

## With 101 years of history, we are the largest bank in Latin America\*

Market Value<sup>1</sup>

USD 74.7 bn

Total Assets<sup>2</sup>

BRL 2,996 bn

Loan Portfolio<sup>2</sup>

BRL 1,402 bn

Recurring ROE<sup>3</sup>

23.3%

Efficiency Ratio in Brazil<sup>5</sup>

37.2%

Employees in Brazil and overseas<sup>2</sup>

93.6 k

Recurring Managerial Result

## R\$11.9 bn in 3Q25

93.3% Brazil | 6.7% Latin America

We are the **most valuable** brand<sup>4</sup> in South America

USD 8.6 bn

We are a universal bank present in



with retail operations in Latin America

We are obstinate to delight clients, through physical and digital services. We seek to transform ourselves whenever needed for sustainable growth

We are the only Latin America bank making up the Dow Jones Sustainability Index since it was launched













put the client first

- O Itubers are determined to wow the client.
- Itubers innovate based on the client's needs.
- Itubers always make things simple.

- Itubers are ambitious in their goals and efficient in their execution.
- Itubers are committed to sustainable growth.
- Itubers make a positive impact on society.

driven by results

don't have all the answers

- Ituber are curious about the world and are always learning.
- Itubers test, make mistakes, learn and improve.
- Itubers use data intensively to learn and make better decisions.

# Ethics are non-negotiable

- Itubers have the courage to take a stand.
- Itubers know how to prioritize.
- Itubers know how to make trade-offs.

make choices and decisions

have each other's back

- Itubers trust in each other and are autonomous.
- Itubers help each other and ask for help.
- Itubers, together, make one Itaú.

- Itubers are as diverse as our clients.
- Itubers welcome different points of view.

diversity and inclusion

## Our ability to adapt, innovate and change has enabled us to get where

**Click Here** for more <u>Info</u>

**B** 



we are now

First credit and debit cards

1960

data processing centers in Brazil is set up

1970

Itautec One of the four top 1979 **Itautec** is

created

Banking automation begins

**Technical Operations Center** (CTO) is set up

1980

**& UNIBANCO** 

1983 First ATM in Brazil



First Internet providers

1990

First bank with no physical branches in Brazil, the Banco1.net

2000

1924



Itaú announces a BRL11.1B investment in technology, innovation

and client service

2012

Merger of Banco Itaú and Unibanco creates Brazil's largest private bank

Itaú launches the first banking app

2008



First iPhone is launched

2007



**Acquisition of BBA** gives rise to the largest investment

bank in Brazil

2002



Mobile Banking in Brasil

New Brazilian Payment System is set up

ω---

## **Beyond banking is** launched Change in

regulation

ZZUP

2019

**Acquisition of ZUP** 

speeds up digital

transformation

(iPhone pra Sempre) New product launched (Íon)

Fintechs

start to gain

momentum

2014

- New client solutions developed
- Checking account fees package optimization



**Itaú Shop is** launched

• Ideal • TOTVS

**Corporate** 

development

**New Brand** launching Made of Future

Latest initiatives in the corporate development

- Orbia
- Avenue

100 itaŭ

Itaú 100 years

One Itaú Single login | 2 apps SuperApp + Íon

2024

Launching of the New Ad Campaign

**Itaú Emps** 

"Feito"

ICTi (Itaú Science and Technology Institute)

