

# Institutional Presentation **3Q25**

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

(1) Market value in October 31, 2025. Source: Bloomberg; (2) On September 30,2025; (3) In the 3nd quarter of 2025; (4) Brand Finance - Latin America 500 2025; (5) Last 12 months ending in September, 2025;  
Note: Loan Portfolio considers financial guarantees provided and private securities  
\*In total assets on September 30, 2025.

Recurring Managerial Result  
R\$11.9 bn in 3Q25  
93.3% Brazil| 6.7% Latin America<sup>3</sup>

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

USD 8.6 bn

We are a universal bank present in

 18 countries

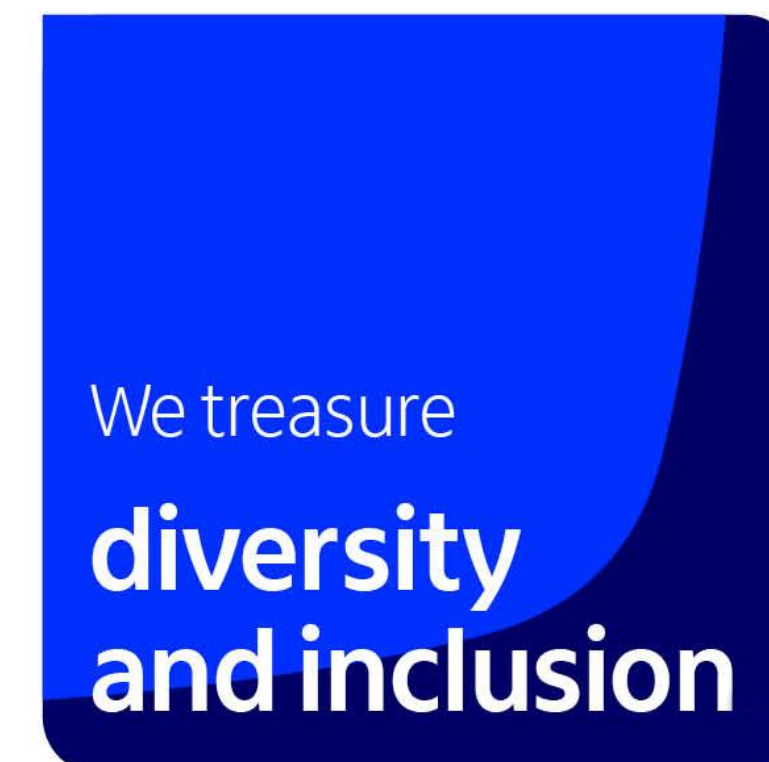
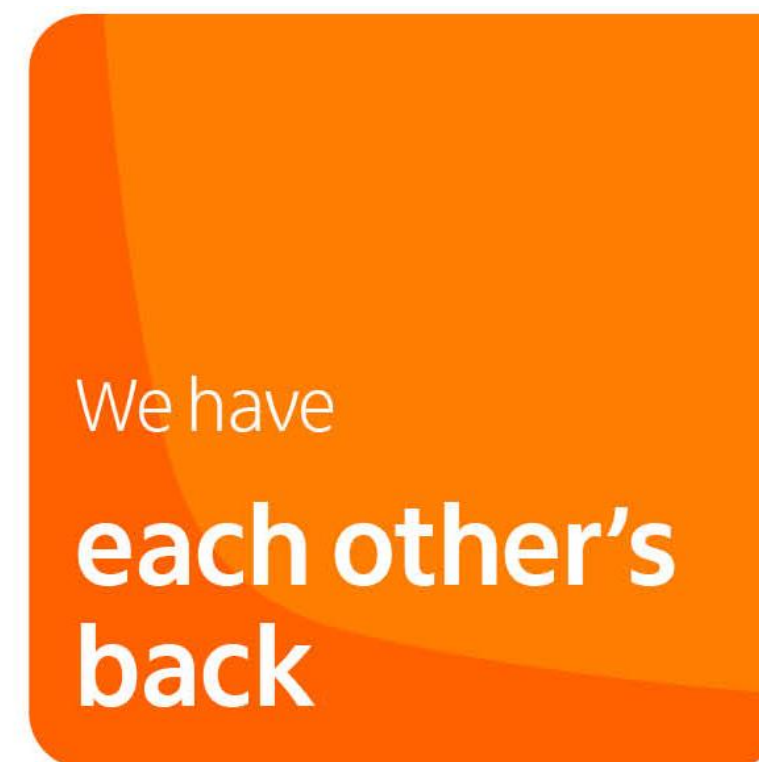
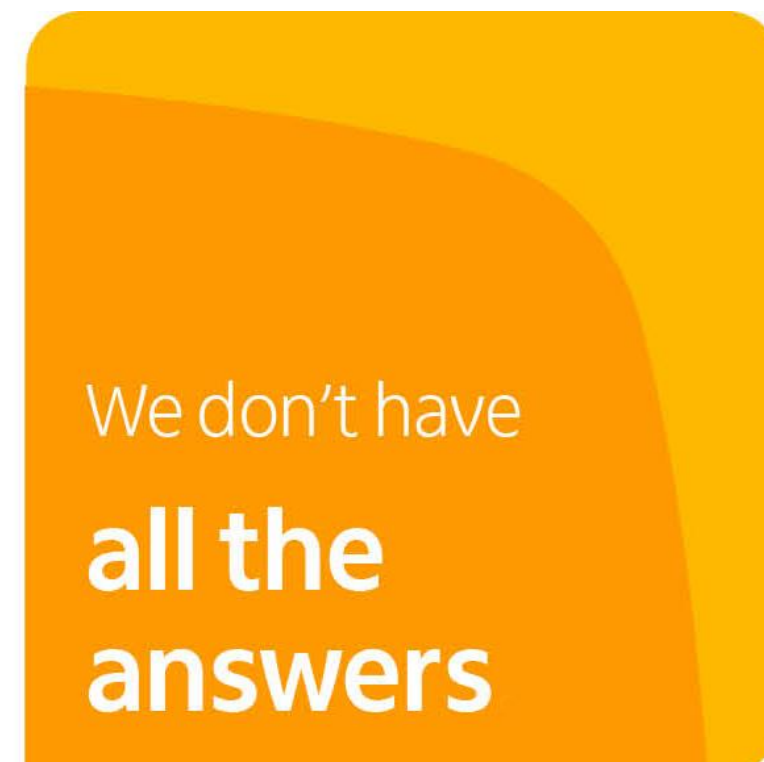
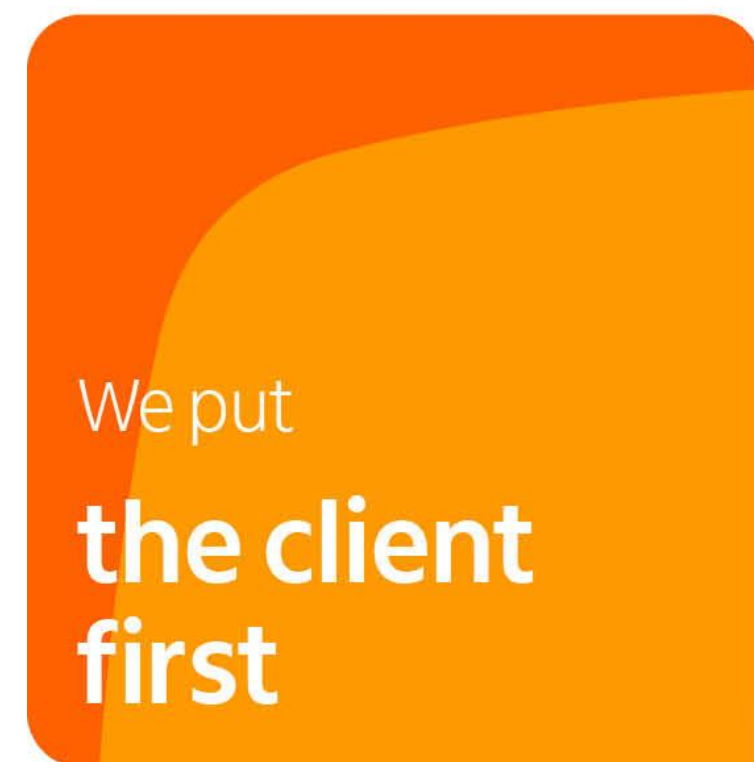
with retail operations in Latin America

