since the beginning of 2025, we have uninstalled 965 pieces of equipment at the Technology Center, resulting in savings of 750 MWh per year.

At our administrative buildings, in addition to the monthly monitoring and analysis of energy consumption, we carry out daily actions such as controlling lighting and equipment schedules, using photocell sensors for external lighting, and conducting inspection rounds to check systems such as air conditioning.

We also adopt "Winter Mode" on colder days to save energy while maintaining a comfortable environment.

In 2025, we will reduce our total electricity consumption in Brazil by 10.6% compared to 2024. Branches were responsible for 59% of this consumption, while administrative buildings, offices, and data centers accounted for 41%.

Energy consumption | GRI 302-1 | 302-3 | 302-4 |

All of the energy consumed by the Company comes from the sources mentioned above. Our own generators are only activated in emergency situations, when it may be necessary to generate electricity using diesel generators to ensure the continuity of our operations, in accordance with the Contingency Plan.

Our electricity consumption is calculated and monitored through invoices and records, covering all of our operations in Brazil, including our administrative buildings and offices, data centers, and the branch network.

In 2025, the energy consumption of generators at our central administration buildings totaled 2,731 MWh, representing 0.83% of our total consumption. The emissions thus generated are detailed in our Greenhouse Gas Inventory, and are fully offset against carbon credits.

We neither consume nor trade energy related to heating, cooling, or steam.

Energy consumed in Brazil | GRI 302-1 | 302-3 | 302-4 | 2-4 |	2023	2024	2025	Var.
By Source				
Utility Company and Free Energy Market[1]	376,719	346,579	289,937	-16.3%
Solar Energy	372	444	436	-1.8%
Distributed Generation[2]	7,671	19,750	37,341	89.1%
Total Energy Consumption (MWh)	**384,762**	**366,773**	**327,714**	**-10.6%**
Total Renewable Energy Certificates (RECs)	**388,618**	**374,822**	**329,190**	**-12.2%**
Energy Intensity				
Per Employee[3] (MWh/person)	4.1	4.1	3.8	-7.3%
By Banking Product[4] (MWh/R$MM)	2.7	2.4	1.9	-20.8%

Note: The information previously released as distributed generation is now included under distributed generation and solar energy.
([1]) It includes buildings, administrative offices, data centers, and Itaú's branch network in Brazil.
([2]) Consider solar farms and solar panels.
([3]) Total number of employees in Brazil, page 157.
([4]) Banking Product at the end of the fiscal year: sum of the Managerial Financial Margin and Revenues from Services, Insurance, Pension and Capitalization. **LEARN MORE** in the Management discussion & analysis and complete financial statements, page 24.

METRICS
GRI 3-3	303-1
303-2	303-3
303-4	303-5



Water

Sustainable management and conscious use of water: reducing operational impacts.

To increase the efficiency of our water use, we maintain initiatives focused on reducing our water intake, consumption, and disposal, as well as expanding the use of alternative sources for non-potable purposes. These actions include rainwater harvesting and the use of reclaimed water from our Wastewater Treatment Plant (WWTP).

Water consumption and wastewater management at our administrative buildings are managed by Itaú Asset Management. In our bank branches, with this responsibility shared among different teams within the Company. In both cases, the operational and sustainability teams work continuously to improve the water efficiency of our operations.

We consider the potential risk of water shortages that could cause interruptions to our operations due to impacts on our normal water use.

Responsible management | GRI 303-1 | 303-2 |

At Itaú, we comply with the applicable laws and regulations on water use, including through quality monitoring, and the transparent recording and reporting of the volumes of water collected. For wastewater management, we adopt preventive and control measures to reduce environmental pollution, such as actions that prevent the entry of contaminants from sewage, soil, and treatment plants, with the monitoring of all required parameters.

Since 2019, we have been conducting the monthly monitoring of water consumption, always striving for the responsible and efficient use of water resources, and the achievement of the goals we have set. We use billing control systems to identify consumption peaks and guide improvements, both at our administrative buildings and our branches. The performance indicators are monitored by a multidisciplinary committee, made up of teams from both the operational and environmental areas.

Last year, we increased our water reuse capacity by 40% through the commissioning of the new Wastewater Treatment Plant at our Business Center. The excess water from the center is sent to and treated directly through the public sewer system.

To ensure the availability and supply of water for our facilities, we maintain a periodically updated water consumption contingency plan, which includes: maintaining reservoirs at above 80% capacity, the continuous monitoring of reservoir levels by the operations center, and sending out water shortage alerts when necessary.

Water indicators also undergo external audit verification, ensuring the transparency and reliability of the information reported annually within the scope of the ESG Report.

We reaffirm our commitment to responsible water consumption, in line with our reduction strategy to 2030.



Our goals

Reduce by 21.6%

our water consumption in Brazil by **2030.**

2025 | **70.3% achieved**

A 15.2% reduction by 2025.
Water consumption of 927,503 m³.
(Baseline in 2023: 1,093,486 m³).

Goal for 2025

Brazil is projected to consume up to 1,034,869 m³ of water by 2025.

Goal for 2026

Brazil is projected to consume up to 843,812 m³ of water by 2026.

Note: Considers water consumption from both utility companies and artesian wells in Brazil (buildings, branches and data centers).

Responsible water consumption | GRI 303-3 | 303-4 | 303-5 |

By 2025, 92% of the water consumed in our operations will have come from utilities and artesian wells. In addition, we use surface water in our cooling systems, and reclaimed water in the restrooms of the business center. Of the total water consumed during the year, 56% was used in our branch network and 44% in our administrative buildings and data centers. 100% of the wastewater generated in our operations was treated; at our administrative buildings, some of this treatment is carried out in our own wastewater treatment plants, while at other locations treatment is done by the responsible concessionaires.

In 2025, **we reduced our water consumption by 11.8%** by increasing the efficiency of our operations and water reuse.

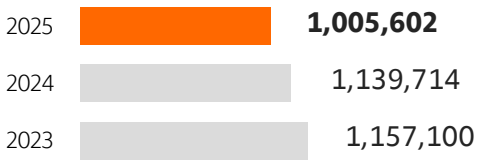
Water consumption by type (%)



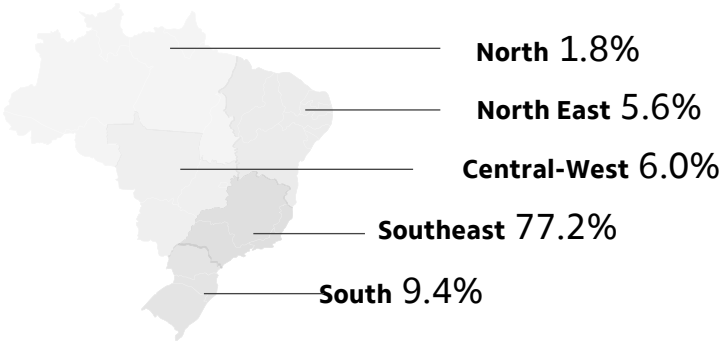
92.2% **potable**

7.8% **non-potable**

Water consumption in Brazil (m^3)



Water consumption by region in Brazil (%)



Intensity of drinking water consumed

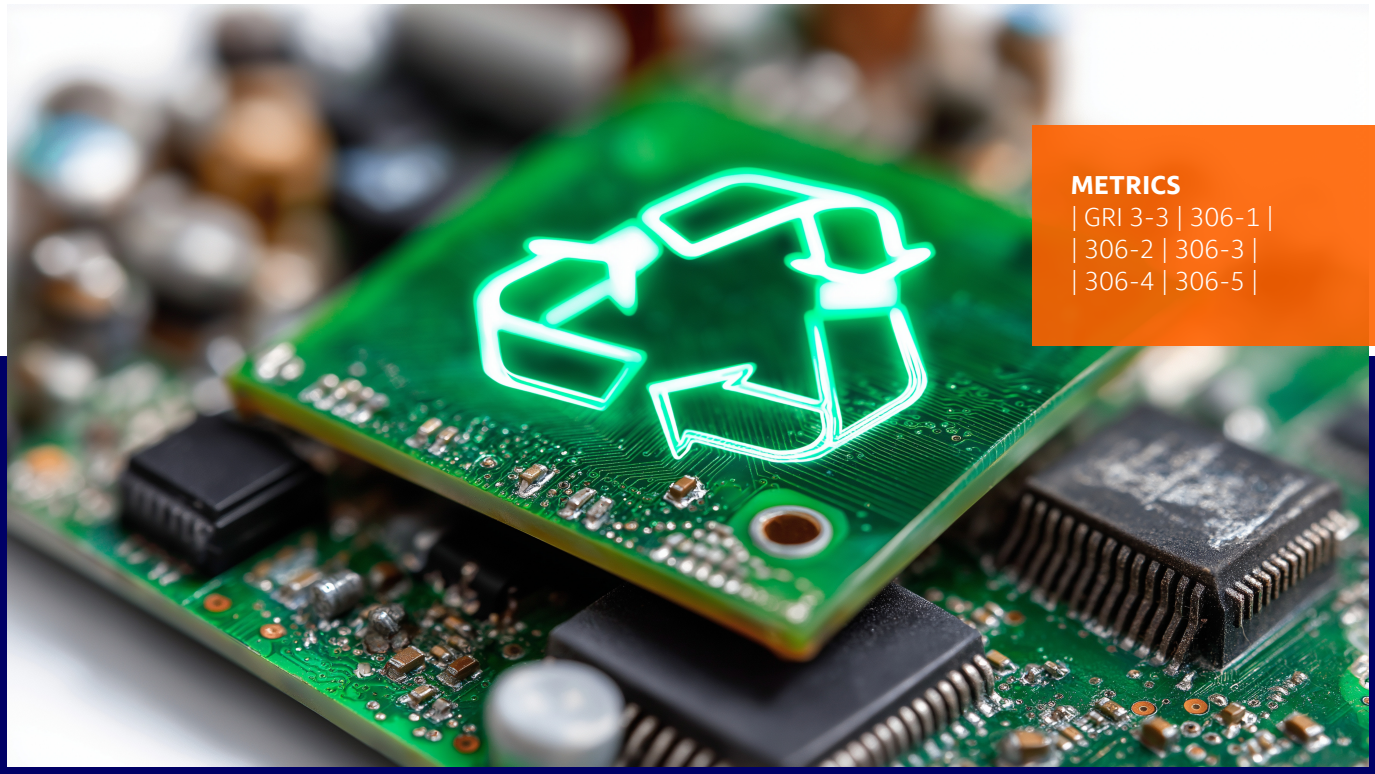


BY BANKING PRODUCT (m^3/R$MM)

BY EMPLOYEE (m^3/individual)

Water consumption in Brazil[1] | GRI 303-3 | 303-5 |	2023	2024	2025	Var.
Total volume of water collected and consumed (m^3)	**1,157,100**	**1,139,714**	**1,005,602**	**-11.8%**
Utilities and artesian wells	1,093,486	1,070,419	927,503	-13.4%
Rainwater	15,878	10,161	4,333	-57.4%
Reused water	25,046	33,123	48,137	45.3%
Water curtain	22,690	26,011	25,630	-1.5%
Water consumption by type of source				
Potable (natural, mineral, etc.)	1,093,486	1,070,419	927,503	-13.4%
Non-potable (recyclable, reused, treated water, etc.)	63,614	69,295	78,099	12.7%
Water intensity				
Per employee[2] (m^3/employee)	12.5	12.7	11.7	-7.9%
Per Banking Product[3] (m^3/R$ million)	8.2	7.4	6.0	-18.9%

([1]) Water volume in the activities of Itaú's buildings, administrative offices, Data Centers and branch network in Brazil. ([2]) Total number of employees in Brazil, page 157. ([3]) Banking Product at the end of the fiscal year: sum of the Managerial Financial Margin and Revenues from Services, Insurance, Pension and Capitalization. **LEARN MORE** in the Management discussion & analysis and complete financial statements, page 24.



METRICS
GRI 3-3	306-1
306-2	306-3
306-4	306-5

Materials and waste

Selective collection and proper disposal of waste.

Itaú's commitment to environmental performance and sustainable practices also includes the responsible management of the waste generated by our operations.

To continuously improve our waste disposal, we utilize selective collection services at branches that do not have access to the public network and we carry out technical approval of suppliers responsible for buildings certified according to ISO 14001.

We follow current legislation and develop awareness initiatives and solutions to reduce materials consumption, prioritizing non-generation, reduction, reuse, recycling, and the proper treatment of solid waste, especially waste from electrical and electronic equipment, which is critical to our business.

Responsible management | GRI 306-1 | 306-2 |

At Itaú, waste management at our administrative buildings and data centers is handled by Itaú Gestão de Ativos, which is responsible for administrative buildings and data centers. At our bank branches and investment centers, this responsibility is assigned to different internal teams. Across all areas, the operations and sustainability teams work together to ensure greater efficiency in waste management.

Waste generation at our buildings and branches is monitored monthly by a committee that meets with teams from the risk, sustainability, and operations areas, facilitating risk management and the pursuit of continuous improvement. To ensure the reliability of this information, the materials and waste indicators are reviewed annually by an external auditor as part of the ESG Report.

In buildings that are certified to ISO 14001:15, waste management is included in the scope of this certification, and the relevant indicators are verified by internal and external audits, ensuring that our practices are aligned with the highest standards of sustainability and operational efficiency.

In recent years, even with increased occupancy at administrative buildings and the execution of various works and improvements, the volume of waste generated has remained stable. Furthermore, we achieved a rate of 54% of waste sent for recycling.

In the main administrative centers, we have adopted a zero-landfill model, with all waste being sent for composting, except for construction waste, which is sent for reuse whenever possible. We work together with the construction and infrastructure teams to ensure proper disposal, as well as to improve waste measurement and processes.

Reuse and recycling

Since 2022, we have used hand-held scales at our branches to ensure greater accuracy in the measurement of the organic and recyclable waste generated. In 2023, we implemented zero landfill projects at our main administrative centers and data centers. All non-recyclable waste is separated and sent for co-processing, for use as raw material in kilns for cement production.

Organic waste, such as leftover food from restaurants and trimmings from leaves and gardens at our business centers, is sent for composting. Paper towels from restrooms are recycled, contributing to a reduction in the volume of waste that would otherwise go to landfill.

Recycling at branch offices and decentralized buildings is carried out through door-to-door collection. In branches offices where this service is not available, we contract private companies to ensure the proper waste disposal.

Our Data Center, located in Mogi Mirim, adopts advanced environmental management practices that are aligned with ISO 14001 certification, prioritizing efficiency, impact reduction, and the responsible use of natural resources.

All maintenance of green areas involves the total reuse of plant matter, making this activity zero-waste. Over an area of 587,967 m², the cut vegetation is shredded and returned to the soil, eliminating the need for transportation and external disposal. Annually, approximately 1,326 tons of material return to the soil, increasing the volume of organic matter, improving biological quality and soil permeability, and contributing to the reduction of carbon emissions.

This sustainable management model, which combines efficiency, reduced environmental impact, and the strengthening of local ecosystems, reinforces our commitment to responsible and high-performance environmental management.

Card recycling project

Since 2024, we have reintroduced machines at our administrative centers to ensure that employees and service providers can dispose of expired or blocked cards and badges securely and without using electricity.

The project remains active in Itaú's four administrative centers, promoting a circular economy, as the collected cards are transformed into new sustainable products through external partnerships. By 2025, more than 13,000 cards had been collected.



Paper, furniture and plastic

As part of our commitment to combating deforestation, we exclusively use furniture and paper that is certified by the Forest Stewardship Council (FSC). This certification ensures that the materials come from areas where forest management is carried out responsibly and sustainably.

In addition to ensuring the responsible origin of the supplies used, we seek to reduce the paper consumption of our operations by offering digital solutions to clients, and by implementing programs such as "Zero Paper" and "Paperless Agency".

We continue to use paper cups at our administrative offices, and utilize biodegradable supplies, such as cups, plates, and cutlery, in the food services provided in the buildings.

Donation of unused goods

We take advantage of opportunities to reuse unused materials from construction, maintenance, and modernization projects, reducing materials waste and encouraging recycling and reuse.

We also donate electronic equipment, contributing to reducing the electronic waste generated in Brazil. Items that are in good condition and have a good remaining lifespan, such as furniture (tables, chairs, cabinets), equipment (mice, screens, keyboards) and electronic appliances (microwaves, refrigerators, coffee makers) are donated to institutions such as NGOs, social organizations and public bodies, contributing to a positive social impact in the communities where we operate.

The positive feedback from the institutions that received our donations reinforces the importance of our support, both for their daily operations and for local communities. Seeking further to improve this process, we implemented a satisfaction survey among the participating institutions. This will allow us to obtain quantitative data on the benefits generated, enabling a more detailed analysis and improvements during the coming year.

We continue to expand the project, with the goal of increasing the reach and coverage of our donations by 2026.

Electronics

The electronic equipment used by Itaú is regularly evaluated, and may undergo revitalization processes to extend its lifespan. For equipment destined for disposal, since 2009 we have adopted procedures aligned with Brazilian environmental legislation, ensuring that 100% of this equipment is recycled. We use reverse logistics and manufacturing to ensure that materials return to the production chain as raw materials.

Our goals

Reduce by 50%

the amount of waste generated and destined for landfill in Brazil by 2030.

2025 | **59.1% achieved**

A 29.5% reduction by 2025, with 1,692 tons sent to landfills. (Baseline in 2023: 2,401 m³).

Goals for 2025:

- Send less than 1,880 tons of waste to landfill in Brazil.
- Allocate 420 tons of waste for composting in Brazil.
- Allocate 404 tons of waste for incineration and co-processing for energy generation in Brazil.
- Send 100% of electronic waste and paper for recycling in Brazil.
- Increase the total amount of recyclable waste compared to the previous year in Brazil.

Goals for 2026:

- Send 1,398 tons of waste to landfills in Brazil.
- Send 580 tons of waste for composting in Brazil.
- Send 977 tons of waste for: incineration (174 tons) and co-processing (803 tons) with energy generation in Brazil.
- Send 100% of electronic waste for recycling in Brazil.
- Send 100% of paper waste for recycling in Brazil.
- Increase the total amount of recyclable waste compared to the previous year in Brazil. Note: Consider the waste destined for landfill in Brazil.



Goals and metrics | GRI 306-3 | 306-4 | 306 -5 |

We reaffirm our commitment to reducing the amount of waste generated and sent to landfills.

Our waste management practices remain aligned with our climate transition strategy and corporate governance principles. In 2025, there was a one-off increase in waste generation due to ongoing improvements to administrative buildings and the integration of the new business center tower, which was inaugurated in 2023. Despite this scenario, we have made progress in terms of management, improving our waste disposal and reducing dependence on landfill.

The reduction in the hazardous waste generated demonstrates improvements to our sorting and separation processes. Through technical reviews, we have been able to correctly identify waste, avoiding misclassification. This progress has increased the efficiency of our operations, ensured our compliance with environmental regulations, and contributed to the organization's long-term sustainability.

In 2025, we reduced the volume of waste sent to landfill in Brazil by 21.6% compared to the previous year. Most of this waste came from our branches, due to their operational profile and extensive presence across the country, while our administrative buildings, offices, and data centers accounted for a smaller portion. We maintained our strategy of disposing of waste through environmentally sound routes, prioritizing recycling and other forms of reuse. Furthermore, there were no recorded spills of or contamination from waste during this period.

Waste generated by type and destination	2023	2024	2025	Var.
By destination[1]				
Landfills	2,401	2,157	1,692	-21.6%
Composting	212	450	552	22.7%
Incineration and co-processing for energy generation	319	839	1,104	31.6%
Recycling	6,329	7,015	7,507	7.0%
By type[2]				
Hazardous	2,157	1,103	175	-84.1%
Non-hazardous	4,345	5,903	5,928	0.4%
Construction waste	2,759	3,456	4,752	37.5%
Total (ton)	**9,261**	**10,461**	**10,855**	**3.8%**

([1])Total waste generated by Itaú's activities and facilities in Brazil.
([2]) Classification according to ABNT NBR 10.004:04.

Social

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This chapter addresses actions related to the following material topics:

- Working conditions
- Diversity, equity and inclusion
- Responsible supply chain
- Social responsibility and political influence

Sustainable Development Goals



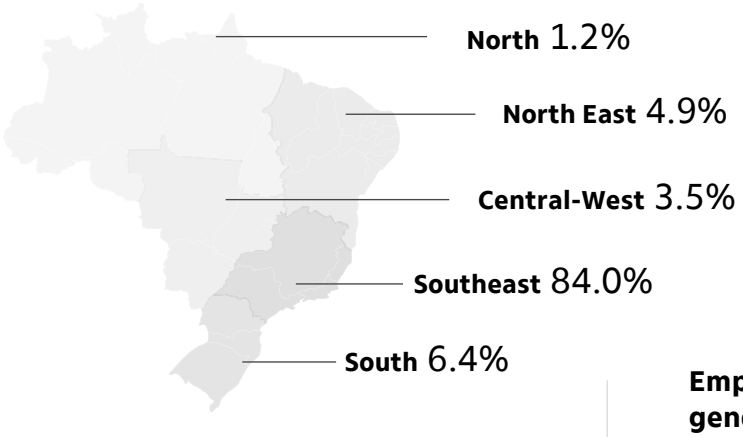
Workforce

Below is a summary of our workforce profile in Brazil, broken down by hierarchical level, region, and diversity profile.

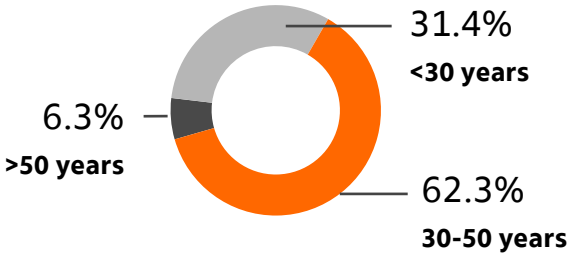
METRICS
| GRI 2-7 | 3-3 | 405-1 |
| SASB FN-AC-330A.1 |
| FN-IB-330A.1 |

Employees in Brazil by hierarchical level | GRI 2-7 |	2023	2024	2025	Var.
Directors[1]	133	143	155	8.4%
Superintendents	619	711	743	4.5%
Managers	2,098	2,263	2,380	5.2%
Coordinators	7,008	7,075	7,021	-0.8%
Other managers	2,348	2,176	1,937	-11.0%
Total in management positions	**12,206**	**12,368**	**12,236**	**-1.1%**
Administrative	38,361	39,519	37,708	-4.6%
Commercial and operational (revenue-generating areas)	33,229	32,053	30,364	-5.3%
Trainees	44	50	61	22.0%
Apprentices	1,316	1,292	1,118	-13.5%
Interns	4,766	4,798	4,609	-3.9%
Total number of employees	**89,922**	**90,080**	**86,096**	**-4.4%**

Employees by region of Brazil (%)



Employees by age range (%)



Employees by type of contract (%)



93.3% **permanent**

6.7% **temporary**

Employees by gender (%)



53.6% **Women**

46.2% **Men**

Other groups (%)



30.4% **black and mixed- race**



5% **people with disabilities**

Notes: The data only considers employees in Brazil. Information about employees from international units is available in each unit's reports. ([1])Does not include the CEO.



METRICS
| GRI 2-7 |3-3 |
| 405-1 |

Diversity and inclusion

We believe that the strength of our organization lies in our people and the diversity they represent.

We believe that diversity broadens our perspective, drives innovation, and strengthens our ability to better meet the demands of an increasingly pluralistic society.

Since 2017, we have followed the guidelines established in the Commitment to Diversity Charter, which clearly states our responsibility to employees, clients, suppliers, partners, and society as a whole. This charter goes beyond the legal requirements.

We continuously work to build a respectful, healthy, and inclusive environment, forming and strengthening increasingly diverse teams, promoting equity and equal opportunities, and developing leaders who are committed to valuing people and ensuring the sustainability of our business.

Our work on diversity is guided by four institutional pillars: gender, race, people with disabilities, and LGBTI+.



In 2025, we continued to advance our commitment to promoting greater gender and racial equity and representation:

35%-40%
of women in leadership
including executive-level positions, directors, superintendents, managers, and specialists.

27-30%
black representation
considering all positions, including leadership roles.

With the goal of increasing
Representativeness in hiring, while maintaining:

- **50% women**
  in the hiring process
- **40% black people**
  in the hiring process

Diversity and Inclusion is part of Itubers Culture, reflected in the value "We treasure Diversity and Inclusion." This value drives the agenda within the organization and is integrated into the behavioral assessment of all employees, allowing us to measure how this commitment is realized in daily life.

The initiatives in this agenda also reflect the guidelines established in Itaú's Commitment to Human Rights and are in line with the issues assessed in the Human Rights due diligence process.

In 2022, we announced a goal of between 35% and 40% of women in middle and senior leadership positions by 2025, including executive positions, directors, superintendents, managers, and specialists. We started at 32.6% in 2019, and reached 36.1% by the end of 2025.

Additionally, we aim to ensure that 50% of new hires are women, and by 2025, we had surpassed this goal, with 51.1% of those hired being women.

In terms of race, our challenge was to increase the representation of Black employees across all areas and hierarchical levels, through affirmative action, awareness, and sensitization.

We also committed to achieving between 27% and 30% representation of Black people at Itaú Unibanco by 2025, with progress at all levels of permanent positions, including leadership positions (but excluding apprentices and interns). We advanced from 22.2% in 2019 to 29.5% in 2025, and we ended the year with 38.5% of Black people in the hiring proces.

We celebrate achieving our representation goals for 2025 and reaffirm our commitment to the continued advancement of this agenda.

Diversity governance

We have various structures in place to promote diversity and inclusion within the organization.

The Diversity and Inclusion area is responsible for the strategy and governance around this topic within the organization. At the same time, responsibility for a safer and more respectful environment is shared with all leadership, who guide diversity and inclusion initiatives in their areas, monitoring indicators and addressing the specific challenges of each team.

The Institutional Relations and Sustainability Directorate in turn, promotes the topic through our social responsibility actions and private social investment, engaging with civil society organizations, the public authorities, and other business areas.

We also have affinity groups and diversity journeys within the business areas, which help increase engagement and awareness about these issues.

Institutional policies

Several policies guide all audiences on our commitment to diversity, inclusion, and combating discrimination, such as:

- People Policy.
- Code of Ethics and Conduct.
- Itaú Unibanco's Commitment to Human Rights.
- Social, Environmental and Climate Responsibility Policy.
- Letter of Commitment to Diversity.
- Supplier Relationship Code.

LEARN MORE about our policies and public commitments, please visit the Itaú Unibanco Investor Relations website.

Voluntary programs, initiatives and commitments

Affinity groups

Affinity groups are formed voluntarily by employees. They promote diversity and inclusion in the workplace, ensuring representation, active listening, and engagement across the different pillars of diversity. In addition, they suggest initiatives, share knowledge, and help strengthen the organizational culture.

Our main affinity groups are:



Gender
With everyone. For all women



Color and race
Blacks at Itaú



Pessoas com deficiência
Includes



LGBTI+
I am who I am

Diversity Journey

With the support of the People Area, the bank's Executive Areas created their own diversity journeys – working groups with local focus. The goal is to support the advancement of diversity and inclusion in the daily lives of our teams, transforming the bank's strategic priorities on the topic into practical actions. Thus, each area can adapt the initiatives to its own culture, reality, and specific challenges, bringing the topic closer to home and making it more relevant to everyone.

Initiatives and commitments

We participate in the following main corporate initiatives and commitments aimed at promoting diversity and inclusion:

Business Initiative for Racial Equality
A platform that brings together companies and institutions to promote ethnic and racial diversity.

Women's Movement 360
Systematizes and disseminates advances in business policies and practices aimed at gender equality.

OUTstand Financial Market Pride Group
A group that discusses inclusion and promotes the recognition of LGBTI+ professionals in the financial sector.

Women's Empowerment Principles (WEPs)
Guide for companies developing practices to eliminate discrimination and violence against women, and promote equal opportunities.

Business Coalition for Racial and Gender Equity
Encourages the implementation and improvement of public policies and business practices to combat gender and racial discrimination within organizations.

Women in Leadership in Latin America (WILL)
Supports the career development of women in Latin America, recognizing their skills and encouraging companies to adopt programs focused on women and business.

Women on Board
Recognizes companies that value gender diversity on their boards of directors, requiring at least two women in these positions.

Business and LGBTI+ Rights Forum
Establishes ten commitments to guide companies in promoting LGBTI+ rights, and offers a work agenda on the subject.

Standards of Conduct for Business (UN)
Presents five standards to support companies in combating discrimination against LGBTQIA+ people.

Diversity and Inclusion Research

To monitor the progress of diversity, we conduct the Diversity Survey every year, which seeks to understand how employees perceive the environment of respect, psychological safety, and inclusion actions in the organization.

In this research, self-declaration of gender, race, and sexuality is optional, and all information is treated with secrecy and confidentiality.

Awareness and training

We maintain an ongoing dialogue about diversity and inclusion, seeking to develop and strengthen important concepts to ensure a respectful, inclusive, and discrimination-free work environment.

In 2025, the learning trail on Basic Concepts of Diversity and Inclusion became mandatory for all employees. This initiative contributes to institutional alignment on the topic.

We continuously reinforce the values of our culture through awareness-raising actions that broaden knowledge about diversity and encourage active listening, respect, and intolerance towards any situation of discrimination, harassment, or violence in the workplace.

We also provide everyone with a Guide on Harassment and Discrimination at Work, which offers guidelines to help identify and report inappropriate conduct. This initiative ensures a safe, ethical, and open environment where employees can learn to recognize and report suspicious cases.

We offer learning content at different levels on diversity and inclusion through our corporate training platform. Throughout the year, we promote workshops, events, discussion groups, and communication initiatives that broaden knowledge and awareness about these topics.

Unconscious bias workshops are part of our diversity and inclusion strategy, and aim to raise employee awareness of how biases and stereotypes can influence perceptions, decisions, and behaviors in the daily work environment.

Key capacity-building initiatives:

For leadership: we offer training programs for senior leadership, focusing on the value of our culture "We treasure Diversity and Inclusion," in addition to workshops on unconscious biases that address the different pillars of diversity.

For customer service and sales teams: employees who serve the public participate in mandatory training on empathy in customer service. This training addresses diversity and inclusion issues, ensures respect for human rights, and guides interactions with audiences in situations of social and financial vulnerability.

For suppliers: we adopt practices related to human rights, diversity, and inclusion, including the Itaú Value Chain initiative, which promotes literacy among small and medium-sized enterprises in partnership with the UN Global Compact and ‘Mais Diversidade’ (More Diversity, in Portuguese). We also hold benchmarking meetings on diversity and inclusion, exchanging experiences, recommendations for best practice, and promoting attitudes that are aligned with our ESG Strategy. In addition, we issue an ESG Questionnaire to monitor the development and maturity of our suppliers, including questions about governance and affirmative action.

For security professionals: We offered training to representatives from security companies that provide services to Itaú Unibanco, as well as employees from the Security Area, on unconscious bias, best practices in diversity, and human rights.

Attraction and inclusive selection

In 2025, we made consistent progress towards expanding representation within our workforce, with significant results for the inclusion of women, Black people, and people with disabilities.

In the trainee program, we continued with specific measures focused on ensuring equity, including requiring gender and racial diversity on evaluation panels, and offering training on unconscious bias for all evaluators, including executives. As a result, the 2026 trainee program had a diverse profile, with 61% women and 32% Black people among those approved.

The internship program also contributed to the diversity of our team. In 2025, 55% of participants were women and 43% were Black people.

In Retail Banking, we continued the Impulsione initiative, which offers dedicated scholarships for financial certifications (CPA-10 and CPA-20) for people with disabilities interested in commercial careers, thereby promoting greater diversity in the financial market overall. In 2025, we had 8,000 applicants and made 66 hires.

We also ensure racial and gender diversity in all of the Retail Bank's training programs, such as the commercial internship and the Acelera Program, aimed at training business managers for the Itaú Empresas segment.

We carry out initiatives focused on gender and race in the areas of technology, cloud, products, and design. We highlight the recording of an in-person episode of Data Hackers with a 100% female audience, and support for events such as the Women in The Cloud Meetup and AWS's Awesome, which are also aimed at a female audience.

At our own events – such as Technology Week, Product Week, Design Week, and Itaú Tech Meetup – we take actions to increase female participation, both in terms of the curation and in the representation on panels and in the selection of creators.

We participated in the Akilomba – Design Event, which is dedicated to promoting racial diversity in creative fields. We also structured an Affirmative Talent Bank for Black and mixed-race people (pardos), focusing on Product Designer level positions.

With the strengthening of our affirmative action policies, we have expanded the availability of affirmative action positions through the “+ituber +opportunities” program, which includes the initiatives “+black +opportunities” (for Black people), “+women +leadership” (for women), and “+includes + opportunities” (for people with disabilities).



Gender diversity | GRI 2-7 | SASB FN-AC-330a.1 | FN-IB-330a.1 |

Diversity and Development Goals

ESG Strategy

Have between

35% to 40%

of women in senior and middle leadership positions by 2025

Dec-25 **36.1%**

Have

50%

of female representation in the hiring process by 2025

2025 **51.1%**

By the end of 2025, we will have reached 36.1%of women in senior and middle management positions and 51.1%of female representation in the hiring process, consolidating the achievement of our objectives.

([1]) Considers executive-level positions, directors, superintendents, and managers. ([2]) Considers hiring at all job levels.

Our workforce is predominantly composed of women, who represent 53.5% of the total. Our commitment to gender equality and women's empowerment guides our internal practices, and also influences our relationships with clients and with society.

Main initiatives:

- **Affirmative action positions:** We offer opportunities targeted at women with different profiles and job levels, including leadership positions.
- **Sponsorship and participation in events:** We support and participate in events to promote gender equality and the development of women in the financial market, such as the Fin4She Summit, as well as initiatives in traditionally male-dominated areas, such as technology.
- **Family support program:** We grant additional leave beyond what is legally required, and offer support programs for pregnant women, employees with pregnant partners, and employees undergoing the adoption process.
- **Performance evaluation:** The evaluation of pregnant individuals on maternity leave is based on the work performed, not the length of time they were on leave, ensuring eligibility for career acceleration programs, educational sponsorships, and promotions.
- **Profit sharing or results-based bonus:** Women on maternity leave receive their full profit sharing or results-based bonuses, without any deduction for the period not worked.
- **Combating violence against women:** We promote awareness campaigns for all employees, addressing different types of violence, public reporting policies, forms of support for victims, and support channels offered by the Bank.

- **Activities on celebratory dates:** we hold networking events and discussions about career, business, and motherhood, in partnership with affinity groups and leaders.
- **Mentoring program for women's leadership:** focused on developing 54 female coordinators into management positions by 2025, in addition to other mentoring programs for soft and hard skills.
- **Succession Committee:** We conduct a structured talent assessment process for leadership positions (manager and above), with at least one woman among the finalists and among the evaluators.
- **Reverse mentoring:** to expand the literacy and awareness of men in senior leadership positions regarding diversity and female inclusion.
- **Promoting female entrepreneurship:** we are releasing the "Women in Focus" series, highlighting the journeys of women from different fields.

Women in the workforce by hierarchical level	2023	2024	2025	Var.
Directors	21	21	30	42.9%
Superintendents	177	199	211	6.0%
Managers	861	941	993	5.5%
Coordinators	3,757	3,851	3,811	-1.0%
Other female managers	1,527	1,432	1,271	-11.2%
Women in management positions	**6,343**	**6,444**	**6,316**	**-2.0%**
Administrative	17,269	17,810	17,175	-3.6%
Commercial and operational (revenue-generating areas)	21,723	20,746	19,505	-6.0%
Trainees	31	33	37	12.1%
Apprentices	877	843	661	-21.6%
Interns	2,720	2,701	2,536	-6.1%
Total number of women	**48,963**	**48,577**	**46,230**	**-4.8%**
Female representation in the workforce (%)				
Senior management positions[1]	15.8%	14.7%	19.4%	4.7 p.p.
Middle management positions[2]	38.2%	38.3%	38.6%	0.3 p.p.
Junior management positions[3]	56.5%	57.1%	56.7%	-0.4 p.p.
Women in management positions[4]	**52.0%**	**52.1%**	**51.6%**	**-0.5 p.p.**
Revenue-generating areas[5]	65.4%	64.7%	64.2%	-0.5 p.p.
STEM areas[6]	33.9%	34.6%	35.5%	0.9 p.p.
Entry-level positions[7]	59.2%	58.3%	55.9%	-2.4 p.p.
Total number of women	**54.5%**	**53.9%**	**53.6%**	**-0.3 p.p.**
Permanent	93.3%	93.2%	93.1%	-0.1 p.p.
Temporary	6.7%	6.8%	6.9%	0.1 p.p.

Notes: The data only covers employees in Brazil. (1) Includes women in Executive and Director positions. (2) Refers to women in Superintendent and Manager positions. (3) Includes women in Coordination and other management positions. (4) Includes women in positions that involve people management regardless of hierarchical level. (5) Refers to women working in the Commercial and Operational areas. (6) Includes women in science, technology, engineering and mathematics fields. (7) Refers to women who are trainees, apprentices or interns.

Race Diversity | GRI 2-7 |

Diversity and Development Goals

ESG Strategy

Have between

27% to 30%

of black representation in the workforce[1]

Dec-25 **29.5%**

Have

40%

of black representation in the hiring process[2]

2025 **38.5%**

By the end of 2025, we will have reached the percentage of 29.5%of black people in high and middle leadership positions and 38.5%of greater Black representation in the hiring process, consolidating the achievement of our goals.

([1]) Does not include apprentices and trainees. ([2]) Includes hires at all job levels.

Main initiatives:

- **Affirmative action positions:** We offer opportunities specifically for Black people with different profiles and at different job levels.
- **Preparatory materials for selection processes:** We hold meetings to exchange best practices and provide support materials for Black candidates.
- **Sponsorship and participation in events:** We support and participate in events that promote racial equity, such as Afro Presença (Afro Presence) and the Juntos (Togheter) Conference, connecting Black professionals, students, and the job market.
- **Connection to Black Leadership:** We promote exclusive agendas for Black employees, focused on connection, inspiration, and strengthening leadership, with an emphasis on meetings that recognize and share the journeys of Black leaders.
- **International Day of Afro-Latin American and Caribbean Women:** we hold exclusive meetings for Black female employees, promoting recognition, belonging, and appreciation of their career paths.
- **Black Consciousness:** We carry out awareness-raising activities during Black Consciousness Month, addressing anti-racism in the corporate environment, the role of the ally, unconscious bias, and inclusive leadership practices.
- **Institutional Mentoring Program:** In 2025, the program included 54 full and senior analysts, and 23 coordinators and managers, with the goal of fostering professional development, job promotion, and increased representation at different levels of the organization.

Below, we present our racial diversity indicators for the past three years, highlighting the consistent evolution of the representation of Black and mixed race people at different hierarchical levels and in different areas of activity. These advances reflect our commitment to inclusion and the promotion of racial equity.

Workforce racial diversity profile	2023	2024	2025	Var.
White	67.1%	66.7%	66.5%	-0.2 p.p.
Black	28.9%	30.1%	30.4%	0.3 p.p.
Asian	2.9%	2.9%	2.9%	—
Indigenous	0.2%	0.2%	0.2%	—
Race not reported	0.9%	0.1%	—	-0.1 p.p.

Black and mixed-race people by hierarchical level	2023	2024	2025	Var.
Directors	3	3	4	33.3%
Superintendents	37	43	41	-4.7%
Managers	228	255	271	6.3%
Coordinators	1,271	1,389	1,451	4.5%
Other managers	623	652	602	-7.7%
Black and mixed-race people in management positions	**2,162**	**2,342**	**2,369**	**1.2%**
Administrative	9,757	10,638	10,469	-1.6%
Commercial and operational (revenue-generating areas)	11,144	11,316	10,870	-3.9%
Trainees	11	15	26	73.3%
Apprentices	2,180	2,182	1,965	-9.9%
Interns	702	628	496	-21.0%
Total number of Black and mixed-race employees	**25,956**	**27,121**	**26,195**	**-3.4%**
Racial representation in the workforce (%)				
Senior management positions[1]	2.3%	2.1%	2.6%	0.5 p.p.
Middle management positions[2]	9.8%	10.0%	10.0%	—
Junior management positions[3]	20.2%	22.1%	22.9%	0.8 p.p.
Black and mixed-race people in management positions[4]	**17.7%**	**18.9%**	**19.4%**	**0.5 p.p.**
Revenue-generating areas[5]	33.5%	35.3%	35.8%	0.5 p.p.
Entry-level positions[6]	47.2%	46.0%	43.0%	-3.0 p.p.
Total number of Black and mixed-race employees	**28.9%**	**30.1%**	**30.4%**	**0.3 p.p.**
Black and mixed-race women	14.9%	15.5%	15.9%	0.4 p.p.
Black and mixed-race women in management positions	9.0%	9.9%	10.0%	0.1 p.p.

Notes: The data only considers employees in Brazil. (1) Includes Black and mixed-race (pardos) people in Executive and Director positions. (2) Refers to Black and mixed race people in Superintendent and Manager positions. (3) Includes Black and mixed-race (pardos) people in Coordination and other management positions. (4) Refers to Black and mixed-race (pardos) people in positions that involve people management, regardless of hierarchical level. (5) Includes Black and mixed-race (pardos) people working in Commercial and Operational areas. (6) Refers to Black and mixed-race (pardos) people who are trainees, apprentices, or interns.

People with Disabilities | GRI 2-7 |

We recognize the importance of affirmative action policies to increase the inclusion of people with disabilities in our workforce and to promote an increasingly plural and inclusive environment.

We continue to invest in policies, programs, and actions that guarantee equal opportunities, environmental adaptation, and awareness-raising among teams, thereby strengthening the culture of inclusion throughout the organization.

Below, we present our indicators regarding people with disabilities, which demonstrate our consistent commitment to inclusion.

People with disabilities in the workforce (%)	2023	2024	2025	Var.
Senior management positions[1]	1%	1%	1%	-
Middle management positions[2]	1%	1%	1%	-
Junior management positions[3]	2%	2%	2%	-
People with disabilities in management positions[4]	**2%**	**2%**	**2%**	**-**
Revenue-generating areas[5]	6%	6%	6%	-
Entry-level positions[7]	1%	—%	—%	-
Total number of people with disabilities	**5%**	**5%**	**5%**	**-**

Notes: The data only covers employees in Brazil.
([1]) Includes people with disabilities in Executive and Director positions.
([2]) Refers to people with disabilities in Superintendent and Manager positions.
([3]) Includes people with disabilities in Coordination and other management positions.
([4]) Includes people with disabilities in positions that involve people management, regardless of hierarchical level.
([5]) Refers to people with disabilities working in the Commercial and Operational areas.
([6]) Includes people with disabilities who are trainees, apprentices, or interns.