2025

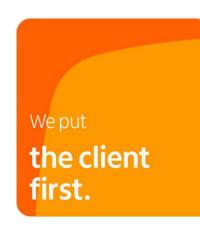
Finance) 2020

(PIX and Open

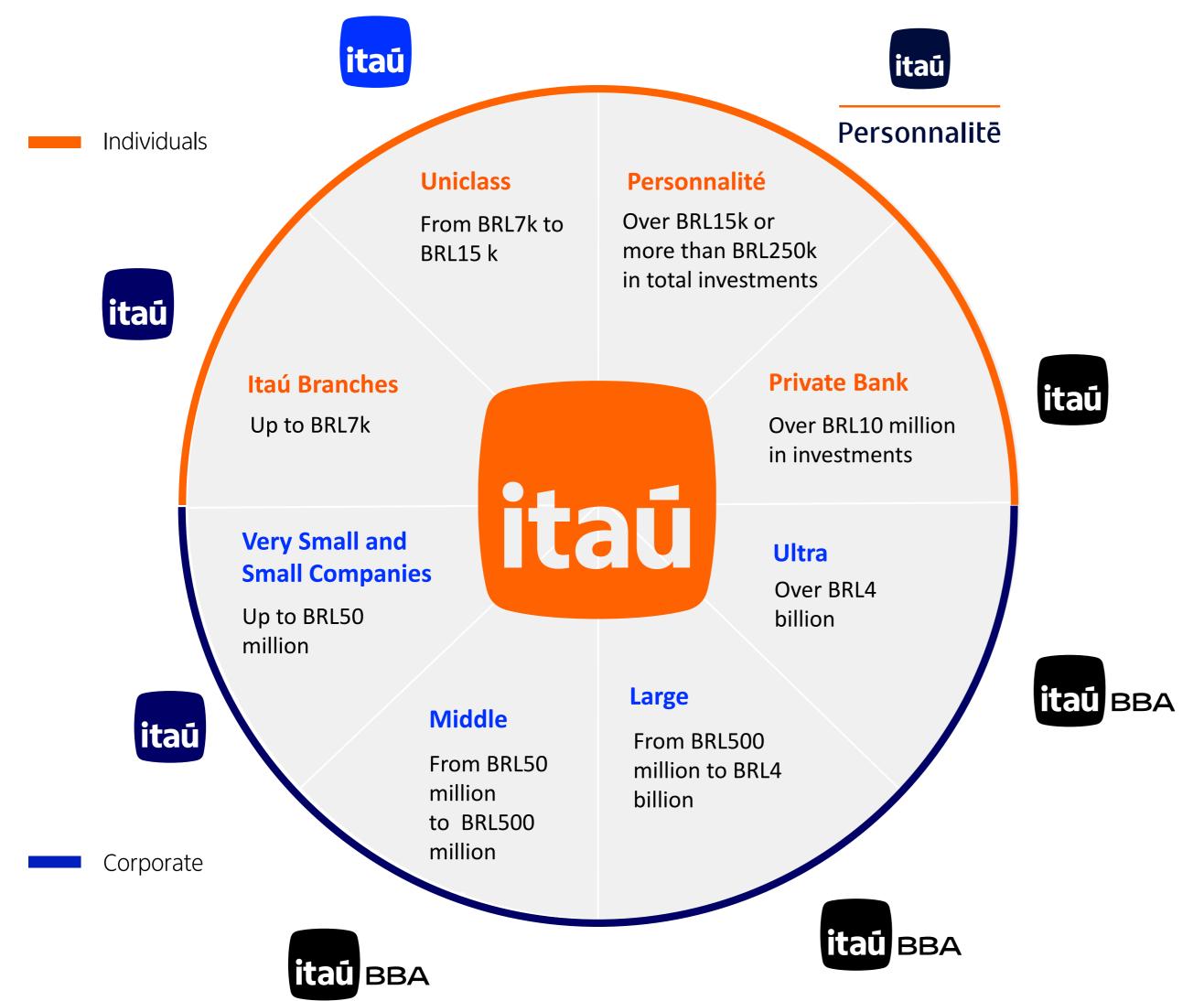
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2022

2023

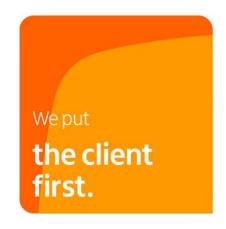


## We offer a complete ecosystem...



Integrated systems enable the best and most complete experience allowing our customers full access to our solutions in a simple and tempestive manner.

We work to offer a **full digital** operation delivering the best products and services for our clients with a very competitive cost to serve.



## ... with the most complete portfolio of financial products and services



## Acquiring (Laranjinha)

Digital wallets, contactless payment and more than 50 brands.



#### **Credit Cards**

We have a card for each client profile.



### **Derivatives**

We have the right solution for any scenario.



## **Payments**

Payments and Receivables done fast and safe.



#### **Fund Administration**

Complete portfolio through own and third-party products (open platform).



## Payroll Loans

Payment in fixed monthly installments, deducted directly from the paycheck.



## Mortgage

Exclusive service and support throughout the process.



## Pension Plans / Premium Bonds

No loading fee Pension Plans / Premium Bonds prize draw twice a month, monthly, and annually.



#### **Bank Account**

Access to several services and benefits for Itaú customers.



## Currency Exchange

Complete platform to support clients' travel needs, international payments and cash management.