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

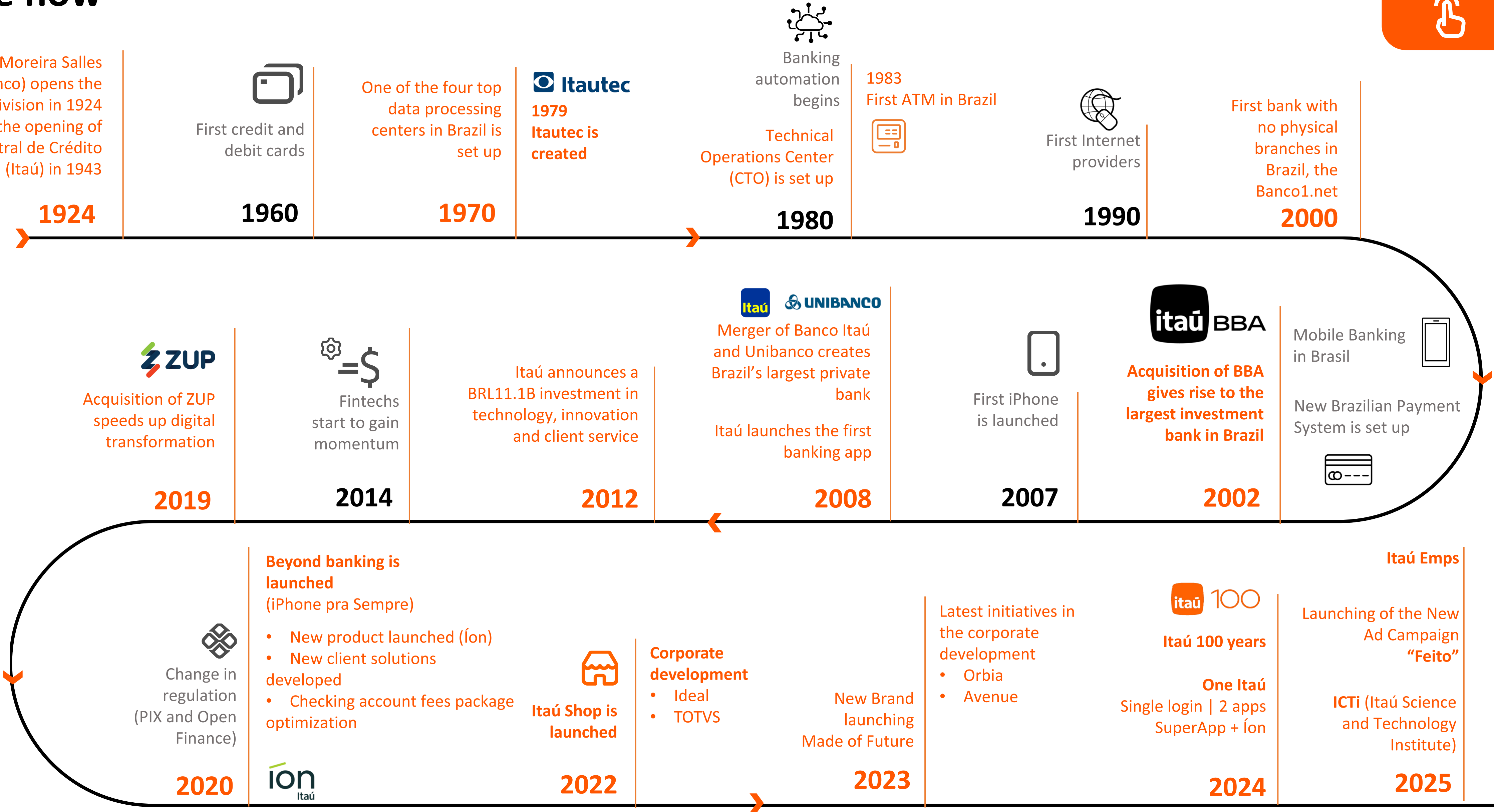


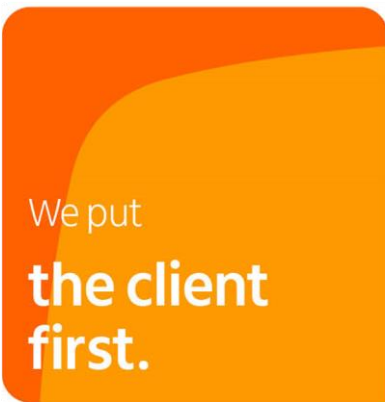
**Our values guide us towards the Itaú of the future,  
with ethics being the base of this journey**