Main initiatives

We work to promote the inclusion of employees, clients, and third parties with disabilities, in accordance with the Brazilian Inclusion Law and the UN Convention on the Rights of Persons with Disabilities.

In partnership with the Includes affinity group, we take actions to promote the eight types of accessibility: communicational, instrumental, digital, methodological, attitudinal, programmatic, architectural, and natural.

- **Literacy and awareness:** We hold live sessions open to all employees, addressing important topics about diversity and inclusion, on dates such as the National Day of Struggle for People with Disabilities.
- **Inclusion of people with Autism Spectrum Disorder (ASD):** We use the supported employment methodology to include autistic people, already including more than 400 employees, in addition to maintaining continuous hiring actions and encouraging self-declaration.
- **Acreditar Program:** In 2025, 39 people with intellectual disabilities participated in the program, which offers specialized support, face-to-face training every two months, guidance for managers and annual meetings with families, strengthening the support network at Itaú Personnalité branches.
- **Impulsione Program:** We promote regular classes to attract, hire, and develop people with disabilities in our Retail teams.
- **Transforma Program:** Started in 2024, it seeks to expand the presence of people with disabilities in the Wholesale and Retail directorates. In 2025, 60 people were hired and participated in development tracks before beginning work in these areas.
- **Mentoring Program:** Focused on the professional development of people with disabilities, in 2025 it covered 30 employees in operational and analyst positions.
- **Workshops for leaders:** We offer institutional training for leaders, focusing on unconscious biases and the inclusion of people with disabilities.
- **LIBRAS Course:** We provide a basic LIBRAS (Brazilian Sign Language, like ASL) course, in online format, for all employees.
- **Evolution of accessibility:** We hold regular meetings with the areas of architecture, occupational medicine and diversity, seeking continuously to improve accessibility.



Self-declaration

We have made available on our internal portal a self-disclosure survey ensuring that employees can report their gender, race, sexual orientation, and whether or not they have any type of disability. This data provides us with a better understanding of the profile of our teams and their needs. This helps us plan and implement actions that promote development, inclusion, and equal opportunities for all.

LGBTI+ | GRI 2-7 |

Itaú Unibanco has been recognized by the Human Rights Campaign and the Instituto Mais Diversidade as one of the best companies for LGBTI+ professionals.

We work to build an environment where all people feel included, respected, and welcomed, regardless of their sexual orientation or gender identity. Our commitment is to ensure that each person can be who they are, with safety and support, in addition to promoting actions to raise awareness and eliminate barriers to discrimination, making our spaces more just, diverse, and inclusive.

To monitor the progress of diversity, we conduct the Diversity Survey every year, which seeks to understand how employees perceive the environment of respect, psychological safety, and inclusion actions in the organization. In this survey, those who feel comfortable can self-declare, and all information is kept confidential and treated with confidentiality.



Below are the main initiatives to promote LGBTI+ inclusion:

- **Chosen name:** we guarantee the right to use a social name and have a dedicated team to change the legal name or include the social name of transgender people (transsexuals, transgender people, and transvestites) in products, services, and channels.
- **Support for employability:** We participated in and sponsored the Diversa 2025 Fair, which focuses on the employability of the LGBTI+ community.
- **Commemorative dates:** In partnership with our affinity group, we carried out activities on Trans Visibility Day and Pride Month, with events and guests to broaden the discussion about diversity. We also used our communication channels to reinforce the theme.
- **Development:** We promote actions and practical content to support the inclusion and development of people from the LGBTI+ community.
- **Literacy:** We carried out awareness and literacy initiatives impacting more than 2,460 people, including LGBTI+ employees, leaders, and allies.

In 2025, approximately 60,000 employees participated in the Diversity and Inclusion Survey, and 10% of them self-identified as part of the LGBTI+ community.



METRICS
| GRI 2-7 |
| 401-1 |
| 405-1 |

Attraction and retention

Internal mobility and organizational culture: building teams prepared for the future.

The ability to attract and retain talented professionals is key to remaining competitive, offering an excellent service and contributing positively to people's lives.

This is why we are always seeking to strengthen our brand as an employer by connecting with market professionals and offering relevant job opportunities leading to diverse careers, continuous development, competitive compensation, and meaningful challenges.

Our strategy values diversity in recruitment processes, a welcoming and inclusive environment, and an agile, technology-oriented culture, ensuring that our bank is recognized as a benchmark company and continues to attract the candidates in the market.

Key achievements in 2025:

#1 on LinkedIn Top Companies
for the 7th consecutive year.

5th place in Great Place to Work
in the category of +10,000 employees.

2nd place in Great Place to Work
in the Large Banks category.

2nd place
on the Dream Career list from Cia de Talentos.

Special Mention
in the "Incredible Places to Work" survey conducted by FIA and Estadão.

Attraction and development programs

Young Apprentices

This program offers young talents their first professional experience, with a structured training and development plan. Over 1,200 young people participated in the program this year, receiving training in partnership with an NGO and mentoring from a manager within the bank who was responsible for their development, performance evaluation, and feedback.

In 2025, the placement rate for the Young Apprentice program reached 45%, with a subsequent retention rate of 86%.

Internships

The internship program offers a hands-on learning experience, aligned with business needs and the bank's culture. Its goal is to attract, develop, and engage young talent, promoting diversity and preparing professionals for career progression within the organization.

Lasting up to two years, the learning process takes place directly within the work routine, prioritizing practice and continuous development in the assigned area. During the internship, participants receive technical and behavioral training, as well as performance monitoring.

In 2025, the agency network had 2,120 interns, with a 53% conversion rate to full-time employment, and a 95% subsequent retention rate. In the corporate internship program, there were 2,489 interns, with a 47% conversion rate to full-time employment and a 98% retention rate.

Vacation Internships

The program attracts undergraduate students from national and international universities, offering a corporate experience during the holiday period, in which young talents participate in real organizational projects, develop technical and behavioral skills, and broaden their understanding of the financial market, innovation, and daily life at Itaú Unibanco.

Acelera Program

This program prepares new business managers for the Corporate area, accelerating the development of technical and behavioral skills. In the first phase, which lasts six months, participants dedicate themselves fully to learning, with more than 320 hours of training, practical activities, leadership mentoring, and participation in strategic meetings.

After this stage, they assumed their roles, and were given a continuous development plan. The results indicate high engagement, with NPS consistently in the “Excellence” zone, participation close to 100%, and knowledge validation above 75%.

Trainee

Our Trainee program lasts 18 months and offers hands-on experience in different areas of the bank, with structured tracks for participant development. During the program, trainees participate in training, undertake immersions in various areas, and receive direct mentoring from executives, developing technical and behavioral skills to face complex challenges.

In the 2026 edition, the Trainee Program, whose selection process began in 2025, received 106,788 applications, with 34 candidates approved, who started in the organization at the beginning of 2026. Of these, 62% are women and 30% self-identified as Black or mixed-race, reinforcing our commitment to diversity and equity in the training of future leaders.



MBA Summer and Full Time Associate

The MBA Summer program is aimed at international MBA students from schools in the United States and Europe, offering the opportunity to work on projects in different areas for a period of 60 to 90 days. During the program, participants develop impactful solutions, expand their knowledge of the financial market in Latin America, and experience the Itaú Unibanco's culture through interactions with executives and program alumni.

Those with outstanding performance may be invited to return as full-time employees, strengthening talent development and retention, as well as contributing to the formation of future leaders. The 2025 edition of the MBA Summer program had seven participants.

Academics Program

The Academics Program is aimed at master's and doctoral students from Brazilian universities, who work for 90 days on projects in technology, data, finance, risk, and innovation. The initiative connects advanced research with real-world business challenges, allowing academic knowledge to be applied practically to the bank's projects.

In 2025, the Academics Program had 25 participants and achieved a 60% placement rate, reinforcing its importance in training and retaining highly specialized talent.

Recomece Program | GRI 404-2 |

This retraining and adaptation program aims to support employees who are fit for work after returning from sick leave or accident leave, through the gradual resumption of their job activities.

The program is supported by a multidisciplinary team of doctors and social workers, and provides for a reduction in working hours for 30 days, as well as an adjustment in variable compensation for those who are eligible. By 2025, the Recomece Program had supported more than 5,000 participants.

The use of technology in recruitment processes, people analytics, and people management

Artificial intelligence has played an important role in the evolution of our selection processes and tools, bringing greater operational efficiency and accuracy to candidate selection.

For internship and agency network agent positions, we use a solution that automates the screening process, cross-referencing information from resume information with job requirements and prioritizing the most suitable profiles.

We are also developing and testing an internal intelligence engine based on advanced generative AI models and machine learning techniques, which classifies candidates according to their fit with the desired profile and their probability of success in the role.

At present, this pilot project is focused on the Relationship Manager position within the branch network, which has a high volume of vacancies. Initial results have shown consistent efficiency gains, higher interview pass rates, and a significant reduction in average hiring time.

We also implemented a people analytics (P2P) tool with the goal of empowering leadership and generating actionable insights for decision-making regarding their team members.

Key workforce movements | GRI 2-7 | 401-1 |

An important part of our retention strategy is investing in building teams with the skills needed to meet the challenges of digital transformation, prioritizing internal development and reducing external hiring.

Through the Internal Careers recruitment platform, employees can search for opportunities that are aligned with their career expectations, and managers can identify individuals whose profiles match their vacancies and who are already familiar with Itaú Unibanco's culture and values.

In addition to Internal Careers, we have other ways of boosting internal mobility. In 2025, there were more than 10,000 employee transfers, representing 54% of the total positions filled.

Workforce Movement Profile	2023	2024	2025	Var.
Internal Mobility	10,763	11,785	10,184	-13.6%
Men (%)	44.1%	46.6%	47.3%	0.7 p.p.
Women (%)	55.9%	53.4%	52.7%	-0.7 p.p.
External Hires	9,701	11,727	8,499	-27.5%
Total Movements (internal and external)	**20,464**	**23,512**	**18,683**	**-20.5%**
Positions filled by internal candidates[1] (%)	51.0%	53.0%	54.5%	1.5 p.p.

Note: Includes all positions in Brazil, except apprentices, interns and statutory directors.
([1]) The percentage refers to the total number of vacancies filled through Internal Careers relative to the total number of internal movements.

Retention indicators

In 2025, retention indicators demonstrated the success of our people management strategies and our commitment to long-term career development. Currently, 51.1% of employees have been with the company for more than five years, demonstrating our creation of an environment that is conducive to retention and professional growth. Furthermore, 31.5% of employees have been with the organization for more than ten years, reinforcing the strength of our culture and the opportunities for development and internal mobility.

These results reflect an organizational culture that values the well-being, recognition, and continuous development of employees, supported by structured internal mobility policies and training programs. We continue to be a benchmark in the sector as one of the best places to work, as recognized by national and international awards and rankings, and we maintain our commitment to building an inspiring, inclusive, and sustainable work environment for all.

Average length of service of employees	Up to 1 year	1 - 2 years	2 - 5 years	5 - 10 years	Above 10 years old	Average (years)
Retention rate by length of service (%)	**10.0%**	**11.0%**	**27.9%**	**19.6%**	**31.5%**	**8.0**
Men	10.9%	10.6%	31.1%	19.8%	26.7%	7.5
Women	9.3%	10.6%	25.1%	19.4%	35.7%	8.5

Note: This considers all positions in Brazil, except for apprentices, interns, and statutory directors.

Employee turnover | GRI 401-1 | 405-1 |

In 2025, our employee turnover rate showed a slight increase compared to the previous year, but remained within a range that is considered healthy for the financial sector. The total turnover rate was 15.3%, including voluntary and involuntary departures, calculated based on the total number of departures divided by the average monthly number of active employees over the whole year.

Reducing voluntary turnover creates a healthy and attractive work environment. Professionals who stay longer tend to be more aligned with the company's culture, values, and objectives, and also reduce the costs associated with recruiting, selecting, and training new employees. Conversely, increased involuntary turnover is directly related to the bank's cultural and digital transformation, which requires the updating of skills and adjustments to the workforce to meet future needs.

Even with the changes and competitiveness of the job market, we continue to retain talent and offer an environment that fosters professional development. This dynamic is fundamental to maintaining the sustainability of the business and Itaú Unibanco's leadership in the financial sector.

Employee turnover		2023	2024	2025	Var.
Total turnover rate (%)		**14.9%**	**14.1%**	**15.3%**	**1.2 p.p.**
Gender	Men	14.7%	14.4%	16.4%	2.0 p.p.
	Women	15.1%	13.9%	14.5%	0.6 p.p.
Color and race	Black and mixed race	15.7%	14.9%	16.2%	1.3 p.p.
	White	14.6%	13.8%	15.0%	1.2 p.p.
	Other racial groups	14.6%	13.7%	14.8%	1.1 p.p.
Age range	Under 30 years old	11.1%	14.8%	17.2%	2.4 p.p.
	Between 30 and 50 years old	16.0%	13.7%	14.6%	0,9 p.p.
	Over 50 years old	30.4%	15.6%	15.4%	-0.2 p.p.
Position	Leadership	13.5%	10.6%	10.8%	0.2 p.p.
	Non-leadership	15.2%	14.7%	16.1%	1.4 p.p.
Voluntary turnover rate (%)		**3,7%**	**4.5%**	**4.4%**	**-0.1 p.p.**
Gender	Men	4.2%	5.3%	5.2%	-0.1 p.p.
	Women	3.2%	3.8%	3.7%	-0.1 p.p.
Color and race	Black and mixed race	3.7%	4.5%	4.2%	-0.3 p.p.
	White	3.7%	4.4%	4.5%	0.1 p.p.
	Other racial groups	4.3%	4.9%	5.1%	0.2 p.p.
Age range	Under 30 years old	4.3%	6.6%	6.7%	0.1 p.p.
	Between 30 and 50 years old	3.6%	4.0%	3.9%	-0.1 p.p.
	Over 50 years old	0.5%	0.5%	0.7%	0.2 p.p.
Position	Leadership	2.2%	2.1%	2.2%	0.1 p.p.
	Non-leadership	3.9%	4.9%	4.8%	-0.1 p.p.
Involuntary turnover rate (%)		**11.2%**	**9.8%**	**10.9%**	**1.1 p.p.**

Note: Only includes employees in Brazil, excluding apprentices, expatriates, retirees due to disability, directors, and interns. Voluntary turnover occurs when an employee decides, on their own initiative, to leave the company. Involuntary turnover occurs when the company decides to terminate the employee's contract.

Hiring and firing

In 2025, the low rate of leadership turnover demonstrates that the bank is able to retain and develop its talent internally, promoting employees to leadership positions. This demonstrates the effectiveness of development and internal mobility programs, as well as strengthening the organizational culture and valuing the knowledge built within the organization itself.

The hiring rate for Black and mixed-race individuals continues to exceed the rate of dismissals from this group, demonstrating progress in our diversity and inclusion policies and increasing racial representation in the workforce. A significant portion of new hires were in technical and operational areas, primarily in roles related to technology and innovation. This trend is aligned with our digital transformation strategy, which aims to update skills and ensure competitiveness in an increasingly digital market.

Overall, the bank maintains a healthy balance in terms of renewing its workforce. The entry of new professionals, especially in strategic areas, along with the retention of talent in leadership positions, contributes to the sustainability of the business and to the formation of diverse teams who are prepared to meet the challenges of the future.

New hires		2023	2024	2025	Var.
Total number of employees hired		**9,701**	**11,740**	**8,944**	**-23.8%**
Gender	Men (%)	49.2%	50.1%	51.0%	0.9 p.p.
	Women (%)	50.8%	49.7%	48.8%	-0.9 p.p.
Color and race	Black and mixed race (%)	38.8%	36.3%	36.6%	0.3 p.p.
	Whites (%)	58.6%	60.8%	61.0%	0.2 p.p.
	Other racial groups (%)	2.6%	3.0%	2.4%	-0.6 p.p.
Age range	Under 30 years old (%)	61.6%	54.7%	57.1%	2.4 p.p.
	Between 30 and 50 years old (%)	38.0%	44.6%	42.1%	-2.5 p.p.
	Over 50 years old (%)	0.4%	0.7%	0.8%	0.1 p.p.
Position	Leadership (%)	2.2%	2.5%	2.8%	0.3 p.p.
	Non-leadership (%)	97.8%	97.5%	97.2%	-0.3 p.p.

Terminations		2023	2024	2025	Var (%)
Total number of terminations		**12,451**	**12,803**	**12,692**	**-0.9%**
Gender	Men (%)	45.0%	46.9%	49.3%	2.4 p.p.
	Women (%)	55.0%	52.9%	50.6%	-2.3 p.p.
Color and race	Black and mixed race (%)	28.7%	30.2%	31.1%	0.9 p.p.
	Whites (%)	67.5%	66.6%	65.8%	-0.8 p.p.
	Other racial groups (%)	3.8%	3.2%	3.1%	-0.1 p.p.
Age range	Under 30 years old (%)	27.5%	29.1%	29.1%	—
	Between 30 and 50 years old (%)	61.9%	63.5%	63.8%	0.3 p.p.
	Over 50 years old (%)	10.6%	7.5%	7.1%	-0.4 p.p.
Position	Leadership (%)	12.8%	10.8%	10.4%	-0.4 p.p.
	Non-leadership (%)	87.2%	89.2%	89.6%	0.4 p.p.

Note: Only includes employees in Brazil, excluding apprentices, expatriates, retirees due to disability, directors, and interns.



METRICS
| GRI 3-3 |
| 404-1 |
| 404-3 |

Development and training

We invest in continuous learning for our people, to drive cultural and digital transformation.

We believe that investing in our people stimulates innovation, strengthens our culture, and increases our ability to generate value. Therefore, we consider such investments to be essential for the sustainability of the business and for the creation of long-term value for Itaú Unibanco and its stakeholders.

In 2025, human development continued to be one of our strategic pillars, reinforcing our commitment to continuous learning, preparing our people for a constantly changing environment, and developing their essential skills.

This approach is aligned with the Itubers Culture, in particular the value "We don't know everything," which encourages an open attitude, collaboration, and the continuous seeking of of improvement. Based on this principle, we promote curiosity, critical thinking, and data-driven decision-making, while always seeking the best solutions for our clients.

In pursuit of our commitment to continuous learning, we developed the iox learning ecosystem, which is integrated into our organizational strategy and our new development dynamics. iox is a digital platform offering access to learning trails and complementary initiatives, such as in-person activities, mentoring, forums, and programs that combine theory and practice.

The iox ecosystem includes strategic themes such as data, technology, culture, ESG, and leadership, in addition to specific skills for each business area. To cater to different profiles and needs, we use a multimodal approach and invest in the customization and expansion of solutions.

Our learning ecosystem is structured around three main pillars, which ensure a complete and integrated learning experience:

People

"Owner"
Designers and guardians of the learning journey

Expert
Learning engineers

Leader
Employee coach

Environments

Digital
iox and Degreed platforms, as well as complementary tools such as external content providers.

Physical
An environment that fosters creativity, innovation, collaboration, and content production

Experiences

Traditional
Physical and virtual classrooms, formal certifications, and mandatory courses

Individual
Content consumption (articles, videos, podcasts, books)

Shared
Coaching, mentoring, forums and groups, job rotation and projects

Key training indicators | GRI 404-1 |

The increase in total investment, coupled with the significant growth in the number of employees trained and the volume of training hours, demonstrates economies of scale in training initiatives. The reduction in the average investment per employee reflects greater efficiency in resource allocation, mainly through digital solutions, large-scale training, and the use of online platforms.

R$124.7 m
invested in training
Var. ↑ 4%

93,807
employees trained
Var. ↑ 11%

1,152,426
training hours
Var. ↑ 13%

24.5 participation in training by employee
Var. ↑ 7%

R$1,329
invested by employee
Var. ↓ 6%

2,301,259
participation in training
Var. ↑ 15%

12.3 hours
of training per employee
Var. ↑ 2%

+2 thousand
available learning paths

On the iox platform, we offer approximately 2,000 learning trails, encouraging self-directed and continuous learning, aligned with our business needs and the professional development goals of each employee. In 2025, more than 11.3 million training completions were recorded, demonstrating the widespread use of the platform and the relevance of the solutions offered.

During the year, we recorded approximately 2.3 million employee participations in formal and institutional training, representing an average of 24 participations per employee.

These initiatives, organized with time tracking and attendance records, totaled more than 1.1 million hours of training, with an average of 12 hours per employee.

This demonstrates the high level of employee engagement in development initiatives.

In addition to the institutionally recorded working hours, we also encourage informal practices such as mentoring, structured conversations, and spontaneous exchanges in daily work life. These initiatives, which complement and strengthen the self-directed learning of employees, are also aligned with our learning strategy.

To support this approach, the iox platform can be accessed on both corporate equipment and personal devices, facilitating access to content, experiences, and learning connections throughout the employee development journey.

Training indicators | GRI 404-1 |		Trained employees	Training participation	Training hours	Average hours per employee
Total		**93,807**	**2,301,259**	**1,152,426**	**12.3**
Position	Apprentice and Intern	7,256	252,626	63,800	8.8
	Operational and Technical	71,348	1,769,424	731,977	10.3
	Leadership	15,203	279,209	356,649	23.5
Gender	Women	49,896	1,349,752	650,164	13.0
	Men	43,748	948,789	500,901	11.4
Color and race	White	61,947	1,443,666	770,658	12.4
	Black and mixed race	28,930	799,746	348,534	12.0
	Other racial groups	2,930	57,847	33,234	11.3
Age range	Under 30 years old	30,907	912,451	334,925	10.8
	Between 30 and 50 years old	58,544	1,318,645	770,713	13.2
	Over 50 years old	4,356	70,163	46,788	10.7

Note: This considers the total number of employees in Brazil. It does not include suppliers, third-party workers, or employees from international units. Gender data does not include the categories "non-binary" and "prefer not to report".

Scholarships, sponsorships, and incentives for education | GRI 404-2 |	2023	2024	2025	Var.
CCT scholarship (Undergraduate and Postgraduate)	5,500	5,500	5,500	—
Academic training (Postgraduate, Master's, and Doctorate)	117	551	704	27.8%
External courses and languages	416	1,049	1,008	-3.9%
Certifications	1,913	3,495	5,019	43.6%
Total educational benefits	**7,946**	**10,595**	**12,231**	**15.4%**

Note: This considers the total number of employees in Brazil, including the "not informed" gender category. It does not include suppliers, third-party workers, and employees from international units.

Development actions for leadership | GRI 404-2 |

Institutional learning initiatives for leaders are focused on strategic priority themes for the organization, as defined by the Executive Committee and the Human Resources Department.

We recognize the key role of senior leadership in experiencing, disseminating, and strengthening organizational culture. This is why, we invest in a cultural onboarding program for newly hired or promoted superintendents and directors. This initiative focuses on aligning with the values and key drivers of the culture, ensuring coherence and consistency in leadership performance. In 2025, three cohorts underwent onboarding, achieving an NPS of 91, demonstrating the high levels of participant satisfaction.

We also made progress on our Cultural Transformation Journey aimed at senior leadership, with the goal of strengthening the practice of Itubers Culture and consolidating behaviors that are aligned with the bank's cultural values and guidelines.

In this cycle, we highlight the development of Prioritization and Compromise skills, focusing on making more conscious choices, alignment of directions, and strategic decision-making.

The relevance of the topic in 2025, reinforced by the discussions and lessons learned throughout the journey and by debates with the Executive Committee and the Board of Directors, highlighted the importance of making the responsibility for choices and decisions clear throughout the organizational culture. Therefore, we have included a new value in the bank's culture: "We make choices and decisions."

We also offered other training programs focused on Culture, such as Cultura Talks, in which we hosted Chong Lee, Head of Learning and Innovation at AWS, who, together with our CEO, shared insights on rapid and scalable innovation, and the Aproximar event, which brought together leaders with one goal, among others,being to strengthen the value "Ethics are non-negotiable".

These advancements demonstrate our commitment to focusing our efforts and agility on what truly generates impact and drives organizational results.

Itaú Leadership Journey 2025: Shaping Conscious, Connected, and Future-Oriented Leaders

We continued the “Itaú Leadership Journey: Made for the Future,” launched in 2024 for all coordinators and managers, with the goal of developing key leadership skills and preparing participants for the challenges and opportunities of the future, always aligned with our culture. The journey offers more than 40 hours of content distributed across synchronous activities (in-person and online) and asynchronous content for support and in-depth study, as well as suggestions for team-building activities and mentoring.

The program is divided into two two-month cycles and focuses on the four skills that strengthen the Itubers Culture, directly influencing key leadership behaviors.

In 2025, more than 9,200 leaders completed the program, representing 91% of the eligible audience, almost three times the number of participants in 2024, which was 3,700. We held more than 900 classes throughout Brazil totaling more than 9,000 hours of training, with the support of more than 50 consultants, which ensured technical depth and methodological consistency.

This initiative is already yielding concrete results. Analyses show that employees who participated in the training demonstrated greater favorability in three drivers of the Culture – “Helping and Asking for Help”, “Always Simplifying”, and “Being Diverse Like Our Customers”. In the group that did not participate in the development activities, no statistically significant changes were observed.

These drivers are worked on intentionally throughout the development journey, and the results reinforce that the training has generated a positive and measurable impact on the experience of the organizational culture, directly influencing key leadership behaviors.

Starting in 2026, the Itaú Leadership Journey will be part of the onboarding process for all new leaders, whether those promoted internally and those hired through the market, so that each leader begins their journey already immersed in our culture, aware of the impact of their role, and connected to the Itaú way of leading.

Leadership in motion: Executive posture

We developed a comprehensive journey to strengthen the leadership of Itaú Personnalité – Regional Managers and Planning teams, who lead other leaders – so that they can act with greater clarity, proactivity, and confidence in decision-making processes. During the journey, participants work on topics such as communication, presence, and positioning. To date, groups have been formed with 34 regional managers and 24 general managers, evaluated with an NPS of 100.

Respectful Leadership Program

We structured the Respectful Leadership program for retail leaders with the goal of improving relationships and well-being in the workplace, as well as preventing and reducing expository or stress-based leadership practices that directly impact the organizational climate, engagement, and health of our teams.

Launched in 2025, the program has already reached over 5,000 leaders, with a 43% participation rate. In 2026, an impact assessment will be conducted to measure the program's effectiveness.

Strengthening the technical skills of managers and coordinators

With the goal of strengthening the technical and strategic performance of product managers and coordinators in the Daily Banking and Insurance areas, in 2025 we held the GPMs 360º Vision program. The program consisted of three synchronous meetings, totaling 20 hours, organized into four main pillars:

- **FINANCIAL RESULTS:** understanding the P&L, the relationship between metrics and product strategy.
- **MARKET ANALYSIS:** analyzing scenarios, competition, consumer behavior, and trends.
- **SYSTEMS THINKING:** an integrated view of organizational impacts and strategic decision-making.
- **PRACTICAL APPLICATION:** solving a real-world case, combining financial analysis, market insights, and defining key performance indicators with an agile approach.

Throughout 2025, 120 managers and coordinators participated in the program, representing 96% of Daily Banking professionals and 92% of Insurance professionals, and the program achieved an average NPS of 95. Participants highlighted the clarity of the approach, the immediate applicability to the business, the strengthening of autonomy in results-oriented decision-making, and the improvement in the maturity of prioritization discussions and the strategic use of financial indicators.

For the next steps, in 2026, we will evaluate the evolution of competencies in Financial Results, Market Analysis, and Systems Thinking, through an individual skills assessment, ensuring continuous development of employees.

Training for Technology teams | GRI 404-2 |

Technology teams play a key role in executing our strategy, ensuring the maintenance and evolution of digital journeys, always prioritizing efficiency, security, and customer experience. Therefore, continuously investing in the development of these professionals is essential to strengthen our digital capabilities and support the sustainable growth of the business. Below, we present the main actions aimed at this audience:

Platform Modernization Program

The program aimed to support the development and professional development of those working as software engineering developers, through two main areas, detailed below. In addition, it provided funding for AWS (Amazon Web Services) certification to 769 employees.

The initiative achieved an average NPS of 97, demonstrating a high level of participant satisfaction, and generated a return on investment (ROI) of 42%. The training of these professionals also enabled a positive financial impact, with savings of approximately R$1.2 million, resulting from reduced costs related to unproductive accounts and technological resources for the bank.

Immersive Development Journey

The program included in-person and online activities aimed at improving technical skills, methodologies used, and interpersonal skills important for a collaborative and customer-focused environment.

By the end of the program, participants were able to:

- Develop and maintain robust and scalable applications, using modern architectures and good programming practices.
- Apply DevOps practices, integrating development and operations to increase the efficiency and quality of deliverables.
- Manage CI/CD (Continuous Integration and Continuous Delivery) pipelines, automating tests and deployments to make the process more agile and secure.
- Integrate and monitor systems using tools for performance tracking, application health monitoring, and API management.
- Analyzing and solving problems in a critical and structured way, in addition to other key skills for current software engineering.

In total, 352 professionals participated in the program, totaling 404 hours of technical and behavioral training.

Accelerated Career Program

The Accelerated Career Program is a strategic initiative aimed at developing high-potential trainee alumni , with the goal of preparing future leaders for the organization and sustainably strengthening our leadership pipeline.

Lasting 12 months, the program offers a comprehensive development path, including specialized training, workshops, and hands-on experiences. Topics covered include humanized leadership, an agile mindset, strategic management, and customer focus. In addition, participants benefit from a formal executive coaching process.

This approach ensures that individual development is aligned with leadership expectations and the bank's strategic challenges, contributing to the creation of leaders who are prepared for the future.

Self-directed journey

We offer asynchronous training in the same technical skills as the Platform Modernization Program, with a flexible and scalable approach. We utilize both internal solutions, such as mentoring programs and hands-on labs conducted by the bank's own employees, and specialized external platforms. This way, each employee can learn at their own pace.

In total, 1,852 professionals participated in this program, totaling 692 hours of training.

Cloud-based financial management

The strategic training program “FINOPS Descomplicado” (FINOPS Made Simple) focused on increasing technological efficiency and reducing costs in non-production environments, such as development and testing. 707 employees were trained in Cloudability data analysis practices, a dashboard that consolidates opportunities for financial optimization in AWS accounts. The objective was to identify practical actions to eliminate waste and make the use of infrastructure more efficient.

In total, the initiative delivered 1,414 hours of training and resulted in a positive financial impact, with savings of R$952,000.

Training programs | GRI 404-2 |

Itaú transform Program: People with Disabilities

The program is a social inclusion initiative aimed at attracting, training, and hiring people with disabilities. It focuses on essential topics in the financial market and the development of soft skills. The program is adapted to the context and needs of each business area.

In the Wholesale segment, we hired 25 talented individuals who participated in a structured development journey that included technical and behavioral training, practical learning, and individual mentoring with professionals in the field, as well as meetings with leadership.

In the Retail sector, the program was geared towards Central Administration areas, focusing on careers in Data, Planning, Projects, and Products. The journey lasted 12 months with continuous monitoring and training activities, resulting in an investment of over 130 hours of development per employee, in addition to a six-month Mentorship Program for each participant.

The program also included a specific development journey for leaders, focused on expanding knowledge about diversity. As part of this initiative, an experience dedicated to the topic was conducted, giving our leaders with direct exposure to diversity practices.

Impulsione Program

Impulsione is a training program aimed at people with disabilities in the commercial field, offering scholarships to obtain the CPA certification, which is required to work in commercial activities in the financial market. Over 12 months, participants received technical and behavioral training, as well as practical experiences in business areas. The goal is to prepare professionals to work in prospecting, consulting, and customer service.

In the first phase, lasting approximately three months, participants focus on obtaining their CPA certification, receiving educational support and intensive mentoring. During this period, they also participate in an immersion program with the Business team, where they learn about the bank's operations and commercial routines. After this stage, once they have been hired as Business Agents, they begin working in the bank's commercial area, receiving continuous training that is aligned with market demands.



In recognition of its social and reputational impact, the Impulsione program was awarded by Employer Branding Brasil in the Diversity and Inclusion category.

The program, which previously focused solely on granting scholarships for certification, was redesigned in 2024. In 2025, it expanded its impact by combining inclusion, qualification, and strengthening the sales force. In this cycle, there were 8,000 registered participants, 66 people with disabilities hired in five cities, and 81 people trained, distributed across three groups, all with 100% completion and an NPS of 100, reinforcing the quality of the program offered.

Acelera Program

Launched in 2024, the Acelera Program aims to prepare new business managers to work in the Corporate segment, accelerating the development of technical and behavioral skills important for aligning with strategic positioning and business transformation.

The 24-month program offers over 400 hours of development and includes structured leadership mentoring. The journey is divided into three phases: leveling, transition, and sustainability.

The results show high participant engagement, with adherence exceeding 90%, knowledge validation above 75%, and an NPS score in the excellence zone.

Training for sales teams

The sales team plays a strategic role in generating value, as it works directly in customer relationships and building long-term bonds. The quality of this contact is crucial for offering appropriate solutions, ensuring customer loyalty, and differentiating Itaú Unibanco in the market.

In this context, continuously investing in the development of sales professionals is essential to ensure qualified, consistent performance aligned with the business strategy. Below, we highlight the main development actions aimed at this audience.

Começando por aqui Program

The program is designed for the onboarding of retail sales teams and offers structured training during the employee's first 90 days. This training combines immersion in the organizational culture with essential learning paths for performance in the new role.

In 2025, we trained 25,600 new agency employees, with a completion rate of 83%. At Itaú Personnalité, there were 1,226 new employees, with a 69% completion rate, and at Itaú Companies 904 new employees, with a 51% completion rate. Across all segments, the program achieved an NPS of 100, demonstrating high participant satisfaction.

Technical mapping Itaú Personnalité

Since 2024, the Personnalité Technical Mapping has been applied to assess six strategic competencies in commercial functions: Credit Cycle, Financial Market, Financial Mathematics, Financial Planning, Investments, and Risk Management.

Based on the results, each employee's development is tailored to their proficiency level in the subjects, allowing for a personalized learning journey. Six development paths are offered, each with three levels – basic, intermediate, and advanced – ensuring that the content is appropriate to the individual needs identified in the assessment.

In 2025, approximately 5,000 employees participated in the evaluation. Among those who presented development opportunities, 96% adhered to the learning journeys offered, and the program achieved an NPS in the excellence zone.

Ethics and misconduct Program

To strengthen safe, responsible business environments aligned with our Code of Ethics, we launched the web series "Do the Right Thing," a short online course. The content addresses, in a practical way, the main dilemmas faced daily by the sales team.

With a 91% engagement rate, the web series explored real-life situations such as clients proper use of information, conflicts of interest, fraud prevention, and consequence management. Thus, it became an important tool for guidance and support in ethical decision-making.

Reputation management and Customer Service Program

With the increase in digital interactions and the rapid spread of dissatisfaction on social media, we expanded the training of our customer service teams, focusing on Reputation Management and Customer Service. The goal was to strengthen responsible communication practices, promote emotional balance, and increase agility in managing and resolving critical situations.

Among the initiatives, we held a roundtable discussion with 84 leaders, which achieved an NPS of 75, and offered synchronous training to 3,096 leaders in the network, with an NPS of 94. We also made available a digital learning path, completed by 1,497 employees, which received an average rating of 4.69 on a scale of 1 to 5.

Investment platform: Íon Academy

Since 2022, Íon Academy has been a strategic, long-term initiative focused on the continuous development of leaders and teams within our investment platform. Learning journeys are customized according to each employee's role and career stage, divided into three phases: onboarding, development, and next steps.

The academy offers hybrid programs, with synchronous and asynchronous content, organized into pillars that cover people management, business knowledge, excellence in customer experience, and behavioral competencies.

In 2025, Íon Academy expanded its reach, promoting training programs that impacted more than 1,330 employees and totaled more than 1,300 hours of development. These initiatives helped accelerate the learning curve, strengthen the teams' preparedness for managing client portfolios, and support Íon's positioning as a benchmark in investment advisory in Brazil.

METRICS
| GRI 3-3 | 2-30 |
| 407-1 |



Labor relations

The value we place on labor relations ensures our longevity.

In our labor relationships, we value open and ongoing dialogue as a basis for responsible people management and good corporate governance. We maintain frequent, transparent, and constructive contact with regulatory bodies, trade unions, their federations and confederations, and other entities that represent our employees, always seeking balanced and sustainable solutions through negotiation.

Our institutional stance follows the main international norms and guidelines regarding respect for and promotion of Human Rights. In Brazil, we recognize the Federal Constitution as the fundamental norm that governs labor relations and establishes the principles of union organization. We strictly comply with the current legislation, respecting the principle of union unity, which states that there can only be one entity representing each professional or economic category in the same region, ensuring the legitimacy of the representation of workers and employers.

In addition, we follow all applicable labor laws, which establish the essential rights and duties to promote fair, balanced, and socially responsible relationships. This approach reinforces our commitment to legal security, mutual respect, and building an ethical, inclusive work environment aligned with the principles of sustainability.

Responsible governance and management of labor relations

Labor relations management at Itaú Unibanco is conducted through a formal, specialized, and integrated governance structure that ensures compliance with the applicable laws, respect for the union system, and the adoption of best practice aligned with the principles of ethics, dialogue, and sustainability.

The Superintendency of Labor and Union Relations is responsible for monitoring and ensuring compliance with the rules set forth in collective bargaining agreements and conventions, for handling labor disputes, and for meeting the other requirements of labor laws. The Superintendency also actively participates in the analysis, discussion, and negotiation of these agreements, maintaining a structured and permanent environment for dialogue and for seeking balanced solutions to the demands of representative entities, companies, and employees.

As part of its operational governance, periodic meetings are held with the participation of management, coordinators, and technical teams from the Superintendence of Labor and Union Relations, as well as the Voluntary Conciliation Commission, reinforcing a preventive and collaborative approach to the management of labor issues. When a more technical or legal analysis is needed, the Labor Law Department becomes involved, ensuring an adequate assessment of risks, legal robustness, and the responsible handling of any potential conflicts, always seeking to maintain constructive relationships with the labor unions.

Itaú has formalized internal procedures that reinforce respect for union freedom and for freedom of association. These procedures emphasize the right of unionized employees to elect their representatives as union leaders, provide guidance to managers and employees regarding the rules applicable to union organizing campaigns, affirm the right to join a representative union, and ensure the proper administration of union and cooperative mandates in accordance with current legislation.

These internal processes and controls follow the main standards, collective agreements, and labor laws applicable in Brazil, reinforcing an approach guided by social responsibility, transparency, and regulatory compliance. At our international units, labor relations are managed locally, in accordance with the laws and guidelines of each country, but always respecting the same principles of governance and social dialogue adopted by Itaú Unibanco.

Legal compliance and union guidelines

At Itaú Unibanco, we structure our labor relations based on strict compliance with labor laws, respect for human rights, and the promotion of fair, safe, and socially responsible working conditions. These practices are aligned with our organizational culture, Code of Ethics and Conduct, and human resources management guidelines.

In Brazil, all employees, whether direct or third-party with a formal employment relationship, are protected by the Federal Constitution, the Consolidation of Labor Laws (CLT), and the Social Security system (INSS). Young apprentices and interns follow specific regimes established by law, guaranteeing all of the rights and limits applicable to these roles. In our international operations, we follow the relevant local legislation, while respecting our corporate principles of protecting labor and human rights.

The bank adopts a zero-tolerance policy regarding child labor, forced labor, or labor in conditions analogous to slavery, both in its own operations and throughout the value chain, as established in its Code of Ethics and Conduct and its internal policies. No cases, business partners, or suppliers have been identified where the right to freedom of association and collective bargaining is at risk.

Regarding freedom of association and collective bargaining, all eligible Itaú Unibanco employees are covered by Collective Bargaining Agreements, which include economic and social criteria negotiated with the representative unions.

The bank maintains a strategic and organized approach to its relationships with employee unions throughout Brazil, conducting negotiations, formalizing collective agreements and conventions, preventing conflicts, and addressing individual and collective demands in a transparent and responsible manner.

Requests made by unions and by employees themselves are considered in collective bargaining studies and negotiations, helping to build balanced and sustainable solutions, which must always be in accordance with labor laws and market best practice. In addition, we hold recurring thematic meetings with unions, promoting the discussion of working conditions and seeking appropriate solutions to potential conflicts.

Labor relations policies and procedures

The management of labor relations at Itaú Unibanco is based on formalized corporate policies and procedures, which are broadly integrated into our organizational culture and human resources management guidelines.

Key highlights include:

- **Labor Relations:** guidelines that govern our direct, ongoing, and institutional relationships with professional and employer's unions, ensuring transparency, mutual respect, and compliance with regulatory standards.
- **Freedom of Union Association:** procedure that reinforces Itaú's commitment to freedom of association and unionization, establishing clear principles to prevent any type of discrimination or retaliation against unionized employees.
- **Union Leaders:** rules that define the rights, duties, guarantees, and limits applicable to employees holding union office, in accordance with the applicable legislation, agreements, conventions, and collective bargaining agreements.



Itaú Unibanco's labor policies cover topics such as working hours, electronic timekeeping, overtime compensation, teleworking, flexibility, occupational health and safety, professional development and continuous training, as well as benefits, including financial subsidies, always in accordance with applicable laws and collective bargaining agreements.

These guidelines are communicated transparently and in a structured manner to employees using our internal channels. They are integrated into human resources management processes, and are made available in an accessible way, including in different languages when necessary, ensuring that everyone understands and follows the guidelines.

Employees actively participate in discussions about working conditions, using formal channels of dialogue, collective bargaining, and the actions of their union representatives. This reinforces participatory and transparent governance within the organization.

Good practices | GRI 2-30 |

We have adopted a structured and responsible system for the management of labor relations, aligned with our purpose of being a bank "Made for the Future and of People".

The bank's practices are based on respect for the law, continuous dialogue with employees, valuing people, and implementing policies that promote security, predictability, and sustainability in labor relations. Whenever possible, we seek to go beyond the minimum legal requirements, reinforcing our commitment to a fair and sustainable work environment.

Compensation, rights and benefits

We not only guarantee our employees all of the main rights and benefits stipulated in the labor law, we als offer more advantageous conditions as established in collective bargaining agreements and conventions. In this way, we ensure equity, predictability, and social protection for all.Among the main benefits and distinctive practices, the following stand out:

- Granting of transportation vouchers based on rules that are more favorable than those stipulated by law.
- Compensation for hours worked monthly or semi-annually for full-time and part-time employees, such as those in call centers and cashiers, in accordance with the Brazilian Labor Law (CLT) and collective bargaining agreements.
- Possibility to pay vacation credit in installments upon returning from a vacation period.
- Proportional paid periods of notice of up to 90 days.
- Extended maternity and paternity leave.
- Payment of the 13th month’s salary.
- Provision of food vouchers and meal vouchers, in addition to a 13th month’s food basket.
- Educational grants to encourage academic training and professional development.
- Payment of 14th and 15th months’ salaries in specific regions, according to collective bargaining agreements.
- Professional retraining programs for former employees, supporting a responsible career transition.