#### Loans

100% online through the app or at the branches.



#### Insurance

Complete portfolio through own and third-party products (open platform), with physical or digital service.



### **Investment Banking**

Specialized team dedicated to provide advisory in the capital markets.



## Cash Management

Complete cash management solution for institutional clientes.



## Asset Management

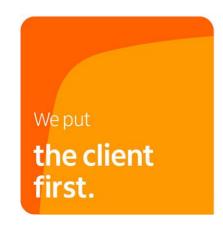
Investment advisory and app connected to news, wallets, clients' checking account and the support of the advisory team ((Ion).



#### **Auto Loans**

Vehicle financing 100% online.

And many more solutions for our customers!



# Our clients choose how they want to be served...

### Remote

- WhatsApp
- Click to human

Mobile banking

**E-mail** 

- **Bankline**
- Telephone

Chat

100% of the features in the App

**In-Person** 

- 2.6 k
  Branches
- 39.6 k
  ATMs

In Brazil and in our Other Latin American<sup>1</sup> operations

We serve clients how, when and where they want to be served

## Digital Interactions<sup>2</sup> in 3Q25

Corporate

99%

Individuals

97%

Our footprint is constantly optimized by our clients' behavior and needs

<sup>(1)</sup> Chile, Colombia, Paraguay and Uruguay

<sup>(2)</sup> It considers total financing contracts, transfers and payments made in all channels, except for cash.



## ... that's why it's so important to listen to our clients

## The client is the focus of everything we do

- Our commitment: to serve our clients where, when and how they want to be served
  - Access to the same type of service, independently of the channel
- Freedom to choose the type of relationship: we are a digital bank with the advantage of in-person service



## +265k<sup>1</sup> calls

Leaders calling to hear direct feedback from clients to understand their needs and potential improvement opportunities



+64k<sup>1</sup>

Meetings between agency employees, aligned with learnings, aiming to improve the client experience



+1,247<sup>1</sup>

Visits that connect leadership and frontliners in the whole country on a remote basis



## Products and Services

The most complete product portfolio in the Brazilian financial sector, using data to provide the best offers

## Our team is obstinate in delighting clients...

Broad coverage in measuring business NPS, as well as the experience of our products and services

Structured feedback process focused on the evolution of our products and services

Robust innovation ecosystem based on clients needs

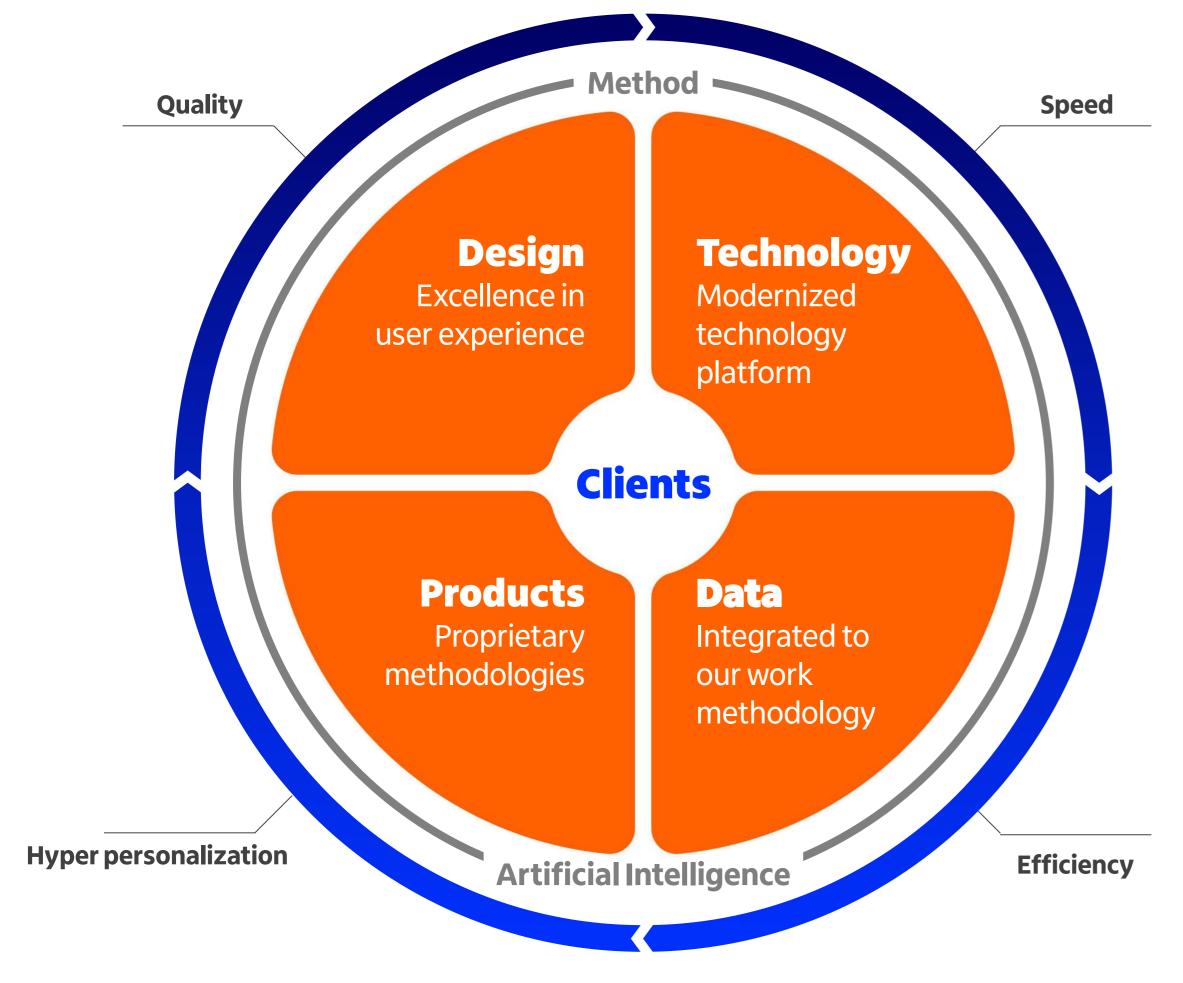
Our clients' satisfaction is reflected in the high level of NPS from our digital application solutions