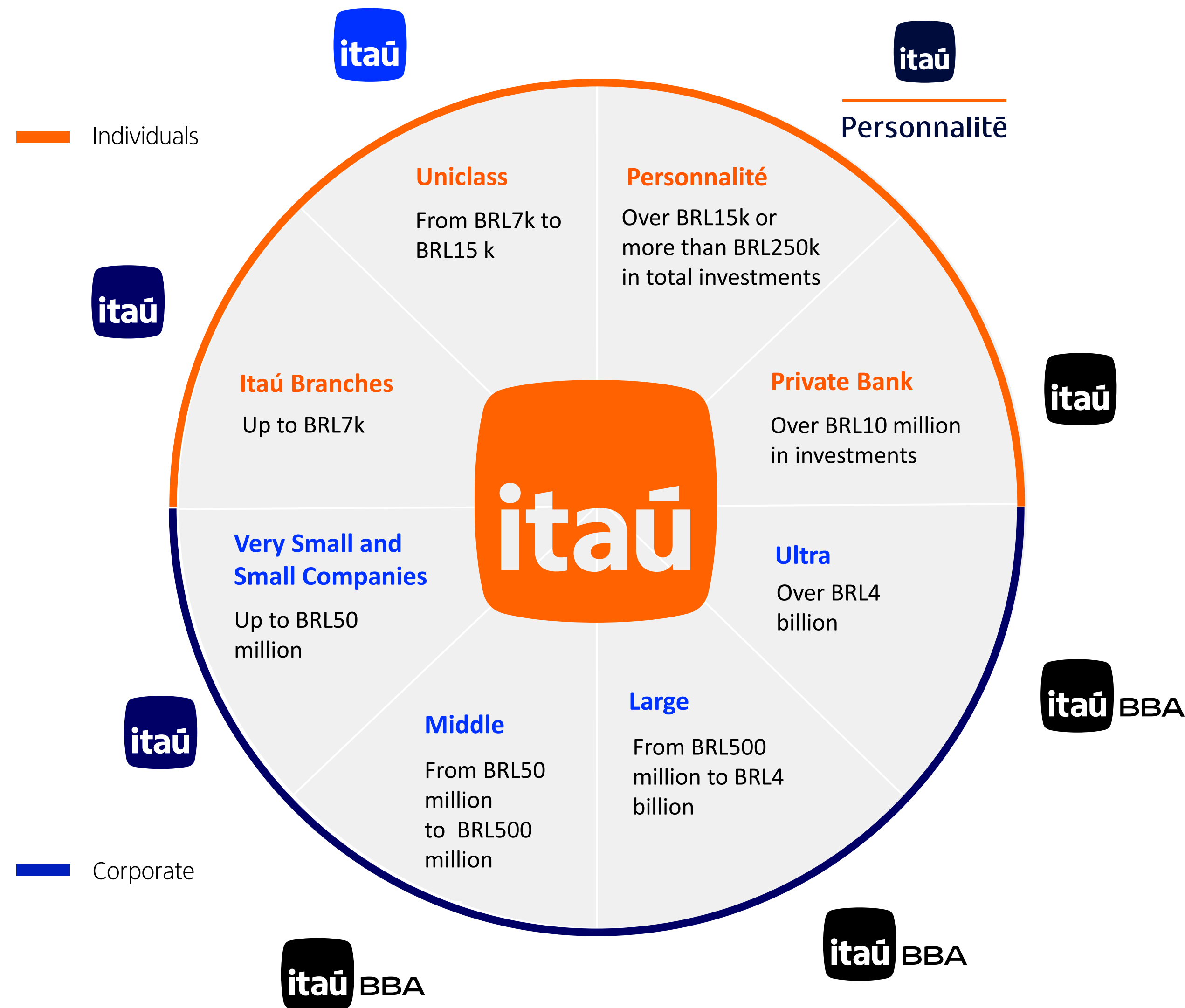
# Our ability to adapt, innovate and change has enabled us to get where we are now

[Click Here for more Info](#)





# We offer a complete ecosystem...

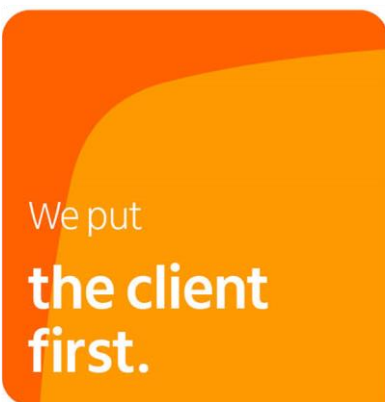


Integrated systems enable the best and most **complete** experience allowing our customers **full access to our solutions** in a simple and tempestive manner.

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

The values mentioned above for individuals refer to monthly income and the values for corporate refer to annual revenue, except when indicated.





# ... 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

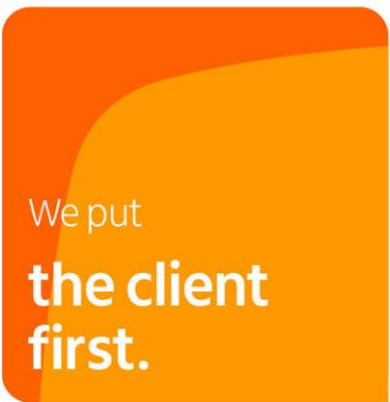
Investment advisory and app connected to news, wallets, clients' checking account and the support of the advisory team ((lon).