Collective Bargaining Agreements and conventions | GRI 2-30 |

The Collective Bargaining Agreements signed by Itaú Unibanco include differentiated practices that benefit employees. Key highlights include:

- Compensation for overtime hours based on rules more favorable than those stipulated by the labor law or the collective bargaining agreements, allowing for overtime hours to be compensated or paid within defined timeframes.
- Telework with a stipend to cover expenses such as internet and electricity, without including this amount in the salary.
- Electronic time clock validation terms, with a semi-annual consolidation of working hours, which allows for the resolution of any outstanding issues.
- Alternative system for controlling working hours, complying with legislation and best market practices.
- Profit-Sharing or Results-Based Compensation Programs (PLR), which reward collective performance.
- Education Assistance Grant, which encourages academic pursuits by partially covering the costs of undergraduate and graduate programs.
- Benefits granted under conditions exceeding those required by law or collective bargaining agreement.
- Specific rules for call centers, organizing work hours, breaks, and weekend work schedules;
- Regularization of digital branches, distinguishing their activities from those of call centers;
- Voluntary Conciliation Commission (CCV) which facilitates negotiations between the company, the union, and the former employee to resolve contractual issues quickly and easily, reducing labor liabilities.

These collective agreements and conventions cover employees hired under the Consolidation of Labor Laws (CLT) regime in certain recognized professional categories, excluding interns, workers in differentiated regimes not represented by unions, and service providers.

Change management, restructuring, and mass layoffs

In cases involving workforce restructuring, corporate reorganization, closure of units, or Voluntary Termination Plans, Itaú Unibanco follows a structured and proactive governance approach. For each relevant situation, a multidisciplinary team is formed to plan communications, set deadlines, provide training, identify internal relocation opportunities, and establish any other necessary condition

Communication with employees is conducted in a transparent, organized manner and with sufficient advance notice, always in compliance with the law, collective bargaining agreements, and industry best practices. The goal is to minimize social impacts and prepare people for the transition, ensuring respect and care throughout the process.

Awareness, engagement and communication

Itaú Unibanco continuously promotes employee awareness and engagement on topics related to labor relations, such as working hours, hours control system, overtime compensation, labor rights, participation in union assemblies, teleworking, health and safety, benefits, and financial subsidies.

This information is disseminated to employees through corporate portals, institutional communications, policies, and procedures, ensuring that everyone has easy access to this information and understands the topics covered. At our international units, communication is done locally, considering the context and language of each country, and in accordance with local laws and practices.

International treaties

Itaú Unibanco follows and respects the Conventions of the International Labour Organization (ILO), to which Brazil is a signatory. Among the main ones, are:

- **CONVENTION Nº 98** – Right to Unionization and Collective Bargaining, which protects workers against anti-union practices and promotes collective bargaining;
- **CONVENTION Nº 135** – Protection of Workers' Representatives, ensuring guarantees for representatives in the exercise of their functions;
- **CONVENTION Nº 154** – Promoting of Collective Bargaining, which encourages social dialogue and collective bargaining as central instruments of labor relations.

These international guidelines inform our practice and, in many cases, go beyond what is required by local legislation.

Audit and compliance

We maintain a structured internal audit and compliance system for labor relations, focused on ensuring compliance with regulations, reducing legal and reputational risks, and continuously strengthening our internal controls, in line with best practice for corporate governance.

Our Internal Audit function conducts independent, periodic, and mandatory evaluations of all Bank units, analyzing the efficiency and effectiveness of their processes, policies, and procedures related to human resources management and labor relations, as well as the mechanisms for controlling labor risks. Whenever necessary, specialized external resources may be used, ensuring technical independence and providing in-depth analysis.

The audited areas must promptly provide all requested information and evidence, fulfilling any requests recorded in the internal audit systems. The scope of the audit work includes full and unrestricted access to records, documents, systems, physical facilities, and other necessary information, ensuring transparency and integrity throughout the process.

Furthermore, labor relations issues are part of Itaú Unibanco's Compliance Program, which ensures alignment with labor laws, collective agreements and conventions, internal policies, and our Code of Ethics and Conduct. Continuous monitoring of these issues allows for the proactive identification and correction of potential deviations, weaknesses, or non-compliance.

Main risks assessed and work-related impacts

In the course of its audit and compliance assessments, Itaú Unibanco analyzes the main risks related to labor relations, such as:

- Risks of non-compliance with labor laws and non-compliance with collective bargaining agreements.
- Weaknesses in controls over working hours, electronic time clocks, and Compensation for hours worked
- Risks associated with change management, restructuring, and layoffs.
- Potential financial, legal, and reputational impacts caused by labor liabilities.

These risks, when identified, are assessed based on their potential impact on the business, taking into account financial, regulatory, operational, and reputational aspects.

Action plans and risk remediation in labor relations

When opportunities for improvement or instances non-compliance are identified during audits, formal action plans are created with defined responsibilities, implementation deadlines, and systematic monitoring. These actions may include process improvements, updating policies and procedures, strengthening internal controls, training managers and employees, or making adjustments to management systems.

The progress of these action plans is monitored in a structured way, ensuring that the identified root causes are corrected quickly, that risks are reduced, and that the control environment is continuously strengthened. This approach demonstrates our commitment to responsible management of labor relations, focused on preventing negative impacts and generating sustainable value for our employees, investors, and other stakeholders.





METRICS
| GRI 2-19 | 2-20 |
| 2-21 | 2-30 |
| 3-3 |

Compensation and benefits

We value meritocracy, inclusion, and recognition to retain talent and build a high-performing team that makes a difference.

Our compensation and benefits strategy seeks to support the attraction, retention, and recognition of our professionals and administrators and, to ensure their alignment with the Organization's strategy and objectives. We adopt clear and transparent processes that comply with the applicable regulations, as well as being compatible with our risk management policy.

We have policies aimed at establishing fair and equitable criteria for evaluation, compensation, and incentives, in line with national and international best practice, as well as with Collective Bargaining Agreements.

The Compensation Committee is responsible for promoting dialogue on matters related to employee and management compensation.

Among its responsibilities are: developing compensation policies, making proposals to the Board of Directors regarding different forms of fixed and variable compensation, benefits, and special recruitment and termination programs, analyzing and supervising the implementation and operation of existing compensation models, and discussing general principles for compensation, and making recommendations to the Board of Directors for corrections or improvements.

The management and monitoring of compensation policies are the responsibility of the Executive Directorate of People. The Operations and Payments Directorate is responsible for ensuring that payments comply with the rules established in the Consolidation of Labor Laws (CLT) and the Collective Bargaining Agreement.

The overall compensation of the members of the Board of Directors and the Board of Administration, as well as the compensation of the members of the Fiscal Council, are debated and approved at Ordinary General Meetings.

Compensation Policy

| GRI 2-19 | 2-20 | 2-30 |

The Compensation Policy aims to consolidate our compensation principles and practices in order to attract, reward, retain, and incentivize administrators and employees to conduct business sustainably, observe the appropriate risk limits, and ensure alignment with the interests of shareholders.

The guidelines of this policy will also apply to Itaú Unibanco Conglomerate companies abroad, adapted to the specific laws applicable to their markets and jurisdictions, at the discretion of the Human Resources area.

Learn more about the main components and processes for determining compensation below:

Fixed remuneration

Fixed compensation is established according to a professional's level of seniority at a predetermined value stipulated in the contract and defined according to the employer company, union category, and job level, while respecting the minimum wage and alignment with market practice and the particularities of each business.

Variable compensation | SASB FN-CF-270a.1 |

Variable compensation recognizes individual performance, the results achieved, and their sustainability over the short, medium, and long terms. These are supplementary payments, such as profit sharing or results sharing, whether or not arising from a Collective Agreement or Convention, to reward employees. [1] for their performance measured against the Conglomerate's strategy.

We have a high-performance compensation program (PRAD), which rewards 30% of the best-performing employees, based on meritocratic criteria.

The Differentiated Performance Program (PD) rewards management-level professionals who consistently contribute to the results and sustainability of the business, selected by committees in their respective areas, thereby promoting a culture of meritocracy.

In addition, we have a key professional recognition program, which includes employees in management-level positions and above, selected by the Executive People Committee.

Compensation under both the Differentiated Performance Program (PD) and the Key Professional Program is paid in the form of preferred shares (ITUB4), linking a portion of the compensation to the appreciation of these shares, thereby aligning the interests of these professionals with the interests of the shareholders while seeking to retain key talent, with full vesting three years after the grant date.

The creation, calculation, and operation of variable compensation models involve the participation of different responsible areas, including Risk and Compliance, Finance, Human Resources, Legal, Internal Audit, and Planning.

Share-based compensation

Share-based payment models aim to ensure that the interests of managers are aligned with those of shareholders and the Company itself, thereby encouraging sustainable business management.

Under CMN Resolution No. 5,177/24, in order to limit the maximum dilution to which shareholders' stakes may be subject, the total volume of shares used in all compensation programs, plus the options to be granted in

([1]) All employees, except interns and apprentices, receive variable compensation.

each fiscal year, cannot exceed the limit of 0.5% of the total shares held by shareholders at the end of the same fiscal year.

We have share ownership requirements that require members of the Executive Committee to hold a minimum number of shares, equivalent to ten times the annual fixed compensation for the CEO, and five times the annual fixed compensation in the case of the other members.This guideline is known as the Stock Ownership Requirement (SOR).

Fixed annual compensation in shares

The Board of Directors' compensation is in line with market practice, and takes into account the directors' CVs, their history within the Organization, and the activities they perform within the scope of the Board, as well as any other functions they may perform. The number of shares is determined and granted every three years, and the shares are awarded in proportion to the number of terms of office served during that period.

From 2025 onwards, the Annual Fixed compensation of the members of the Board of Directors will be granted annually, with payments of one third each year

Annual variable compensation in shares

In line with CMN Resolution No. 5,177/24, management members who are eligible to receive variable compensation receive part of this compensation in the form of shares, in accordance with the management compensation policy.

Annual variable compensation is granted in the year following the year of performance to which it refers. Of the total amount granted, one third is delivered each year, over a period of 3 years

Variable compensation for directors

In addition to considering individual performance, it also reflects the results of the applicable business area, and the Company's overall financial results, which are composed of: General Operating Income (GOI), Recurring Net Income, and Value Creation (VC) – Economic Value Added (EVA).

In addition to the metrics mentioned above, the CEO’s compensation can also fluctuate based on the return on equity, cost of capital, and net income relative to key competitors.

The Compensation Committee reviews these metrics annually and, if there are discrepancies compared to competitors, the Committee may apply a reduction to the CEO's annual compensation. Performance evaluations are based on the following goals:

- Financial: primarily aimed at recurring net profit and EVA.
- Non-financial: mainly related to customer satisfaction research and risk management.

Membership Program

In addition to variable compensation, which seeks to link the performance of the beneficiaries to projects and results, the Partners Program aims to enhance risk management in the short, medium and long terms, as well as aligning the interests of program participants with those of our shareholders by ensuring that they are compensated in proportion to the gains achieved by the Company.

The membership program recognizes and highlights professionals who make a difference, and help to built a future-oriented Organization, aligned with our vision and values. Employees and Directors elected as either partners or holding partners must use part of their share of the profits or results in the acquisition of shares in the Company, receiving a counterpart (matching) also in the form of shares.

The invested shares are unavailable for sale, with a portion being released in the third year from the date of each investment, and the remainder released in the fifth year. The counterparty (matching) shares remain unavailable for sale until the fifth year, also from the date of each investment.

Stock Option Grant Plan

We have a Stock Option Plan, through which our directors and employees who have shown outstanding performance can receive stock options, with the aim of sharing the risk of fluctuations in the price of our preferred shares (ITUB4) with the other shareholders, thereby ensuring that the interests of plan participants are aligned with the Company's development in the medium and long terms.

Our Human Resources Committee manages the Stock Option Plan, including aspects such as exercise prices, vesting periods and option validity periods, in accordance with the rules set forth in the Plan. Options may only be granted to participants if there are sufficient profits to distribute mandatory dividends. Since 2012, no options have been granted under the Plan.

All of our stock-based programs are subject to Malus.



Directors' compensation and clawback

The compensation of the Directors – both statutory directors and members of the Board of Directors – takes into account the risks involved, and reflects not only the Company's performance, but also the manner in which the results were achieved. Given its importance, this topic is addressed by the highest management bodies of Itaú Unibanco, through a governance structure that allows all decisions to be made collectively at various levels.

We consider compensation to mean all payments made in the form of cash, shares, share-based instruments and other assets, in return for the work of Management members, including fixed compensation (represented by salaries, fees and commission), and variable compensation (consisting of bonuses and profit sharing in accordance with § 1 of Art. 152 of Law No. 6,404, of December 15, 1976, and any other incentives associated with performance).

Directors' Compensation Policy

The Management Compensation Policy, which is prepared and reviewed annually by the Compensation Committee (100% composed of non-executive members) and approved by the Board of Directors, consolidates the Management compensation principles and practices adopted by Itaú and its controlled companies, which are aimed at attracting, retaining and rewarding Management for their services in a meritocratic manner.

The results of shareholder votes on Directors' compensation are available in the AGM/EGM voting bulletin.

The compensation paid must be compatible with the nature, size, complexity, structure, risk profile and business model of the Itaú Unibanco Conglomerate, as well as with the Risk Management Policy, and should be structured so as not to encourage behaviors that could increase risk exposure above the levels considered prudent under the Institution’s short, medium and long-term strategies.

Furthermore, the compensation should also take into account individual performance and the results of the business area in which the person works, and/or the results of Itaú Unibanco Holding, and should be deferred over time and subject to clawback and malus adjustments.

In order to avoid conflicts of interest, the remuneration of members of management in the areas of internal controls and risk management, those responsible for activities related to the compliance function, and members of the internal audit team, must be adequate to attract qualified and experienced professionals, and should not be impacted by business results.

For the calculation of the total amount of compensation, and its allocation among business areas, the following factors are taken into account, among others:

- Current and potential risks.
- The result of the Conglomerate companies.
- The ability to generate cash flows.
- The economic environment in which Itaú Unibanco operates, and the trends to which it is subject.
- Sustainable long-term financial foundations. and adjustments to future payments, based on the risks assumed, fluctuations in the cost of capital, and liquidity projections.

For the calculation of variable compensation for Directors, the following criteria are considered, at a minimum:

- Individual performance.
- The performance of the business area.
- The performance of the Conglomerate companies.
- The relationship between the performance mentioned above and the risks assumed.

Variable compensation may be paid in currency, shares, equity-based instruments, or other assets. At least 70% must be paid in shares or equitybased instruments, consistently with long-term value creation and the time horizon of the risk, must be deferred for future payments of at least three years, and should be staggered in installments in proportion to the deferral period.

In the event of a significant reduction in the recurring profit realized, or the achievement of a negative result by Itaú or by the business area during the deferral period, the deferred installments not yet paid may either be reduced or not paid. In addition, the guaranteed minimum payment of variable compensation or other incentives to Management is only made on an exceptional basis, limited to the first year after the fact that gives rise to the guaranteed payment.

The Compensation Committee may hire external consultants to verify the integrity and confidentiality of the Committee's work. However, contracting such external consultants does not absolve the Committee of its responsibilities.

Our Directors' Compensation Policy encourages the maintenance of prudent levels of risk exposure based on the conglomerate's strategy, by making the payment of variable compensation conditional upon the maintenance of consistent results over the years, in line with the interests of the shareholders and with our culture, thereby encouraging sustainable performance.

In cases where members are in office for multiple terms, the following applies:

- For a member of the Audit Committee, the Remuneration Policy established for one of the bodies will be adopted.
- For a member of the Board of Directors, your compensation will follow the directors' compensation model.
- For a member of a statutory or non-statutory committee of controlled or affiliated companies, the remuneration will be based on their activities.
- As a rule, directors do not receive specific compensation for taking part in committees.
- Non-management members of the Compensation Committee receive compensation for the duties they perform on the committee.

Remuneration of Governance Bodies | GRI 2-21 |	Board of Directors	Board of Officers	Fiscal Council	Audit Committee
Fixed monthly remuneration	49%	9%	100%	83%
Fixed annual remuneration	48%	0%	0%	14%
Benefits plan	2%	2%	0%	0%
Annual variable compensation	1%	89%	0%	0%
Termination of position	0%	0.2%	0%	3%



Clawback Policy

We have adopted a Clawback policy that allows the recovery of compensation granted or paid in the event of the restatement of the Company's Financial Statements, as a complement to the Management Compensation Policy, leading to the eventual refunding, by certain directors of the Company, of Variable Compensation granted incorrectly.

The Board of Directors and the Compensation Committee are jointly responsible for administering and managing the Clawback Policy, which applies to all current and former Directors of the Company who have received any undue portion of variable compensation during the clawback period.

In the event of a resubmission, the Board shall determine the gross amount of any undue portion of the variable compensation awarded to each Director in connection with such resubmission.The Director shall be notified of the requirement for reimbursement or repayment, as applicable, and of the gross amount due.

The Board shall have the discretion to determine the appropriate means to recover the undue portion of any variable compensation, based on all of the applicable facts and circumstances, and taking into account the time value of money and the costs to shareholders of delaying such recovery.

The right of recovery, under this Clawback Policy, extends to the Company and to its parent companies and subsidiaries, to the extent that the Company fails to enforce this Clawback Policy.

Neither the Company nor any of its subsidiaries may not indemnify any Director against the loss of any undue portion of Variable Compensation that is required to be refunded, returned or recovered, or against any claims related to the exercise of the Company's rights under the Clawback Policy.

Compensation linked to ESG issues and metrics | GRI 2-20 |

According to our Directors' Compensation Policy, environmental, social, and governance issues can influence the variable compensation of Directors and employees involved in activities, businesses, and commitments related to the ESG agenda, including through performance indicators, projects, and initiatives included in individual performance criteria at various hierarchical levels.

In order to ensure that each area is working towards the best possible experience for the customer, all management have an individual "Customer" performance criterion, which monitors and measures indicators related to the sustainability of the products and services offered.

Performance-based contracts are defined according to the scope of each area's responsibilities, and are properly broken down from the executive level to the management and operational levels. The material topics and our ESG strategy are reflected in the variable compensation performance contracts for these teams. Below are some examples:

Indicators related to the material themes and objectives of our ESG Strategy:

SUSTAINABLE FINANCE AND CLIMATE TRANSITION

In 2025, our CEO and two members of the Executive Committee were evaluated based on a 5% weighting target for ESG and climate issues, with the results impacting their variable compensation. This target was linked to the goal mobilizing R$1 trillion in sustainable finance for sustainable and climate development by 2030, and to taking actions at COP30 to strengthen the climate agenda in the financial sector.

Our Sustainability Director has targets with a 60% weighting directly related to the climate agenda. Her performance in 2025 included, for example, leading the bank's strategy for COP30, advancing the transition to a low-carbon economy, and directing the sustainable finance strategy, among other issues.

Our climate goals and targets are defined for both the short and long terms, ensuring alignment between immediate actions and future strategic plans.

Thus, it is possible to establish contractual variable compensation targets related to climate and sustainable financing, from the CEO to executives, directors, superintendents, and other employees in areas related to these topics. Below are some of the topics covered in these targets:

- Structuring Eco Invest auctions as an instrument to encourage climate transition.
- Managing ESG integration opportunities in business areas.
- Employee training and customer engagement.
- Positioning and advocacy on climate change issues.
- Carbonplace strategy.
- Promoting progress on the Net Zero agenda.
- Implementation of decarbonization goals, development of solutions, and creation of sustainable financial products.
- Technical support and implementation of NBC TDS 01 and 02 standards (local equivalents to IFRS S1 and S2 standards).
- Guidance and technical support, from a climate perspective, on the development and evolution of ESG-focused products.

Although the levels mentioned, from CEO to employees, have goals linked to ESG, the specific application of each theme varies by position and by area, and is adjusted according to the responsibilities and scope of each role.

DIVERSITY AND DEVELOPMENT

Our director evaluation model anticipates the impact of behavioral assessments on our directors' compensation. Our behavioral assessments measure our professionals' alignment with our culture, considering the following Values: we work for the client, we don't know everything, we are results-driven, we want diversity and inclusion, we are team players, and leadership.

Variable compensation targets related to diversity and development are also included in the contracts of directors, superintendents, and other employees in areas related to the following themes:

- Progress in building the Human Rights and Diversity agenda.
- Women's entrepreneurship, financial education in the customer journey, and initiatives focused on employees and society.
- Literacy, risk monitoring, and support for the implementation of internal human rights agendas, with a focus on suppliers.
- Advancing Itaú Mulher Empreendedora's partnerships with business areas.
- Promoting initiatives that broaden the impact of financial education for customers.

There is also a Company-wide guideline that 100% of employees (from president to analyst levels) should have at least 20% of their contractual targets linked to customer centricity.



Financial and non-financial benefits | GRI 2-30 |

All of our employees throughout Brazil are covered by Collective Bargaining Agreements and Conventions, and are eligible for the main benefits provided for in our policies. Employees also have access to corporate benefits and assistance offered by Itaú to support their health and wellbeing, in addition to exclusive partnerships and advantages.

Main monetary benefits:

- **Meal vouchers:** Meal vouchers: Credit on a card intended for purchases at restaurants.
- **Transportation Vouchers[1]:** Optional benefit intended for the advance payment of travel expenses via public transportation.
- **Supplementary pension:** Supports employees in building long-term savings, helping supplement their future income during retirement. Participation in Itaú's pension plan is voluntary. Employees contribute a percentage of their salary, and the company matches that amount, depending on their salary bracket, thus increasing the accumulated value.
- **Educational Assistance Grant:** Scholarships of up to 70%, with limits established under specific agreements, for undergraduate or postgraduate studies, granted to employees enrolled in and selected for the program.
- **Daycare or nanny assistance:** Financial assistance to support employees in covering the costs of schooling or childcare for children aged up to 5 years and 11 months old, or indefinitely for children with disabilities.
- **Home reimbursement:** A benefit offered to employees who have been transferred by the company to a location more than 100 km away from their original place of employment, at pre-determined amounts.
- **Paid leave:** Leave to abstain from work without impact on remuneration in situations of election to office, death, maternity, paternity, adoption, mandatory military service, blood donation, marriage, university entrance exams, medical treatment, accompanying a relative, court appearances, or union representation positions.
- **Vacation:** 30 consecutive days of leave for every 12 months of paid work.
- **13th month's salary:** Payment of an additional month's salary per year, in proportion to the period worked.
- **Discounts on financial products:** Interest rates that are below market rates.
- **Discounts and benefits at partner stores:** Marketplace with products and services at differentiated prices.

Health and wellness benefits:

- **Life Insurance[1]:** An optional benefit that provides compensation to the employee or their family in the event of death or disability.
- **Dental Plan[1]:** Optional benefit that allows employees and their registered legal dependents to access a wide variety of dental treatments.

([1]) Upon joining, a portion of this amount is deducted from the employee's paycheck.

- **Health Plan:** An optional benefit that provides access to consultations, exams, surgery, and hospital care for the employee and their registered legal beneficiaries.
- **Partnerships with Gyms:** Discounted gym memberships to encourage physical exercise.
- **Pharmacy assistance:** Discounts at pharmacies for the purchase of medications and personal hygiene items.
- **Leisure clubs:** Access to leisure facilities, with the possibility of accommodation at below-market rates.
- **Medical care, occupational health, check-ups, and psychotherapy:** Optional physical and mental health services available to employees

Taxes and contributions

Employee compensation is subject to taxes and social security contributions levied on payroll, as per current legislation, such as income tax, social security contributions, pension contributions, and contributions to the Guarantee Fund for Length of Service (FGTS) – a charge that ensures employees accumulate a reserve that is proportional to their length of service.

Performance appraisal programs

| GRI 404-3 |

Our Performance, Development and Career Policy ensures the adoption of formal and periodic performance evaluation processes for all employees in Brazil with models defined according to the context of activity and functional level.

The policy also addresses issues related to employee performance evaluation and the functioning of different evaluation models, including: the Institutional Performance Evaluation Program, the Community Model Evaluation Program, and Evolui for the agency network.

Institutional evaluations

Performance evaluation is a great ally of meritocracy and the continuous development of our professionals. It takes place annually and helps ensure that Itaú's values are reflected in what we do and how we do it.

Our culture is underpinned by pillars such as customer centricity, the pursuit of sustainable growth, diversity and inclusion, teamwork, and continuous learning. Therefore, these values must be present in the challenges we undertake, and in how we deliver.

In this sense, our performance evaluation is composed of deliverables (evaluation of the results) and adherence to behaviors based on our culture (behavioral evaluation), which are discussed in collegiate committees (evaluation committee).

RESULTS EVALUATION

The Results Evaluation is based on the results of the deliverables. The process is annual and includes the steps of setting targets, evaluating results, and providing feedback.

The targets set should stimulate self-improvement and the development of new skills, and not be limited to day-to-day activities. They should reflect the overall strategy of each area, and the pursuit of improvements both in financial indicators as well as in processes and products to leverage business growth and customer satisfaction. These targets should be agreed upon between the manager and the employee, reflecting the strategy of the Bank and each area.

BEHAVIORAL ASSESSMENTS

This assessment evaluates employees' adherence to our culture, considering the following values: we put the client first, we have all the answers, we are driven by results, we treasure diversity and inclusion, we have each others back, and leadership. The purpose of this assessment is to assess "how" the results were achieved by the employee, based on an analysis of the behaviors we value at Itaú Unibanco.

The assessment provides input for discussions on performance, meritocracy, career, and employee development. There are two assessment groups: leadership, who undergo a 360º assessment (peers, partners, teams, and manager), and teams, which who undergo a 180º assessment (peers, partners, and managers).

ASSESSMENT COMMITTEES

Assessment Committees use the results evaluation, and the behavioral assessments, to carry out Strategic People Planning (PEP) through the Performance Committees, which discuss the individual and relative performance of employees. These discussions in turn guide compensation, recognition, and employee development.

To support employee development actions, assessment committees also review career milestones that will support future discussions. To achieve this, managers discuss employees' career expectations ahead of time, and validate them through a collegial committee along with other managers, HR, and other relevant stakeholders.

Assessment in communities

Our business has been undergoing transformations that require agile and flexible results delivery, as well as more collaborative working models, with teams increasingly operating in a matrix structure, which requires new incentive models that better suit this new reality.

To this end, we developed the Communities model, which uses 100% collective targets, in addition to behavioral assessments, under the same format as the Institutional model. There are two assessment groups: leadership, who undergo 360º assessment (peer, partner, team and manager), and teams, who undergo 180º assessment (peers, partners and manager). Employees' performance is discussed by both community performance and career committees, which guide compensation, recognition and employee development.

Assessment in the branch network

Evolui is an assessment model for employees in the branch network at coordinator and team levels. This model considers several individual business indicators, sales quality and results, as well as behavioral assessments, in the same format as the Institutional model.

In addition, each employee's manager conducts an assessment of expected behavioral competencies. a prior performance exercise, as well as career stage and readiness assessments. These inputs are discussed by assessment committees, conducted by the People area together with managers. These discussions will guide employee recognition and development.



Feedback

At Itaú, feedback is a fundamental ingredient for performance evaluation and employee development. It must be constructive and always based on facts. Feedback can be given at the end of the evaluation cycle, but managers are also encouraged to have frequent conversations with their teams, prioritizing the growth of each employee.

Recognition and incentives

We recognize the outstanding performance of our employees through merit-based salary increases, promotions, and differentiated compensation programs, such as:

COMPENSATION FOR HIGH PERFORMANCE AND RECOGNITION AT CALL CENTERS

Our compensation programs include additional profit-sharing for the top 30% of employees, using merit-based criteria.

PROFIT SHARING BASED ON SHARES

The profit-sharing program, based on granting preferred stock to specific groups of employees, aims to recognize those nominated through collegial discussions in the area committees, based on meritocratic principles, with the objective of recognizing professionals who generate significant value. Payment is made in the third year after the award, using our preferred shares (ITUB4).

RECOGNITION PROGRAM FOR KEY PERSONNEL::

The Recognition Program is intended for key individuals whose work is essential, and for employees working on strategic projects, as selected by the Executive Committee. An additional amount of compensation is contributed to the Profit Sharing Program (PLR) in the form of shares, to be determined according to the Profit Sharing Program Regulations, with payment being made in the third year after the award, using our preferred shares (ITUB4).

SALES INCENTIVE CAMPAIGNS

With the goal of encouraging performance and improving results, we have an Employee Incentive and Recognition Campaign Policy that defines the criteria for promoting sales incentive campaigns and recognizing employees' achievement of their goals.

INCENTIVES, EXPERIENCES OR SERVICES

Incentives may include movie tickets, trips, and non-financial incentives (such as electronics, gift certificates, and trophies) valued up to R$500.00 each.

Other Campaigns

Cash incentives, loyalty program points, courses, and training, regardless of value, must be submitted beforehand for evaluation by the Compensation, Tax Consulting, and Labor teams.

Campaigns must also be publicized to all eligible employees before they begin, and incentives can only be granted pending compliance with the rules established in the campaign regulations.

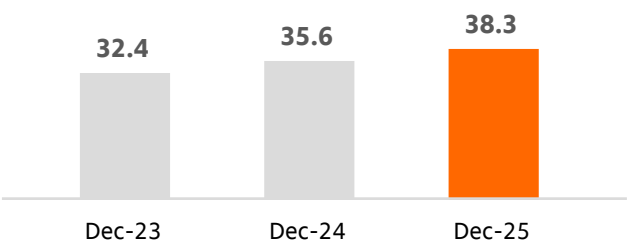
All campaigns must be approved jointly by the Directors of the areas involved and by financial resource managers, and must comply with the Purchasing Policy.

Internal Audit is responsible for auditing all incentive campaigns, which must have specific regulations that present all the rules, the definition of the eligible audience, the duration, the evaluation criteria, and the specifications of the incentives that will be granted.

Compensation indicators | GRI 2-21 | 202-1 |

In 2025, personnel expenses reached R$38.3 billion[1] and the ratio between the initial base salary and the local minimum wage, irrespective of gender and race, reached 2.23[2].

Personnel expenses[1] (R$ billion)



([1]) Includes compensation, charges, social benefits, labor provisions, termination payments, training, profit sharing and stock-based payments.
([2]) For the calculation of the ratio, the following were considered: (i) Initial base salary (Brazil): R$3,379 (2025) and (ii) Local minimum wage (Brazil): R$1,518 (2025).

Equity in remuneration | GRI 405-2 |

We monitor gender and race-biased compensation metrics, seeking to promote balance and equity in compensation over time, understanding the reasons for such differences. The key results of our compensation equity analysis are monitored annually by our governance bodies and executives.

Salary equity is one of the principles in which Itaú Unibanco has invested time and effort, especially in recent years. The Bank conducts ongoing studies that allow it to make adjustments whenever necessary to ensure gender and racial salary equity across all areas and hierarchical levels, using the criteria established by Brazilian law to compare people who perform the same functions and have the same level of seniority, length of service, and experience in the role.

Mathematical ratio of wages between genders in Brazil | GRI 405-2 |

Hierarchical Level	2023	2024	2025	Rational
Board of Directors	1.00	1.00	1.00	Average fee for women compared to the average fee for men.
Superintendency	0.92	0.93	0.94	Average fixed salary of women compared to the average fixed salary of men. (does not include seniority bonuses).
Management	0.95	0.95	0.96	
Coordination	0.84	0.85	0.85	
Administrative	0.84	0.84	0.83	Average fixed remuneration of women compared to the average fixed remuneration of men, at their respective job levels. (Does not include seniority bonuses).
Commercial and Operational	0.98	0.98	0.96	
Trainees	1.00	1.00	1.00	All receive the same pay.
Interns	1.00	1.00	1.00	All have the same scholarship value.
Apprentices	1.00	1.00	1.00	

Note: The equity factor in remuneration compares the average remuneration of female employees at each of the indicated functional levels to the average remuneration of men at the same level. The calculation considered the remuneration for December 2025.

Mathematical ratio of wages by race in Brazil | GRI 405-2 |

Hierarchical Level	2023	2024	2025	Rational
Board of Directors	1.00	1.00	1.00	Average fee paid to Black people compared to the global average fee.
Superintendency	1.00	1.02	1.01	Average fixed remuneration of Black people based on the global average fixed remuneration (does not consider seniority pay).
Management	0.97	0.97	0.97	
Coordination	0.89	0.89	0.89	
Administrative	0.82	0.83	0.83	Average fixed remuneration of Black employees based on the overall average fixed remuneration, at their respective job levels (does not include seniority bonuses).
Commercial and Operational	0.89	0.89	0.90	
Trainees	1.00	1.00	1.00	All receive the same pay.
Interns	1.00	1.00	1.00	All have the same scholarship value.
Apprentices	1.00	1.00	0.98	

Note: The equity factor in remuneration compares the average remuneration among Black (Black and mixed-race) individuals at each of the indicated functional levels to the average remuneration of the General Group, which considers all races other than Black people. The calculation rationale considered the remuneration from December 2025.



METRICS
GRI 2-30	3-3
401-3	403-1
403-2	403-3
403-4	403-5
403-6	403-7
403-8	403-9
403-10

Occupational health and safe

We value innovation, prevention, and well-being, in compliance with the health standards applicable to the corporate environment.

Over the past two years, data from the Ministry of Social Security has shown a significant increase in the number of health-related social security benefits granted in Brazil. However, studies suggest that this growth is mainly the result of operational changes in how these benefits are granted by Brazilian Social Security.

Occupational Health and Safety (OHS) are priorities for Itaú Unibanco, as we know that performance in this area directly influences both our labor costs and our employees' engagement and productivity, and can also risk damaging our institutional reputation and generating additional costs due to sanctions and other contingent liabilities.

In light of the above, we have continued to take actions aligned with the recent updates to health, safety, and quality of life at work standards. Our initiatives are focused on promoting health and well-being, with a special focus on prevention and care for the physical and mental health of employees. We have also expanded and improved our accident and occupational disease prevention programs, seeking further to strengthen our OHS management.

Governance and Regulation of Occupational Health and Safety | GRI 403-1 | 403-4 | 403-8 |

In Brazil, occupational health and safety are extensively regulated, including by the Federal Constitution, the Consolidation of Labor Laws (CLT), and 38 Regulatory Standards (NRs). The country is also a founding member of and signatory to the Conventions of the International Labour Organization (ILO).

Brazilian Regulatory Standards (NRs) are developed collaboratively by representatives of the government, employers, and workers, and establish the obligations, rights, and duties required to guarantee safe and healthy work. Compliance with these standards is monitored by public bodies such as the Ministry of Labor and Employment and the Public Prosecutor's Office for Labor, which contribute to the continuous improvement of the management of occupational health and safety.

To promote the health and safety of our employees, we have a structured Health, Safety and Well-being Management program that is aligned with the standards and regulations in force. The strategies, guidelines, roles and responsibilities applicable to all employees are described in our internal Health, Safety and Well-being Policy and in Itaú Unibanco's Commitment to Occupational Health and Safety, which also guides our relationships with our clients, suppliers, partners and society.

Other policies, integrated into the bank's culture and Code of Ethics, also address issues related to health and safety at work, such as leave and return to work after absence.

Our Health, Safety and Well-being Management area covers all of our operations in Brazil, including bank branches, administrative buildings and Data Centers, and is composed of analysts, coordinators, managers, superintendents, directors, a specialized technical team and members of the Specialized Service in Occupational Safety and Medicine (SESMT, in Portuguese).

The Health, Safety and Well-being Management area is responsible for monitoring this topic, and for seeking continuous improvements. The team's performance is evaluated based on the achievement of strategic OSH goals, which are defined annually.

According to Brazilian Law No. 10.101 of December 19, 2000, which regulates Profit Sharing or Results (PLR, in Portuguese), goals related to occupational health and safety may not be considered in profit sharing or results negotiations between the company and its employees.

Topics related to people management, including occupational health and safety issues, are discussed bi-weekly by the Executive Committee and monthly by the Board of Directors, and are presented by the Executive Directorate of the People Area.

Occupational Health and Safety Management

Our occupational health and safety management actions follow the PDCA methodology (Plan, Do, Check, Act), which encourages the control and continuous improvement of our processes and products. Based on this method, we prioritize important topics, develop action plans, and define indicators to monitor performance. Throughout the process, we make adjustments based on the results, always seeking to improve our practices.

To define the OHS strategy and evaluate the effectiveness of the actions taken, we consider epidemiological data and health indicators, establishing quantitative goals. We also develop processes to identify the causes of accidents and work-related illnesses, allowing for the adoption of corrective and preventive measures.

Our health and safety actions cover all levels of prevention:

- Primary, to prevent illness.
- Secondary, for screening and early diagnosis.
- Tertiary, including appropriate treatment and rehabilitation.

We offer our employees access to a network of accredited healthcare services, including dental and medical care (emergency, outpatient, telemedicine, and hospital inpatient care), as well as diagnostic and therapeutic services, in accordance with the regulations of the National Supplementary Health Agency (ANS, in Portuguese).

At our administrative centers with the largest number of employees, we have 18 clinics for occupational health services: three in São Paulo, five in Rio de Janeiro, and one in each of the following cities: Salvador, Porto Alegre, Recife, Belo Horizonte, Distrito Federal, Curitiba, Juiz de Fora, Caruaru, Vitória, and Maceió.

We also offer medical evacuation, security teams, and civilian firefighters trained to provide first aid, take emergency prevention actions, and operate fire prevention and fighting equipment.

It is worth highlighting that in Brazil the Unified Health System (SUS, in Portuguese) offers free and universal access to all levels of preventive medical care, including vaccination, contraceptive measures, outpatient exams, emergency care, hospitalizations, transplants, gender reassignment treatments, and highly complex procedures for the entire population.

Awareness and training

Promoting and sharing knowledge is fundamental to our strategy for preventing illnesses and injuries. We maintain a busy schedule of health, safety, and well-being engagement actions:

OCCUPATIONAL HEALTH AND SAFETY AWARENESS KNOWLEDGE FORM

In 2025, 78,000 of our employees (91.9% coverage in Brazil) signed the form, which makes them aware of occupational risks, prevention measures, and available consultation channels.

ERGONOMICS FORM

Launched in 2025, this form was signed by 71,000 employees (83.0% participation) and presented at virtual events to 2,336 people, reinforcing the importance of ergonomics in the workplace.

WORK SAFETY INTEGRATION (NR1)

In 2025, the onboarding training was updated, innovating in format and involving 81,000 people, covering the main topics of workplace safety.

MENTAL HEALTH FOR LEADERSHIP

Available online for all leaders, the training was completed 1,200 times during the year. The content includes self-care, stress management, understanding mental illness, and guidelines for welcoming and supporting employees.

LIVE SESSIONS AND DISCUSSION GROUPS

We held 112 meetings, bringing together more than 39,000 employees, to promote knowledge, reduce stigma, and develop socio-emotional skills, with the participation of health experts.

MENTAL HEALTH APP

We provide a free app for all employees, with resources designed to promote the treatment of, and prevent negative impacts on mental health. The app offers a mood diary, articles, podcasts, the option to chat with a therapist, psychotherapy, meditation, and music, with personalized content. Since 2024, there have been 22,000 registered users, 96,000 psychotherapy sessions, and 134,000 interactive content items consumed. The sessions achieved an average satisfaction rating of 4.96/5, and an NPS of 88.

INTERNAL WEEK FOR ACCIDENT PREVENTION AT WORK (SIPAT)

Annual event with in-person activities, live streaming, and recordings accessible to all employees. In 2025, we reached an audience of 5,800 people, promoting discussions and reflections on health and well-being in the corporate environment with experts, as well as interactive activities.

CONTENT DISSEMINATION

We maintain an online platform accessible to all employees with occupational safety and health content, including articles, reports, and videos on mental health, curated by the Specialized Service in Occupational Safety and



Medicine (SESMT), in addition to original content which is updated regularly.

Comprehensive health programs and initiatives

We offer a variety of initiatives and programs integrated into a single ecosystem to protect and support the overall health of our employees, promoting well-being.

All of these actions are brought together on the Conexão Saúde corporate portal, which enables quick and personalized access to content, organized into four complementary pillars to ensure a complete health overview:

Emotional pillar

- **Health and Wellness App** We offer online therapy with psychologists, support content, the option to chat with specialists, and mental health initiatives;
- **Multi-professional Employee Support Program** We offer personalized and confidential support in situations of personal, family, or professional conflict, with a multidisciplinary team (psychologists, social workers, lawyers, nutritionists, physiotherapists, personal trainers, legal guidance, and pet support). In 2025, the program handled over 346,000 requests.
- **Emotional Assessment Test (Self Report Questionnaire-20)** A voluntary tool for emotional reflection and self-awareness is available through our corporate portal. Approximately 79,800 employees (72% coverage) have already responded to the questionnaire.

Physical Pillar

- **Programs to encourage physical activity** Partnerships with platforms that offer membership plans and easy access to gyms and sports programs, with approximately 49,000 registered employees (56.6% coverage) and 34,000 dependents. We also offer a gamification app, with prizes on offer, which already has 21,300 registered employees (approximately 26.5% coverage).
- **Health plan and telemedicine** Remote medical care for employees and dependents, according to the provider's coverage.
- **Vaccination campaign**
  Free flu vaccination for employees and interns, conducted at the workplace or accredited clinics, reaching approximately 51,000 employees (57% coverage) by 2025.
- **Medical evaluation**
  Free periodic check-ups for directors, superintendents, Central Administration managers, and superintendent and manager level specialists.
- **Occupational medical examinations** All employees undergo periodic medical examinations, as required by NR-7, to assess their fitness for work. The results help map epidemiological indicators of our employee population, and direct employees to specific health programs. By 2025, we will have achieved 99.6% coverage of employees having completed examinations.

Social Pillar

- **Medical leave**
  For absences due to health issues exceeding 15 days, we offer salary supplementation for up to 24 months, in addition to the benefit paid by the Government Insurance Institute, guaranteeing financial protection and minimizing any potential impact on these employees' income.
- Clubs for employee use.
- Educational assistance grant.
- Bicycle rentals in various cities in Brazil.

Financial Pillar

- Financial content and guidance.
- Partner apps with financial management tools.
- Discounts at pharmacies.
- Supplementary pension plan for employees, with special conditions.
- Life insurance.

Other topics covered by Health Connection:

- Information, scheduling, and guidance regarding medical certificates and sick leave.
- Guidance and support programs during pregnancy, childbirth, and postpartum.
- Specific content for different family configurations.
- Support upon returning to work after sick leave.
- Content presenting the structure of the main programs and benefits, divided by theme, with guidance on how to access the benefits.
- Institutional videos about Health and Well-being, including lectures during themed health weeks (SIPAT, in Portuguese).