... and always pursue sustainable growth

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## Technology drives a new era of experience to our customers



#### **Conversational generative AI solutions focused on clients**

## **Itaú Intelligence**

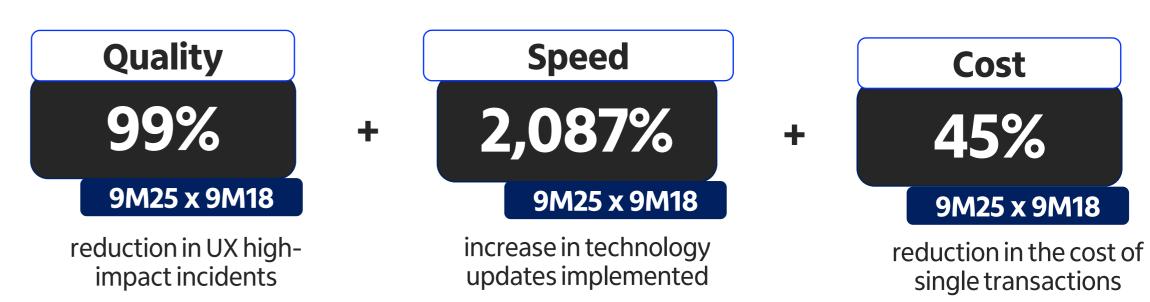
(Pix on WhatsApp, Wealth Specialist and Itaú Emps)

#### Al-driven strategy that enhances efficiency and creates hyperpersonalized journeys at scale



increase in the volume of generative Al initiatives in use at Itaú increase in the volume of traditional machine learning models

## Methodology composed of integrated disciplines that leverage business competitiveness and the creation of the best experiences









# Digital and cultural transformation generates efficiency gains and competitiveness

We are organized into multidisciplinary teams in the model of communities/tribes

Team-work to understand our clients' needs and to offer what they need when they need them

The communities are made of employees from different areas such commercial departments, technology, operations, UX, among others

> 20k Employees >2,9k
Squads

## Continuous investment in technology

3Q25 vs 2018

+ 3x

Solution development investments

- 36%

Infrastructure costs

## Strengthening culture

Ongoing activities and processes reviews to seek efficiency gains

### > 1,500 Planned initiatives

To optimize processes, to automatize activities, and to use data and analytics

>1k

initiatives under implementation

## We create value in a consistent way

Non-interest expenses evolution	2015 x 2024	Deflated evolution	Deflated evolution p.a.
Personnel Expenses (commercial and administrative)	68.2%	5.8%	0.6%
Transactional Expenses (operations and client services)	-6.6%	-68.5%	-12.1%
Technology Expenses (personnel and infrastructure)	119.0%	59.2%	5.3%
Other	47.4%	-10.7%	-1.2%
Total - Brasil	39.1%	-22.4%	-2.8%



## ... with this, our ESG strategy has evolved!

Our ESG Strategy is supported by a solid foundation of governance and conduct, focusing on three pillars of action:





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

With value propositions to drive businesses that contribute to the reduction of Greenhouse Gas (GHG) emissions and with increasingly efficient models in risk mitigation.

## ESG strategic goals

Commitment

## Net Zero by 2050

We are committed to becoming a carbon neutral bank by 2050

**GHG** emissions

Reduce 50%

Our operational emissions (Scopes 1, 2 and 3<sup>1</sup>) by 2030<sup>2</sup>

**Financed emissions** 

# Carbon-intensive sectors

Set targets and report progress in decarbonising priority carbon-intensive sectors to bring our portfolio into line with scenarios that limit climate change to 1.5°C



## A diverse team is essential to better understand and serve our clients

## ESG strategic goals for 2025



#### **Gender**

Women 53.9% of employees by the end of 2024

### Leadership

positions Goal: 35% to 40%

35.7%

in 2024

## Hiring

flow

Goal: >50%

52.3%

in 2024



#### Race

Black
28.9%
of employees by the end of 2024

### **Full time**

employees<sup>1</sup>
Goal: 27% to 30%

28.9%

in 2024

## Hiring

flow Goal: >40%

39.1%

in 2024

Workforce

## diversity profile

in 2024

#### Location

96.7%

## employees in Brazil

3.3% in International units

#### Other

**5.1%** people with disabilities<sup>2</sup>

**13%**LGBT+<sup>3</sup>

Age

33.6%

Under 30 years old

60.4%

Between 30 and 50 years old

6.0%

Over 50 years old

#### Retention

50.1%

at Itaú Unibanco for

## more than 5 years

30.9% for more than 10 years



# The sustainability of our performance is reinforced by our commitments to positive impact...

## ESG strategic goals

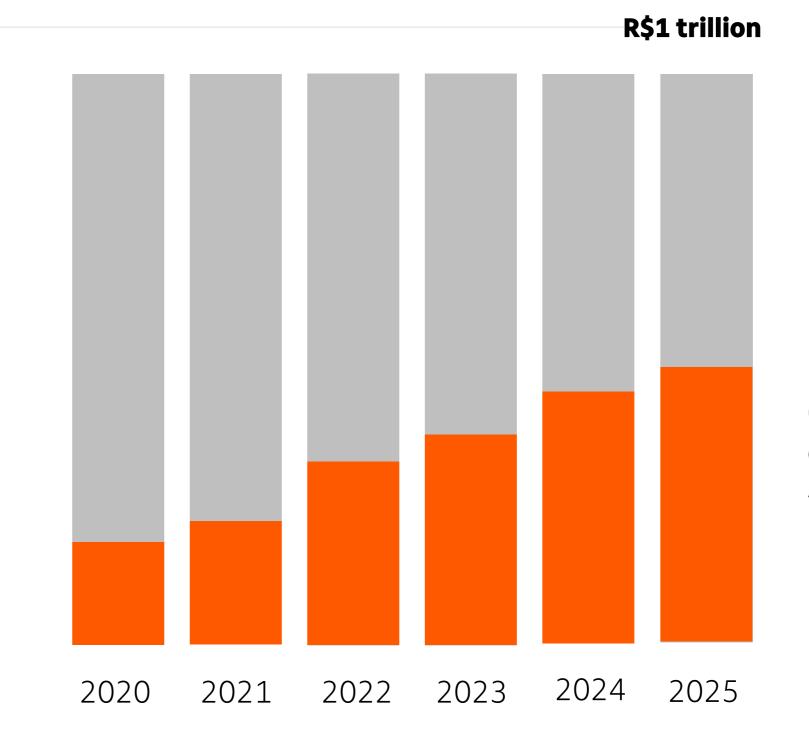
Financing in sectors with a positive impact of

# R\$1 trillion by the end of 2030

Direct to lending and financing for the sustainable economy from 2020<sup>1</sup>.