Parental leave and sick leave

Itaú Unibanco is a signatory to the Brazilian Empresa Cidadã (Corporate Citizen) program, an optional program that offers employees additional periods of maternity leave (60 additional days) and paternity leave (15 more days), beyond what is stipulated by law – thus guaranteeing 120 days for maternity leave and 5 days for paternity leave.

During pregnancy, pregnant employees, people with pregnant partners, and people in the adoption process receive content and guidance on the first months of pregnancy, nutrition, newborn care, and psychological issues. After birth, in the first week postpartum, we offer a visit from a nurse to provide guidance on breastfeeding and initial baby care.

We also offer family planning support, with coverage for Intrauterine Device (IUD) implantation procedures through the health plan. Upon returning to work, employees at some of our administrative centers also have access to a designated space for expressing and storing breast milk.

Parental leave indicators | GRI 401-3 |	2023	2024	2025	Var.
Employees who took parental leave[1]	**4,168**	**4,195**	**4,329**	**3.2%**
Women	66.3%	65.3%	64.5%	-0.3 p.p.
Men	33.7%	34.7%	35.5%	0.8 p.p.
Employees who took extended leave[2]	**3,430**	**3,415**	**3,480**	**1.9%**
Women	98.6%	98.3%	98.4%	0.1 p.p.
Men	93.5%	94.5%	96.8%	2.3 p.p.
Employee return rate after leave[3]	**99.6%**	**99.5%**	**99.8%**	**0.3 p.p.**
Women	99.4%	99.4%	99.6%	0.2 p.p.
Men	99.9%	99.6%	100%	0.4 p.p.
Retention rate after 12 months of return from leave[4]	**81.3%**	**80.6%**	**81.2%**	**0.6 p.p.**
Women	77.7%	75.3%	77.9%	2.6 p.p.
Men	87.4%	88.5%	86.2%	-2.3 p.p.

Guaranteed parental leave days for employees | GRI 401-3 |	Days
Maternity and adoption leave	**180**
Primary	120
Additional	60
Paternity and adoption leave	**20**
Primary	5
Additional	15

Note: Considers permanent, full-time employees in Brazil.
([1]) Employees who started parental leave (initial or extension) during the period.
([2]) Employees whose initial leave ended during the period and opted for an extension of their parental leave.
([3]) Employees who finished their parental leave during the period and remained employed for up to 7 days after the end of the leave.
([4]) Employees who returned from parental leave 12 months ago and remained with the Organization at the end of the period, compared to the total number of employees who took parental leave.

Promoting health, safety and well-being | GRI 2-30 | 403-6 | 403-7 | 403-8 | 403-9 |

We monitor occupational health and safety (OHS) indicators on dashboards which are updated monthly as part of our continuous improvement management process. These indicators have strategic, tactical, and operational characteristics.

In 2025, our goal was to maintain our absenteeism rate at the same level as in recent years, after three years of strong distortion due to the Covid-19 pandemic. We managed to reduce the rate by 8% compared to the previous year, achieving our goal and stabilizing at around 1%. For 2026, we intend to continue with absenteeism trending towards stabilization at current levels.

In 2025, we updated our workplace accident and occupational disease metrics to match sector standards and began reporting events characterized as occupational by the specialized SESMT team[1].

98.1% of employees
in Brazil are beneficiaries of **health plan offered by the bank.**

91.9%of employees
have signed the Occupational Health and Safety Agreement.

71k signatories
to the **Ergonomics Form (83.0% coverage of eligible individuals).**

33.4k employees
participated in lectures on Mental Health.

99.6% of employees
underwent periodic checkups.

51k employees
vaccinated.

2.7k leaders
trained on mental health.

Key OHS indicators | GRI 403-9 | 403-10 | 2-4 |	2023	2024	2025	Var.
Percentage of employees on leave[2]	4.1%	5.2%	5.3%	0.1 p.p.
Absenteeism rate[3]	0.91	1.10	1.01	-8.2%
Lost workday rate[4]	0.03	0.03	0.02	-33.3%
Occupational disease rate[5]	0.06	0.03	0.01	-66.7%
Injury rate[6]	0.25	0.38	0.41	7.9%
Total deaths[7]	2	2	3	50.0%
Total fatal accidents[7]	2	2	3	50.0%

Note: Considers the institutions included in the Financial Statements of Itaú Unibanco Holding S.A. Considers permanent, full-time employees in Brazil ([1]) The adequacy of the indicator calculation is justified by the existence of the NTEP (Technical Epidemiological Link for Social Security), which is a statistical criterion used by the INSS (Brazilian National Institute of Social Security) to relate diseases (ICD code) to the company's economic activity (CNAE code). In some cases, such as in banks, there is a relative presumption that certain diseases have an occupational origin, facilitating the automatic recognition of accidents/illnesses as work-related. The company has the right to administratively contest this presumption with technical documentation demonstrating to the INSS the absence of a causal link. At Itaú, this process is based on the technical information provided by the SESMT (Specialized Service in Occupational Safety and Medicine). ([2]) Absence rate = (Total number of employees/Total number of employees). ([3]) Absenteeism rate = (total number of days absent due to health reasons during the period / total number of days worked by internal staff during the same period) x 100. ([4]) Total days lost due to injuries (AC, Commuting, Typical and OD characterized by SESMT / total days worked by internal staff in the same period) x 100 days. If the criteria used in previous reports are considered (data on benefits granted by Social Security), the rate would be 728.48. ([5])(All cases of occupational disease that were investigated and characterized as work-related by the SESMT / total number of work-related illnesses in the same period) x 100. If the criteria used in previous reports (data on benefits granted by Social Security) are considered, the rate would be 2.30. ([6]) All cases of accidents (commuting, typical, and occupational accidents) that were investigated and characterized by the SESMT / total number of work-related accidents in the same period) x 100 days. If the criteria used in previous reports are considered (data on benefits granted by Social Security as work-related accidents, including occupational diseases), the rate would be 2.86. ([7]) Deaths caused by commuting accidents (traveling to and from work) and typical accidents (at the workplace).

Analysis and prevention of occupational health and safety risks | GRI 403-2 | 403-3 | 403-7 | 403-9 | 403-10 |

We identify risks and hazards that can cause harm to people and the work environment, through routines such as:

- Maintenance, inspections (internal and external) and preventive actions.
- Data collection during technical visits.
- Monitoring of Occupational Health and Safety indicators.
- Notifications from regulatory and union bodies.
- Questionnaires assessing psychosocial factors, interviews, and specific channels for communication with employees.

Based on the results of these routines, we conduct studies to prioritize and establish action plans for each work unit, in conjunction with senior management in the human resources area and representatives from business areas, ensuring the comprehensiveness and representativeness of our actions for all our people and facilities.

When we identify emergency situations, we implement immediate action plans to protect the health of employees and prevent potential harm. At the same time, we carry out our management processes to ensure continuous improvement.

For primary prevention actions, in addition to identifying risks and analyzing accident reports, we offer specific training on occupational safety and health (OSH) for all employees. We consider as significant impacts any occupational condition or event that could significantly affect the physical, emotional, or psychological integrity of employees, such as injuries, workplace accidents, occupational diseases, absences, and fatalities.

In 2025, 2,638 inspections were carried out at our branches, and 49 at our administrative buildings and offices. In light of the risks identified, we established action plans for the management of environmental, ergonomic, and accident-related risks, in conjunction with senior management in the human resources area and representatives from business areas, ensuring the scope and coverage of the actions for all our employees and facilities.



Learn more about the main initiatives for mapping and preventing risks and procedures for investigating injuries, health problems, illnesses, and work-related incidents:

RISK MANAGEMENT PROGRAM

The program promotes the continuous improvement of workers' exposure conditions through systematic multidisciplinary actions, based on the Occupational Risk Inventory, which includes Hazard Identification and Risk Assessment, and the creation of Action Plans for the introduction, maintenance or improvement of preventive measures designed to eliminate, reduce, or control occupational risks.

The OHS management of each unit is detailed in the Risk Management Program, which covers all of our employees in Brazil. Each unit has a Risk Management Program, which is periodically generated as an electronic file and made available to the relevant branches. The main areas involved in the management of the RMP are Infrastructure, Maintenance, Human Resources Consulting, Union Relations, CIPA (the Internal Commission for Accident Prevention), Diversity and Legal, all of which receive support from senior leadership.

ACCIDENT INVESTIGATION

For typical accidents, commuting accidents and occupational diseases, we have established a Workplace Accident Communication (CAT) channel, which seeks to analyze and understand the causes so that corrective and preventive actions can be taken.

In 2025, 335 workplace accidents were reported after analysis and investigation by the Specialized Service in Occupational Safety Engineering and Medicine (SESMT), with 133 being typical accidents, 191 commuting accidents and 11 occupational diseases. Where the SESMT identifies a risk of subsequent similar accidents, safety alerts are created to systematize the procedures and enhance prevention. For occupational diseases where a causal link is established by the National Institute of Social Security (INSS), all relevant cases are identified for analysis and, depending on the conclusions regarding a causal link, we issue a CAT (Work Accident Communication) or make an administrative appeal through the INSS procedures.

ERGONOMIC ANALYSIS

Upon request, we conduct ergonomic work analyses of health and comfort conditions in the workplace, in accordance with Regulatory Standard No. 17 (NR-17), and generate action and monitoring plans in cases of noncompliance.Whenever we introduce new furniture and equipment, we seek suppliers that offer ergonomics from the design stage, ensuring comfort and safety for users.

WORKSTATION ASSESSMENT

Employees with physical ergonomic needs receive specialized technical assistance, ensuring an individualized approach to their needs, altering the dimensions of the workstations, modifying furniture and/or acquiring new ergonomic aids. In 2025, 2,075 assessments were carried out.

UNHEALTHY AND HAZARDOUS CONDITIONS

Although our activities do not typically entail exposure to environments or activities with these characteristics (as established in NR-15 and NR-16), being mostly administrative in nature, if any potential for exposure to unhealthy agents and/or hazardous environments is identified either through annual inspections or based on indications from our employees, we carry out expert technical assessments to define health and safety actions.

WORKPLACE EVACUATION

In the event of threats to physical security and fire at our facilities, we have a permanent asset security policy for our administrative buildings and data center environments, in accordance with the current laws and regulations, which defines the procedures to be observed and the guidelines and responsibilities to raise employee awareness regarding prevention. Maintenance is performed on more than nine thousand pieces of equipment and fire-fighting systems, ensuring their operability, and all units follow rigorous criteria for monitoring and verifying this equipment, which is periodically audited by the internal security and compliance team.

DIALOGUE AND ENGAGEMENT

We have several channels for communication, dialogue and listening, to keep our employees informed and engaged on the subject and encourage a culture of prevention and promotion of health and well-being. Our specific OHS channels are available to all employees.

INTERNAL AUDIT ALERT AND MONITORING SYSTEM

We have a dedicated internal audit area, which monitors changes in laws and procedures with the potential to impact the bank, including OHS issues. Depending on the situation, we can initiate a process to monitor the solution, in cases of inadequacies, which may impact the bonuses of Executives.

INCIDENT MONITORING

We monitor occupational safety and health (OSH) incidents through a specific channel for reporting extraordinary events, including robberies, assaults, and any other situations that deviate from the norm and require immediate support.

Internal Accident Prevention Committees (CIPAs)

All of our units have Internal Accident Prevention Committees (CIPAs), composed of employee representatives who are elected annually, and which meet monthly. The responsibilities of the committee members include identifying work process risks, participating in the implementation of necessary prevention measures, evaluating priorities for action, disseminating information related to occupational health and safety to workers, and supporting the fight against harassment and other forms of violence.

In 2025, the Organization had 30 CIPAs and 297 employee representatives, including elected full and alternate members. In locations where a CIPA is not required by law, such as at our network of physical branches, we have 6,220 Workplace Safety Representatives (RSLT) throughout the country. Employee representatives are encouraged to consult the Occupational Health and Safety Policy to spark discussions and contribute to periodic revisions to its content.

Certifications

In 2025, we obtained the international ISO45001 certification (Certificate C788422) for the bank's headquarters building.

Certification demonstrates to employees and external stakeholders that the organization's Occupational Health and Safety management system has a high level of maturity, being structured based on the principles of continuous improvement, monitoring the effectiveness of actions, and compliance with applicable OHS (Occupational Health and Safety) laws.

Furthermore, ISO 45001 encourages a proactive approach to risk management by requiring hazard identification, systematic risk assessment, and the establishment of emergency preparedness and response protocols, strengthening organizational resilience in the face of security-related threats and crises.

Adopting the Plan, Do, Check, Act (PDCA) approach ensures that the occupational health and safety system is continuously improved and evolves in a structured way, contributing to the sustained improvement of worker health and safety performance in the long term.



METRICS
| GRI 2-29 |
| 3-3 |



Employee Experience

For us, offering an optimal employee experience is essential for our growth.

People are at the heart of our culture, and we know that their well-being and engagement are essential to the success of our business. This is why we strive to provide a positive experience for all our employees, offering a healthy and welcoming work environment that fosters personal and professional growth. We value inclusion and representation of all identities, and we recognize and reward the efforts and performance of each individual.

In 2025, this commitment was recognized once again, and Itaú Unibanco was awarded as one of the best companies to work for in Brazil, based on two external surveys conducted by independent organizations.

One of the "Amazing Places to Work" for the 6th consecutive year

We received the highlight in the category Career at the "Incredible Places to Work" awards, promoted by the Fundação Instituto de Administração (FIA), in partnership with the newspaper Estadão.

The Best Companies to Work For

for the 17th consecutive year.

5th place in the Giants category

(companies with more than 10,000 employees) in the "Best Companies to Work For" survey conducted by the Great Place to Work Institute in partnership with Época Negócios magazine.

The rankings in these surveys are based on an evaluation of management practices and the satisfaction of the participating employees.

In addition to external research, we conduct annual Diversity and Inclusion and Culture surveys in partnership with the relevant departments. Every two years, we also conduct a Health and Well-being survey in partnership with the Occupational Health and Safety team. Finally, we monitor employee engagement and satisfaction through internal surveys, which help us identify opportunities for improvement and support leaders and teams in defining actions for continuous improvement.

Employee engagement survey: Pulse and eNPS

Every year we conduct the Pulse survey to assess the climate and engagement of employees at Itaú Unibanco. This survey analyzes different aspects of the work environment through 22 statements, organized into six themes: engagement, team, psychological health and safety, leadership, meritocracy and career, and policies and processes. For each statement, employees indicate their level of agreement on a five-point scale, ranging from "always disagree" to "always agree".

We also monitor our employees' engagement through the Employee Net Promoter Score (eNPS) survey, which is administered three times a year. All employees are invited to participate, ensuring that their opinions are considered.

The eNPS score is calculated from the difference between the percentage of Promoters (employees who give scores of 9 or 10) and the percentage of Detractors (scores from 0 to 6) for the question: "On a scale of 0 to 10, how likely are you to recommend Itaú Unibanco as a good company to work for?" Both surveys are confidential and the results are released in aggregate form.

Employee satisfaction and engagement | GRI 2-29 |		2023	2024	2025	Var.
Employee satisfaction index (Pulse) (%)		**87.3%**	**87.6%**	**88.7%**	**1.1 p.p.**
Employees who responded to the survey[1]		84.5%	85.6%	87.7%	2.1 p.p.
Gender	Women	86.5%	86.5%	87.8%	1.3 p.p.
	Men	88.4%	88.8%	89.8%	1.0 p.p.
Age range	Baby boomers	91.1%	90.8%	91.0%	0.2 p.p.
	Generation X	87.7%	87.6%	88.9%	1.3 p.p.
	Generation Y	86.5%	86.7%	88.0%	1.3 p.p.
	Generation Z	88.7%	88.9%	89.8%	0.9 p.p.
Position	Leadership	89.2%	89.0%	90.2%	1.2 p.p.
	Non-leadership	87.0%	87.4%	88.5%	1.1 p.p.
Employee satisfaction index (total eNPS)[2]		**82**	**83**	**84**	**1.2%**
Employees who responded to the survey (%)		84.5%	85.6%	87.7%	2.1 p.p.
Respondents	Promoters	85.2%	86.1%	86.5%	0.4 p.p.
	Neutrals	11.8%	10.8%	10.9%	0.1 p.p.
	Detractors	2.9%	3.0%	2.6%	-0.4 p.p.

Note: All employees registered in the people system are invited to participate in the Pulse and eNPS Surveys.
([1]) Participation is the % of people who responded in relation to the total number of invitees, with the total number of invitees equal to all employees registered in the people system.
([2]) Results from the last surveys of each year, conducted in November.



METRICS
| GRI 2-23 | 2-24 |
| 3-3 | 205-1 |
| 410 -1 |

Human Rights

We are aligned with key Human Rights principles, continuously monitoring our operations and responsibly managing any risks and incidents.

Our commitment to human rights is based on the United Nations (UN) Guiding Principles on Business and Human Rights. We seek to ensure respect for and promotion of human rights in all our relationships, including with employees, clients suppliers, investors, partners, the local community, and society as a whole.

In this way, we act preventively to mitigate potential risks of human rights violations, conducting regular investigations, providing channels for complaints and reports, and building management tools for more serious situations. Furthermore, we promote reparations and provide support for victims.

At Itaú, the Institutional Relations and Sustainability Department is responsible for coordinating and managing Human Rights within the organization, including the implementation and monitoring of Due Diligence processes.

Through this directorate, we also involve other areas of the bank, ensuring that they take responsibility for respecting, protecting, and promoting fundamental rights, guarantees, and issues of common interest. These business areas also collaborate in identifying, assessing, and mitigating risks related to Human Rights.

To support this work, we follow internationally recognized guidelines, such as the Conventions of the International Labour Organization (ILO), the Guiding Principles on Business and Human Rights of the United Nations (2011), the International Bill of Human Rights of the United Nations, consisting of the Universal Declaration of Human Rights of the United Nations (1948), the International Covenant on Civil and Political Rights (1966) and the International Covenant on Economic, Social and Cultural Rights (1966).

Furthermore, we are signatories to the United Nations Global Compact, the Business Charter for Human Rights and the Promotion of Decent Work of the Ethos Institute, and we follow the Standards of Conduct for Business proposed by the UN Free & Equal.

Human rights policies and guideline

| GRI 2-24 |

Our governance in relation to human rights issues is underpinned by internal policies and standards. All guidelines and practices related to the topic are developed in an integrated manner.

Itaú Unibanco has a Social, Environmental, and Climate Risk Policy, applicable to its own activities and those of its subsidiaries. This policy establishes guidelines for conducting business and for the identification, assessment, classification, monitoring, and mitigation of Environmental, social and climate risks, integrating them with traditional risk modalities and guiding their management based on the principles of relevance, materiality, and proportionality, in alignment with the applicable regulatory and self-regulatory standards.

In terms of social risk, management prioritizes the protection of human rights and the promotion of social well-being for clients and suppliers, and may consider events associated with violations of fundamental rights and guarantees or acts that are harmful to the Common Interest, including issues such as inadequate working conditions and negative impacts on local communities.

The bank's risk management governance is structured to ensure that all risks are thoroughly discussed and analyzed. This is fundamental to informed decision-making and for the implementation of effective mitigation strategies.

The Code of Ethics and Conduct reinforces respect for the rights to collective bargaining and freedom of association, in addition to providing channels for guidance, complaints, and reporting, promoting transparent interactions with clients, employees, shareholders, suppliers, competitors, the public sector, the third sector, the media, and society as a whole. Complementing the Code, our Integrity, Ethics, and Conduct Policy, which is applicable in Brazil and abroad, guides the Company's Integrity and Ethics Program. These two documents establish guidelines and rules for the expected behavior of employees and managers in their relationships with various stakeholders, including in situations of conflict of interest.

We also promote the Corporate People Policy, which is valid for all units and controlled companies, which has a chapter on Diversity and Inclusion, encouraging a respectful work environment that is free from prejudice, discrimination and harassment, with confidential channels for reporting.

In addition, our Sustainable Financing and Advisory Policy establishes guidelines and responsibility for integrating sustainability and human rights criteria into decisions regarding financial advisory, credit granting, and the structuring of ESG operations carried out by Itaú Unibanco and its controlled companies. We also have a Corporate Rule for Governance, Investigation, and the Handling of Complaints, which defines the procedures for handling reports involving different audiences, ensuring confidentiality and anonymity.

Our reporting and complaints channels are designed to identify and investigate situations that go against our commitments to human

LEARN MORE about complaint management in the Reporting Channels chapter, page 298.

rights, or the guidelines established in our internal policies and procedures.

As a signatory to the Equator Principles, we conduct a detailed analysis of human rights criteria and their impacts on traditional communities in the evaluation of our portfolio, according to the applicable scope, in alignment with the applicable international standards and Brazilian regulations, such as the International Finance Corporation (IFC) Performance Standards and the World Bank's Environment, Health and Safety Guidelines.

Human Rights Due Diligence

| GRI 2-23 | 205-1 |

We conduct Human Rights Due Diligence (HRDD) procedures on a recurring and periodic basis, helping us identify and prioritize the risks of human rights violations. This process also allows for the mapping of the areas involved, the verification of existing prevention and remediation actions, and highlighting any need to develop action plans and to monitor their progress.

The process is carried out by an independent company, with the main objective of identifying the most severe risks, considering the audiences affected, and prioritizing those with the highest probability of occurrence.

The fourth edition of our Human Rights Due Diligence was conducted in 2022 and is still in effect, covering all of the bank's commercial operations, including credit, financing, and investments, both our own and those of third parties, as well as our internal operations and procedures.

Currently, our Due Diligence primarily covers vulnerable groups such as children, adolescents, the elderly, indigenous people and other traditional communities, migrants and refugees, women, Black and mixed-race people, people with disabilities, and LGBT+ people. These groups are present among our clients, employees, third parties, suppliers, shareholders and investors, the public sector, the third sector, the local community, and society as a whole.

The Due Diligence process follows key international standards and market best practice, including the Guide to Human Rights Impact Assessment and Management, the Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the OECD Due Diligence Guide for Responsible Business Conduct, the Directive on Corporate Sustainability Due Diligence, Resolutions CMN No. 4,943 and CMN No. 4,945 of the Central Bank of Brazil Decree-Law No. 5,452 of the Federal Senate of Brazil, and Bill No. 572/2022 of the Chamber of Deputies of Brazil.

Step 1: Diagnosis

We began by developing an inherent risk matrix, which involves mapping and analyzing the risks inherent to the Brazilian context for financial institutions, those specific to our operations, and also the risks identified in previous Due Diligence exercises. For each inherent risk, we assessed the probability of occurrence if sufficient management mechanisms are not implemented, as well as the severity of impacts for victims and other affected stakeholders, considering the scale (severity of the impact), the scope (number of people affected), and the possibility of remediation.

The diagnosis stage also included an integrated assessment of any potential environmental risks that could impact Human Rights, especially for vulnerable populations.

In order to identify potential or actual impacts, interviews were conducted with representatives from corporate areas involved in human rights risk management, alongside an analysis of internal and public documents that reflect the views of our main stakeholders, such as clients, investors, suppliers, partners, and society in general, on the subject.

This research generated a list of inherent risks, that is, those risks to which the Company is exposed due to the nature of the activities it performs, or the context within which it operates, without taking into account, at this stage, any management measures already taken.

Step 2: Evaluation of management measures

After identifying the inherent risks, we reviewed our policies, procedures, programs and actions to identify existing instruments that can prevent, mitigate or respond to these risks, known as Management Measures.

Any gaps identified between management measures and inherent risks, taking into account the severity and probability criteria defined in step 1, generates a matrix of residual risks. This matrix reflects the effectiveness of the management measures implemented by Itaú to reduce the probability of occurrence of risks and allows prioritizing the risks that remain high and identifying the need to create or deepen our current management measures.

Step 3: Action Plans

Based on the results of steps 1 and 2, eight risks linked to our commercial and operational activities were prioritized. To address these risks, the areas responsible have developed action plans, including recommendations for additional or complementary measures in addition to those already planned, seeking to prevent or reduce the risk of human rights violations.

Inherent risks	Residual risk?
Excessive use of force in property security services	Yes
Violations of the rights of Indigenous Peoples and traditional communities	
Harassment (moral and sexual)	Yes
Land conflicts	
Water conflicts	
Corruption	Yes
COVID-19: health and socioeconomic impacts	
Environmental crimes: socioeconomic impacts	
Discrimination in the sale of banking products and services and financial education	
Discrimination in the workplace and in customer service	
Diversity and violations of the rights of minority groups	Yes
Financial education for vulnerable people	Yes
Lack of accessibility for people with disabilities (PwD)	
Illegal mining	
Supply chain management	Yes
Housing, water and sanitation	
Climate change: humanitarian impacts	
Privacy and data security	
Abusive sales practices	
Mental health and work-life balance	Yes
Food security	
Slave labor	
Child labor	
Human trafficking	Yes
Violations of working conditions and access to labor rights (working hours, paid rest, overtime, right of association and (unionization, access to personal protective equipment, labor relations and collective bargaining)	
Violence in the countryside	
Vulnerability and inclusion/financial education	

In stage 3, we directed the following action plans:

ABUSE OF FORCE IN SECURITY SERVICES

Action plans: Develop and implement a continuing education program regarding Human Rights for security companies and their employees, especially those who work directly at Itaú Unibanco branches and facilities, in roles involving contact with clients and the public.

Results: We require all our private security providers to have the "Security Without Prejudice" Seal, and to participate in the Itaú Value Chain Program, which offers training and mentoring to improve Human Rights practices. Our onboarding manual for new suppliers and service providers addresses the topics of diversity, inclusion, and conflict management. We also conduct periodic follow-up with supervisors and security consultants to monitor the activities of security guards at bank branches and service points, identifying potential risks.

MENTAL HEALTH AND WORK-LIFE BALANCE

Action plans: Conduct a specific survey to assess mental health and psychological comfort in the workplace.

Results: We mapped the mental health of employees using the Self-Reporting Questionnaire (SRQ-20) developed by the World Health Organization (WHO), which identifies possible signs of mental disorders. Based on the results, employees receive guidance and are referred to different types of support, such as training courses on the subject, or psychological care through the Fique OK (Stay Okay) program, which offers regular follow-up with specialized professionals.

We also conducted a pilot program using the Health and Safety Executive (HSE) form, a tool recognized by the Ministry of Labor and medical associations, to assess the organizational climate and employees' perceptions of psychosocial factors at work. The results of these surveys were incorporated into our Risk Management Program (RMP), serving as a basis for the analysis of ergonomic and psychosocial risks. In this program, risks are classified for the purposes of analysis, the creation of action plans, and the monitoring of results.

SUPPLY CHAIN MANAGEMENT

Action plans: incorporate human rights risk assessments into supplier approval and monitoring processes, and encourage periodic human rights due diligence in the supply chain.

Results: We now require our suppliers to complete our ESG Questionnaire during the approval process. This allows us to map self-reported information about suppliers' actions on social issues, including human rights. We have also implemented the Itaú Value Chain Program, as well as an ESG literacy platform for suppliers, which promotes knowledge about human rights and provides guidance on monitoring and management mechanisms within companies.

CORRUPTION

Action plans: Conduct internal and external audits on the vulnerabilities already identified in different areas and positions.

Results: We included an evaluation of the processes for preventing and investigating misconduct in our annual internal audit plan.

MORAL OR SEXUAL HARASSMENT

Action plans: Action plans: Promote awareness campaigns regarding harassment, addressing its different forms, as well as the available reporting channels and support services for employees who have suffered harassment. We also have redress mechanisms for victims, guaranteeing access to psychological assistance and support for reintegration into the workplace after an incident.

Results: We updated our Guidance Guide on Harassment and Discrimination, which is available to our employees and external partners, and developed mandatory training for all employees, with guidance on the topic. These processes also connect with the Restart Program, which offers support for employees who are returning to work after a period of

leave. In addition, we included redress mechanisms for victims of harassment, guaranteeing access to psychological assistance services, as well as support for reintegration into work routines after incidents.

The Ombudsman identifies employees who need emotional support and refers them to the Fique OK Support Program, which offers regular follow-up with professionals such as psychologists, through active listening and action plans. For employees returning from medical leave, referrals may be made to the Recomece Program, where a social worker, along with the manager or tutor employee, provides support and helps support the gradual resumption of activities.

FINANCIAL EDUCATION FOR VULNERABLE INDIVIDUALS

Action plans: Proactively monitor and offer assistance to clients who are over-indebted or excessively indebted, in addition to providing content and support on financial organization for priority groups, such as vulnerable and indebted clients.

Results: We conduct ongoing analyses of current and overdue customer portfolios, using indicators and metrics such as income, credit usage, and payment profile. In this way, we can assess the degree of indebtedness throughout the year, and identify customers at risk of over-indebtedness. All customers have access to the Credit Profile functionality in our app, which allows them to track outstanding financial obligations and reduce the impact of debts and overdue installments on their budgets.

We also provide a website with free financial education content for customers and for the public, including infographics, financial control tools, and guides on the conscious use of credit and financial reorganization.

In 2025, we began a new periodic review of the Human Rights Due Diligence process. For this cycle, we have continued to contract an independent company to conduct the entire process. This choice ensures that the assessment is carried out impartially and based on the requisite specialist knowledge. The process includes the stages of diagnosis, evaluation of management mechanisms, and development of action plans. The final results will be consolidated and released in 2026.

Assessment, monitoring and mitigation of risks in relation to Human Rights

In addition to conducting the Human Rights Due Diligence, we also included this topic in our social, environmental, and climate risk management strategy. We monitor the effectiveness of our ESG approach with stakeholders through specific tools, including internal procedures for identifying and assessing risks within and outside the organization, defining mitigation actions and, when necessary, remediation measures.

We maintain an ongoing dialogue with stakeholders to monitor and manage risks related to Human Rights, and provide guidance, complaints and reporting channels so that any violations can be reported. Our action plans and tools consider all rights holders among all stakeholders.

Our relationships with clients and business partners are governed by a strict list of excluded activities, which prevents the granting of credit to or contracting with suppliers involved in practices of forced labor, child labor, or the encouragement and exploitation of prostitution.

To ensure compliance with these principles, we use the Excluded Activities List Procedure, which requires the daily checking of employers' registration on the Ministry of Labor and Employment's "Dirty List of Slave Labor." If any employee identifies possible indications of involvement of clients or partners in these practices, this information is evaluated and may result in credit restrictions or contract termination.

Furthermore, all our financing operations include contractual clauses that require compliance with social and labor laws, and prohibit any illegal practices.

We also apply internal Due Diligence procedures to proprietary mergers, acquisitions, and strategic partnerships to identify potential signs of corruption, fraud,

and other illegal acts related to Human Rights, including protective contractual clauses when necessary.

CLIENTS

We analyze human rights issues in relation to each evaluated company's relationships with its clients' suppliers, and other stakeholders, considering fair labor practices, community interactions, working conditions and safety, as well as supply chain management. These issues are also considered in our business decisions.

In our asset management and investment operations, the social dimension, including human rights, is part of the analysis process and portfolio composition. Our actions follow the United Nations Principles for Responsible Investment (PRI), and are detailed in Itaú Asset Management's Investment Sustainability Policy.

Human Rights issues are evaluated and monitored considering the investee company's relationship with their clients, communities, employees, and suppliers. This can initiate interaction or engagement processes, either before or after investment, with the goal of influencing decisions and promoting best practice in Environmental, Social, and Governance (ESG) matters.

EMPLOYEES

To reinforce our commitment to ethics, integrity, and human rights, we offer our employees, managers, suppliers, and partners an Ombudsman, i.e. an internal feedback channel. This channel acts independently and provides guidance and advice, receives, and monitors complaints and reports to the President regarding violations of principles, ethical deviations, situations of harassment, discrimination, disrespect, and other inappropriate behaviors, or violations of our policies.

The Ombudsman handles cases with impartiality, confidentiality, and privacy, maintaining records of the investigation process. Where irregularities or illegal practices are identified, appropriate measures and consequences are applied to those involved.

The Ombudsman also acts proactively, promoting dialogue, awareness, training, and educational initiatives to foster a healthy work environment that respects human rights, diversity, freedom, dignity, and physical, intellectual, and moral integrity in all relationships.

Employees and managers are kept informed of the existence of these channels through corporate communications and awareness campaigns, such as training sessions, workshops, emails, and the corporate portal. For external audiences, our channels are also available on our Code of Ethics website, and through various institutional portals.

SUPPLIERS

In order to become a supplier to Itaú Unibanco, companies must undergo a certification process that assesses their compliance with social, environmental, and climate responsibility practices, as well as legal aspects such as combating forced labor and child labor, financial health, and compliance with labor obligations.

Supplier registration requires acceptance of the Bank's Relationship and Ethics and Conduct Codes. The standard contract includes topics such as ethics, Human Rights, diversity, environmental preservation, social responsibility, constitutional social rights, prohibition of forced labor and child labor, as well as anti-corruption measures.

In 2025, we continued engaging our suppliers by offering a learning path on Diversity and Human Rights at the Itaú Suppliers with 176 graduates, and organizing two workshops on ESG and Human Rights at our headquarters, with 5,530 participants.

Dialogue and engagement in Human Rights

In addition to continuously monitoring the topic of Human Rights within Itaú Unibanco, we actively participate in sector discussions. We work together with other institutions to promote debate on the role of companies in relation to Human Rights, considering the UN Guiding Principles on Business and the Sustainable Development Goals (SDGs), both in internal operations and in the value chain and surrounding communities.

In 2024, we coordinated the UN Global Compact Human Rights Action Platform in Brazil. This Platform brings together representatives from companies, UN agencies, NGOs, and the government, and addresses topics such as gender equality, immigrants and refugees, the rights of LGBTI+ people, indigenous peoples, people with disabilities, combating racism and forced labor, climate justice, and promoting the Guiding Principles on Business and Human Rights.

We also participate in sector-specific initiatives and develop engagement actions tailored to different audiences.

Since 2023, we have led the "Human Rights Working Group in the Financial Sector," a pioneering initiative of the UN Global Compact in Brazil comprised of financial institutions. The objective is to create a space for reflection and knowledge production on the challenges and opportunities of Human Rights in the financial market. In 2025, we highlight the launch of the Practical Guide to Due Diligence in Human Rights, which guides participants on the importance and application of this process.





METRICS
| GRI 2-8 | 3-3 |
| 302-1 |
| 302-2 | 302-3 |
| 302-4 |

Suppliers

In addition to structuring our governance around ESG issues, we also involve our suppliers in these topics to ensure that our value chain adheres to our principles.

Supplier management is a fundamental pillar of our sustainability strategy, and demonstrates our commitment to social, environmental, and climate responsibility. Supplier management is led by the Purchasing department, which ensures that all our business partners are aligned with the principles and values that guide our business. This alignment is supported by the Supplier Relationship Code and the Social, Environmental, and Climate Responsibility and Positive Impact Guide, which provide clear guidelines on ethics, conduct, and relationships.

In 2025, we made significant progress towards achieving our commitment to engaging 100% of our suppliers in sustainable practices by 2030. To ensure the integrity and transparency of our suppliers management, we have a dedicated whistleblowing channel for suppliers, and conduct supplier audits every two years. These initiatives contribute to ensuring that our partners are aligned with our ESG Strategy, reinforcing responsibility and commitment to sustainability throughout the supply chain.

Responsible Supply Chain Management | GRI 2-6 | 2-8 | 204-1 | 205-1 | 205-2 |

We monitor and evaluate our suppliers to ensure they align with our principles, values, and commitments, seeking to reduce risks and promote a positive impact on our supply chain.

We use the Supplier Relationship Code and the Social, Environmental, and Climate Responsibility and Positive Impact Guide for Suppliers to guide the values, conduct, and guidelines to be observed throughout our relationship with our partners. Furthermore, we require compliance with key legislation related to social, environmental, and climate issues in our contracts.

We seek to hire suppliers who respect fair working conditions, value the dignity of workers, and are committed to combating illegal acts such as corruption, fraud, money laundering, and others.

With these measures, we were able to address the main social, environmental, and climate risks and impacts, ensuring that all suppliers are aware of their obligations and responsibilities when working with Itaú Unibanco.

Training and development of employees in supplier relations.

All employees must participate in mandatory training, conducted every two years, as part of our Integrity and Ethics Program. This training reinforces what is expected and what is not permitted in relationships with suppliers, ensuring that everyone is aligned with Itaú Unibanco's guidelines.

By the end of 2025, 97.9% of employees had completed our Ethical Integrity and Conduct Program, including the Supplier Relationship training tracks.

About our suppliers

Our supply chain is broad, diverse, and fundamental to the continuity of operations. Among the main contracted services are information technology and telecommunications, customer service (such as call centers and Business Process Outsourcing, or BPO), security, logistics, energy, building maintenance, civil construction, and specialized professional services, among others.
This variety of suppliers demonstrates the complexity of our activities and the importance of having partners with specific technical skills to support essential areas of the business.

Itaú Unibanco has a presence in all regions of Brazil, resulting in an equally distributed supply chain, with significant participation from regional suppliers in infrastructure, maintenance, food, and transportation services. In addition, international suppliers also play an important role, particularly in the areas of technology and innovation.

In 2025, 98.1% of the contracted volume was directed to suppliers located in Brazil, reinforcing our support for local economic development. Our contracts involve companies of various sizes and regions, from small local partners and service providers to large national and international corporate groups.

Outsourced activities represent a significant portion of our indirect workforce, particularly in labor-intensive areas such as customer service, security, cleaning, facilities management, construction, logistics, and technical support.

Our ESG management of the supply chain adopts rigorous practices in labor compliance, health and safety, integrity, and socio-environmental monitoring. The goal is to ensure sustainable, ethical, and responsible relationships with all our business partners.

In 2025, our supply chain reached 17,010 approved partners, representing a 4.9% increase compared to 2024. Throughout the year, 891 new suppliers were approved and 2,861 suppliers with active contracts went through our evaluation process, corresponding to growth of 33.4% and 6.0% respectively.

Payments to local suppliers with active contracts totaled R$22.5 billion, maintaining stable levels compared to previous years.

Supply chain profile | GRI 2-6 | 204-1 |	2023	2024	2025	Var.
Value spent with local suppliers[1] (R$ billion)	22.3	22.5	22.5	—
Operations with local suppliers[1] (%)	98.6%	98.7%	98.1%	-0.6 p.p.
Total active suppliers	2,600	2,699	2,861	6.0%
Total approved suppliers	15,652	16,215	17,010	4.9%
New approved suppliers	705	668	891	33.4%
Suppliers by category[2]				
Construction, maintenance and assets	31.2%	31.6%	30.9%	-0.7 p.p.
Information technology	21.3%	21.1%	19.9%	-1.2 p.p.
Marketing	8.5%	6.9%	7.9%	1.0 p.p.
Training and benefits	7.8%	6.2%	6.2%	-
Advisory and consulting services	7.7%	7.7%	7.7%	-
Legal expenses	7.2%	7.6%	8.4%	0.8 p.p.
Call center	2.5%	2.4%	2.5%	0.1 p.p.
Postal services, card and check supplies	1.5%	1.9%	1.8%	-0.1 p.p.
Cash-in-transit	1.8%	1.7%	1.6%	-0.1 p.p.
Security	2.6%	3.1%	2.6%	-0.5 p.p.
Telecommunications	3.0%	3.2%	3.2%	-
Other	20.7%	21.1%	20.3%	-0.8 p.p.
Total Third-party workers by activity	**49,786**	**64,167**	**66,563**	**3.7%**
Surveillance, Cleaning and Maintenance	11,882	24,174	21,825	-9.7%
IT	2,875	3,520	5,531	57.1%
Logistics and Shipping	4,141	11,266	14,131	25.4%
Legal Services	6,326	9,791	8,590	-12.3%
Call Center and Collection Agency	13,747	13,397	14,799	10.5%
Other[3]	10,815	2,019	1,687	-16.4%

([1]) We consider "local suppliers" to be companies that operate and have revenue in Brazil. "Important operational suppliers" are those that provide services or inputs that can directly impact our operations.
([2]) The sum of the percentages may exceed 100%, as the same supplier may operate in more than one category
([3]) The "Other" category includes: Facilities, HR Services, and Temporary Labor.

Evaluation and monitoring of the supply chain | GRI 308-2 | 414-2 |

Our supply chain operates within a constantly changing environment, influenced by increasingly stringent regulatory trends, growing investor pressure, rapid technological advancements, and higher expectations regarding the environment and society. In the financial sector, these transformations directly impact how we manage risk, our reputation, and regulatory compliance, primarily because regulations demand robust supplier analysis, due diligence, and monitoring processes.

Faced with these challenges, the Bank has been constantly improving its governance and supplier management processes, understanding that the development of ESG practices in the value chain is fundamental to ensuring business sustainability. All suppliers wishing to work with Itaú Unibanco must go through a registration and evaluation process, called administrative approval. In this process, suppliers are required to know and accept our Supplier Relationship Code and our Code of Ethics and Conduct.

The supplier approval and monitoring process establishes mandatory criteria in the social, environmental, reputational, financial, and labor areas. This ensures that only companies that follow our internal policies can be contracted and remain in our active supplier base.

During the approval process, we ask suppliers to answer our ESG Questionnaire. This helps us to better understand the environmental, climate, social, and governance practices of our partners.

The suppliers' responses are consolidated and analyzed in our internal management system, where we can track the ESG maturity level of each supplier. This system helps us define and review strategies to strengthen our commitment to responsible supply chain management.

In addition to the risks identified in the approval process, our contracts and Supplier Relationship Code include relevant topics related to sustainability. Since 2020, contracts have included clauses requiring compliance with social, environmental, and climate standards and policies, such as:

- Ethics and transparency.
- Traceability and integrity.
- Promoting human rights and diversity.
- Environmental preservation.
- Climate change.
- Social responsibility and development.
- Constitutional social rights.
- Prohibition of forced labor and child labor.
- Bank security and confidentiality.
- Data protection.
- Combating corruption and harmful acts against public administration.

Suppliers who present socio-environmental risks are subject to audit cycles, which involve analysis and verification of documents, technical visits, and evaluation of the effectiveness of the controls adopted.

When significant instances of non-compliance are identified, the supplier may be blocked from new contracts or have their contract terminated. These measures reinforce our commitment to responsible practices and compliance with current regulations.

Over the past three years, Itaú Unibanco has not identified or incurred any significant judicial or administrative sanctions related its supply chain.

Diversity and Development Objectives

ESG strategy

By 2030, engage 100% of suppliers in ESG issues, strengthening the supply chain with responsible socio-environmental practices aligned with our values and mitigating risks in the most sensitive links[1].

ESG literacy of active suppliers

By 2026, have 100% of our suppliers completed the ESG questionnaire.

2025 ACHIEVED **73%**

By 2030, achieve 75% of suppliers with the basic pathways completed.

2025 **6%**

Auditing sensitive suppliers

By 2026, ensure the implementation of a whistleblowing channel in 100% of our audited suppliers.

2025 ACHIEVED **73%**

By 2030, conduct audits of 100% of our sensitive suppliers[1] for ESG criteria.