## **Volume of resources**

in sustainable finance

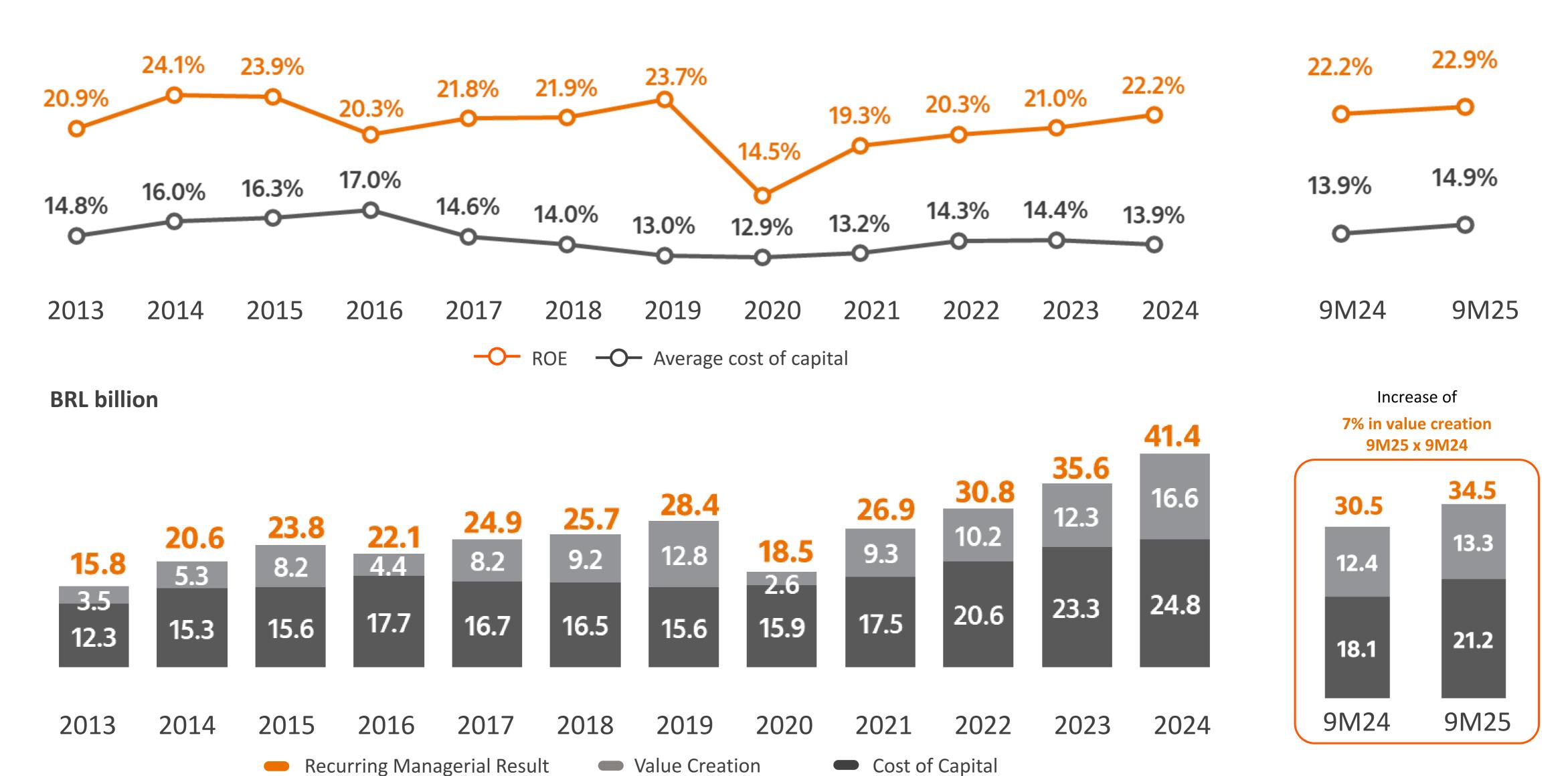


R\$522 bn
of total resources
directed between Jan/20 and
Aug/25

(1) As of Jan/2025, new accounting criteria in line with advances in the sustainable finance taxonomy are considered.



## ... and by the focus in sustainable value creation





## We have been presenting higher revenue with a cost discipline...

#### Clients NII

17.6

3Q21

(BRL billion)

11.6

3Q21

3Q25 BRL30.5 bn **0.5%** 

3Q25 vs. 2Q25

3Q24

^ **11.0%** 3Q25 vs. 3Q24

25.6 27.5

#### Market NII

3Q25 BRL0.9 bn **5.2%** 3Q25 vs. 2Q25

✓ 14.6% 3Q25 vs. 3Q24

1.9 0.5 0.7 1.1 3Q21 3Q22 3Q23 3Q24

#### Cost of Credit

3Q25 BRL9.1 bn

^ **0.6%** 3Q25 vs. 2Q25

**10.9%** 3Q25 vs. 3Q24

 5.2
 8.0
 9.3
 8.2

 3Q21
 3Q22
 3Q23
 3Q24

#### Commissions and insurance

23.4

3Q22

12.3

3Q22

3Q25 BRL14.7 bn **^4.0%** 

3Q23

3Q25 vs. 2Q25

**^ 7.1%** 

12.9

3Q23

3Q25 vs. 3Q24

13.8

3Q24

3Q24 BRL17.2 bn

3Q25

Non-interest expenses

^ 4.0%

3Q25 vs. 2Q25

^ 7.6% 3Q25

3Q25 vs. 3Q24

12.8 13.9 14.7 15.9 3Q21 3Q22 3Q23 3Q24

#### Recurring managerial result

3Q25

BRL11.9 bn

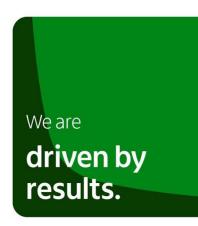
**^ 3.2%** 

3Q25 vs. 2Q25

11.3%

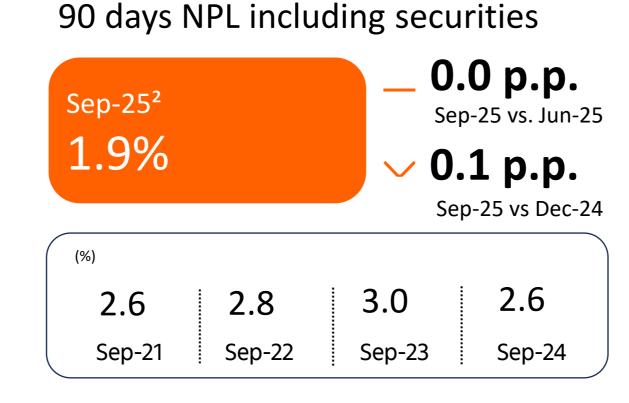
3Q25 vs. 3Q24

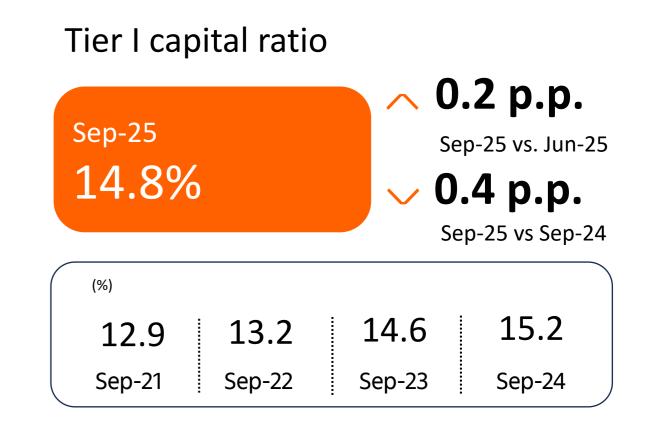
6.8 8.1 9.0 10.7 3Q21 3Q22 3Q23 3Q24

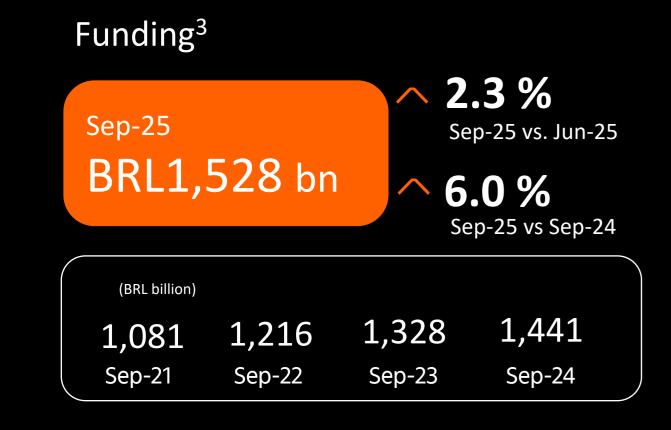


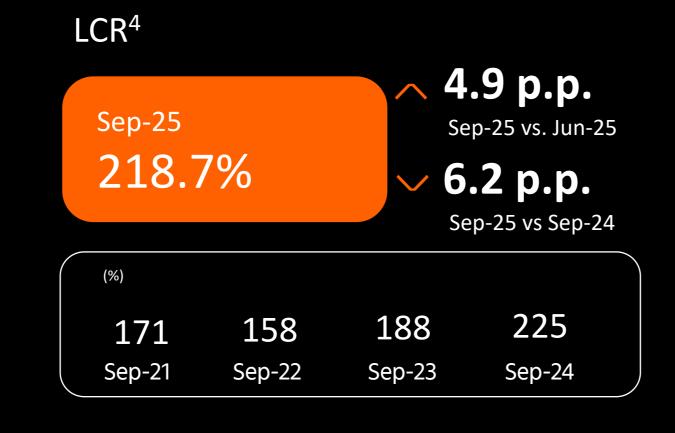
## ...without overlooking risk management

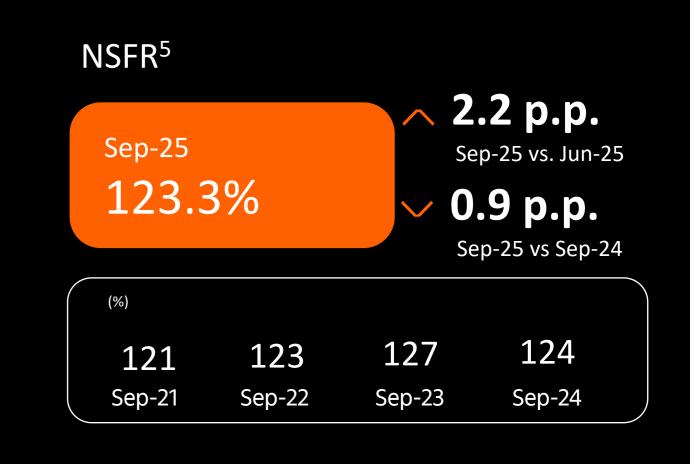
#### Credit Portfolio<sup>1</sup> 0.9 % Sep-25 Sep-25 vs. Jun-25 BRL 1,402 bn **^ 6.4 %** Sep-25 vs Sep-24 (BRL billion) 1,318 1,163 962 1,111 Sep-22 Sep-23 Sep-24 Sep-21













## We expect to continue delivering solid performance...

Previous		Reviewed
Total credit portfolio <sup>1</sup>	Growth between 4.5% and 8.5%	Maintained
Financial margin with clients	Growth between 11.0% and 14.0%	Maintained
Financial margin with the market	Between R\$1.0 bn and R\$3.0 bn	Between R\$3.0 bn and R\$3.5 bn