2025 ACHIEVED **98%**

By 2030, ensure the implementation of a Diversity and Inclusion census in the operations of 100% of audited suppliers.

2025 ACHIEVED **47%**

By 2030, have 80% of our suppliers conducting emissions inventories of their operations.

2025 ACHIEVED **56%**

([1]) List composed of 100 suppliers selected based on social, environmental, climate and governance risk criteria, in addition to the volume and relevance of contracts and the direct impact on the business.

Auditing and controlling the supply chain

Our audit process aims to verify whether suppliers are fulfilling their commitments and obligations, promoting responsible management. Furthermore, this process helps align suppliers with our ESG objectives and strategy.

Currently, the audit is conducted every two years by a partner company. The evaluation checklist includes topics such as human rights, labor rights and working conditions, occupational health and safety, waste disposal, GHG ethics, and anti-corruption practices. After the audit, each supplier receives an action plan to improve its operations.

In 2025, we selected 100 suppliers from sectors considered sensitive to participate in the audit. These categories are critical in relation to social, environmental, climate, and governance risks. The selection was based on the risk of the category, the volume of contracts, and the impact on the business.

For our employees, we have a Code of Conduct program that seeks to strengthen governance, integrity, and transparency in hiring, payment, and corporate expense processes. The program establishes guidelines for the use of the corporate card and for expense reimbursement, with limits adjusted to each employee's level of responsibility. In addition, there is continuous monitoring to prevent misconduct. In this way, we simplify approval policies and rules while reinforcing controls and accountability mechanisms.

The program is monitored through indicators and reports to senior management, and any irregularities are addressed through inspection channels, which may result in consequences for those involved. This mechanism contributes to the responsible use of resources and strengthens the culture of compliance within the bank.

Whistleblowing channel for suppliers

To ensure a healthy environment and an ethical relationship with our partners, we provide an exclusive Whistleblowing Channel for suppliers. This channel guarantees confidentiality, anonymity, and impartiality, as well as protection against retaliation.

In it, suppliers can register complaints and reports about ethical misconduct, antitrust violations, illegal acts, and situations of non-compliance with our Code of Ethics or the Supplier Relationship Code.

Supplier engagement

| GRI 2-29 | 205-2 | 410-1 |

We periodically hold the Itaú + Suppliers Meeting, which aims to engage and strategically align our supply chain. At this event, we discuss topics such as ethics, prevention of corruption and money laundering, combating the financing of terrorism, managing relationship conflicts, and using our whistleblowing channels.

In 2025, we held two editions of the event, inviting around 2,000 active suppliers. The focus was on presenting our ESG Strategy and discussing opportunities to generate a positive impact throughout the value chain.

In the first edition, held online, we discussed Compliance topics, focusing on Integrity and ethics in supplier relationships. We also presented guidelines on greenhouse gas emissions, with the participation of CDP.

In the second edition, we welcomed 200 suppliers in person and streamed the event online for the others. We presented our strategic objective for suppliers, held a panel discussion on COP 30, promoted a debate on corporate governance in Brazil, led by the Brazilian Institute of Corporate Governance, and organized a panel on ESG Innovations with companies from Cubo Itaú.

We also participate in the CDP Supply Chain, where we developed a communication and engagement program to encourage our suppliers to transparently disclose their environmental and climate information and practices, as well as identify risks and opportunities. In 2025, we invited new suppliers to the program and achieved an engagement rate of 69%, with these suppliers reporting their information to the CDP.

We provide an ESG literacy platform available to all suppliers with active contracts, offering content on topics such as general ESG concepts, climate transition, corporate governance, compliance, ethics, anti-corruption, diversity and inclusion, among others. By 2025, 50% of suppliers were registered on the platform and 15% had learning paths in progress.

Suppliers play a key role in advancing our ESG Strategy. Therefore, they are considered strategic partners and participate in our materiality process, contributing their insights to the definition of our priorities.

In 2025, in partnership with our stakeholders, we reviewed our ESG Strategy and established new goals to expand knowledge about sustainability, engage the supply chain in ESG practices, and develop specific actions with sensitive partners.

We are advancing these commitments by encouraging our suppliers to follow the guidelines of our Social, Environmental and Climate Responsibility Policy, seeking to expand positive impacts on society, the environment and the climate, as well as strengthening responsible practices throughout the supply chain. In this way, we have defined strategic objectives to monitor and develop our suppliers, reinforcing our commitment to collaborative and sustainable operations.

METRICS
| GRI 3-3 | 203-2 |



Private Social Investment

We invest in social and economic development, as well as in expanding access to education, culture, sports, health, and leisure activities.

Private Social Investment (PSI) is a key tool for promoting social development, and for decades we have strategically and intentionally directed our investments towards promoting access to and expansion of rights, improve quality of life, and strengthen people's transformative power.

Over the last ten years, our private social investment has totalled approximately R$8.9 billion, with a direct impact on more than 16,000 social projects and a significant indirect economic impact on society as a whole.

Our work is aligned with public policies and engages with collective initiatives in ways that help pursue the Sustainable Development Goals (SDGs) of the United Nations (UN) and complies with the applicable guidelines of the Federal, State, and Municipal Governments.

To ensure the quality and transparency of our work in this area, we have an integrated governance structure responsible for managing the resources invested, monitoring programs, and reporting to the Social, Environmental, and Climate Responsibility Committee, which includes members of the Board of Directors.

Throughout 2025, we invested approximately R$867.6 million (1.1% of Itaú's gross operating profit) in 1,800 social projects, representing a 5% increase in the volume of resources and an 11% increase in the total number of projects compared to 2024, consolidating our position as one of the companies with the largest private social investment in Latin America.

Investment by category | GRI 203-1 | GRI 203-2 |	Total value (R$ million)		Number of projects	
	2025	2024	2025	2024
Not incentivized	**545.3**	**542.0**	**1,278**	**1,167**
Education	290.4	281.2	489	463
Sports	3.3	1.7	15	13
Culture	166.8	153.7	618	535
Urban mobility	52.8	63.3	13	18
Diversity	11.0	8.9	59	47
Health	2.3	4.6	11	8
Innovation and entrepreneurship	5.6	5.1	16	16
Local development	13.0	23.6	57	67
Incentivized	**322.3**	**284.0**	**572**	**501**
Culture	127.9	121.3	265	248
Sports	63.6	58.9	79	78
Education	33.7	31.1	86	76
Health	61.8	42.0	40	22
Longevity	31.9	29.5	62	70
Innovation and entrepreneurship	1.7	0.3	32	2
Local development	1.7	0.9	8	5
Total	**867.6**	**826.0**	**1,850**	**1,668**
Brazil	823.9	784.9	1,638	1,465
Latin America[1]	43.7	41.2	212	203

([1]) Consider Paraguay, Uruguay, Chile, and Colombia.
Note: Foreign currency values were converted to Brazilian reais on December 31, 2025. Institutions included in the Financial Statements of the Itaú Unibanco Holding S.A. Group.

Overview

In Brazil, we invested approximately R$824 million in 2025, reaching 1,600 social projects across all regions of the country.

Of the resources invested, 61% came from donations and sponsorships made through our own financial contributions, and 39% used funds from tax incentives, such as the Rouanet Law and Ancine, for cultural projects; the Federal Sports Incentive Law; the Elderly Law for longevity projects; the National Program for Support of Oncological Care (Pronon) and the National Program for Support of Health Care (Pronas) for health projects; and the Municipal Fund for Children and Adolescents (Fumcad), focusing on educational projects.

In Latin America, we have already invested over R$43.7 million in 212 projects, with 90% coming from our own resources and 10% from tax incentive funds allocated to culture, education, and local development and participation.

Tax incentive laws play an important role in this dynamic, as they can assist in business expansion, supporting actions that are important for the growth of organizations, as well as contributing to corporate social responsibility projects.

Education
Approximately 2.6 million people impacted by the actions[1].

Culture
Over 470,000 visits to cultural exhibitions offered free of charge.

Volunteering
Over 600 volunteers and more than 3,200 hours dedicated to the year's projects.

Health
26 collaborative projects from the Todos pela Saúde Institute

Sport
481 organizations supported with mentoring or training on the topics.

Innovation
21 patents filed with the National Institute of Industrial Property.

Mobilidade urbana: Bike Itaú
1.9 million active users and more than 3,000 tCO2e avoided.

([1]) Consider only Instituto Unibanco.

Itaú Foundation

The Itaú Foundation's mission is to promote the development of all Brazilians so that they become citizens capable of positively transforming society, guaranteeing access to art, culture, and education through three pillars of action: Itaú Cultural, Itaú Social, and Itaú Education and Work.

On a daily basis, this mission translates into fostering the production of knowledge through studies and research, and implementing programs and actions that strengthen the articulation between our main causes.

This purpose has been part of its trajectory and initiatives since the creation of Itaú Cultural in 1987, Itaú Social in 1993, and the promotion of technical education with Itaú Education and Work for over 20 years. From this journey, in 2019, the Itaú Foundation was born – the result of the merging of its areas of action – further enhancing the construction of inspiring and transformative paths.

To integrate these pillars, the Foundation created the Observatory – a space dedicated to the production of free knowledge, through e-books, publications, and data that support the design and improvement of public policies.

The Itaú Foundation School, a free training environment in the fields of art, culture, and education, launched 20 new courses in 2025, totaling almost 100,000 registered students and more than 55,000 certificates. Since its creation in 2020, the Itaú Foundation School has already received more than 380,000 registrations.

The Foundation also relies on the work of the Superintendency of Management and Digital Transformation and Institutional and Strategic Communication, fronts that invite action, knowledge, and transformation.

The legacy of decades that preceded and now integrate the Itaú Foundation is the main strength of its journey, maintaining the excellence of the work carried out so far and expanding the reach of its achievements.

Itaú Social

For 33 years, Itaú Social has been dedicated to developing initiatives that strengthen inclusive public policies capable of generating structural changes in Brazilian education. One of the strategies is supporting education departments. In 2025, partnerships were established with 10 municipal and 8 state education departments.

Mathematics gained centrality on Itaú Social's agenda in 2025. The "Mathematics in the Final Years of Elementary School" call for proposals, promoted in partnership with the Ministry of Education's Basic Education Secretariat, received 1,392 applications from all regions of the country.

18 initiatives were awarded in the "Recognition" and "Promotion" categories, the latter with financial support of up to R$80,000. The selection criteria prioritized innovation, reduction of inequalities, and effectiveness in improving teaching quality. Three selected projects were transformed into short documentary films, released in January 2026 on Itaú Social's YouTube channel, bringing together testimonials from teachers, students, managers, and family members.A new feature in 2025 was the launch of two professional master's programs by Itaú Social, one aimed at training trainers, in partnership with PUC-SP, and another focused on the evaluation of public policies, in partnership with the Federal University of Ceará.

Itaú Education and Work (IET)

Since 2005, IET has supported and encouraged the implementation of vocational and technological education policies, focusing on increasing the number of places available, improving the quality of the offer, and including young people in the world of work.

IET advises state governments on consolidating the main strategic, pedagogical, and support parameters necessary for structuring and implementing a State Policy for Vocational and Technological Education, aimed at ensuring the productive inclusion of young people with dignity.

Throughout 2025, partnerships were established with 17 State Departments of Education. With this support, state governments opened new places in Vocational and Technological Education. Training teachers was also a key strategy. In total, 3,636 participated in training processes.

Discussions were also promoted among different actors – public authorities, the productive sector, academia, and civil society – on important topics for expanding the number of vocational education enrollments in the country with quality, in order to raise the professional qualifications and labor productivity of younger generations.

We also participated in public spaces of the legislative and executive branches (such as hearings and public consultations), presenting proposals formulated from evidence to improve regulations that promote improvements for vocational and technological education in Brazil.

Itaú Cultural

For 38 years, Itaú Cultural, one of the longest-running cultural organizations in the country, has been dedicated to researching, mapping, promoting, producing, and disseminating artistic and intellectual expressions in the most diverse areas of expression, contributing to the appreciation of Brazilian culture.

Itaú Cultural encourages the cultural and artistic participation of people, seeks to democratize access to art and culture, supports artists and researchers from various languages, encourages artistic experimentation, recognizes and supports the constitution of the memory of Brazilian art and culture, articulates and disseminates knowledge, experiences, and wisdom about art and culture, and promotes cultural rights.

In 2025, Itaú Cultural received more than 470,000 visits to its exhibitions, plays, musical programs, dance performances, and other events – all free of charge. During the year, it also held more than 430 events for all audiences, such as in-person, online, and hybrid exhibitions and cultural events.

The virtual audience reached over 74 million accesses on the institution's website and on the Itaú Cultural Encyclopedia platform. The Encyclopedia provides extensive information on visual arts, cinema, dance, cultural management, literature, music, and theater, and offers Teacher's Notebooks, didactic sequences that offer possible approaches to themes of Brazilian art and culture, connected to the platform.

In 2025, Itaú Cultural Play, a free video platform with over 450 works of Brazilian cinema, reached 257,000 users.

Unibanco Institute

The Unibanco Institute operates in the educational field, focused on strengthening management to improve the public school system, through the Young Future Program.

Launched in 2007, the program was structured based on the premise that quality, efficient, participatory, and results-oriented management, with equity, can have a significant impact on student learning.

The Young Future Program aims to contribute to strengthening the knowledge already established and produced in each partner network, as well as encouraging students to remain in school, improving learning, and reducing educational inequalities.

In 2025, it maintained partnerships with six states across Brazil and participated in 69 programs, with an investment of R$105.6 million, thus allowing 2.6 people to be directly impacted by its actions.

Our causes

We also support causes that are important to society through various projects focused on education, culture, health, and sustainable development, investing in partnerships with NGOs and institutions that promote the social and economic development of the local community. Check out some of our causes below.

Urban mobility

We work to promote safe, sustainable, and low-carbon urban mobility, focusing on the bicycle as an active mode of transport. This work is aligned with key global trends: integration between modes of transport, encouragement of micromobility, expansion of cycle paths, use of technologies, and reduction of dependence on fossil fuels. Sustainable mobility contributes to more inclusive, healthy, and resilient cities, reinforcing ESG commitments and positive social impact.



Bike Itaú, created in 2012, provides bike-sharing stations and bicycles in seven cities across five Brazilian states and one city in Chile. It has 12,400 bicycles, 1,082 stations, and 2 million active users, contributing to traffic reduction and offering a practical and low-cost transportation solution. Bike Itaú trips have potentially prevented the emission of 3,355 tCO2e into the atmosphere.

In 2025, we also supported 11 institutions related to urban mobility, including the Associação Transporte Ativo (Active Transport Association), which produced the Cyclist Profile Survey and organized the Promoting Bicycle Mobility Award.

We also support the Brazilian Mobility Panel (PBM), from the Cordial Institute, which is dedicated to promoting more accessible and safe mobility through the strengthening of public policies, with studies and consolidation of data from municipalities.

Another initiative that brings together a series of training courses focused on improving sustainable urban mobility is “MobiliCAMPUS”, run by the Institute for Transportation and Development Policy (ITDP), which had 10,547 students from all regions of Brazil in 2025, and more than half of them work in the public sector, are female, and identify as non-white.

Longevity and well-being

Through Itaú Viver Mais (Live Longer, in Portuguese), a non-profit organization that focuses its efforts on people over 50 and collaborates with the public sector, civil society, and the private sector, we seek to promote access to and expansion of rights for a dignified transition to longevity.

Brazil is undergoing an unprecedented demographic transition, with an accelerated aging population. According to the 2022 Census, conducted by IBGE, the elderly population aged 60 or older reached 15.6%, an increase of 56% compared to 2010. The data shows that by 2046, those aged 60+ will be the largest segment of the country's population, reaching 28%.

This demographic shift poses complex challenges that require an urgent and coordinated response. In this context, the Itaú Viver Mais website gathers and organizes essential information about human aging, including research, publications, and reference content that are freely available for consultation and download, expanding access to knowledge. In 2025, approximately 1,200 downloads of these publications were made, and the Itaú Viver Mais website had over 81,000 views.

Among the projects supported and developed in 2025 is the Itaú Viver Mais call for proposals, which aims to strengthen the network for protecting the rights of people over 60 and the cycle of public policies oriented towards population aging. The Itaú Viver Mais call for proposals website had over 58,000 views.

The call for proposals selects projects based on mechanisms of the Statute of the Elderly Person, using resources incentivized by the Law of the Elderly Person. In 2025, 62 projects were supported, totaling R$31.9 million directed towards longevity and well-being.

Itaú Viver Mais also made available a set of initiatives with dedicated specialists, with the objective of engaging and technically training governments, councils for the elderly, and other actors in the protection network.

Training sessions were held for approximately 66 council members for the elderly, in addition to project writing workshops for Civil Society Organizations (CSOs).

With the aim of raising awareness among the elderly population about financial security, the "Viver Mais" program has established itself as an important financial education initiative for older adults, bringing together content on Financial Well-being and Fraud Prevention. In 2025, more than 14,000 programs were completed, with 12,000 unique students registered on the platform and an average NPS of 83.



The Longeviver Platform, a partner of Itaú Viver Mais, which aims to disseminate and multiply knowledge about inclusive and productive longevity, reached 376,000 views and 133,000 accesses in 2025, totaling approximately 1,800 new registrations and 11,000 users.

During the year, 14 projects were supported, totaling R$10.8 million allocated to sports.



Sport

We believe that sport is a great promoter of social inclusion and individual development, being an ally of education. Our main initiative related to this cause is the Itaú Esport Grant, which in its 7th edition reaffirms its commitment to democratizing and providing transparency to the projects selected to promote sport as a tool for comprehensive education, individual development and the exercise of citizenship.

Aware of the challenges faced by social organizations in structuring and accessing resources incentivized by the Sports Law, we are moving into the 2nd year of the Capacity Building and Transformation project, carried out in partnership with Nexos, the Instituto Futebol de Rua and Rede Igapó, expanding the formation of networks of sports projects in the North, Northeast and Midwest regions.

The project provided free training on the Sports Incentive Law to 344 interested social organizations, with 43% from the Northeast, 30% from the North, and 27% from the Midwest, and offered mentoring to 137 organizations, focused on fundraising and identifying community needs for project structuring.

Volunteering

In 2025, we continue to strengthen our Corporate Volunteering Program, maintaining existing initiatives and expanding opportunities for employees.

In the iMentora Young Apprentice program, leaders in the branch network voluntarily offer professional mentoring sessions for young apprentices, seeking to develop and accelerate their careers. During the year, there were 223 pairs, with an average NPS of 96 points.

In the iMentora Women Entrepreneurs program, Itaú specialists and executives offer voluntary mentoring to entrepreneurial clients, focusing on the development of women's businesses in areas such as financial planning, digital marketing, and people management. During the year, there were 50 pairs, with an average NPS of 96 points.

In the IR Cidadão (citizen income tax) program, 226 volunteers allocated up to 6% of their Individual Income Tax to social projects of the Children and Adolescents Funds, in accordance with Law No. 8,069/1990 (Child and Adolescent Statute). In 2025, a total of R$709,900 raised was distributed among five institutions in the education and health sectors: ASA, Pequeno Príncipe Children's Hospital, Kinder, Lar Santa Maria, and Verdescola.

During the Solidarity Games, volunteer employees collected 1.8 tons of clothing, shoes, coats, and blankets, which were donated to the ASMARA project, run by Gerando Falcões. In total, 673 volunteers from the Corporate Volunteering Program dedicated more than 3,200 hours to projects during the year.

Health

Public health and emergency preparedness are also key themes in our private social investment strategy. In 2021, we created the Instituto Todos pela Saúde (ITpS), which has the mission of strengthening the articulation of epidemiological surveillance networks and developing skills that help Brazil prepare to face future outbreaks, epidemics, and pandemics.

ITpS also performs data analysis and integration to support public policies based on scientific information and offers courses for the training and updating of health professionals.

Currently, 26 projects are being developed with different partners, such as the World Health Organization (WHO), the Pan American Health Organization (PAHO), the Ministry of Health, the National Council of Health Secretaries (Conass), the National Council of Municipal Health Secretariats (Conasems), the Brazilian Association of Collective Health (Abrasco), as well as municipal and state health secretariats, universities, and private laboratories.

The Institute has even been awarded the most important honor from the Brazilian government in the field of Health, the Oswaldo Cruz Medal of Merit, in the gold category.

Our institute has also become part of the International Pathogen Surveillance Network, organized by the WHO's Centre for Intelligence on Pandemics and Epidemics.

Innovation and Technology

To accelerate our innovation journey, anticipate trends, and promote the development of disruptive solutions based on emerging technologies such as Artificial Intelligence and Quantum Computing, we created the Itaú Institute of Science and Technology (ICTi) in 2025.

Through our close collaboration with researchers and experts in cutting-edge technologies, we aim to develop solutions that generate real value for clients society, and the development of the scientific community in the country.

Furthermore, the launch of the Institute integrates and expands an important pillar of strategic partnerships between the bank and academia. The academic partnerships between ICTi and some of Brazil's leading federal universities connect them to market challenges, transforming knowledge into applied solutions with concrete benefits.

In 2025, Itaú, in conjunction with the Itaú Institute of Science and Technology, structured an intellectual property program and ended the year with 21 patents filed with the National Institute of Industrial Property (INPI). The intellectual property program allows critical technologies to evolve safely, ethically, and responsibly, strengthening the governance of the entire conglomerate and accelerating technological advancements that can benefit all of society.

Among our research and social impact projects are a Responsible AI team for the ethical and safe application of AI technologies, which involves ensuring data quality, reducing biases, and protecting privacy; and the Corpus Aroeira project, a database of texts in Portuguese created to support training and research in artificial intelligence and natural language processing.

Diversity

Diversity is an important issue for us, not only within the Bank, but also with external social impact. We invest in actions and support aimed at women, Black people, those over 50, LGBTQ+ individuals, and people with disabilities. Among these programs are:

POTÊNCIAS PROGRAM: launched in 2022, in partnership with the Itaú Foundation, we invested R$25 million to offer up to 385 scholarships to Black and mixed-race students in public universities, throughout their undergraduate studies.

The partnerships were with federal public universities in the North and Northeast regions of Brazil. The program monitors student academic performance and dropout rates, in addition to conducting annual research to understand the impact of the scholarships. The data generated supports academic studies and contributes to the public debate on racial equity and education.

PROSSEGUIR PROGRAM: we support the program developed by the Center for Studies on Labor Relations and Inequalities (CEERT), which offers financial aid scholarships, online English courses, and training sessions. The goal is to value future Black leaders studying at universities, as well as create opportunities for dialogue and connection with the job market. In 2025, the program benefited 82 university students from different regions. Since its launch in 2019, Itaú has already supported 404 students.

USP DIVERSA: we support the program created by the Pro-Rector of Inclusion and Belonging at the University of São Paulo, launched in 2023, which encourages society to contribute to undergraduate students who are in a situation of socioeconomic vulnerability and graduates of public schools. Through financial donations, the program guarantees the provision of scholarships for these students.

In 2025, we continue to support 51 scholarships aimed at Black and Indigenous students participating in the program.

ZUMBI DOS PALMARES UNIVERSITY: since 2017, we have contributed by offering scholarships, supporting the implementation of the Training Plan for Administrative Professionals and Faculty, and collaborating in the maintenance of the institution's technology equipment and content platforms.

RODRIGO MENDES INSTITUTE: initiative, supported since 2018, aims to promote quality education in schools for all people with disabilities, targeting educators, school administrators, and education department staff.

The training strategies for inclusive education have already impacted more than 2 million students and approximately 113,000 educators in 27 Brazilian states. In addition, the online platform DIVERSA, which seeks to build and share knowledge about best practices in inclusive education, has already reached more than six million visitors from 160 countries.

LGBT+ PRIDE NOTICE: Developed by Itaú, in partnership with the +Diversity Institute, since 2017, the call for proposals encourages the development of initiatives that assist and stimulate the visibility, safety, and respect of LGBTI+ people and intersectionalities, through the areas of employability, income generation, and entrepreneurship. To date, R$3 million has been distributed to 76 initiatives throughout Brazil.

In this 7th edition, we also have the partnership of Itaú Viver Mais, a non-profit association focused on the 50+ public, and the intention of boosting the silver economy through an intergenerational experience.

The projects supported in 2025 focus on themes such as agroecology, creative economy, education, textiles and fashion, strategic communication, culture, and business management.

The evaluation process also included the voluntary participation of 174 self-declared LGBTI+ employees and allies, who were trained by the Instituto Mais Diversidade to work in the selection of projects submitted to the call for proposals. In total, more than 1,000 volunteer hours were dedicated to this stage.

Emergency actions and strengthening climate resilience

In a context of intensifying extreme weather events and their social and economic impacts, we continued the climate resilience agenda using philanthropic capital to support socio-environmental and climate impact initiatives. Our work remains structured around two complementary pillars: remediation and prevention, which guide both emergency responses and long-term investments, respectively.

While the reparation pillar focuses on rapid response and support for the recovery of directly affected populations, with an emphasis on restoring essential living conditions and rebuilding social infrastructure, the prevention pillar is strategic in nature and seeks to strengthen the resilience of communities and territories before extreme events occur, through preparedness, capacity building, and risk mitigation initiatives.

Strengthening climate resilience

In 2025, we focused on strengthening climate prevention and resilience, particularly through our partnership with the NGO HUMUS BR, a humanitarian organization specializing in risk and disaster management. Through this partnership, we supported projects aimed at technical training, institutional strengthening, and increasing risk perception in municipalities exposed to extreme weather events.

Among the initiatives, the Defesa Alerta Project stands out, aimed at strengthening disaster prevention and response capacity in 39 cities in Rio Grande do Sul. Between February and September 2025, the project held 30 in-person meetings, training 579 members of Civil Defense, public servants from the areas of health, social assistance, and public works, as well as participants from Risk Committees and volunteers.

As part of our efforts to disseminate knowledge and strengthen the technical debate on prevention, we also sponsored Disaster 360 – the International Seminar on Disaster Management, held in Gramado (RS) by HUMUS BR, which brought together experts from Brazil and abroad, public officials, civil society organizations, and the private sector, and contributed to the exchange of experiences and the dissemination of best practices in the risk management agenda.

In addition to fostering the qualified exchange of knowledge, we seek to take this agenda to broader spaces for discussion and engagement, holding panels at São Paulo Climate Week and COP 30, with the theme "Climate Resilience and Disaster Response: From Prevention to Reconstruction".

With this action, we reinforce our structured approach to climate risks, combining emergency responses with preventive investments aimed at capacity building and institutional strengthening.

Emergency action in Paraná state

In November 2025, we carried out an emergency response to a tornado that struck the municipality of Rio Bonito do Iguaçu (PR), causing significant damage to local infrastructure and displacing families. To support the affected population, we provided R$5 million through a donation to the NGO Movimento União BR, earmarked for actions in the areas of health, education, and housing.

The initiatives included the structuring of temporary shelters, the provision of Health Trucks due to the destruction of basic and emergency care units, the reconstruction of public facilities (schools, daycare centers, and housing), as well as projects focused on mental health, women's health, and support for the local Association of Parents and Friends of Exceptional Children (APAE). The action sought to ensure basic care conditions and contribute to the recovery of the affected territory.

Governance

245 Corporate governance

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284 Privacy and data protection

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This chapter addresses actions related to the following material topics:

- Corporate governance
- Data protection and information security
- Social responsibility and political influence
- Integrity and ethics

Sustainable Development Goals





METRICS
| GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 |
| 2-16 | 2-17 | 2-18 | 2-20 | 3-3 | 405-1 |

Corporate governance

Strong governance propels us toward excellence and a sustainable future.

We believe that solid, meritocratic governance that is oriented towards creating long-term value, adds value to businesses, facilitates access to capital, and contributes to the longevity of organizations.

Our Corporate Governance Policy has as its fundamental principle the pursuit of excellence in governance, in order to strengthen and create favorable conditions for the development of Itaú Unibanco and its subsidiaries.

We are subject to various national and international regulations, such as: Comissão de Valores Mobiliários (Brazilian SEC), Securities and Exchange Commission (SEC), Conselho Monetário Nacional (Brazilian National Monetary Council, CMN, in Portuguese), BACEN (Central Bank of Brazil) and Superintendência de Seguros Privados (Brazilian Superintendence of Private Insurance) (SUSEP).

We also follow the rules of self-regulatory authorities in the sector. In addition, we are included in Level 1 for Corporate Governance on the B3 exchange, and have adopted differentiated corporate governance and transparency practices, always seeking to improve our processes and alignment with market best practice.

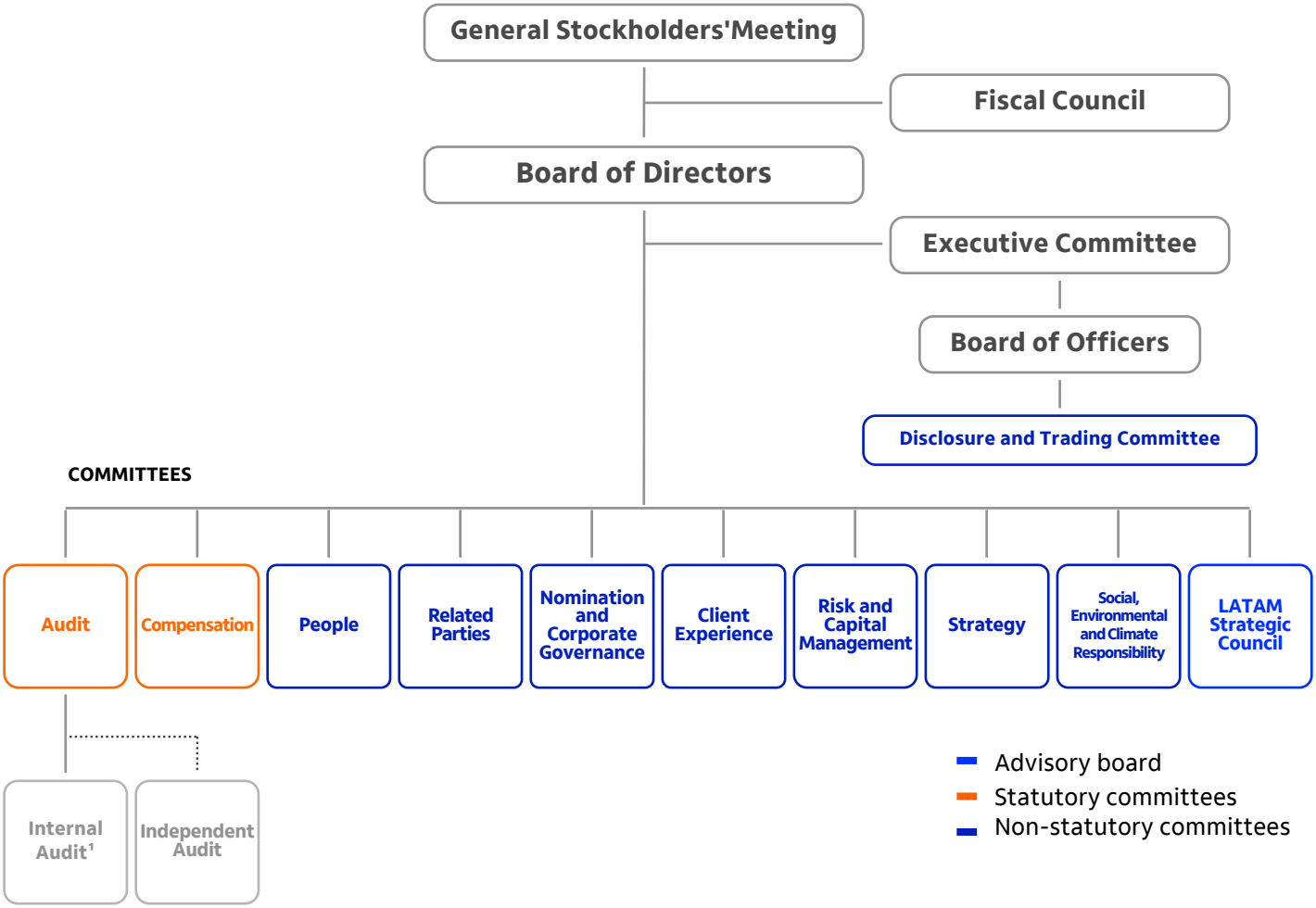
Governance structure

Our governance structure includes the General Shareholders' Meeting, the Board of Directors (our highest governance body), the Executive Board, the Fiscal Council, and the Committees that directly advise the Board of Directors.

Corporate governance involves the direction and monitoring of relationships between the Company, Management, Independent Auditors, shareholders, the market, and other stakeholders.

Our administrative bodies are structured so as to ensure that relevant issues are broadly discussed and that decisions are made collectively.

Below, we present the main bodies and their responsibilities within our Governance structure.



([1]) The Internal Audit function reports administratively to the Board of Directors, however its technical supervision is the responsibility of the Audit Committee.

AUDIT COMMITTEE

The Audit Committee oversees our internal control and risk management processes, as well as the activities of both the internal audit function and independent audit firms.

The audit committee also makes recommendations to the Board of Directors on the hiring or replacement of independent auditors. After five complete and consecutive fiscal years, the Company must replace the technical manager, director, manager, supervisor, and any other team members with any with management roles in the team involved in the external audit work.

COMPENSATION COMMITTEE

The Compensation Committee is responsible for discussing and making decisions regarding Itaú Unibanco's compensation policies.

PEOPLE COMMITTEE

The People Committee defines the main guidelines regarding the employment policies adopted by the Company.

NOMINATION AND GOVERNANCE COMMITTEE

The Nominations and Corporate Governance Committee monitors the Company's governance, especially in relation to the Board of Directors.

RELATED PARTIES COMMITTEE

The Related Parties Committee analyzes transactions between related parties, under certain circumstances, ensuring the equality and transparency of these transactions, with the aim of aligning Itaú Unibanco with best practices in corporate governance.

RISK AND CAPITAL MANAGEMENT COMMITTEE

The Risk and Capital Management Committee supports the Board of Directors with the discharge of its responsibilities relating to the management of the Company's risks and capital, submitting reports and recommendations on these topics to the Board for discussion.

STRATEGY COMMITTEE

The Strategy Committee discusses, within the scope of the Board of Directors, relevant matters with a high impact on Itaú Unibanco.

COMMITTEE FOR SOCIAL, ENVIRONMENTAL AND CLIMATE RESPONSIBILITY

The Social, Environmental and Climate Responsibility Committee defines strategies to strengthen the management of all aspects of this issue within the Company, including the volunteering strategy, positive impact commitments, and decarbonization strategy.

CLIENT EXPERIENCE COMMITTEE

The Customer Experience Committee facilitates and oversees discussions on high-impact topics related to our customers' experience.

DISCLOSURE AND TRADING COMMITTEE

The Disclosure and Negotiation Committee is composed of members of both the Board of Directors and the Executive Board, and is responsible for ensuring the bank upholds best practice in terms of its Corporate Governance. The committee's work covers a range of internal actions aimed at improving the flow of information and ensuring the ethical conduct of the company's management.

LATAM STRATEGIC COUNCIL

The LATAM Strategic Council leads Itaú Unibanco's internationalization process across the rest of Latin America, including exporting best practice and deepening the understanding of different markets and businesses in order better to serve its regional clients.

Board of Directors

Responsibilities | GRI 2-12 | 2-14 |

The Board of Directors is responsible, among its other duties, for defining the general direction of the Company's business, for electing the members of the Executive Board, and for overseeing its management. The Executive Board is responsible for operational and executive functions, following the guidelines established by the Board of Directors.

In addition, the Board of Directors defines the strategy of the Company and its subsidiaries, analyzing relevant issues and supervising management to ensure the interests of shareholders.

When selecting executives, the Board of Directors seeks professionals who are aligned with Itaú Unibanco's values, capable of harmoniously balancing the interests of shareholders, managers, and employees, while ensuring social and environmental responsibility, and being guided by legality and ethics.

Sustainability is an important topic at the meetings of the Board of Directors. The Social, Environmental, and Climate Responsibility Committee regularly presents reports to the Board of Directors on the issues discussed in its meetings.

The Board of Directors also monitors the effectiveness of the ESG Strategy and the Climate Strategy, as well as the Social, Environmental and Climate Responsibility Policy, with the support of the Social, Environmental and Climate Responsibility Committee and the responsible management team. The Board also promotes employee engagement with relevant ESG issues.

Election and term of office

| GRI 2-9 | 2-10 | 2-11 | 2-18 |

The appointment of Board members must comply with the provisions of the Brazilian Corporations Law, Article 14, Resolution No. 4,970/21 of the National Monetary Council, and Resolution No. 80/22 of the Brazilian Securities and Exchange Commission. Appointments must also be in line with the Articles of Association, the regulations of the relevant Committees, the Corporate Governance Policy, the Policy for the Appointment and Succession of Directors, and the Code of Ethics and Conduct.

Board members are elected annually at the General Shareholders' Meeting. In addition to the votes of the controlling shareholders, the following also vote:

- Shareholders who own at least 15% of the total voting shares.
- Shareholders of preferred shares, without voting rights, representing at least 10% of the share capital.
- If the above quota are not reached, minority shareholders with common and preferred shares, who together hold at least 10% of the share capital.

As established in the Policy for the Nomination and Succession of Directors, the selection of candidates should take into consideration aspects such as:

- Technical capacity and specific skills for the job.
- Ability to lead teams and make strategic decisions.
- Interpersonal skills including communication, teamwork, and leadership.
- Knowledge of the laws and regulations applicable to the financial sector.
- Alignment with Itaú Unibanco's culture and values, including our ethical and strategic principles.

The process for nominating and ensuring succession within the Board of Directors establishes that:

- The composition of the Council should be evaluated annually to ensure that members have complementary skills.
- The reelection of a board member should take into account their performance, experience, and attendance at meetings during their previous term.
- No person who has already reached the age limit of 70 years on the date of the election may be elected or re-elected to the Board. For the positions of President or Co-President of the Board of Directors, no person who has already reached the age of 73 on the date of the election may be elected.
- The Council must consist of at least one-third independent members.
- It is recommended that the Board include professionals with experience in the financial sector and in different areas, as well as people with varied characteristics and profiles, aiming for complementary skills and diversity in gender, race, age, and other characteristics.



Composition and experience | GRI 2-9 | 2-11 | 2-17 | 405-1 |

The Board of Directors of Itaú Unibanco is composed of professionals with experience in diverse fields. Their different backgrounds, experiences, and skills complement each other, and contributes to guiding the bank's strategy, focusing on the customer, innovation, and sustainable growth.

Our Board of Directors has 13 members, all non-executive. Of these, 54% are independent, 15% are women, and 8% self-identify as Black or mixed race.

All Board members have experience in the banking industry, financial services, and capital markets. 46% of the board members also serve as CEOs of companies, and 38% have previously held the same position within financial institutions.

The members of the Board of Directors has expertise in various areas, among which the main ones are:

- Risk management: risk management, risk appetite and culture, audit, strategy, standards, policies and controls.
- Economic development: social responsibility, public leadership, financial inclusion, entrepreneurship, and the sustainable development of the Brazilian economy.
- Technology: cybersecurity, data analytics, digital product design, and AI.
- Retail: e-commerce, mobile, innovation, logistics and mobility.
- Environmental and climate issues: climate change, bioeconomy, environmental protection and preservation.
- Social: education, research, culture and health.
- Governance: auditing, reporting, and transparency.

Board of Directors and its committees | GRI 2-9 |	Total Members	Independent Members	Meetings in the year[1]	Attendance Rate
Board of Directors	13	54.0%	19	96.0%
Audit Committee	6	100.0%	63	99.0%
Compensation Committee	4	50.0%	4	100.0%
People Committee	5	40.0%	3	87.0%
Related Parties Committee	3	100.0%	16	81.0%
Nomination and Corporate Governance Committee	5	40.0%	2	90.0%
Risk and Capital Management Committee	3	66.7%	12	100.0%
Strategy Committee	5	20.0%	4	100.0%
Social, Environmental and Climate Responsibility Committee	5	40.0%	3	100.0%
Client Experience Committee	6	50.0%	4	100.0%

([1]) The information regarding the number of members and percentage of independent members reflects those elected at the Ordinary General Meeting of April 17, 2025, and the numbers of meetings and attendance are for year 2025.
Note: The Compensation Committee and Customer Experience Committees each have one member who is not a member of the Board of Directors.

Independence criteria

According to the criteria established in our Corporate Governance Policy, 54% of the board members (or seven members) were independent at the end of 2025. According to the criteria established by the S&P Corporate Sustainability Assessment, 100% of the members of the Board of Directors were independent by the end of 2025.

Our policy does not consider a member independent if:

- Is a controlling shareholder of the Company.
- Exercises voting rights at Board of Directors meetings subject to a shareholders' agreement which deals with matters related to the Company
- Is a spouse, partner, or relative, in a direct or collateral line, up to the second degree, of the controlling shareholder, a director of the Company, or a director of the controlling shareholder.
- Are or have been, in the last three years, an employee or director of the Company or its controlling shareholder.

Other situations described in our Policy are also analyzed to verify whether they indicate a loss of independence of the member due to the characteristics, magnitude and extent of the relationship.

Board members [5]	Function	Executive member	Independent member[1]	Attendance[2]	Election year[3]
Roberto Egydio Setubal	Co-President	No	No	100.0%	2017
Pedro Moreira Salles	Co-President	No	No	100.0%	2017
Ricardo Villela Marino	Vice President	No	No	100.0%	2020
Alfredo Egydio Setubal	Member	No	No	79.0%	2007
Ana Lúcia de Mattos Barretto Villela	Member	No	No	92.0%	2018
João Moreira Salles	Member	No	No	100.0%	2017
Candido Botelho Bracher[4]	Independent Member	No	Yes	99.0%	2021
Cesar Nivaldo Gon	Independent Member	No	Yes	98.0%	2022
Fabricio Bloisi Rocha	Independent Member	No	Yes	91.0%	2024
Maria Helena dos Santos F. Santana	Independent Member	No	Yes	100.0%	2021
Marcos Marinho Lutz	Independent Member	No	Yes	100.0%	2025
Paulo Antunes Veras	Independent Member	No	Yes	100.0%	2024
Pedro Luiz Bodin de Moraes	Independent Member	No	Yes	83.0%	2008

([1]) In accordance with the criteria established in our Policy.
([2]) Reflects each individual's participation in the meetings of the Management committees they participate in, including the Board.
([3]) Consider the first election date as a member of the Board in your current position.
([4]) First elected in 2009 and re-elected annually until 2016. Did not serve on the Board of Directors between 2017 and 2020, being elected again in 2021.
([5]) Considers the composition of the Board of Directors at the end of 2025.

Training and engagement | GRI 2-17 |

We offer programs and tools for the continuous improvement and expansion of the knowledge and skills of the Directors, through training, workshops, courses and lectures.

In addition, specifically for new Board members, we conduct immersion programs so that they can learn about the Company's executive areas.

The involvement of directors and senior leadership in consultative, decision-making and engagement processes on issues related to climate, nature, energy and sustainable development reaffirms our commitment to key global and long-term discussions.

The Social, Environmental and Climate Responsibility Committee coordinates its activities with the Risk and Capital Management Committee (CGRC) and reports to the Board of Directors, making recommendations for improvements to the actions implemented to ensure the effectiveness of the Social, Environmental and Climate Responsibility Policy.

During 2025, at the regular meetings of the Social, Environmental and Climate Responsibility Committee, Directors were informed and trained by internal specialists on topics such as the carbon market.

Representatives from the Executive Committee and senior leadership also attended important events related to the environmental and climate agenda during 2025, including the 54th Annual Meeting of the World Economic Forum in Davos and the 30th Conference of the Parties (COP) in Belém (PA).

Attendance and participation in Board meetings | GRI 2-16 |

Throughout 2025, 19 Board of Directors meetings were held, with 96% of directors attending.

Some of the key topics discussed during the year include the analysis of results, the macroeconomic scenario, company culture, social planning, climate strategy, and people management. Critical issues are addressed regularly at the monthly meetings of the Board of Directors.

Evaluation and effectiveness | GRI 2-18 |

The performance of Board members is evaluated annually by an independent party, in order to promote continuous improvement in compliance with best practice in terms of best governance and influence practice – as well as based on their attendance at meetings, their experience, their level of independence - and transparency regarding their performance for the reelection of Board members and committee members.

Together with the Board's annual assessment, we prepare a report which, among other topics, covers the efficiency of the body, the complementarity of its functions and committees, and any gaps, which should be evaluated by the Nomination and Corporate Governance Committee so that improvements can be recommended.

The main stages of the performance evaluation include: evaluation of the Board of Directors by 100% of its members; cross-evaluation; self-evaluation; evaluation of the Board of Directors by the CEO; evaluation of the CEO by the Board of Directors; evaluation of the Co-Chairs of the Board of Directors by their members; and evaluation of the committees by their members.

Executive Committee | GRI 2-9 |

Our Executive Committee has 11 members, including the CEO. The average age of the members is 50 years, and their average tenure is five years.

The Executive Committee is specifically responsible for implementing the guidelines issued by the Board of Directors, implementing product and business-related strategies, ensuring the optimal allocation and the management of financial, operational, and human resources, monitoring risks, and guiding the Company in its pursuit of long-term value creation.

Its members are elected for three-year terms and, as stipulated in the bylaws, no person who is already 62 years old on the date of their election may be elected as Chief Executive Officer, and no person who is already 60 years old on the date of the election may be elected to the other positions Executive Board.

The Board will appoint executives who can balance the interests of the Company and its shareholders, are guided by ethics, social and environmental responsibility, and are aligned with long-term strategies. The re-election of Directors will be based on their annual performance evaluations, considering financial indicators, customer satisfaction, people management, cross-functional goals with other areas, and alignment with Itaú Unibanco's culture.

Fiscal Council | GRI 2-9 |

Our Fiscal Council is an independent body that operates independently of management, the external auditors, and the Audit Committee. It is responsible for overseeing the activities of management, and for examining and providing an opinion on the financial statements, among other responsibilities as established by Brazilian law.

The members are elected annually by shareholders at the General Meeting. The Fiscal Council is composed of three full members and three alternate members, one of whom is elected by minority shareholders holding preferred shares. The average age of the members of the Fiscal Council is 60 years, and 33% of its members are women.

General Stockholders' Meeting | GRI 2-9 |

The General Stockholders' Meeting is a sovereign body that brings together shareholders, ordinarily or extraordinarily, upon convocation, in the manner provided for by law.

The Ordinary General Meeting (AGM) is held during the the first four months of each year to examine, discuss and vote on the financial statements presented by directors, to deliberate on the allocation of the net profit for the year, to distribute dividends, and to elect the members of the Board of Directors and the Fiscal Council.

The Extraordinary General Meeting (EGM), when called, deliberates on relevant matters that are not within the jurisdiction of the AGM.

The AGM is held on first call, in the presence of shareholders representing at least 25% of the share capital with voting rights. Any amendments to the Articles of Association must be decided at an EGM, which is held on first call in the presence of shareholders representing at least 66.7% of the share capital with voting rights.

Our meetings are held with a quorum representing approximately 90% of the voting capital.

METRICS
GRI 2-15	2-23
2-24	2-26
2-27	3-3
205-1	205-2
205-3



Business ethics

For us, ethics are non-negotiable, as they strengthen our reputation and competitiveness.

Ethics is a core value within our culture, directly related to clients, employee engagement, and the reputation, longevity, and competitiveness of Itaú Unibanco.

Faced with ever-evolving challenges, such as the sector's regulatory complexity, operating in different markets, the digitalization of financial services, and the need to ensure responsible decisions at all levels, we seek to maintain and continuously improve our policies, controls, and practices. These actions guide ethical conduct in all our relationships, whether with our clients, employees, suppliers, partners, or other stakeholders.

The main pillar for this performance is our Code of Ethics and Conduct, which sets out our values and establishes clear guidelines for everyone to act responsibly, aligned with the bank's culture and in compliance with the laws and regulations concerning, among other topics, the proper use of information and data, health and safety at work, the prevention of conflicts of interest, a prohibition against corruption and other illegal acts, and the availability of reporting channels, which are applicable in all of countries in which we operate.

Furthermore, we invest in the training of our employees and managers, in the continuous improvement of mechanisms for preventing, detecting, and responding to misconduct, and in the evolution of our governance processes.

By integrating ethics into our corporate strategy, we seek not only to mitigate risks, but also to generate long-term value, strengthen trust in our relationships, and consistently advance in integrity and corporate social responsibility.

Integrity and Ethics Program

Our Integrity and Ethics Program brings together Itaú Unibanco's main guidelines, policies, and practices aimed at promoting integrity and ethics in all our relationships and business dealings. The program is aligned with our Code of Ethics and Conduct, the values of our Culture, and our corporate policies applicable to the topic. It also reinforces our commitment to responsible action, compliance with the applicable laws and regulations, and the adoption of governance best practice.

Integrity and ethics are embedded in all areas of the bank and guide the behavior of all our employees, managers, and other professionals who act on behalf of the bank. They also guide our relationships with suppliers, partners, and third parties, as provided for in our Code of Ethics and Code of Conduct, and in our corporate policies.

We have adopted the precautionary principle, which involves taking proactive actions and measures to prevent, mitigate, and avoid potential harm to society or the environment, even when there is no certainty of its occurrence, including financing and investment decisions, product development, and risk management, among others.

The Program is comprised of the policies and principles described in documents such as the Integrity, Ethics and Conduct Policy and the Corporate Anti-Corruption Policy. It is structured around pillars that ensure compliance, ethics, and transparency in all our operations and relationships.

Senior management commitment

The Program's governance is led by the Compliance & OpRisk Directorate, under the management of the Chief Risk Officer (CRO). Senior Management's commitment is reinforced through practices and actions that are aligned with ethics and integrity, and through active participation in the Integrity and Ethics committees in Brazil which are responsible for discussing, validating, and monitoring the implementation of the program's guidelines, as well as monitoring compliance.

Periodic reports are submitted to the Audit Committee and the Capital Risk Management Committee, which are the relevant forums that advise the Board of Directors. This reporting contributes to the proper monitoring and tracking of risks related to ethics, compliance, and integrity by Senior Management within their respective areas of responsibility.

The Board of Directors is responsible for approving and reviewing the Code of Ethics and Conduct, as well as the main corporate policies on the subject, and for monitoring the effectiveness of the Program, based on information and regular reports.

Policies and procedures

In addition to the Code of Ethics and Conduct, we have policies and procedures that establish guidelines for ethical and responsible conduct in all of our operations and relationships. This framework of internal regulations covers relationships with different audiences; the proper use of information and data; health and safety at work; the prevention, identification, and management of potential conflicts of interest; and the prohibition, prevention, and combating of corruption and other illegal practices; among others.

These policies are approved by the competent governance bodies, are applicable to all employees and administrators and, where relevant, to third parties, and contribute to mitigating risks, strengthening internal controls, and continuously promoting a culture of integrity.

Communication and training

The rules and guidelines of the Code of Ethics and Conduct, as well as the policies and procedures related to the topics covered by the Program, are reinforced to our employees and administrators through regular communication and training initiatives.

Program monitoring

Itaú Unibanco has risk management processes for risks related to integrity, including reputational, regulatory, legal, environmental, social, and climate risks. The main integrity-related risks identified include: potential conflicts of interest, fraudulent practices, corruption, bribery, misconduct, and non-compliance with internal and regulatory standards.

In this context, processes, products, and services are periodically evaluated to verify their adherence to the applicable standards, commitments made to regulators, as well as the guidelines established in the Code of Ethics and Conduct and other related documents.

To contribute to proper risk management, we have developed a management methodology which includes the steps of risk identification, assessment, measurement, control, and response, as well as monitoring and reporting to the responsible governance bodies.

We rely on data-driven monitoring and indicators that help us identify potential breaches of the Code of Ethics and Conduct. This process allows for rapid and comprehensive action to manage integrity risks. Where deviations are identified, they are duly investigated and addressed. We also apply consequence management measures, which may include warnings, suspensions, or dismissals, as well as improvements to controls, processes, and compliance systems, as needed.

In addition, the Integrity and Ethics Program is subject to periodic audits conducted by Internal Audit. The main actions regarding integrity and ethics are monitored semi-annually by the Audit Committee, which reports to the Board of Directors.



Independent audits are also conducted to assess key controls, including those required by the Sarbanes-Oxley Act,[1] such as verifying the effective implementation of our Code of Ethics and Conduct and of the Integrity and Ethics Program itself.

The Program is also evaluated through Itaú Unibanco's participation in the Pro-Ethics initiative of the Comptroller General of the Union (CGU), which recognizes companies committed to an environment of integrity, ethics, and transparency. Itaú Unibanco has been recognized as a Pro-Ethics company for five consecutive cycles.

Where necessary, we also engage specialized consulting firms for independent assessments and to support continuous process improvements related to our Integrity and Ethics Program.

Reporting channels

We provide guidance, complaints, and reporting channels for both internal and external audiences. We guarantee the confidentiality of information, the proper investigation of reports, and protection against retaliation for those who, in good faith, express doubts, concerns, or suspicions of violations of ethical guidelines, misconduct, or illegal acts. These channels contribute to the continuous improvement of the Program, and allow for the adoption of disciplinary measures when necessary.

Prevention of illegal acts

We have adopted processes to prevent illegal acts, including specific guidelines to combat and prevent fraud, which can be classified in different ways:

- Disciplinary infractions and violations of the Code of Ethics and Conduct and the Integrity, Ethics and Conduct Policy, whether committed in groups or individually, through unauthorized practices, misconduct, breach of confidentiality, and conflicts of interest.
- Failure to observe or comply with legal and regulatory standards, which could jeopardize the image, assets, or continuity of the organization.
- Illegal acts of any nature, such as crimes or misdemeanors listed in the Brazilian Penal Law, or in local laws (in the case of international units) that may cause direct or indirect harm to Itaú Unibanco, its employees, clients, or third parties. Examples of illegal acts include: forgery, fraud (including by electronic means), embezzlement, theft, breach of banking secrecy, robbery, and extortion by kidnapping.

Information regarding relevant judicial, administrative, or sanctioning proceedings involving Itaú Unibanco, its directors, or controlling shareholders, including serious breaches of integrity and business ethics, will be disclosed transparently in the Company's public documents, whenever applicable.

([1]) US law that applies to all companies that have shares registered with the SEC (Securities and Exchange Commission), including foreign companies with Level 2 or 3 ADR (American Depositary Receipts) programs on US stock exchanges, as is the case with Itaú Unibanco.

Communication and training on integrity and ethics | GRI 205-2 |

By the end of 2025, 97.9% of active employees and administrators have completed all mandatory training under the Integrity and Ethics Program.

All of Itaú Unibanco's employees and administrators must complete the mandatory training courses under the Integrity and Ethics Program. The training courses are valid for two years from the date of completion of the previous cycle, and are reviewed and updated at least every two years.

The objective of these training courses is to deepen the knowledge of employees and managers regarding the topics covered, using practical day-to-day case studies, indicating and providing guidance on how to act in different situations.

The Integrity and Ethics Program training courses cover the main topics to ensure that everyone acts ethically and in accordance with the rules, strengthening the culture and continuity of the organization.

The training are complemented by periodic communication initiatives that address core topics related to ethics, integrity, and conduct, with a strong focus on risk prevention and guidance for responsible decision-making.

We also promote training actions for suppliers, addressing topics such as business ethics and the prevention of corruption, as detailed in the Suppliers chapter.

The main modules are:

- **Ethics and compliance:** Principles and guidelines for conduct in business, relationships, and the work environment, focusing on compliance with rules and laws.
- **Corruption prevention:** Standards of conduct in dealings with public and private entities, reporting channels, and warnings about the risks and consequences of corruption.
- **Clients relationship:** **r**esponsibilities of departments in providing service and building relationships with clients and users, promoting good business conduct and sustainability.
- **Prevention of money laundering:** Identifying suspicious situations and taking actions to prevent money laundering and terrorist financing.
- **Relationship with suppliers:** Principles and values that guide our relationships with suppliers, and the responsibilities of employees.
- **LGPD (Brazilian General Data Protection Law:** Principles of the General Data Protection Law, and the situations in which these guidelines should be applied.
- **Information security:** Tips for protecting information at work and for identifying risky situations.

Code of Ethics and Conduct | GRI 2-23 | 2-24 |

Our Code of Ethics and Conduct is reviewed at least every three years and approved by the Board of Directors, reinforcing our commitment to ethics in business and relationships.

The Code and our other policies provide examples of acceptable and unacceptable conduct, as well as the principles, guidelines, and standards of conduct that apply to our employees, administrators, suppliers, and business partners.

Our commitment to business ethics covers themes such as the prevention and combating of corruption and bribery, prevention of money laundering, terrorist financing, antitrust and anti-competitive practices, misconduct, deceptive communication, aggressive selling, data protection and information security, human rights, diversity, equity, non-discrimination, the prevention of harassment, conflicts of interest, insider trading in securities, health and safety, and the handling of complaints.

All employees and administrators, regardless of their position, must annually sign the commitment agreement regarding the Code of Ethics and Conduct and related policies. This is monitored and reported to the Integrity and Ethics committees.

Employees continuously participate in improving the bank's ethical standards through guidance channels, such as the Ethics Consultancy, and by addressing any questions and complaints received, and helping to update the content.

We also have teams from different areas, such as Information Security, Anti-Money Laundering, Inspections, Sustainability, Legal, Investor Relations, Ombudsman, among others, as needed, engaged in reviewing and updating the Code of Ethics and Conduct and related policies.

By the end of 2025, 98.9% of active employees and administrators had signed (or renewed their agreement to) the Code of Ethics.

It is worth highlighting that the main value of our culture is that "Ethics is Non-Negotiable," reinforcing the importance of these behaviors for all employees and managers, suppliers, and partners.

Failure to live up to the expected values and standards of conduct may result in disciplinary sanctions, as set out in the guidelines of the Code of Ethics and Conduct and in the policies on Government and Institutional Relations, Integrity, Ethics and Conduct, Corruption Prevention, and Prevention of Illicit Acts.

At our international units, in addition to corporate policies, there are specific local policies on integrity, ethics, and conduct, which should be consulted and applied according to the region.

Below, we present some initiatives to incorporate and monitor integrity and ethics into our activities.

Ethics Consulting

We offer an Ethics Consulting channel so that employees and managers can ask questions related to ethics in business, relationships, and situations involving potential conflicts of interest. The questions received are evaluated by the Compliance & OpRisk Directorate, which provides preventive and educational guidance, helping our employees to avoid unethical situations.

In 2025, approximately 1,800 questions were received through the Ethics Consulting service. The most common topics were: external activities and partnerships (37%), internal hiring, transfers, and kinship (17%), and offering and receiving courtesies (11%).

Conflict of Interest | GRI 2-15 |

According to Itaú Unibanco's Code of Ethics and Conduct and Integrity, Ethics and Conduct Policy, a conflict of interest arises when the personal interests of an employee or administrator conflict with the interests of the bank or its clients, potentially influencing decisions and compromising unbiased and impartial judgment.

We have adopted a preventive and structured approach to managing conflicts of interest, as an integral part of our culture of integrity, ethics, and corporate governance. This topic is addressed in a cross-cutting manner, and the guidelines apply to all employees and administrators, as well as to third parties, when applicable.

Some common examples of conflicts of interest include:

- Family relationships between employees and administrators within the organization.
- Shareholdings in external companies or professional activities that may conflict with an employee's functions at Itaú Unibanco.
- Relationships with suppliers, service providers, or partners that may interfere in employees' decisions or activities.

To ensure continuous monitoring, any indication or suspicion of a conflict of interest must be promptly communicated to management and the appropriate channels, and handled transparently. The people involved must refrain from decisions and discussions related to the topic.

The topic is incorporated into the training of the Integrity and Ethics Program, overseen by the bank's governance bodies, and periodically reviewed by Senior Management through the approval of policies, the monitoring of indicators, and reports on corporate integrity and ethics.

Our compliance systems and controls aimed at identifying, addressing, and monitoring conflict of interest situations include:

- Channels for reporting and expressing opinions.
- Investigation processes conducted by specialized areas.
- Monitoring of indicators and incident reports.
- Prevention and mitigation mechanisms, according to the identified risk.

Where necessary, risk assessments related to conflicts of interest are carried out, considering the most susceptible activities, functions, or relationships, including with partners and suppliers.

In cases of real or potential conflict of interest, the people involved must declare the situation quickly and take any necessary measures to mitigate the risk, such as informing management and recusing themselves from discussions and decisions on the subject. Failure to comply with the established guidelines may result in disciplinary measures proportionate to the seriousness of the case, in accordance with the applicable internal regulations.

In 2025, the Ombudsman's internal channel recorded 54 people involved in situations of potential conflicts of interest.

Insider Trading

As a participating institution in the capital markets, we have a key role in complying with securities trading rules. To prevent insider trading - trading based on privileged information with the aim of gaining an economic advantage or avoiding losses - we have adopted specific control mechanisms.

Below, we highlight the main processes and continuous monitoring measures implemented to prevent the misuse of privileged information that has not yet been disclosed to the public:

INFORMATION BARRIERS

We adopt information barriers to protect sensitive data and prevent improper sharing between teams.

These barriers can be physical, for example, isolating teams through controlled access, or logical, such as restricting access to networks and systems, controlling interactions, and limiting the exchange of information. One relevant practice is chaperoning, which consists of supervising interactions between employees from different areas when the sharing of certain information is not permitted.

The objective of these measures is to prevent information leaks, and to ensure that these interactions comply with external policies and regulations. This is especially important for interactions between public areas, which operate in the trading of securities, and private areas, which are responsible for advising issuing clients in capital market operations.

RESTRICTED LISTS

Itaú Unibanco maintains restricted lists in its systems for securities that may be impacted by material non-public information to which different areas of the Institution have had access.

Assets included in these lists cannot be subject to directional trading, either in proprietary positions of the institution, or in the personal investment portfolios of employees who may have access to this information.

PERSONAL INVESTMENTS

We have specific policies to guide the personal investments of employees and managers, depending on their level of access to material non-public information of Itaú Unibanco or its clients.

These policies establish rules, requirements, and parameters to ensure that operations are carried out in a transparent and secure manner, preventing unfair practices and potential conflicts of interest between the bank, its employees, managers, and clients.

Employees with access to material non-public information are prohibited from trading assets included in restricted lists.

TRADE SURVEILLANCE

Itaú Unibanco monitors and analyzes financial operations and transactions carried out by the Treasury, the third-party asset management area (Asset Management), clients of Itaú Corretora de Valores, and employees who are subject to the Personal Investment Policy. The objective is to identify suspicious activities and ensure compliance with the laws, regulations, and internal policies applicable to these operations.

If any misconduct is identified, it is handled by the Compliance area and forwarded to the responsible forums to take any necessary measures. When applicable, the misconduct is also reported to the regulatory and self-regulatory bodies responsible for the securities market.

In 2025, no cases of insider trading involving Itaú Unibanco employees were identified based on internal monitoring.

Anti-corruption | GRI 205-1 | 205-2 | 205-3 |

Itaú Unibanco maintains a firm stance against corruption and bribery, based on the commitment of senior management and reflected in our policies, practices, and processes. We expect all our employees, managers, suppliers, and partners to act with integrity, ethics, and in compliance with the applicable laws and regulations.

We consider corruption to include any act of suggesting, offering, promising, granting, soliciting, demanding, accepting, or receiving, directly or indirectly, any undue advantage of any nature, financial or otherwise, whether solicited or otherwise, involving individuals or companies from the public, private, or third sectors, as well as between individuals, companies, or organizations from different countries, in exchange for performing or omitting any acts inherent to their duties, operations, or our activities, or even aimed at benefits for themselves or for third parties. This includes practices such as extortion, the facilitation of payments, undue receipts of gifts, invitations, trips, gratuities, or other favors.

The types of situations that may give rise to total or partial restrictions or a more thorough evaluation include invitations to business or leisure trips; tickets to sporting or cultural events; offers of gratuities, prizes, discounts on personal transactions, or other favors of any kind, especially when there is an expectation that the recipient will facilitate actions or decisions by public or private authorities.

Our practices in this area are aligned with national and international legislation, such as Brazilian Federal Law No. 12.846/2013 (the Anti-Corruption Law), the United States' Foreign Corrupt Practices Act (FCPA), the United Kingdom's Bribery Act, and other case law from the countries in which we operate, as well as national and international standards and best practice related to the subject. At our International Units, we follow the specific regulations of each jurisdiction.

To prevent misconduct and ensure that the actions of employees, managers, and third parties are not interpreted as forms of bribery or ways of influencing decisions, we follow global best practice for preventing corruption.

Our Anti-Corruption Policy reinforces our commitment to cooperating with national and international initiatives to combat corruption in all its forms. And our Integrity and Ethics Program establishes rules and practices to mitigate the risks of corruption, illicit acts, and conflicts of interest, including guidelines on external relationships or business practices.

The Program is supported by compliance systems and continuous monitoring, with clear indicators, internal controls, independent whistleblowing channels, and structured investigation procedures. The effectiveness of these controls is evaluated through internal, external, and independent audits.

Governance on this topic involves the Board of Directors, through advisory committees, which periodically monitor issues of integrity, ethics, and the fight against corruption. Relevant cases are escalated to the competent authorities according to their materiality.

Training on combating corruption is part of the mandatory cycle of the Integrity and Ethics Program for all employees and Administrators in Brazil and at our International Units. Anti-corruption policies and procedures are communicated to everyone, including managers and governance members, via email, the corporate portal, and other internal channels. We also inform our suppliers about our guidelines, ensuring that they act in accordance with our principles and values.

In 2025, we did not identify any cases of corruption involving our employees and/or public officials, as defined by the Anti-Corruption Law or the Clean Company Law. 19 complaints of suspected acts of corruption involving private agents were analyzed, of which 3 cases confirmed, and appropriate measures were taken.

We consider upheld cases, cases of corruption involving employees and public officials to be justified, in accordance with the Anti-Corruption Law or the Clean Company Law, as well as cases involving employees and private agents, subject to internal investigation.

Prevention of money laundering and combating the financing of terrorism and the proliferation of weapons of mass destruction

Financial institutions play a fundamental role in preventing and combating money laundering, the financing of terrorism, and the proliferation of weapons of mass destruction.

This is especially important in the face of increasingly sophisticated structures that seek to conceal the origin, ownership, and destination of resources derived from illicit activities.

In this context, we have adopted a culture of integrity, ethics, transparency, and regulatory compliance, with zero tolerance for illicit practices. This stance is reinforced by leadership from senior management, as well as the integration of this topic into strategy and risk management.

Money laundering refers to practices used to conceal or disguise the illicit origin of assets, rights, or value, making them appear to have a legitimate origin, as defined in Law No. 9.613/1998.

Our Code of Ethics and Conduct reinforces the importance of diligence, integrity, and respect for internal policies related to the Prevention of Illicit Acts, as well as for the Integrity and Ethics Program.

The program, in turn, includes governance, guidance and reporting channels, independent investigation, and the application of disciplinary sanctions in the case of non-compliance.

Anti-Money Laundering Program

Itaú Unibanco has a corporate policy that is focused on transparency, compliance with rules and regulations, and cooperation with the police and judicial authorities. The goal of the policy is to avoid involvement in illegal activities, and to protect our image and reputation.

Under these guidelines, a Program for the Prevention and Combat of Illegal Acts was created, which applies to all bank units and is based on the following pillars:

- Policies and procedures
- Customer identification process
- "Know Your Customer" (KYC) process
- "Know Your Partner" (KYP) process
- "Know Your Supplier" (KYS) process
- "Know Your Employee" (KYE) process
- Evaluation of new products and services
- Compliance with sanctions
- Monitoring, selection and analysis of suspicious operations or situations.
- Reporting suspicious transactions to regulatory bodies.
- Training

Risk assessment and management

To prevent money laundering and terrorist financing (AML/CFT), we have adopted a risk-based approach, which is grounded in Internal Risk Assessment and the integration of KYC, KYP, KYS, and KYE procedures, covering our clients, employees, partners, and suppliers.

The assessment takes into account criteria such as risk classification, identification and specific treatment of Politically Exposed Persons (PEPs), the nature of products and services, the volume, frequency and complexity of transactions, as well as the jurisdictions and countries involved, with special attention paid to those considered higher risk.

Based on these criteria, AML/CFT controls are defined according to the identified level of exposure. We conduct continuous monitoring, according to the risk profile, to identify atypical transactions, incompatible behaviors, and known or new types of illicit financial acts.

The frequency of registration reviews, the level of due diligence, and the intensity of monitoring vary according to the assigned risk, ensuring the adoption of more rigorous measures where necessary.

Program governance

Governance of the AML/CFT Program is the responsibility of senior management, with clearly defined responsibilities. The Board of Directors oversees the matter strategically, approves the AML/CFT policy, and monitors the Internal Risk Assessment and Effectiveness Report.

Issues related to the prevention of money laundering and terrorist financing are regularly addressed at meetings of the Board and the responsible committees, such as the Risk and Capital Management, Compliance, and Audit committees.

Meetings with the Audit Committee occur quarterly, or whenever relevant situations arise. In these meetings, the AML area presents indicators, alerts, regulatory communications, and audit results, enabling decisions and process improvements.

Independent control and verification

The effectiveness of our Anti-Money Laundering and Counter-Terrorism Financing Program is ensured by a continuous monitoring process that operates in several areas. Performance and risk indicators (KPIs and KRIs) are used to identify vulnerabilities and opportunities for improvement. In addition, regular testing of internal controls is carried out to ensure compliance with the established policies and identify possible failures.



The program includes regular internal audits, which verify whether the practices adopted are compliant, as well as reviews and inspections carried out by regulatory authorities, such as the Central Bank of Brazil (BACEN) and the Securities and Exchange Commission (CVM), ensuring alignment with the applicable standards.

The ABRACAM AML/FTP Compliance Seal, which is received based on self-regulation, certifies the audit of compliance and anti-money laundering practices in foreign exchange operations.

When necessary, independent assessments are also carried out with specialized professionals or companies, bringing an external perspective on the adequacy and effectiveness of the program.

With this set of actions, the bank ensures that the AML/CFT Program is always up-to-date and effective in mitigating the risks of money laundering and terrorist financing.

In addition to the reporting channels, we have an internal whistleblowing channel, accessible to all employees, which receives reports from the commercial area, especially reports and complaints from customers. Both channels allow for independent investigation of the facts and referral to the appropriate areas.

Communication, engagement, and training

We continuously invest in the training and awareness of our employees and managers. Our AML/CFT Program is part of the Integrity and Ethics Program, with mandatory training sessions held at least every two years, in addition to frequent internal communication initiatives.

The training covers topics such as legal concepts, types of money laundering, responsibilities, and reporting procedures.By the end of 2025, 98% of employees and managers have completed this training.

Cases of non-compliance and disciplinary measures

Non-compliance cases may involve employees, managers, suppliers, or customers and are handled independently, with disciplinary measures applied proportionally to the severity of the cases.

Disciplinary measures and consequences may include warnings, suspension, termination, application of contractual penalties, contract termination, account blocking or closure, and termination of the business relationship, depending on the situation and applicable law.

Recurrence prevention

When significant failures occur, we take steps to stop the conduct, correct deficiencies, and prevent recurrence of the problem. This includes process review, strengthening controls, updating policies, implementing system improvements, and providing additional training.

Sanctions program

The bank maintains a sanctions compliance program, aligned with applicable laws and regulations, which guides compliance with sanctions lists from the UN, OFAC, the European Union, and HMT. When there is a risk of evading sanctions or economic embargoes, restrictions or prohibitions on relationships, operations, or transactions are applied.

Our Integrity and Ethics Program reinforces that business or operations that could expose Itaú Unibanco to illegal acts or legal penalties are not permitted.

In addition, the bank adopts enhanced due diligence and monitoring criteria for operations, clients, and relationships involving higher-risk countries or jurisdictions, in accordance with its policies and current legislation. This may include additional controls, more detailed analysis, operational restrictions, or, where applicable, termination of the relationship.



Corporate behavior

We value a solid and ethical stance that reinforces our reputation and builds trust in our work.

Ethical conduct, responsible behavior, and performance underpinned by solid governance structures, controls, and risk management are central pillars of Itaú Unibanco's institutional strength and reputation. These pillars directly influence the trust of our clients, investors, regulators, and society as a whole, especially in the financial sector, where credibility is not just a nice-to-have, but a strategic asset that is critical to the continuity of the business.

The financial sector is characterized by a high degree of regulatory complexity, constant public scrutiny, and exposure to cycles of heightened economic and political sensitivity. In this context, the adoption and consistent application of ethical and responsible practices contributes to mitigating legal, financial, and reputational risks. Furthermore, it ensures compliance with the law, and strengthens an organizational culture that is oriented towards transparency, integrity, and corporate responsibility.

Itaú Unibanco maintains a robust framework of guidelines, policies, and processes, aligned with its Code of Ethics and Conduct, its Integrity and Ethics Program, and with national and international corporate governance best practice. This set of instruments guides our decisions, behaviors, and institutional relationships, reinforcing the Bank's responsible performance across all its business areas.

As part of this management model, Itaú monitors its media exposure and reputation in a structured and continuous manner, based on both quantitative and qualitative analyses conducted by an independent external auditor. The Media Exposure Quality Index (IQEM) assesses not only the volume but also the quality, context, and relevance of the Bank's exposure in major media outlets.

In 2025, Itaú Unibanco maintained a high media reputation, with an average annual IQEM score of 9.3 (on a scale of zero to ten), placing the bank among the best financial institutions in the country, even in a year of greater volatility and public debate about the financial sector. This result reflects the consistency of our strategy, our ability to respond to adverse scenarios, and the maintenance of a solid reputation.

The systematic monitoring of our reputation and media exposure generates strategic inputs for action planning, allows us to anticipate reputational risks, and continuously improve the institutional performance.This contributes to decisions that are more aligned with the long-term interests of the Bank and society. In this way, Itaú reinforces its commitment to ethical, transparent, and responsible conduct, supported by strong governance, operational discipline, and a consistent focus on trust.

Corporate communication

Our corporate communication aims to increase institutional visibility, ensure transparency in external relations, building and preserving the bank's reputation, supporting its business strategy and the trust of the audiences with whom we interact.

In a context where clients, stakeholders opinion leaders, and society are increasingly present and demanding, we structure our communication based on solid strategies, processes, and governance. This allows us to stand out, maintain institutional coherence, and respond quickly to sensitive issues, helping to anticipate and mitigate reputational risks, manage crises, and protect our image in highly exposed and complex environments.

In 2025, this framework resulted in 5,400 communication actions, including interviews, press events, public statements, and institutional initiatives, demonstrating the Bank’s broad reach and consistency among its various strategic audiences.

Awards and recognitions

Business

- **‘Anuário Valor 1000’** — 1st place in the Banks category for the 4th consecutive year.
- **‘Melhores e Maiores’** — Ranked 4th among the 1,000 largest companies and 1st among the largest banks.
- **Top 1000 World Banks** — Ranked 1st as the Best Performing Bank in Brazil and as a leader in profitability, operational efficiency, return on risk, liquidity, solvency, and Tier 1 capital in Brazil.
- **Deals of the Year Awards** — Investment Bank of the Year – Brazil (Itaú BBA).
- **Banks of the Year** — Bank of the Year Brazil and Bank of the Year Paraguay.

Brand

- **Brand Finance Brasil 100** — Brazil's most valuable brand (US$ 8.6 billion) for the 9th consecutive year.
- **Brand Finance Global 500** — Between most valuable Brazilian brand (274th place).
- **‘Estadão Marcas Mais’** — 3rd place in the Banks category and Top 5 in Centenary Brands; Itaú Seguros also received 3rd place in the Insurance Companies category.
- **BandNews ‘Marcas Mais Admiradas’ Award** — Winner in the Finance and Fintech category.
- **‘Os Mais Amados do Rio’** — The preferred bank of Rio de Janeiro residents.

Communication, transparency and investor relations

- **Ranking Extel** — Ranked 1st in all 8 Investor Relations categories in Latin America; Itaú BBA recognized for Best Research in Latin America and Brazil.
- **Ranking Merco 'Empresas Brasil'** — Ranked 5th among the companies with the best reputation in Brazil.

Relationship with clients

- **'Conarec' Award** —Winner in the Banks category.
- **Experience Awards** — Certified in the categories "Bank Accounts", "Credit Cards" (Itaú Uniclass and Itaucard Click), "Payment Methods" (Rede) and "Consortia".
- **'Empresas que Mais Respeitam o Consumidor'** — Large Banks.

Innovation, finance and product

- **World's Best Investment Bank** — Best in Emerging Markets Global e Best Equity Bank Latin America (Itaú BBA).
- **Best Trade Finance Provider** — Best service provider, best product, and best technology in foreign currency in Brazil and Latin America.
- **Cash Management Survey** — Best Cash Management bank in Brazil and leader in Products.

Technology and customer service

- **Foreign Exchange Awards** — Brazil's Best FX Bank.

Health and well-being

- **'Melhores Empresas para (se) Bem-Estar'** — Gold Winner in the "Comprehensive Health at Work" category, with the "Conexão Saúde" case study.

Sustainability and ESG

- **S&P Global Sustainability Yearbook** — Among the top 10% of companies in the sector with the best sustainability scores worldwide.
- **Euromoney Awards for Excellence** — Latin America's Best Bank for ESG.
- **Sustainable Finance Awards – Latin America** — Best Bank for Sustainable Financing in Emerging Markets, Best Bank for ESG-Related Loans and Best Bank for Transition/ Sustainability Linked Loans (Itaú BBA).

Employer branding:

- **LinkedIn Top Companies** — Ranked in for the 7th consecutive year.
- **'Lugares Mais Incríveis para Trabalhar'** — (large scale).
- **'Melhores Empresas para Trabalhar'** — 5th place in Latam and 2nd place in Large Banks.
- **'Empresas dos Sonhos'** — 2nd place.
- **Ranking Merco 'Talento Brasil'** — 7th most attractive company for talent in Brazil.
- **'Empregadores de Impacto' Award** — 1st place.

Leadership and executives

- **''Executivo de Valor' Award** — Milton Maluhy Filho, winner in the Financial Services category.

Private Banking and Wealth Management

- **Global Private Banking Awards** – Best Private Bank in Brazil and Best Private Bank in Latin America for Customer Service – 2nd place in Best Private Bank in Latin America.
- **Private Banking Awards** – Latin America's Best for Philanthropic Advisory.

Itaú Unibanco maintains an open, transparent, and structured relationship with the press and opinion leaders, using dedicated service channels available on its institutional website and via email, ensuring speed, clarity, and accuracy in the dissemination of information. This model contributes to quality journalistic coverage, aligned with the facts and the bank's context.

To strengthen this dialogue, we have 223 authorized spokespeople in 2025, trained according to our Internal Press Relations Policy. Executives received structured training upon being qualified as spokespeople and whenever specific demands, sensitive topics, or relevant changes in the external environment arise, ensuring message alignment, narrative consistency, and institutional security.

As part of its commitment to transparency and combating misinformation, it also maintains the #ÉFake platform, which clarifies incorrect information and debunks fake news about the Bank and the financial sector. In 2025, seven pieces of content were published on the platform, guiding clients, employees, and society contributing to a more reliable informational environment and reducing the spread of misleading content.

The #ÉFake campaign is strengthened by agile channels, such as instant messaging and email, which facilitate rapid communication with sales and customer service areas, integrating communication, business, and customer experience.

In the digital environment, Itaú Unibanco's institutional page on LinkedIn has become a strategic channel for institutional communication.

In 2025, 227 posts were published, reaching more than 6.5 million people, expanding the reach of corporate messages and promoting themes such as strategy, culture, innovation, governance, and corporate responsibility.

Furthermore, our Corporate Communications, Press, and Investor Relations areas continuously monitor and clarify situations that have been covered in the media and labelled controversial by corporate sustainability indices and international ESG risk rating agencies. Whenever necessary, measures are taken to mitigate and remedy cases deemed justified, considering the potential impacts on the perception of investors, shareholders, and other stakeholders.

We also provide further clarification quickly and transparently whenever requested, in situations involving public exposure, such as legal proceedings, investigations, due diligence by regulatory bodies, and other matters of public interest, reinforcing our commitment to integrity, governance, and accountability.

Taxes and contributions

Itaú Unibanco is a multinational conglomerate with a presence in Brazil and abroad. Our main international activities are concentrated in Latin American countries, including Brazil, Chile, Colombia, Paraguay, and Uruguay.

Our Tax Conduct Policy establishes the elements that guide our tax affairs, ensuring strict compliance with the applicable laws and regulations, and the proper calculation of taxes due. The policy formalizes our commitment to offering the profits earned by our overseas units, including those located in tax havens, for taxation in Brazil, in compliance with our legal obligations.

LEARN MORE about the taxes and contributions paid and provisioned by country throughout the year, access our ESG Indicators Spreadsheet, under the Fiscal Transparency tab.



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Political influence

We are conscious of our position and influence, and we act ethically in all our relationships.

Building partnerships to promote the sustainable and ethical development of society is part of our commitment, in line with local laws and our own internal guidelines.

Guided by our Code of Ethics and Conduct, we cultivate an ethical and transparent relationship with all public agents, across both governmental and institutional relations and in relation to bidding processes.

In Brazil where we conduct the largest volume of our business, lobbying activities are not yet regulated by law. Even so, we follow the recommendations of the Organization for Economic Co-operation and Development (OECD) Council on public integrity, ensuring transparency, governance, and controls over advocacy actions, as presented in this report.

In 2025, one highlight has been our close monitoring of discussions on the regulated carbon market, the green taxonomy, and initiatives related to COP 30.

Government and Institutional Relations Policy

Our Government and Institutional Relations Policy establishes the main guidelines to be followed when establishing partnerships for social responsibility actions, activities, or programs, including through donations, contributions, or sponsorships. It also guides our governmental and institutional relations, specifically our interactions with public sector bodies or entities and other public or private institutions, as we seek to promote the interests of Itaú Unibanco, the financial sector, and the national economy.

The Policy, which is approved by the Board of Directors, is applicable to all employees and managers, both in Brazil and abroad. Its objective is to ensure ethical and transparent conduct, as well as to prevent and combat fraud and irregularities in bidding processes, administrative contracts, donations, and association contributions.

Topics such as new regulations, including social, environmental, and climate issues, a re regularly discussed for monitoring by the Executive Committee and the Social, Environmental, and Climate Responsibility Committee, both of which report to the Board of Directors.

At Itaú Unibanco, we do not allow donations and contributions to be made with the aim of obtaining undue advantage for the Company, third parties, or Third Sector organizations, especially when they involve personal relationships or are not in accordance with the law and the bank's internal guidelines.

Furthermore, donations or contributions to election campaigns, candidates, political parties, votes, or referenda are prohibited, and we do not make them. This restriction is aligned with the Election Law (Law No. 9,504/1997) and our Corporate Policy on Integrity, Ethics, and Conduct, and applies to all of our units, including international ones.



Donations, contributions and sponsorships | GRI 415-1 |

Itaú Unibanco allocates financial resources through sponsorships and donations, incentivized or non-incentivized, to projects and entities that promote the social, cultural, educational, economic, and environmental development of the communities with which we interact.

We seek to collaborate on building spaces for dialogue between different players in the sector, to support the development of self-regulation policies, and to encourage joint actions between institutions.

Our partnerships and contributions aim to benefit the community and to promote progress, reinforcing our commitment to corporate citizenship. Our donations strategy is focused on:

- Projects linked to the UN Sustainable Development Goals.
- Social investments in initiatives related to education, culture, sports, urban mobility, longevity, diversity, and sustainability.
- Projects focused on public policy and engagement with the community and with surrounding areas.
- Other relevant topics include consumer rights, labor legislation, and tax simplification.

All of the contributions, sponsorships, and donations made follow our internal policies and comply with local laws and regulations, including those of international units.

Donations and financial contributions | GRI 415-1 |	2023	2024	2025	Var.
Total for candidates, campaigns and political parties (R$)	0	0	0	—



Since 2015, Itaú Unibanco has not made any donations or financial contributions to candidates or political parties.

Entities, associations and voluntary agreements | GRI 2-28 |

Itaú Unibanco is affiliated with several industry associations, membership associations, and advocacy organizations, both representative and non-representative, in Brazil and abroad, in which we play a significant role.

We actively participate in the development of public policies, self-regulation, and advocacy through our relationships with sector entities. The topics to which our activities relate are publicly available on the respective associations' websites.

Below, we highlight the main contributions made in 2025 to sector associations and to sustainable development, along with the main themes supported:

BRAZILIAN FEDERATION OF BANKS (FEBRABAN)

We allocated R$41 million to Febraban, the main entity in the Brazilian banking sector. Febraban works to strengthen the financial system, improve services, reduce risks, and expand public access to financial products and services, representing banks before the government and to society as a whole.

BRAZILIAN ASSOCIATION OF CREDIT CARD AND SERVICES COMPANIES (ABECS)

We allocated R$6.8 million to ABECS, which represents the electronic payments sector in Brazil. ABECS works on regulatory matters, promotes self-regulation, disseminates sector data, and encourages the responsible use of credit cards.

BRAZILIAN ASSOCIATION OF REAL ESTATE CREDIT AND SAVINGS ENTITIES (ABECIP)

We allocated R$1.4 million to ABECIP, which operates in the real estate credit segment, engaging with authorities and promoting measures to expand home ownership and the supply of other real estate products, contributing to economic growth, job creation, and the well-being of families.