Cost of credit <sup>2</sup>	Between R\$34.5 bn and R\$38.5 bn	Maintained
Commissions and fees and results from insurance operations <sup>3</sup>	Growth between 4.0% and 7.0%	Maintained
Non-interest expenses	Growth between 5.5% and 8.5%	Maintained
Effective tax rate	Between 28.5% and 30.5%	Maintained

<sup>(1)</sup> Includes financial guarantees provided and private securities; (2) Composed of expected loss expenses, discounts granted and recovery of loans written off as losses; (3) Commissions and fees (+) income from insurance, pension plan and premium bonds operations (-) expenses for claims (-) insurance, pension plan and premium bonds selling expenses.



# ... exploring possible growth paths in different businesses



### **Individuals - More engagement and principality**

One Itaú - one of the main levers in the short term to intensify relationships with our clients

Corporate
development –
guarantee the most
complete portfolio of
products and services

Beyond banking -Solutions platform that goes beyond the banking needs of our clients











### **Corporate - Strength of client relationship**

Increase of client base, mainly for lower-revenue clients, through a new commercial proposal focused on delivering a digital operation with a specific value offer (Itaú Emps)

### Insurance

Potential growth in the sector and increase penetration in our individual and corporate client base throughout own and third-party products

More than 20 products and services offered at our open platform and more than 15 partners

## Corporate

Continue growing with leadership in the large corporate business in both credit and capital market solutions



## **Investor Relations**



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