BRAZILIAN NETWORK INSTITUTE FOR THE GLOBAL COMPACT

We allocated R$206,000 to the Brazilian Network Institute for the Global Compact, a UN initiative that guides sustainable growth and corporate citizenship. The UN Global Compact Brazil brings together companies to work towards the Sustainable Development Goals, both through the evolution of their business models and the implementation of projects in partnerships, on topics such as Human Rights, labor relations, anti-corruption and the environment.

BRAZILIAN BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (CEBDS)

We allocated R$108,000 to CEBDS, an association that promotes debate on sustainable development in the Brazilian business sector both through research and through engagement with member companies, civil society, and the public sector. CEBDS works on advocacy initiatives regarding public policies focused on climate transition and sustainable development.

We support these initiatives as long as they are aligned with our strategy and the actions necessary to limit the increase in global temperature to 1.5°C, such as the regulations of the carbon market and the Ecological Transition Plan.

Participation in public policies

We closely monitor topics under discussion in the National Congress, State Legislative Assemblies, and Municipal Chambers. We engage in dialogue with legislators and public officials on issues important to the sector, such as taxation, consumer and labor rights, security, the environment, regulations regarding new technologies, as well as financial products and services.

In 2025, in the jurisdictions in which we operate, our management and employees have had approximately 1,500 interactions with public sector players. These interactions aim to represent the institution's interests and those of the financial system, as well as contributing to the development of the public sector by offering information and technical suggestions to improve regulation.

We participated in the improvement and simplification of the National Tax System in partnership with the Center for Fiscal Citizenship (CCIF). As part of the Competitive Brazil Movement (MBC), we made progress on issues of governance, efficiency, the management of public administration, the digital economy, and education.

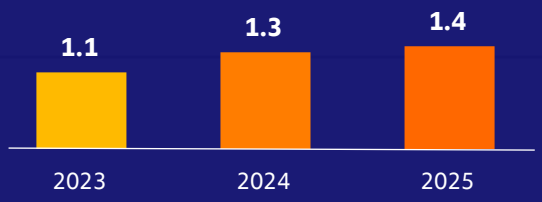
We also work to strengthen and protect the rights of older people through Itaú Viver Mais. We support the Longeviver Platform, which trains public managers and shares social indicators from all municipalities in Brazil aiming to increase the efficiency of management of public resources, especially the Elderly Fund, in partnership with municipal and state governments.



Advocacy

We contribute to the development of public policies and self-regulation, in addition to engaging in advocacy, which involves taking practical actions to defend and support causes or proposals that are important to the bank. This work is done through relationships with other entities in the sector.

In 2025, R$1.4 million was spent on advocacy, an increase of 7.7% on the previous year.



Climate change

Climate change is a central theme to our business strategy. We are committed to achieving Net Zero by 2050 and recognize that, as a financial institution, this goal depends directly on the decarbonization of our clients and the real economy.

Our climate transition plan envisages engagement with a range of different stakeholders as one of the main levers to achieve Net Zero. To this end, we promote dialogue with clients the financial sector, and public authorities, seeking to support the development of public policies that are aligned with the needs of the climate transition.

We actively participate in discussions at Febraban (Brazilian Federation of Banks) to support the climate transition of the national financial system. We follow the Banking Self-Regulation System, respecting sustainability rules and the management of social, environmental, and climate risks. We take actions in working groups on topics such as carbon credits, sustainable taxonomy, and deforestation, contributing to the alignment of the national financial system with the climate agenda.

As members of the United Nations Environment – Finance Initiative (UNEP-Fi), we are involved in a number of initiatives focused on climate change, such as the Responsible Banking Principles, which require us to align our strategy with key global commitments on social, environmental and climate issues.

We are also partners of CEBDS in actions related to climate change, participating in Technical Chambers on Climate, Finance, and Biodiversity, and supporting advocacy initiatives for the regulation of the carbon market and the development of the country's Ecological Transition Plan, including the development of the Brazilian Sustainable Taxonomy (TSB).

Our Government Relations team, with the support of Sustainability and business area specialists, works on advocacy initiatives and engages in dialogues with government authorities on priority issues related to our decarbonization. To monitor and influence the global agenda, we participate in forums such as Climate Week in New York and the Conference of the Parties (COP30) in Belém, discussing with stakeholders the priorities and potential impacts on the country's decarbonization strategy.

Especially at COP30, we had an intense journey of engagement with different audiences, in partnership with other private sector organizations through Climate Action Solutions and Engagement (C.A.S.E.), and throughout the year, we promoted relevant events and debates in various regions of Brazil.

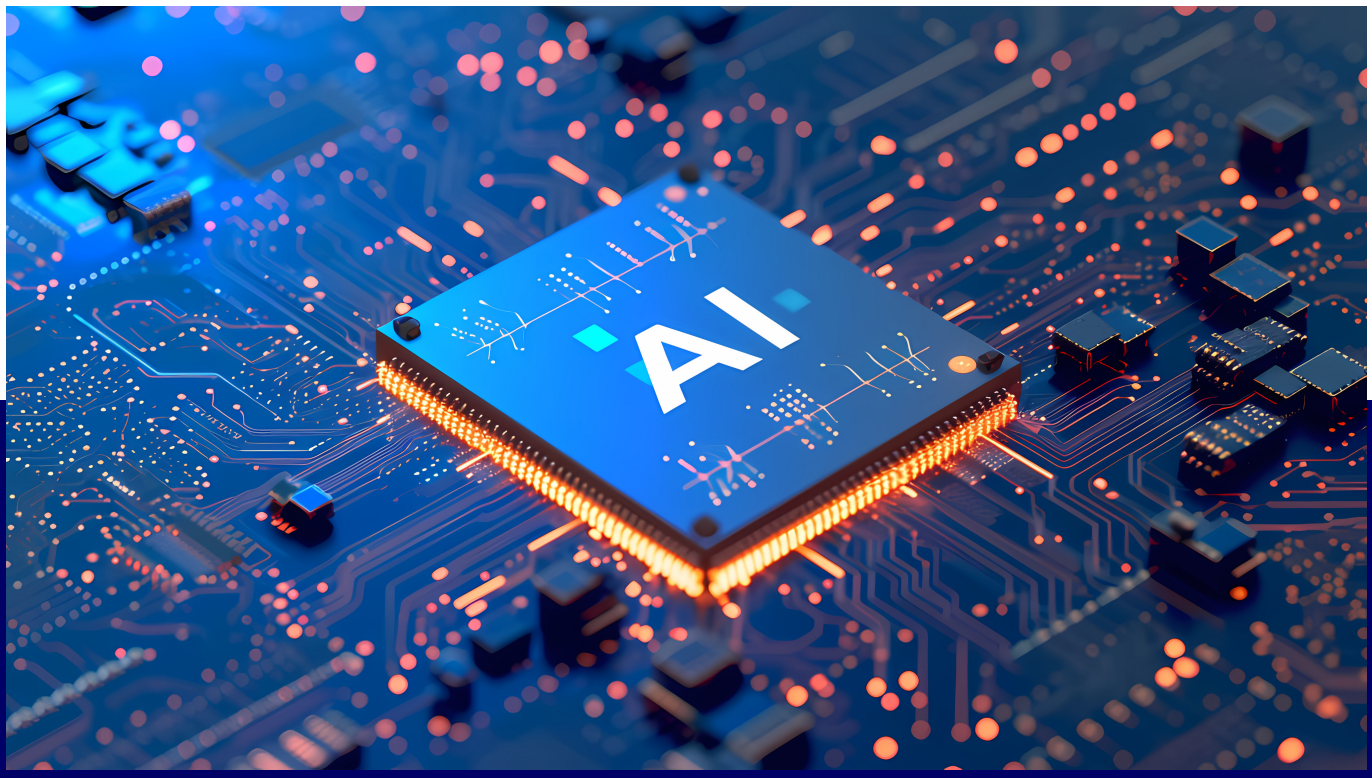
ALIGNMENT OF TRADE ASSOCIATIONS WITH THE NET ZERO STRATEGY

Our participation in trade and sector associations considers the priorities for action and institutional positioning of Itaú Unibanco, including our commitments and policies on sustainability, climate change and ESG. It is aligned with our decarbonization objectives.

We seek to contribute positively to the advancement of the sustainability and climate change agenda in these associations, in addition to strengthening our decarbonization strategy, which is aligned with the objective of limiting global warming to 1.5°C.

When divergences are identified between the positioning of the associations and our principles, we act to harmonize the objectives through dialogue, engagement and advocacy actions, always based on technical information and benchmarking studies.

Currently, we have identified 21 associations with which we are affiliated that can contribute to our climate strategy and alignment with the 1.5°C goal. To this end, we evaluated aspects such as the category of the association, the potential contribution to decarbonization, and its position on the climate agenda.



Artificial intelligence

We drive innovation and trust in an integrated way, using Artificial Intelligence subject to ethical and strategic governance.

Artificial intelligence (AI) is increasingly relevant to Itaú Unibanco, contributing to the evolution of our business model, the creation of new solutions, and improving our customer relationships. Technology is a central part of our strategy, guiding decisions, expanding our capacity to develop products and services, and making experiences more personalized, efficient, and capable of anticipating the needs of our customers and other stakeholders.

In practice, AI has various uses in the financial sector, such as market analysis, economic forecasting, and trend monitoring. This demonstrates the potential for AI to transform the sector.

For our clients AI enables more fluid and relevant digital interactions, bringing the experience closer to people's daily lives and promoting financial well-being.

The widespread and strategic use of AI offers opportunities for innovation and efficiency, but also poses new challenges. These include risks such as the reproduction or amplification of biases, the generation of inaccurate information, difficulty explaining automated decisions, and vulnerabilities associated with information security. These risks can impact the quality of decisions, customer experience, and stakeholder trust, which are essential assets for financial institutions.

To address these challenges, Itaú Unibanco has adopted a proactive and multidisciplinary approach to the responsible management of AI, integrating technical, ethical, regulatory, and organizational aspects.

This includes the continuous monitoring of data, processes, and results; audits of AI systems; the use of monitoring and evaluation tools; training and awareness-raising for employees; and the promotion of diversity in the teams involved in the development and application of these solutions.

Artificial Intelligence governance

Itaú Unibanco has structured and refines its AI governance based on recognized international standards and market best practice. We continuously monitor regulatory changes in different jurisdictions, such as the European Union, the United States, and Brazil, to ensure that our internal guidelines remain up-to-date.

We also follow frameworks such as the Artificial Intelligence Risk Management Framework (NIST/USA), OECD, ASEAN, and CNIL guidelines, in addition to continuously monitoring regulatory developments, such as the AI Act in the European Union, relevant legislation in the United States, and Bill 2338/2023 in Brazil.

Our approach covers the entire lifecycle of AI systems, from conception and development to continuous monitoring in the production environment. This ensures strategic alignment, adaptation to new regulations, and adherence to market and societal expectations.

Our AI strategy is defined and monitored by the Executive Committee, in conjunction with the Board of Directors and the Executive Board. The topic is periodically reviewed by strategic forums, such as the Risk Committee and the Audit Committee, which report to the Board of Directors.

To ensure adequate and efficient risk management, we have independent internal bodies to review and approve AI models. The main such body is the Technical Committee for Model Evaluation (CTAM), which operates independently of the development areas, and evaluates and approves models that are considered to be higher risk, including strategic, operational, reputational, and compliance risks.

The Technical Committee for Model Evaluation is responsible for approving or rejecting models, based on: (i) an independent technical opinion prepared by the Operational Risks area; (ii) the evaluation of and decisions on recommendations to mitigate risks of the evaluated models; and (iii) the recommended adjustments or new items requiring attention, with all decisions recorded in the minutes.

In addition, to ensure ethical, safe and responsible performance, areas such as Risks, Responsible AI, Technology, Privacy and Data Ethics and Information Security validate, monitor and manage the risks related to the use of AI, including the tools and models used.

All AI models are registered, classified by risk level and documented on a specific platform. We maintain a centralized inventory, with detailed information on the purpose, lifecycle, data sources, limitations, risks and periodic impact and fairness assessments, as well as structured plans to correct failures and incidents.

This process is integrated into risk management, and includes classifying models by criticality, independent reviews with human oversight proportional to the level of risk, internal audits, and the continuous monitoring of performance and risks, such as biases and security aspects.

By 2025, there was no need to halt any AI project, nor were there any serious security incidents or instances of bias that impacted the bank's reputation.

These mechanisms allow for adjustments, revisions, or even the discontinuation of models, reinforcing transparency and accountability in the use of the technology.

We also did not record any AI incidents that negatively affected our customers throughout the year. Even so, we monitor continuously and, upon identifying any point of concern related either to security or to potential bias, we follow a structured process: we analyze the context, assess impacts, and make any necessary adjustments. Depending on the scenario, the model may be improved, paused, or replaced, focusing on the quality of the experience and compliance with our guidelines.

AI awareness and training

We closely monitor how artificial intelligence is transforming the way people work, learn, and develop professionally. With the widespread adoption of this technology, new roles and specializations are emerging, and there is a growing need to develop new technical and behavioral skills.

To deepen our understanding of these impacts, we conduct research in partnership with internationally recognized universities regarding the impact of AI on the future of work. We also invest continuously in the training of our employees, preparing them for current and future transformations.

Our initiatives include training programs focused on the responsible and efficient use of AI tools, both in the development of solutions and in decision-making and professional growth.

In addition, we provide training for third parties with specific content on responsible AI use across all AI training tracks.

Our focus is on developing and adapting our teams' skills, always paying attention to the responsible management of the impacts of technology and a commitment to valuing people.



In 2025, approximately 10% of our employees have completed Artificial Intelligence training, covering different areas and levels of expertise. The programs offer general learning trails, as well as training in tools such as Copilot, and external partnerships.



Responsible AI policy

Our Responsible Artificial Intelligence Policy is part of our governance structure, and guides the development and use of AI systems in an ethical, safe, and transparent manner.

This policy establishes guidelines for the continuous monitoring of data, processes, and results, as well as regular internal audits of critical systems. It also provides for the use of monitoring tools, mandatory risk assessments (MIM) in all initiatives, and the monitoring of performance, including possible biases, hallucinations, and security issues, according to the importance and criticality of each model.

We ensure that all high-impact decisions require human participation. The policy also provides guidelines for the curation, updating, and governance of virtual assistants and chatbots, as well as privacy and data protection policies, aligned with current legislation and international standards.

In compliance with the General Data Protection Law (LGPD) and the guidelines of our Responsible Artificial Intelligence Policy, we have adopted robust practices to protect personal information. The use of data is restricted to legitimate purposes, and follows the principle of minimization, seeking to minimize the use of personal data to the extent possible. Whenever possible, we use anonymized data for the development, testing, and validation of AI models, reinforcing privacy protection from the inception of these solutions.

Our policy also establishes that the level of human involvement in AI-supported decisions should be proportional to the risk of each use case, ensuring mechanisms for challenging, reviewing, and overseeing higher-impact decisions. In addition, the policy requires the clear identification of AI-generated content, especially when this may be confused with content produced by humans, strengthening trust and ensuring proper oversight of the use of these technologies.

Finally, greater diversity on the teams that develop and apply AI solutions can help to identify impacts, question assumptions, and build fairer solutions that are more aligned with our ethical principles.

Artificial Intelligence strategy

In 2025, we made progress in developing capabilities that allowed us significantly to expand the use of artificial intelligence throughout the organization.

AI has become a strategic pillar for the evolution of our operational model, with each project being monitored based on indicators of efficiency, productivity, process quality, risk mitigation, and improvements to the customer experience.

Proprietary AI platform

One of the main factors driving this progress was the creation and consolidation of an internal platform dedicated to the development and management of Artificial Intelligence solutions.

This platform standardizes processes, accelerates experimentation cycles, and enables the incorporation of the technology into different business areas, while ensuring compliance with internal security, privacy, and governance standards.

To ensure the responsible and scalable use of AI, the platform was built through strategic partnerships and utilizes key tools, APIs, advanced Large Language Models (LLMs), and agent architectures.

The platform makes it simpler and faster to create, experiment with and manage generative AI use cases, allowing different areas to develop, test, and implement their solutions in an agile way. In addition to driving innovation, it also strengthens governance by incorporating security, privacy, and compliance standards right from the inception of projects.In this way, we are able to expand the use of generative AI, both for operational efficiency gains and to create new capabilities aimed at improving the customer experience.

The choice of AI tools is made based on the potential for value generation, impact on customer experience, operational efficiency, process criticality, and risk profile, always in accordance with our guidelines for governance, security, and responsible use of technology.

Currently, Itaú Unibanco has over 760 generative AI initiatives under development, with more than 150 already in production, in areas such as credit, operations, legal, wholesale, and treasury.

These projects have contributed to continuous gains in terms of the productivity, quality, and agility of critical processes, reinforcing the strategic role of technology in the evolution of our operational model.

The use of AI in the development of products and services

Our AI infrastructure has enabled the development of solutions that directly impact clients and increase their financial well-being.

Itaú Intelligence is a tool that brings together generative AI initiatives to offer conversational experiences, facilitating transactions and offering personalized advisory support across various products and services. The solution functions as a virtual financial advisor, assisting users in their daily routines.

The first solution launched by Itaú Intelligence was Pix on WhatsApp in 2024, which allows customers to carry out transactions via text, image, and voice commands on the most popular messaging app in Brazil. In 2025, this functionality was made available to all of the bank’s customers, making access to digital payment methods simpler, safer, and more integrated into users' daily lives.

Also in 2025, Itaú launched Investment Intelligence, a specialized investment solution. Through a natural language interface, clients receive personalized recommendations and guidance based on their profile, usage history, and real-time updated market data.

The application uses more than 50 knowledge bases on financial products and investment concepts, as well as proprietary recommendation models that are capable of performing more than 22,000 simulations per call to identify the best alternatives for each client profile.

Another new feature introduced in 2025 was the integration of Itaú Intelligence into our mobile application for small and medium-sized enterprises, offering personalized recommendations for businesses. Combining data from Itaú Unibanco with generative AI, the solution offers forecasts, alerts, and tailored recommendations, supporting the financial management and strategic decisions of entrepreneurs, from cash flow control to integration with other bank products.

The development of Itaú Intelligence is anchored in proprietary technological capabilities and applied scientific research, positioning the initiative as a pioneer within the financial sector.



FINANCIAL IMPACTS

We invest in AI strategically, taking into account business priorities, efficiency, security, and value creation.

In 2025, we announced the acquisition of a 15% stake in the startup Neospace, which specializes in the development of foundational generative AI models for the financial sector. We also signed a strategic commercial agreement to use the company's base models and jointly develop exclusive products.

These products will be integrated into the bank's digital experience, allowing for greater customization of solutions, products, and services for our retail customers.

Whenever necessary, we compare AI solutions with traditional alternatives, analyzing factors such as cost, performance, scalability, risks, and alignment with business objectives. This assessment ensures that the use of AI is justified and in line with the bank's strategy.

Itaú Institute of Science and Technology (ICTi)

In 2025, Itaú Unibanco inaugurated the Institute of Science and Technology, which functions as a research, development, and innovation center focused on strengthening scientific knowledge and the wider innovation ecosystem in Brazil. Among the innovations developed by ICTi are solutions for identifying biases in Artificial Intelligence applications, including generative AI models.

In partnership with the Computer Science and Artificial Intelligence Laboratory (CSAIL) at the Massachusetts Institute of Technology (MIT), ICTi has also developed new methods to detect and prevent emerging fraud, especially those that use AI to try to circumvent facial recognition systems.

ICTi also invests in projects and research to improve the efficiency of natural language processing, develop new algorithms, automatically interpret videos to generate reports, evaluate expert agents based on language models, and enhance control mechanisms to protect against attacks, inappropriate content, and AI misuse in customer interactions.



Cases and results

Advances in technology have had positive impacts on the productivity, quality, and competitiveness of our businesses. Process automation allows our employees to focus on higher value-added activities that require creativity, critical thinking, and strategic decision-making. Our AI strategy has generated measurable gains in efficiency, productivity, and quality in various areas of the bank, such as:

ADOPTION OF GENERATIVE AI PLATFORMS THROUGHOUT THE ORGANIZATION

More than 56,000 employees already use corporate generative AI platforms, more than double the volume recorded in the first half of 2025. This growth shows the rapid expansion of technology's use, driving productivity gains and freeing up employees' time for strategic activities.

USE OF AUTONOMOUS AGENTS IN SOFTWARE ENGINEERING

Approximately 75% of engineering teams use autonomous AI agents in software development, resulting in up to 30% more deliveries. Modernization and cloud migration projects have seen a five to six-fold acceleration, in addition to improvements in security and test coverage.

CODE ASSISTANTS IN TECHNOLOGY

Tools like GitHub Copilot and StackSpot AI are widely used by our technology teams. The use of StackSpot has increased developer productivity by 25%.

INTELLIGENT AUTOMATION IN LEGAL

With a database of over 43 million documents and 300,000 transcribed calls, the legal department's generative AI solutions analyze more than 100,000 documents per month. These tools help with the interpretation of sentences, the automatic filling of information, and scalable diagnostics, increasing the agility and intelligence of the operation.

INTERPRETATION AND INTEGRATION OF INFORMATION IN OPERATIONS

Generative AI, along with traditional analytical models, is used automatically to reconcile documents and to consolidate complex data into dashboards that support operators in real time, making operational decisions more agile and accurate.

READING AND ANALYSIS OF WHOLESALE AND TREASURY DOCUMENTS

The technology enables the automated reading and interpretation of strategic documents, such as fund manager communications and Copom minutes, as well as market analyses, investment reports, macroeconomic studies, equity research, and reviews of English-language texts. These processes are now performed in a fully automated and timely manner, without any need for human intervention.

AUTOMATED ANALYSIS OF WHOLESALE REAL ESTATE DOCUMENTATION

AI reading and validation of real estate documents has enabled the annual processing of more than 30,000 documents, reducing analysis time by up to 75% in specific areas of this activity.

These results demonstrate how artificial intelligence has been incorporated across our operational model, increasing efficiency, supporting more informed decisions, and strengthening the delivery of value to clients —always aligned with the principles of safety, responsibility, and governance.

We emphasize the importance of continuous human oversight, structured documentation, and the ongoing updating and review of controls, ensuring a continuous learning approach and the responsible use of technology and artificial intelligence. In the long term, whenever possible, we promote dialogue with stakeholders to discuss the benefits and potential risks of using AI.



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Privacy and data protection

We know that the ethical and secure use of data drives innovation and trust in digital transformation.

Data is one of the main assets of our business, as it guides our actions and decisions and helps us deliver products and experiences that increasingly enchant our customers.

The ethical and responsible use of personal data is part of our values. We always strive to use data in a transparent, ethical, secure, and responsible manner, respecting the law, best market practices, and our principles. This includes topics such as privacy and data protection, information quality, ethical use of algorithms, human rights, accountability, fairness, and non-discrimination.

Privacy and information security governance are integrated into our risk management procedures and into our strategy. Our goal is to ensure a safe and reliable environment to protect the privacy of clients employees, business partners, suppliers, society, and other owners of personal data. In this way, we reinforce our commitment to Human Rights in data management.

Secure digital transformation

We have information security (IS) controls and processes that securely pave the way for our digital transformation strategy, including our migration to specialized external cloud providers.

1. Assessment of control environments

INFORMATION SECURITY COMMUNITY

- Enabler Community (professionals involved in the architecture and setup of development environments).
- Development aligned with digital transformation.
- Vision for security products.

DEDICATED OPERATIONS

- 24x7 Operations Center.
- Incident prevention, detection, and response.
- Continuity testing and cyberattack simulations.

GLOBAL STRUCTURES AND PROCESSES

- Global Security Operations Center (SOC) and Computer Detection and Response (EDR) operations.
- Joint implementation of processes (operations and technology).

2. Risk-based prioritization

INNOVATION AND CLIENT EXPERIENCE

Offer the best experience to our clients and innovate with:

- Team autonomy and agility in risk assessment and prioritization.
- Awareness of risks and challenges.
- Accountability of teams in information security processes.

OPERATIONAL RESILIENCE

- Prediction and anticipation of risks.
- Effective response time.
- Security by design.
- Safety culture

3. Pillars that support our security

CORPORATE POLICIES

- Guidelines on data usage, data subject rights, and information security/ cybersecurity.
- IS and Cybersecurity Policy
- Privacy Policy (applicable for the general public, employees, suppliers, contractors, and job applicants at group companies)

TRAINING AND QUALIFICATIONS

- Integrity and ethics program
- Privacy champions.
- Privacy by design.
- Trails and training.

COMPLAINT CHANNELS

- SAC.
- Ombudsman.
- Whistleblowing channel.
- Regulatory bodies.
- Consumer protection agencies.

AUDITS

- Internal and external audits.
- ISO 27001 and ISO 27701 certifications.
- Best practice for privacy and information security.

Legal and regulatory compliance

In our activities, we comply with the requirements of the General Personal Data Protection Law (LGPD) and the relevant legislation, Resolution No. 4,893/2021 of the National Monetary Council (CMN), and Resolution No. 85/2021 of the Central Bank of Brazil of Brazil (BACEN), which deal with the requirement to adopt a Cybersecurity Policy and the contracting of relevant data processing, storage and cloud computing services.

We also comply with the Resolution No. 35/2021 of the Securities and Exchange Commission (CVM), which establishes rules and procedures for securities transactions in regulated markets, and Circular No. 638/2021 of the Brazilian Superintendence of Private Insurance (Susep), which provides for the cybersecurity requirements to be observed by insurance companies, open supplementary pension entities (EAPCs), capitalization companies, and local reinsurance companies.

In addition, we follow the SEC's (Securities and Exchange Commission) cybersecurity disclosure rules for foreign issuers, with a focus on risk management, strategy, governance and disclosure of cybersecurity incidents.

We comply with international regulations, standards, and best practice:



Strategy and governance | SASB FN-CF-220a.1 |

Privacy and Data Protection

Our Privacy and Data Protection strategy focuses on training, with the aim of raising employee awareness and safe development as central points. As a result, we seek to design our products and services from their conception to protect the privacy and security of clients, including the topics and their guidelines in the daily life of the business and technology areas, with guidance on the development of new projects, definition of architectures and periodically review of processes

Since 2016, our Privacy Program has brought together a multidisciplinary group, focused and specialized on Privacy and Data Protection. This group analyzes the bank's processes and projects involving the processing of personal data, develops materials, and disseminates guidelines and directives, with support from the technology, legal, compliance, risk, and security departments. The group works together with the business areas to promote greater protection and transparency when dealing with Privacy and Data Protection,, seeking to develop and implement market best practice on the topic. The Data Protection and Ethics Committee (CPED) and the Audit Committee also oversee this matter.

Governance in this area is handled by the Data Protection Officer and their team, who act as a communications channel between the data controller and the data subjects, as well as with the competent regulatory agency (ANPD - National Data Protection Agency). They are also supported in an advisory capacity by the legal, operational risk, and information security teams.

Cybersecurity

The bank's cybersecurity strategy has been developed to preserve data security, minimize the risks of service unavailability, protect integrity, and prevent information leaks.

Our governance model is based on risk management, taking into account the global threat scenario, the regulatory environment, new technologies, best practices and the business vision, by creating initiatives that, when implemented, mitigate the risks mapped in the processes of access management, secure development, vulnerability management, data security, among others, in order to ensure that the information handled is adequately protected, preserving the integrity, availability and confidentiality of the information, mitigating risks and potential financial losses.

Our information security strategy for cybersecurity is approved by the Board of Directors, which includes members with relevant expertise in the field, and is monitored by the Audit Committee. Both bodies receive periodic updates on the evolving environment.

The strategy's success requires the support of executive management, and our governance structure includes operational, tactical and executive committees, which ensure that our efforts are aligned with the business and technology areas to maintain the highest level of security in our products and services.

Faced with the challenges of the digital environment, prior to 2025 the organizational structure responsible for Cyber security underwent a significant evolution. In this context, the responsibility was transferred to the Chief Information Security Officer (CISO), who reports to the Chief Security Officer (CSO), with both ultimately reporting to the Chief Risk Officer (CRO), a member of the Executive Committee.

In compliance with the applicable regulations, we prepare an annual report on the Cybersecurity Policy and our incident response plan, which are presented to the Risk Committee and the Board of Directors and also made available to regulators.

Below are the main integrated governance bodies for managing privacy, information security, and cybersecurity risks:

Governance bodies	Composition	Frequency	Goals
BOARD OF DIRECTORS	■ Board members	Eventual	Supervises, guides, monitors, and approves the fraud prevention and cybersecurity strategy.
RISK AND CAPITAL MANAGEMENT COMMITTEE (CGRC)	■ Board members ■ Chief Executive Officer (CEO). ■ Executive Committee. ■ Officers.		
EXECUTIVE COMMITTEE	■ Chief Executive Officer (CEO). ■ Committee members.		
SUPERIOR COMMISSION ON COMPLIANCE AND OPRISK (CSCOR)	■ Chief Executive Officer (CEO). ■ Executive Committee. ■ Officers.		
AUDIT COMMITTEE	■ Committee members. ■ Internal Audit Officers. ■ Financial Crime Prevention Officer. ■ Cybersecurity Officer. ■ DCS Superintendents. ■ Data Supervisor.	Quarterly	Strategic positioning. Monitors integration with other initiatives.
INFORMATION SECURITY EXECUTIVE COMMITTEE	■ Compliance & OpRisk Officer. ■ Technology and Operations Officers. ■ Financial Crime Prevention Officer. ■ Cybersecurity Officer. ■ Cybersecurity Superintendents. ■ Technology and Operations Superintendents. ■ Audit. ■ Information Security Managers.	Monthly	Strategic definitions. Decisions on relevant topics. Situational analysis of decisions regarding risks and issues. Monitors and evaluates the progress of projects.
DATA PRIVACY AND ETHICS COMMITTEE	■ Applied Analytics Officers. ■ Legal Officer. ■ Cybersecurity Officer. ■ Risk Officer. ■ Operations and Compliance. ■ Data Supervisor. ■ Business areas.	Bimonthly	Evaluates and decides on relevant topics, projects, and processes. Supports the Data Protection Officer and analyzes relevant cases.

Best practices

In 2026, our cybersecurity investments will be directed towards the adoption and evolution of technologies aimed at expanding environmental visibility, strengthening application protection, and mitigating emerging risks. These initiatives aim to increase the capacity for prevention, detection, and response to increasingly sophisticated threats, keeping pace with the evolution of the technological and regulatory landscape.

Expanded perimeter

We use an expanded perimeter protection strategy, a concept which states that information must be protected wherever it is located—within the Company's infrastructure, in a cloud service, with a third-party provider, or in an international facility, for example—across the entire lifecycle of information, from the moment it is collected, through processing, transmission, storage, analysis, and destruction.

Cyber threats

We have adopted control processes aimed at the detection, prevention and continuous monitoring of, and immediate response to, any attacks on or attempted intrusions into our infrastructure.

We recognize that, even with a solid technological infrastructure, given the exponential increase in cyber threats, the environment is not entirely free from threats. Therefore, we have adopted a financial mitigation strategy based on the allocation of operational risk capital to cover losses arising from cyber incidents.

Operational risk management considers indicators of cyber risk appetite to calculate unexpected losses arising from cyberattacks or external fraud. The solvency assessment, reported in the Internal Capital Adequacy Assessment Process, ensures that the company has sufficient capital to cover unexpected losses arising from the risk of cyberattacks.

Access to and use of data

Through our data governance framework, we encourage the secure and effective management of database use by different areas, ensuring that business teams adopt the concept of minimization and go through an approval flow to access databases, allowing us to guarantee the quality of information, better structure the data, and ensure that it is stored in a secure environment.

Generative AI

Generative AI Governance at the Bank also has privacy as one of its pillars, both in its development and in terms of our attack tools and defense mechanisms. Thus, from the beginning of model development, we observe respect for the privacy and protection of our clients' personal data and employ guardrails in the event of anomalies.

Secondary use

Our process of personal data is always processed legally and in accordance with the stated purpose, ensuring responsible, ethical and appropriate use of the information.

In cases of secondary use, we are also in accordance with the principles and obligations defined in LGPD (Brazilian General Data Protection Law), with emphasis on transparency, purpose, and security.
As part of this governance, we adopt risk management applied to 100% of our use of personal data, both primary and secondary uses, through controls and sample testing.

A common secondary use of data is for sending marketing communications, and data subjects may choose not to receive these communications, or may define how and which communications they prefer to receive.

Corporate policies

We have a set of publicly available policies and documents covering 100% of our operations, which are updated periodically. They establish the guidelines, standards, general rules and responsibilities relating to the privacy, data protection and information security process, in compliance with the relevant legal and regulatory requirements, to ensure the protection of important information:

Corporate Information Security and Cyber Security Policy establishes the principles, guidelines and responsibilities related to information security.

Privacy Policy describes our commitments, guidelines and transparency regarding the processing of personal data, clarifying for personal data holders how they can exercise their rights and which contact channels are available, for the following different categories of data owners:

- For the general public, including clients or other owners of personal data who have a relationship with Itaú Unibanco and other companies in the group.
- For employees.
- For suppliers and outsourced employees.
- For candidates applying for vacancies at group companies.

This information can be found on our privacy website, in the section “What information could we hold about you?”.

In order to reinforce our management and internal controls, employees are required to follow policies and procedures related to Privacy and Data Protection:

- Personal data protection rules (general guidelines on the use of data).
- Privacy by Design and Privacy by Default rules.
- Guidelines for complying with the rights of data subjects, as provided for in the LGPD.
- Procedures for mapping the processing of personal data, which set out how employees should update the data inventory.
- Procedures regarding the scope of activities of the Data Protection Officer appointed by the Data Controller, who acts as a channel of communication between the company, the data subjects and the ANPD (National Data Protection Authority).

Failure to comply with these internal rules and policies may result in disciplinary measures, assessed as minor or serious, depending on the nature, severity and extent of any impacts, in accordance with the guidelines published in the respective internal policies.

The applicable measures may include guidance, warning or even dismissal for just cause.



Certifications

We have adopted the main market certification frameworks to ensure the establishment of processes to mitigate privacy risks. Our main processes are certified by an independent entity in the following standards:

ISO 27001: Defines best practice for identifying, analyzing and implementing controls to manage information security risks and to protect the confidentiality, integrity and availability of business-critical data.

ISO 27701: provides guidelines and requirements for the protection of the privacy of data subjects, ensuring the reliability of our data flows, our engagement with the topic, the security of our governance and our management of personal data, in compliance with LGPD.

These certifications apply to our Integrated Management System (IMS), including the information security governance processes, information security risk assessment, Security Operations Center (SOC), the handling of information security incidents, the information security architecture, vulnerabilities in the digital environment, logical access management, and the governance processes for processing personal data at Itaú Unibanco.

Data subject support

In addition to our customer service channels, we have a dedicated Data Protection Officer channel to receive requests related to the General Data Protection Law, and forward these to the areas that can support the investigation, according to the scope of the request.

We also provide a Privacy website, which presents our main customer service channels for clients and non-clients, as well as clearly and objectively explaining the main rights of data subjects in the section "You are in control of your data and rights," such as:

- Confirm whether we process your personal data and, if so, request access to the data.
- Update, change and rectify incomplete, inaccurate or outdated personal data.
- Revoke any consents granted, as applicable.
- Object to the processing of personal data, as applicable.
- Unsubscribe from targeted offers of Itaú Unibanco products and services through our service channels.

Our governance structure has different levels of control, and adopts specific procedures for different types of requests, in order to respond to the data owner in a safe and efficient manner. Owners of personal data can check, through the Itaú Unibanco Privacy Policy, which is available on our website and and through our mobile apps:

- The nature of the information captured and how it is collected.
- What we use the captured information for.
- Measures to ensure data security.
- The rights of data owners and how to exercise them.
- Identification of the Data Protection Officer, in accordance with the ANPD regulations.
- What are cookies and how do we use them?

According to the applicable legislation, personal data breaches that may result in risks or relevant damage to personal data owners must be notified to the competent authorities and to the affected data owners.

One key way to report and provide guidance on suspicious events is through our reporting and complaints channels, such as:

- **INSPECTORATE:** activated in cases of internal violations, including digital fraud, information leaks, and unauthorized access, to manage potential corrective disciplinary actions and ensure a thorough investigation.
- **OMBUDSMAN:** available to report the unethical use of corporate information and systems, including any complaints related to ethics.
- **SAC:** focused on providing assistance regarding products and services offered.
- **E-MAIL:** available for clients, employees, third parties, and the general public to report suspicious emails for analysis emailsuspeito@itau-unibanco.com.br.
- The data subject can contact the Data Protection Officer and report the incident, and be directed to the appropriate response team: encarregado-dados@itau.com.br.
- **RESPONSIBLE VULNERABILITY DISCLOSURE PROGRAM:** available for the security research community to report potential vulnerabilities in our systems/ applications.

All of these reporting channels are assessed by our internal audit and operational risk areas to ensure that all suspicious events have been investigated, have been reported to the correct organizational structure, and that the appropriate responses have been taken.



LEARN MORE about our complaints and reporting channels, please see the Reporting Channels section on page 298.

Training and development

We have a robust and accessible awareness program, with training that reinforces the importance of privacy, data protection and cybersecurity throughout the Organization. Through our integrity and ethics program, all employees receive training on information security, privacy and LGPD, in accordance with the Code of Ethics and the principles and values of Itaú Unibanco.

Training is mandatory for all employees and must be conducted every two years, covering both basic and specific concepts, with case studies adapted to the employees' area of expertise. Subsequent assessments ensure the assimilation of the content.

As required by the LGPD, employees are also instructed on how to complete the "Record of Processing" (RoP), our tool for recording personal data processing activities, in order to keep processes and workflows constantly updated, and develop a sense of ownership over the operations performed.

To reinforce a culture of security and privacy, we promote several engagement initiatives, with the aim of ensuring that information security and privacy are fundamental principles in the Company's culture, strengthening our commitment to data protection and integrity. These initiatives include:

By 2025, 98.5% of employees will have completed the information security program, and 98.6% will have received training on privacy and LGPD.

- **CONTINUOUS AWARENESS:** workshops, lectures, dissemination of content through corporate channels, including tips and recommendations on information security and privacy, as well as policies, processes, and procedures.
- **AI AND SECURITY:** The Information Security team is part of the multidisciplinary team that participates in AI Governance forums to evaluate business use cases.
- **PRIVACY BY DESIGN:** implementing privacy from the conception stage of solutions, ensuring compliance from the initial project phase, including for GenAI projects.
- **PRIVACY CHAMPIONS:** agents who disseminated knowledge about privacy and data protection within business teams.
- **SECURE DEVELOPMENT PROGRAM:** strengthening a secure development mindset, to ensure application security and user data protection. Composed of mandatory courses, according to areas of expertise in Technology, in addition to ad hoc awareness events.
- **SECURITY BY DESIGN:** security is integrated into all stages of the software development lifecycle, from the very beginning.
- **SECURITY ENGINEER:** acts as an agent of cultural transformation, integrating security practices into software development. Works proactively, empowering developers, creating tools, and implementing processes to strengthen application security throughout the development lifecycle.
- **SECURITY SMES (SUBJECT MATTER EXPERTS):** experts dedicated to specific development communities, acting as technical references, disseminating knowledge and best practice, aas well as being responsible for monitoring the implementation of minimum security and privacy requirements (e.g. Security by Design, Privacy by Design).

Risk management | SASB FN-CB-230a.2 | FN-CF-230a.3 |

We have identified the main risks related to information security, cybersecurity, and privacy to which we are exposed throughout the entire information lifecycle, from the moment data is collected through its processing, transmission, storage, analysis, and destruction.

To mitigate these risks and promote information security, privacy, and cybersecurity, we rely on various control practices and procedures, which are conducted in an integrated manner with the Business and Technology areas, to to maintain an architecture of solutions and products with the the highest degree of security, in line with emerging trends and ensuring the control and protection of data. The main risks to which we are exposed include:

DATA LEAKAGE RISKS

Because we manage and maintain sensitive personal information on clients in the normal course of our business, we are exposed to the risk of unauthorized disclosures or security breaches.

CYBERSECURITY RISK (ATTACK VECTORS)

Risk of intrusions into our systems and platforms by malicious third parties, including infiltration by malware (such as computer viruses), contamination of our networks and systems (whether intentional or accidental) by third parties with whom we exchange information, the exploitation of vulnerabilities, unauthorized access to confidential customer information and/or proprietary information by people inside or outside the Company, cyberattacks that compromise the availability of our services or the integrity of our information, and vulnerabilities on the part of other participants in the National Financial System ecosystem, which may expose us to fraud attempts and increase our operational and reputational risks.

PRIVACY RISK

Risk of the improper of personal data of our clients, employees, service providers, and other data subjects, in violation of the applicable laws, for purposes other than those disclosed, or without an adequate legal basis, or any incidents of loss, alteration, or unauthorized access, which could lead to administrative and regulatory sanctions, legal action, and operational and reputational impacts for the Company.

Our Enterprise Risk Management structure is made up of three lines of defense:

- **1st line:** business areas
- **2nd line:** compliance and operational risk.
- **3nd line:** internal audit.

Within this structure, we subject our Information Security, Privacy, and Data Protection processes and controls to regular risk assessments through both internal and external audits, which are conducted by an independent certification body, to ensure the reliability of the practices and processes surrounding our use personal data. In this way, we ensure and reinforce our commitment to the fundamental right to the protection of personal data.

Below, we present the measures adopted to mitigate the risks listed above:

Third-party management

In line with the concept of the expanded perimeter, which includes third party companies in the scope, we have evolved our risk management of our service providers and partners, including improvements to third party governance and the monitoring of cybersecurity ratings for highly critical service providers.

We also adopted new solutions for monitoring the security postures of cloud environments which are critical to out supply chain, providing better visibility and significantly reducing security risks for providers.

Our contracts with third party service providers and partners include confidentiality, privacy and personal data protection clauses, in accordance with the Brazilian General Data Protection Law (LGPD) and other applicable regulations. These clauses place obligations on contractors to report relevant information security or privacy incidents and other information under the responsibility of Itaú Unibanco Holding, while data is in their custody or being processed, based on criteria such as the type of information they have access to, the size of the company, and the type of services provided.

Depending on their classifications, the protection requirements for third-party infrastructure range from provision of security recommendations to on-site validation of controls, as well as monitoring any corrections and improvements implemented by the third parties.

For those providers classified as more critical, we perform periodic scans of their environments and monitor updates for identified vulnerabilities, aiming to promote the protection of our business information, clients, and employees by these providers in a sustainable and collaborative manner, as well as protecting our own digital environment and meet the applicable regulatory and legal requirements.

Additionally, we apply a privacy risk assessment flow to our service providers who are involved in the processing of personal data, and based on the results we classify them by risk level to ensure the reliability of our data flows in the third party environment.

Where possible, we also apply our Responsible Artificial Intelligence tools to suppliers' AI models to check for potential vulnerabilities, such as privacy and security risks or those related to the perpetuation of discriminatory biases.

Control environment

We monitor our processes using a risk map that relates the criticality and compliance of activities to risks, allowing us to identify the health of our processes based on the application or absence of controls.

This monitoring is carried out by senior management in risk and audit committees.

In line with our digital transformation strategy, we have been strengthening our security to enable intensive use of the cloud. The adoption of a multi-cloud model will drive technological modernization, reduce risks, increase cyber resilience, and decrease dependence on a single provider, and will be supported by robust security controls based on recognized frameworks, covering identity management, data protection, infrastructure, and incident response.

For privacy governance, controls are applied to ensure that all activities are carried out in line with the applicable standards, ensuring transparency and security for our clients.

For processing that may pose a greater risk to the rights and individual freedoms of data subjects, we implement extra controls, which include detailed analysis of projects through multidisciplinary committees that meet regularly and include participants from relevant technical areas.

Threat identification and incident management

Our monitoring processes are always evolving, enabling us to identify and implement increasingly effective preventive actions that are compatible with the evolving cyber threat environment. We have a 24x7 operations center, with specific processes for preventing, detecting and responding to threats, we carry out constant attack and defense exercises, and frequently test the defenses and protection capacity and resilience of our infrastructure.

We monitor the security of the technological environment by analyzing events and alerts to identify potential incidents, which are classified according to their impact, and the criteria adopted and formalized in the incident handling plan. For incidents that are considered critical, we activate the Crisis Management area, which acts according to internal procedures, mobilizing Executives to make decisions and other support areas to assess risks.

In order to improve our incident response capabilities, we carry out business continuity testing every six months, simulating critical Cyber Security incident scenarios that may compromise the availability and/or confidentiality of information, as documented in the Cyber Attack Response Plan.

This document sets out the objectives of the test, the scenario to be tested, the actions to be taken by the Tactical Group and Executives, any workaround and monitoring actions to be taken by the areas involved in the test, as well as the predefined actions and communications.

To ensure that planning is carried out in accordance with the plan, we carry out independent hacker attack simulations (penetration testing) by the most recognized cybersecurity companies on the market, and our controls are annually verified by independent internal and external audits

We also periodically scan our infrastructure and applications to identify threats and vulnerabilities. The risks identified are addressed within the timeframes defined in the respective internal procedures

In order to anticipate new threats, we continue to expand our cyber threat intelligence activities, and actively participate in industry and government cybersecurity forums to strengthen defenses. Risk events and attacks are also discussed by the Financial Services Information Sharing and Analysis Center (FS-ISAC).

For incidents that may impact other financial institutions in Brazil, there is a knowledge sharing process between institutions in order to collaborate on mitigating incident risks, in compliance with the applicable legal and regulatory requirements.

If an incident involves personal data, there is a multidisciplinary team workflow bringing in participants from the areas of privacy, information security, business, legal, operational risk and technology, responsible for investigating and defining the criticality and impact for data subjects.

Based on an analysis of the criteria established in the applicable regulations and internal procedures, the Data Protection Officer, in a joint decision with senior management, can report to the regulatory bodies and impacted data subjects, as well as monitoring the treatment of root causes through risk governance.

Appropriate measures, including those aimed at mitigating the impacts on data subjects, are assessed on a case-by-case basis, taking into account the characteristics of the incident and the level of impact identified.

LEARN MORE on the verification of controls performed by independent internal and external auditors, please see our Complete Financial Statements in IFRS.

Report suspicious events

If Itaú Unibanco employees identify suspicious events, they can contact us through our official reporting channels, as detailed in the Reporting Channels section of this report.

All of these reporting channels are evaluated by our internal audit and operational risk areas to ensure that all suspicious events have been investigated, reported to the correct organizational area, and that an appropriate response has been taken.

Data purge

In terms of the data lifecycle, we have a policy of purging personal information collected from data subjects, with procedures designed to keep only information in our environments that is strictly necessary to fulfill the purpose of data use, and to avoid excessive data retention.

Regulatory, financial, and reputational consequences

| GRI 418-1 | SASB FN-CB-230a.1 | FN-CF-220a.2 |

The unavailability of our services, leakage or compromising of the integrity of information, data breaches, or failure to comply with any regulatory requirement may result in disciplinary measures, such as warnings, dismissal, administrative and regulatory sanctions, reputational damage, financial losses, and the initiation of administrative or judicial proceedings.

We are legally required to report relevant incidents related to cybersecurity and personal data breaches to the regulatory authorities.

In 2025, there were no consumer complaints regarding privacy and data protection at Itaú Unibanco made to regulatory bodies (in this case the Central Bank of Brazil - BACEN) that were upheld related to privacy and data protection. The Bank also was not held liable for privacy violations or misuse/inappropriate use of data under the Brazilian General Data Protection Law (LGPD) in any civil lawsuits.

Our privacy and security measures result in a high level of trust from our clients, as evidenced by the reduced rate of complaints regarding privacy issues relative to the total number of the Company's clients.

Consequences | GRI 418-1 |	2023	2024	2025
Lawsuits arising from data breaches	1	0	0



METRICS
GRI 2-25	2-26
3-3	205-3
406-1	418-1



Reporting channels

We promote ethics and transparency by providing accessible channels for reporting and dialogue.

As part of our commitment to ethics, integrity, and respect for Human Rights, we have public channels for receiving complaints and reports related to misconduct, crimes, non-compliance with regulations, abuse, harassment, discrimination, and other behavioral issues. In addition, our international units have local channels so that clients, employees, and other interested parties can register their concerns.

Our employees and managers are informed of the existence of these reporting channels through internal communications and awareness campaigns such as training sessions, lectures, emails, and information on the corporate portal. In addition, our main reporting channels are detailed in the Code of Ethics and Conduct, as well as in other institutional policies and channels.

All complaints and reports received are analyzed by the responsible areas, in accordance with internal policies, ensuring impartiality, confidentiality, and privacy. The investigation process is recorded and monitored. Furthermore, we proactively monitor situations that could indicate misconduct. Where an investigation confirms any irregularity or illegal act, we apply disciplinary measures and consequences to the employees and partners involved.

Discover Itaú's main channels for receiving and addressing complaints and reports from clients, employees, partners, and other stakeholders, as well as managing the consequences.
| SASB FN-CB-510a.2 | FN-AC-510a.2 | FN-IB-510a.2 |

The **OMBUDSMAN** purpose is to provide guidance and advice on, and to address complaints and reports related to violations of principles, ethical deviations, harassment, discrimination, disrespect, and other behaviors that are contrary to our institutional policies. The channel guarantees anonymity, autonomy, and direct reporting to the Presidency. The channel is intended for employees, administrators, suppliers, and partners, and is available through digital channels 24 hours a day, seven days a week. Online or in-person contact is also possible from Monday to Friday, 9:00 AM to 6:00 PM.

- Phone (WhatsApp): 0800-721-4040
- Digital channels: Corporate portal available to employees, including a mobile version or via email: ombudsman@ombudsman.itauunibanco.com.br

The **WHISTLEBLOWING CHANNEL** was created to receive reports of illegal acts such as internal fraud, money laundering, corruption, information leaks, and other misconduct involving employees, managers, service providers, and suppliers. The channel guarantees anonymity and protection for those who make reports in good faith. Anyone can use the channel, anonymously or otherwise, with complete confidentiality. The service is available 24 hours a day, every day of the week, through our digital channels.

- For the general public: itau.com.br/atendimento-itau/para-voce/denuncia/
- For suppliers: itau.com.br/fornecedores

The **CUSTOMER SERVICE (SAC)** is a specialized channel that assists consumers with resolving problems and disputes, and making complaints, as well as providing information about products and services. It also handles requests for suspension and cancellation. The service is available to both clients and non-clients, ensuring accessibility and service for all. Assistance can be provided by telephone on 0800-721-1999, and there is a dedicated call center for people with hearing or speech impairments. The customer service line operates 24 hours a day, every day of the week. For those requiring assistance in sign language (Libras), this service is available Monday through Friday, from 8:00 AM to 8:00 PM. In addition to telephone support, the Customer Service Center offers digital channels, such as the Virtual Assistant on the Itaú app and on our website. There are also dedicated customer service centers in different languages, accessible through the following websites.

- Digital channels: itau.com.br/canais-itau
- Customer service: itau.com.br/atendimento-itau/para-voce/telefones

The **EXTERNAL OMBUDSMAN'S OFFICE** aims to address and resolve complaints from customers who are not satisfied with the solutions offered through our primary customer service channels, acting as a last resort to ensure that all demands are analyzed carefully and transparently. The Ombudsman's Office targets dissatisfied customers seeking a different solution to their complaints after attempting to solve them through traditional channels.
The service is available Monday through Friday, from 9:00 AM to 7:00 PM, excluding holidays, via a dedicated telephone line and digital channels available on the Itaú app and website.

- Telephone: 0800-570-0011
- External Ombudsman's Office: itau.com.br/atendimento-itau/para-voce/ouvidoria

Ombudsman | GRI 2-25 | 205-3 | 406-1 | 418-1 |

The Ombudsman's office is responsible for addressing interpersonal and interest-related conflicts in the workplace, involving managers and employees, as well as our suppliers and partners. It is an independent channel with complete autonomy and direct reporting to the president.

The Ombudsman analyzes and investigates cases with confidentiality, neutrality, and independence, following clear principles:

- Anonymous complaints are accepted and treated in the same way as those where the complainant identifies themselves.
- All information received is handled discreetly, protecting both those interviewed and the complainants.
- Complaints or accusations made in bad faith, when proven, are subject to disciplinary sanctions.
- Acts of retaliation, revenge, or persecution against those who use reporting channels in good faith are not tolerated.
- Disciplinary sanctions are applied when cases of retaliation are identified after the investigation of complaints made through the channel.

The Ombudsman acts in different types of situations, according to the stage of the conflict, the complexity of the issue, and the risks involved. These situations can be classified into three main forms:

- **GUIDANCE:** Consists of advice, support and guidance on how employees should deal with different types of situation.
- **MEDIATION:** Involves a joint conversation between those involved, with the support and participation of the Ombudsman, to seek a solution.
- **INVESTIGATION:** Includes analyzing internal information, professional history, and conducting interviews with those involved to identify and define measures to resolve the issue.

Cases are analyzed exclusively by the Ombudsman, who makes decisions independently, following the institutional guidelines and policies of Itaú Unibanco.

The entire investigation process is recorded in a final report, which is sent to the manager of the employee involved to inform them of the result and provide guidance on recommended disciplinary measures or preventive actions.

After the case is concluded, the Ombudsman may carry out monitoring actions, maintaining contact with the employees involved for several months to monitor for and prevent possible retaliation, assess the work environment, and evaluate the effectiveness of the measures applied. This follow-up reinforces the bond of trust in the channel, and encourages those involved to express themselves freely.

Guidance provided and complaints received by the Ombudsman

In 2025, the number of contacts received by the Ombudsman, including both requests for guidance and complaints, remained at the same level as the previous two years. However, there was a change in the balance of types of contact: compared to 2024, complaints, which had been growing in previous years, decreased by 11%, while guidance requests increased by 20%. This allowed the channel to act in an even more preventative manner.

This data indicates that employees continue to be able to express themselves openly and transparently, encouraging an environment of psychological safety and alignment with our culture.

Guidance and complaints handled by the Ombudsman[4]	2023	2024	2025	Var.
Total guidance provided[1]	1,146	1,167	1,398	19.8%
Total complaints received	2,287	2,329	2,067	-11.2%
Total complaints handled	2,249	2,304	2,118	-8.1%
Total number of cases upheld (%)[3]	34%	41%	44%	3.0%
Total number of employees reported[2]	2,200	2,348	2,190	-6.7%

([1]) One service was removed from the indicator because, based on a review, it did not effectively indicate guidance to those involved. Therefore, the quantities previously reported were revised. ([2]) From 2023 onwards, we incorporated a mechanism into the databases to identify employees who were mistakenly included in reported cases, and thus needed to be excluded from this information during the analysis process. As a result, the quantities previously reported were revised. ([3]) During the revision mentioned in note 2 above, the origin indicator was slightly altered, and thus the percentages previously reported were also revised. ([4]) Throughout the year, as part of the process of continuous enhancement and qualitative analysis, the Communication and Information Cell revisits closed cases and assesses whether there is any need to adjust the classifications of some fields/cases. These adjustments may result in small variations in the indicators from previous years.



Behaviors identified in past cases[1] | GRI 2-4 |	2023	2024	2025	Var.
Deficiencies in management and communication	18.0%	19.0%	17.0%	-2.0 p.p.
Embarrassment	18.0%	17.0%	20.0%	3.0 p.p.
Disrespect	16.0%	11.0%	12.0%	1.0 p.p.
Violation of laws and regulations	11.0%	12.0%	12.0%	-
Intimidation, favoritism, and bad faith	7.0%	6.0%	5.0%	-1.0 p.p.
Inappropriate collection practices	10.0%	10.0%	9.0%	-1.0 p.p.
Sexual harassment	4.0%	5.0%	3.0%	-2.0 p.p.
Slander, malicious and defamatory comments	7.0%	9.0%	11.0%	2.0 p.p.
Discrimination	1.0%	1.0%	1.0%	-
Moral harassment	2.0%	1.0%	1.0%	-
Retaliation	1.0%	2.0%	3.0%	1.0 p.p.

([1]) There has been a change in the definition of this indicator. Previously, if a report showed more than one deviation within the same behavior, for the purposes of calculating the percentage, we counted all of them, whereas now if there is more than one type of deviation in relation to the same behavior, they are grouped together and only counted once. Note: Throughout the year, as part of a process of continuous improvement and qualitative analysis, the Communication and Information Unit revisits completed cases and may identify the need to adjust the classification of certain fields/cases. Therefore, slight variations in indicators from previous years may occur due to these adjustments.

Measures applied in past cases	2023	2024	2025	Var.
Total number of measures applied	**644**	**797**	**852**	**6.9%**
Feedback	360	435	516	18.6%
Warning	153	211	203	-3.8%
Disconnection	131	151	133	-11.9%

Note: Throughout the year, as part of the process of continuous enhancement and qualitative analysis, the Communication and Information Cell revisits completed cases and identifies whether there is any need to adjust the classifications of some fields/cases. These adjustments may lead to small variations in indicators from previous years.

Discrimination and harassment | GRI 406-1 |

Discrimination means any distinction, exclusion, offense, depreciation, embarrassment, or preference for or against any person or group, motivated by characteristics such as race, color, ethnicity, marital status, gender identity, sexual orientation, disability or other health conditions, appearance, religion, political opinion, social origin, or age, among others, with the intention to make someone feel inferior.

In 2025, we continue to strengthen the values of our culture through affirmative action, promoting and expanding knowledge regarding diversity. We also encourage our employees to express themselves freely, and not to accept situations of threat, persecution, exclusion, embarrassment, or harassment.

We reinforce our zero-tolerance stance regarding conduct that violates our ethical principles, highlighting to our employees their responsibility to read and familiarize themselves with the Guidance on Harassment and Discrimination in the workplace, which complements our Code of Ethics and Conduct. We also emphasize to them the importance of participating in mandatory training on the subject. In addition, throughout the year, we carry out structured communication and engagement actions to keep everyone informed and involved.

The implemented initiatives strengthened the organization's ethical culture and demonstrate the program's effectiveness, with over 95% of employees completing the training, and 100% participation among our executives, highlighting senior leadership's engagement with this topic.

All complaints deemed valid based on an impartial, independent, and autonomous investigation by the Ombudsman resulted in the dismissal of employees involved in cases of moral harassment, sexual harassment, or discrimination.

Quality of service and problem-solving capacity of the Ombudsman.

To ensure that complaints are handled promptly, the Ombudsman acts with quality, depth, and agility, while prioritizing welcoming and respecting the employees involved.

In 2025, in line with these objectives, 41% of complaints were resolved within 10 business days, and the average resolution time was 12 days, which is within the service level commitment of 15 business days.

Employee satisfaction with the channel's service reached 93 points, meaning that the Ombudsman remained in the zone of excellence in the NPS index.

Cases that resulted in termination:	2023	2024	2025	Var.
Sexual harassment	47	74	48	-35.1%
Discrimination	11	16	11	-31.3%
Moral harassment	20	11	13	18.2%
Retaliation	8	5	6	20.0%
Intimidation, favoritism, malicious intent	27	19	28	47.4%
Violation of rules	18	26	27	3.8%
Total	**131**	**151**	**133**	**-11.9%**

Note: Throughout the year, as part of a process of continuous improvement and qualitative analysis, the Communication and Information Unit revisits completed cases and may identify the need to adjust the classification of certain fields/cases. Therefore, slight variations in indicators from previous years may occur due to these adjustments.

Dialogue, awareness-raising, and training promoted by the Ombudsman.

In addition to the services provided, the Ombudsman engaged in frequent and relevant dialogues with employees to promote engagement with the Bank's commitments and culture.

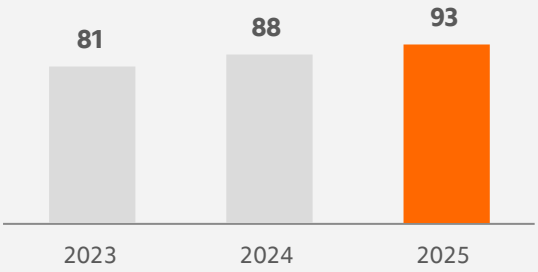
In 2025, reinforcing its preventive role, the Ombudsman held 42 meetings with more than 12,000 people, building trust in the channel and addressing topics such as respect, assertive empathy, nonviolent communication, and psychological safety at work. These meetings helped foster an open environment based on trust. Some of the meetings also focused on discussing and reinforcing concepts around diversity, harassment, and discrimination.

As part of its strategy of proximity and transparency, the Ombudsman maintains a page on the corporate portal offering educational content and preventive communications, with accessible language and intuitive navigation. This page details the Ombudsman's modes of operation, rules, policies, indicators, and contact channels, strengthening our ethical culture and our employees' access to information.

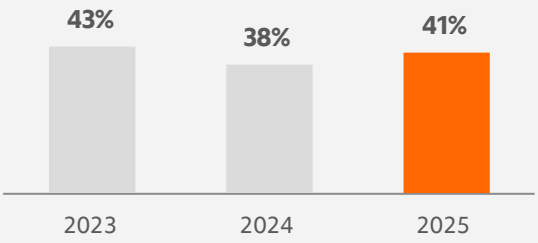
During 2025, institution-wide campaigns were conducted for all employees, with specific actions and targeted videos according to the different possible types of interactions with the Ombudsman. These initiatives aimed to clarify doubts, demystify concepts, and reinforce the channel's role, contributing to strengthening trust, transparency, and relationships with different internal audiences.

Customer service quality indicators

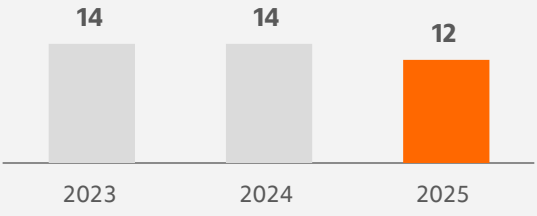
Ombudsman Service Satisfaction Index (NPS)



Cases completed within 10 business days



Average time to resolve cases received and processed in the year (days)



Whistleblowing Channel

| GRI 2-26 | 205-3 | 418-1 |

The Directorate for the Prevention of Financial Crimes, through its Inspections area, is responsible for analyzing reports received through the Whistleblowing Channel related to possible cases or evidence of internal fraud, misconduct, corruption, or other illegal acts committed by employees, service providers, or suppliers. Where irregularities are identified, the necessary administrative measures are taken in accordance with our internal policies, the Code of Ethics and Conduct as well as in the criminal and civil spheres, where applicable.

The Whistleblowing Channel is available to anyone, including clients third parties, suppliers, partners, and employees, allowing for the filing of complaints, whether anonymously or otherwise. In accordance with our Code of Ethics and Conduct and our Integrity, Ethics, and Conduct Policy, confidentiality and the protection of whistleblowers' identities are guaranteed. Those who report in good faith, denouncing or expressing doubts, suspicions, or concerns about possible violations of the bank's guidelines, will not suffer retaliation.

Managers or employees who attempt to retaliate against those who, in good faith, report ethical or behavioral misconduct will be subject to investigation and possible consequences.

If it is impossible to assess a specific complaint due to a potential conflict of interest, the procedures stipulate that the investigation will be overseen by the Executive Board of Internal Audit.



Whistleblowing Channel | GRI 205-3 | 418-1 |	2023	2024	2025	Var.
Total complaints handled during the year	**2,108**	**2,166**	**2,271**	**4.8%**
Percentage of valid complaints (%)	64.3%	62.7%	58.3%	-4.4 p.p.
Total disciplinary actions applied by category	**1,563**	**1,643**	**1,663**	**1.2%**
Termination	570	622	760	22.2%
Contract termination[1]	175	159	42	-73.6%
Warning	636	669	739	10.5%
Guidance measure	175	193	122	-36.8%

([1]) The indicators take into account our operations in Brazil. Cases involving interns or service providers.

Training, communication and awareness about the Whistleblowing Channel

We promote ongoing communication and awareness campaigns for our employees, suppliers, and other stakeholders, emphasizing the importance of reporting irregularities, the prohibition against retaliation, and a commitment to ethical and responsible conduct.

Processes and mechanisms for handling complaints

Itaú Unibanco maintains clear, independent, and standardized processes for receiving, analyzing, and addressing complaints and grievances submitted through its Complaints and Inspections Channel, following the Code of Ethics and Conduct, the Corporate Policy on Integrity, Ethics and Conduct, the Corporate Policy on the Prevention of Corruption, the Corporate Policy on the Prevention of Illicit Acts, as well as the applicable regulations, such as CMN Resolution No. 4,859/2020.

All complaints received are recorded and subjected to initial evaluation to verify whether they fall within the scope of the channel. Where necessary, they are forwarded for investigation by the responsible areas, according to the established governance levels. At all stages, we guarantee confidentiality, impartiality, independence, and protection for the whistleblower.

Cases are handled according to their nature and severity, either by the Inspectorate (Directorate of Financial Crime Prevention), the Ombudsman, or by other independent areas, depending on the context.

When a complaint is deemed valid, the bank applies disciplinary measures in accordance with the current legislation and our internal policies, and based on the severity of the facts. Such measures may range from guidance and warnings to the dismissal of employees and, when necessary, informing the competent authorities.

Corrective and remedial plans are also implemented to eliminate the causes, strengthen controls, and mitigate the risk of recurrence.

In addition to channels for receiving complaints, the bank offers specific channels for guidance and advice, such as the Ethics Consultancy and the Ombudsman, which are available to employees and managers who have questions, face ethical dilemmas, conflicts of interest, or need guidance on internal policies.

Internal monitoring of the Whistleblowing Channel

Itaú Unibanco continuously monitors its operations to identify any risks of internal fraud and misconduct. We use an integrated set of rules and models that help prevent and detect irregularities. These mechanisms allow the bank to anticipate risks, identify atypical situations, and take corrective and preventive measures quickly, contributing to risk reduction and the strengthening of corporate governance.

Customer Service Department (SAC) | GRI 418-1 |

Customer Service is an official, structured, and accessible channel for handling complaints, questions, and requests for the suspension or cancellation of contracts and services. Customer requests are recorded impartially and traceable, and are addressed during the call or within regulatory deadlines, where necessary. Customer Service is also an important element of corporate governance, as it contributes to continuous improvement, risk mitigation, and reinforces a customer-centric culture.

We are in the process of modernizing our systems and improving policies, controls, and taking actions to strengthen our strategy. These initiatives promote ethical and responsible conduct, in line with market best practice. We seek to exceed our customers' expectations in the context of the ongoing digitalization of financial services.

Itaú Unibanco has a solid governance model for handling complaints and reports, with well-defined roles and responsibilities, continuous monitoring of indicators, and strong integration between the business, technology, compliance, and internal control areas.

As a result of this approach, the bank has achieved excellent results on both regulatory assessments and audits, evidencing the maturity of its processes, its compliance with current regulations, and the effectiveness of its channel controls.

To ensure the sustainable progress of this agenda, we continue to invest in technology, process automation, the use of data for root cause analysis, and continuous training for employees who work in customer service.

Customer Service is the telephone customer service department of service providers, which responds to consumer requests related to information, questions, complaints, and the suspension or cancellation of contracts and services.

Our service follows the principles of dignity, good faith, transparency, efficiency, effectiveness, speed, and courtesy. In accordance with Law No. 8.078, our Customer Service Policy defines the governance structure and general rules of the Environmental, Social and Climate, guaranteeing transparency, accessibility, free service, and personal attention.

Customer Service representatives are trained to provide a clear and effective service, aiming to resolve issues on first contact. In cases of complaints or cancellations, the Customer Service department guarantees an immediate transfer to the appropriate department if the initial representative is unable to resolve the issue.

Calls received by the Customer Service Center are recorded and kept for a minimum of 90 days, during which time the consumer can request access to the recording. Personal data is protected by confidentiality, and is used exclusively for customer service purposes.

The electronic record of the service provided is available to the consumer and to regulatory bodies or entities for a minimum period of two years after the resolution of the issue. Any information requested is provided immediately, and complaints are resolved within seven calendar days of registration.

Customer service responses must be clear and objective, addressing all of the points of the complaint. In the case of unsolicited services or incorrect charges, the charges are suspended immediately, unless the supplier can prove that the service was contracted and that the amount is indeed due.



The effectiveness of the Customer Service Center (SAC) is monitored through quality indicators, the resolution of demands, and compliance with deadlines for responses. The service also undergoes periodic audits conducted by the regulatory body FEBRABAN, showing excellent results in terms of meeting legal requirements, in accordance with Decree 11.034 and regulatory standard SARB 027.

In recent years, our customer service offering has evolved significantly, with technological advancements and increased digitalization of services. This transformation, along with changes in clients' expectations, has resulted in a more proactive service and a consequent reduction in the volume of phone calls.

Most customer service requests are requests for information, while complaint and cancellation rates remained stable compared to previous years.

By 2025, 85% of customer service inquiries were answered within 3 business days.

Customer Service Services Provided	2023	2024	2025	Var.
Monthly volume of calls received by Customer Service	**702,496**	**514,780**	**347,939**	**-32.4%**
Requests for guidance and other information	77.1%	77.7%	78.0%	0.3 p.p.
Complaints	17.4%	17.3%	17.0%	-0.3 p.p.
Cancellation of products and services	5.5%	5.0%	5.0%	-
Total inquiries answered within three business days (%)	**85.0 %**	**86.0 %**	**85.0 %**	**-1.0 p.p**

External Ombudsman's Office | GRI 418-1 |

Itaú Unibanco has a structured Ombudsman program to receive and handle clients based on the principles of accessibility, transparency, and continuous improvement of the customer experience. The bank offers various communication channels and formal processes to ensure the recording, monitoring, and resolution of requests, in accordance with the current regulations and industry best practice.

The Ombudsman's Office operates independently and impartially, and is responsible for managing any complaints received, as well as those forwarded by regulatory bodies and consumer protection entities. The service is available Monday through Friday, from 9 am to 7 pm (except holidays), via a dedicated telephone line, and complaints can also be filed at any time through digital channels.

The complaints handling process is certified by Febraban's Banking Self-Regulation System, and uses technology and data analysis to identify trends and the root causes of problems. Every customer receives confirmation of the recording of their complaint, and can track the progress of their request, with clear information on deadlines and solutions.

The Ombudsman's strategy includes accessibility and inclusion initiatives, such as a service in Libras (Brazilian Sign Language), accessible digital interfaces, and a priority service, ensuring that people with disabilities, the elderly, and other vulnerable groups have safe and adequate access to services.

Itaú Unibanco has a formal governance structure to handle customer complaints received by the Ombudsman, which is integrated with our risk management processes and internal controls. This ensures supervision, independence, and effectiveness in handling requests.

Institutional Customer Request Process Flow



Monitoring the volume and variations of the main issues raised in complaints.

Identifying the root causes of clients supported by data intelligence.

Defining strategies for action in conjunction with the business and other areas involved.

Evaluation of the results achieved by the action plans to improve the process.

Data management and analysis are fundamental tools for identifying trends, mapping causes, and detecting problems related to products, services, processes, or customer service journeys. This makes it possible to differentiate isolated cases from recurring issues, to prioritize those risks with the biggest effect on the customer experience, and guide preventive actions by the institution.

Based on these analyses, the Ombudsman's Office works in an integrated manner with areas such as Customer Service, Business, Operations, and Technology, supporting the definition, implementation, and monitoring of action plans to remedy the identified root causes.

The request management process includes monitoring the effectiveness of the initiatives adopted and evaluating the results, seeking to reduce the recurrence of problems and continuously to improve the customer experience.

In addition to corrective actions, the bank conducts prior assessments of new projects and initiatives, involving specialized areas such as the Ombudsman, Compliance, Legal and Security. This step ensures the evaluation of transparency, legal compliance, clarity in communications and lower reputational risk, in a preventive manner.

Customer complaints received by the Ombudsman	2023	2024	2025	Var.
Total complaints received[1]	**54,170**	**54,932**	**81,394**	**48.2%**
Complaints resolved during the year (%)	100.0%	100.0%	100.0%	-
Complaints resolved within the 20 business day (%)[2]	99.7%	99.9%	99.3%	-0.6.p.p.
Complaints resolved within five business days (%)	77.8%	76.4%	70.2%	-6.3 p.p.

([1]) During the year 2025, there was a change in the eligibility rules, which impacted the volume of complaints.
([2]) (2) Deadline: SUSEP/CVM - 15 calendar days / Others: 20 business days.



External channels

The Ombudsman's Office also prepares and periodically submits reports to regulatory bodies, covering its structure, key performance indicators for the period, and the action plans adopted. The Ombudsman also proactively evaluates new products and changes to existing projects, ensuring clear communication, transparency, and efficiency in conflict resolution.

The relationship with regulatory bodies and consumer protection agencies is essential to ensure compliance with the applicable regulations, and to monitor the process of managing clients, thereby contributing to customer satisfaction. The main external channels are:

Central Bank of Brazil

The Central Bank of Brazil (Bacen) is the regulatory body responsible for receiving customer complaints and forwarding them to financial institutions for processing and resolution. The consolidated information also aids Bacen with the regulation and oversight of the financial system.

Each quarter, Bacen publishes a ranking of complaints, based on the index of valid demands, which allows for a comparison of the performance of its supervised institutions.

In 2025, the estimated number of valid regulated complaints registered by the Central Bank of Brazil (Bacen) increased by 15.1% compared to the previous year. At the end of the fourth quarter of 2025, the bank occupied the 7th position in the Bacen's complaints ranking, with an index of 34.1[1].

Procon

Procon is a public agency specializing in consumer defense and protection, and acts as an extrajudicial mediator of conflicts. Consumers can file complaints through channels provided by state-level Procons, including in-person, by telephone, or digitally.

Consumidor.gov

Consumidor.gov is a public service that facilitates direct contact between customers and companies to resolve consumer disputes. The consumer files their complaint, the company analyzes it and responds, and bodies such as the National Consumer Support Service (Senacon) and the Consumer Protection and Defense Program (Procon) monitor the responses. At the end of the process, the consumer evaluates the service received.

In 2025, there was a significant increase in the number of requests through this channel compared to the previous year, mainly in the second half of the year, especially in November. This growth is directly related to the second debt renegotiation campaign held during the year – the first took place in March, with a smaller impact on the volume of requests.

In addition to the greater number of customers seeking debt renegotiation, there was also an increase in complaints arising from disputes over information recorded in the Credit Information System (SCR) and requests for debt evolution spreadsheets. Many of these requests were motivated by the dissemination of incomplete or inaccurate content by influencers on social media.

Reclame Aqui

Reclame Aqui is an external and independent channel that facilitates communication between consumers and companies, and is used to track customer perceptions and monitor the institution's reputation.

In 2025, Itaú Unibanco participated in the Reclame Aqui Award, competing in 11 categories and being recognized in 8 of them. The award-winning categories included credit cards, white label, co-branded and private label, pension plan, insurance company, consortia, vehicle financing, real estate financing, and Itaú Shop, in the Points and Loyalty Programs category.

Complaints received through external channels	2023	2024	2025	Var.
Central Bank of Brazil				
Total number of successfully resolved complaints during the year[1]	6,171	13,446	15,478	15.1%
Procon				
Total number of complaints received[2]	72,808	69,876	81,245	16.3%
Consumidor.gov				
Total number of services provided[3]	53,443	59,205	111,413	88.2%
Service resolution rate (%)	79.2%	84.0%	80.0%	-4.0 p.p.

([1]) Number of occurrences (irregularities), associated with complaints closed in the reference period, in which there was evidence of non-compliance by the Institution with a law or regulation whose supervisory competence belongs to the Central Bank of Brazil. Considers the sum of the valid complaints in the quarters of the year.
([2]) The growth in the annual variation is due to a review of the Procon classification (only the volumes from 2024 and 2025 were reprocessed).
([3]) For 2024, the conglomerate's resolution indicator was impacted due to a systemic problem on the Consumidor.gov website, which began in mid-April 2024, whereby some demands have not been automatically finalized after the deadline for customer evaluation. On the website, the indicator (without correction) is around 41%.

Independent auditors' limited assurance report on the non-financial information contained in the 2025 ESG Report and the "Principles for Responsible Banking (PRB)" Attachment

To The Board of Directors and Stockholders
Itaú Unibanco Holding S.A.
São Paulo – SP

Introduction

Itaú Unibanco Holding S.A. ("Company" or "Itaú Unibanco") to present our limited assurance report on the non-financial information contained in the 2025 ESG Report of Itaú Unibanco and "Principles for Responsible Banking" Attachment ("PRB Attachment"), as detailed in Supplementary Index 2025, on the basis of preparation prepared by the Company for the fiscal year ended December 31, 2025.

Our limited assurance does not extend to information from prior periods or to any other information disclosed in conjunction with the 2025 ESG Report and PRB Attachment, including any images, audio files, or embedded videos.

Responsibility of the Management of Itaú Unibanco

The management of Itaú Unibanco is responsible for:

a. Selecting or establishing appropriate criteria for the preparation and presentation of the information contained in the 2025 ESG Report and PRB Attachment.

b. Preparing the information according to Global Reporting Initiative (GRI Standards 2021); with the principles established by the standard AA1000 AccountAbility Principles 2018 (AA1000AP 2018); with the items "2.1 – Impact Analysis", "2.2 – Target Configuration", "2.3 – Goals Implementation and Monitoring" and "5.1 – Governance Structure" for the implementation of the Principles for Responsible Banking (PRB) and, finally, with the basis of preparation, prepared by the Company itself.

c. Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information contained in the 2025 ESG Report and PRB Attachment, so that it is free from material misstatement, whether due to fraud or error.

Limitations in the preparation and presentation of non-financial information and indicators

In preparing and presenting non-financial information and indicators, management followed the definitions set out in the basis of preparation prepared by the Company, by the GRI Standards and the Principles for Responsible Banking (PRB), therefore, the information presented in the 2025 ESG Report and PRB Attachment is not intended to ensure compliance with social, economic, environmental, or engineering laws and regulations. The aforementioned standards, however, provide for the presentation and disclosure of any non-compliance with such regulations in the event of significant sanctions or fines.

The absence of a significant set of established practices to rely on for evaluating and measuring non-financial information allows for different yet acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

Our independence and quality management

We comply with the independence requirements and other ethical demands of the Federal Accounting Council (CFC), which are based on the principles of integrity, objectivity, competence, and professional diligence, and which also consider the confidentiality and behavior of employees.

We applied NBC PA 01 - Quality Management for Independent Auditors' Firms (Legal Entities and Individuals), and consequently projected, implemented and maintained a comprehensive quality management system, including policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibility of the independent auditors

Our responsibility is to express a conclusion on the non-financial information contained in the 2025 ESG Report and PRB Attachment based on limited assurance engagement conducted in accordance with NBC TO 3000 – "Assurance Engagements other than Audits or Reviews," issued by the CFC, which is equivalent to the international standard ISAE 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by International Auditing and Assurance Standards Board (IAASB), applicable to non-financial information. These standards require that the work be planned and performed for the purpose of obtaining limited assurance that the non-financial information included in the 2025 ESG Report and PRB Attachment, taken as a whole, is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Itaú Unibanco management and other Company's employees which are involved in the preparation of the information and applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the execution of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2025 ESG Report and PRB Attachment, taken as a whole, might present significant misstatements.

As part of a limited assurance engagement in accordance with NBC TO 3000 (ISAE 3000), we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

a. We determine the appropriateness in the Company's circumstances of using the GRI Standards and of the Principles for Responsible Banking – PRB (items 2.1, 2.2, 2.3 and 5.1) as a basis for the preparation of non-financial information and indicators.

b. We perform risk assessment procedures, including obtaining an understanding of the internal controls relevant to the work, to identify where relevant misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal controls.

c. We design and implement procedures that address cases where significant misstatements in non-financial information and indicators are likely to arise. The risk of not identifying a relevant misstatement resulting from fraud is greater than the one resulting from error, as fraud may involve collusion, forgery, willful omissions, or breach of internal controls.

Summary of procedures performed

The procedures selected are based on our understanding of the aspects related to the compilation, materiality and presentation of the information contained in the 2025 ESG Report and PRB Attachment, other circumstances of the engagement and our analysis of activities and processes associated with material information disclosed in the 2025 ESG Report and PRB Attachment, where significant misstatements might exist. The following procedures were adopted:

a. planning the work taking into consideration the materiality and the volume of quantitative and qualitative information and the operational and internal control systems that were used to prepare the information contained in the 2025 ESG Report and PRB Attachment;

b. understanding the calculation methodologies and the procedures adopted for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;

c. the application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with the indicators disclosed in the 2025 ESG Report and PRB Attachment;

d. the application of substantive tests for certain non-financial information and indicators; and

e. for cases where non-financial data correlates with financial indicators, the comparison of these indicators with the audited financial statements.

The limited assurance engagement also included the analysis of adherence to the GRI Standards and of the Principles for Responsible Banking – PRB (items 2.1, 2.2, 2.3 and 5.1) and to the provisions in the basis of preparation prepared by the Company.

Our procedures did not include assessing the design adequacy or operational effectiveness of the controls, testing the data on which the estimates are based, or separately developing our own estimate to compare with the estimate of Itaú Unibanco.

We believe that the evidence obtained in our job is sufficient and appropriate to support our conclusion in a limited manner.

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less in scope than those applied in a reasonable assurance engagement for the purpose of issuing an opinion on the data contained in the 2025 ESG Report and PRB Attachment. Consequently, we were unable to obtain reasonable assurance that we became aware of all the significant matters that might have been identified in a reasonable assurance engagement. If we had performed our engagement for the purpose of issuing an opinion, we might have identified other matters and potential misstatements that may exist in the 2025 ESG Report and PRB Attachment. Therefore, we will not issue an opinion on this information.

Non-financial data is subject to more inherent limitations than financial data, given both the nature and the diversity of the methods used for determining, calculating or estimating such data. Qualitative interpretations of the relevance, materiality and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any procedures in relation to the information presented for prior periods, forecasts and goals. Our assurance report should be read and understood in the context of the inherent limitations of the process of preparing non-financial information and indicators by management, including the fact that this information is not intended to assure compliance with social, economic, environmental, or engineering laws and regulations.

The contents included in the scope of this assurance engagement are presented in the Supplementary Index of the 2025 ESG Report, which also contains information regarding PRB Attachment.

Conclusion

Based on the procedures performed, described herein and the evidence we obtained, no matter has come to our attention that causes us to believe that the non-financial information contained in the 2025 ESG Report and PRB Attachment of Itaú Unibanco, were not compiled, in all relevant aspects, in accordance with the criteria established by the basis of preparation and by the GRI Standards, and the Principles for Responsible Banking (PRB). Similarly, nothing has come to our attention that leads us to believe that the materiality process was not conducted in accordance with the principles defined in the AA1000 Accountability Principles 2018 (AA1000AP 2018).

Other matters – Restriction of use and distribution

This report was prepared for the use of Itaú Unibanco and may be presented or distributed to third parties, provided they are familiar with the subject matter and criteria applicable to this assurance engagement, in view of the specific purpose described in the first paragraph of this report.

Any party other than Itaú Unibanco that obtains access to this report, or a copy of it, and relies on the information contained herein will do so at its own risk. We do not accept or assume any responsibility and disclaim any liability to any party other than Itaú Unibanco for our work, the assurance report or our findings.

São Paulo, April 30, 2026.

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

Maurício Colombari
Contador CRC 1SP195838/O-3

Learn More

To ensure a complete and detailed understanding of this report, it is essential to consult our main documents, policies and complementary regulations. These documents provide a broader and more detailed context, helping to clarify the information presented in the main report.

Policies cover the Institution's internal guidelines and ensure that our operations are in accordance with legal and ethical standards, promoting transparency and accountability. Regulations may include operational manuals, internal procedures, and sector- or department-specific regulations.

REPORTS AND FORMS

- Management discussion & analysis
- Institutional Presentation
- ESG Supplementary Index
- Report of the Brazilian Corporate Governance Code
- 20-F Form
- Risk and capital management - Pillar 3
- Annual Report on Sustainable Funding Allocation
- Integrated Annual Report
- Pay Equity Report
- ESG Indicators Spreadsheet
- External Ombudsman's Office Report (in Portuguese only)
- Environmental, Social and Climate Risks and Opportunities Report (GRSAC)

RELATIONSHIP CHANNELS (*PORTUGUESE ONLY)

- Service and reporting channels*
- Press*
- Integrity and Ethics
- Suppliers*
- Foundations and Institutes *
- Corporate Governance
- Investor Relations
- Sustainability

CODES, COMMITMENTS AND GUIDES

- Code of Ethics and Conduct
- Supplier Relationship Code
- Financial education and inclusion commitment
- Human Rights commitment
- Guidelines on Workplace Harassment and Discrimination
- Voluntary commitments and covenants

CORPORATE POLICIES AND INTERNAL RULES

- Antitrust
- General stockholders' meetings
- Compliance
- Tax Conduct
- Organizational Resilience
- Disclosure of Material Acts or Facts
- Bylaws
- Sustainable Finance and Advisory
- Sustainable Finance Framework
- Operational risk management
- Corporate Governance
- Responsible Investment
- ESG Investment Policy in Funds Managed by the Third Parties
- Appointment and Succession of Executives
- Corruption Prevention
- Proxy voting
- Internal rules
- Administrator Compensation and Clawback
- Investor Relations
- Audit Committee Regulations
- Governmental and Institutional Relations
- Stockholder Compensation
- Environmental, Social and Climate Responsibility
- Social, Environmental and Climate Risks
- Prevention of Unlawful Acts
- Privacy
- Information Security and Cyber Security
- Sustainable second-party opinion - 2024
- Transactions with Related Parties

STUDIES

- Macroeconomic Analysis - Itaú BBA
- Responsible investment - Itaú Asset


itaú