## 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
-  E-mail
-  Bankline
-  Telephone
-  Mobile banking
-  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

(1) Chile, Colombia, Paraguay and Uruguay  
(2) It considers total financing contracts, transfers and payments made in all channels, except for cash.

We don't have  
all the  
answers.

## ... 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



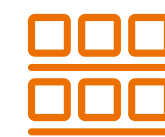
**+1,247<sup>1</sup>**

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



**+64k<sup>1</sup>**

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



### 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**

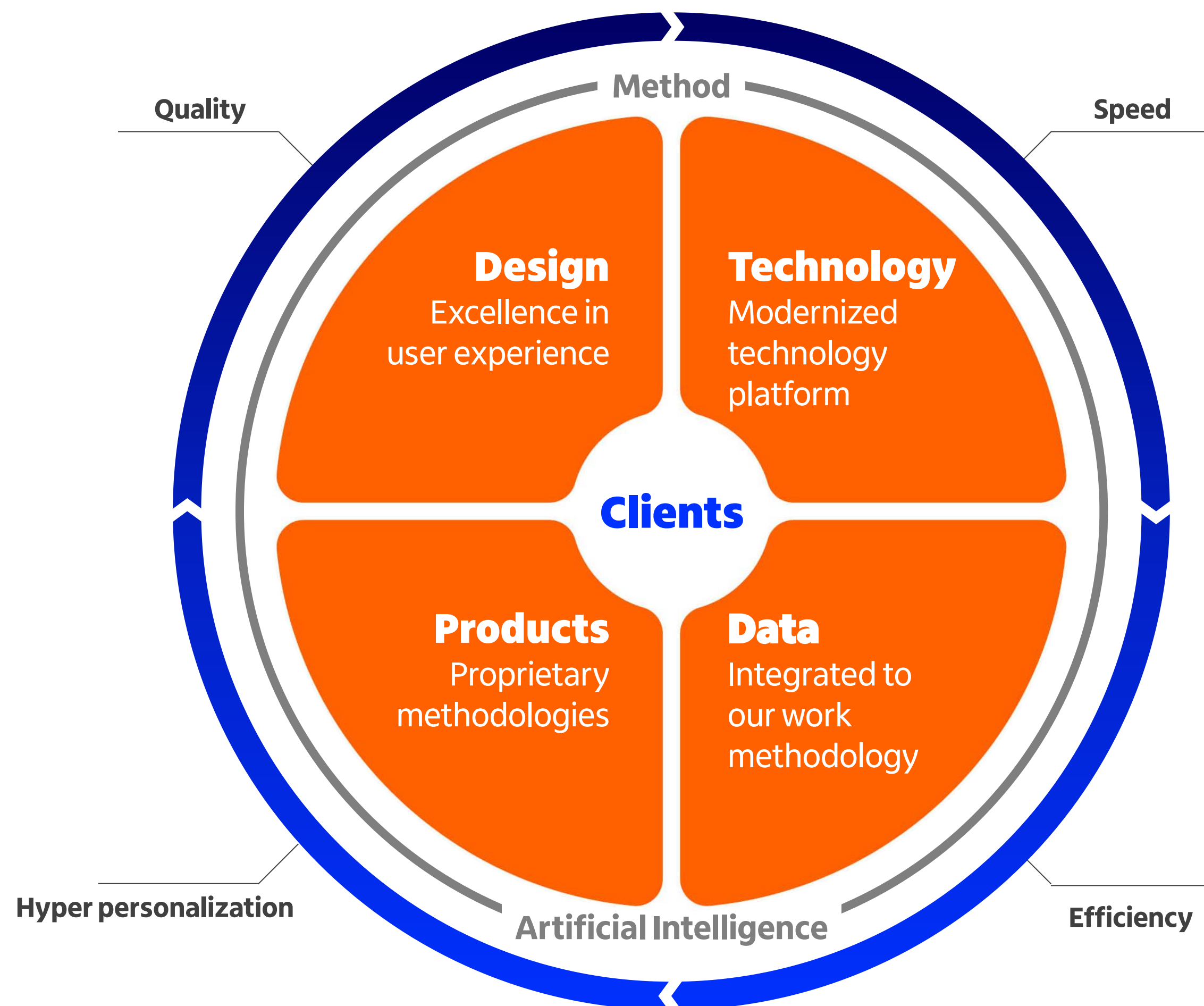
Our clients' satisfaction is reflected in the high level of NPS from our digital application solutions

## ... and always pursue sustainable growth



We don't have  
all the  
answers.

# 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)

## AI-driven strategy that enhances efficiency and creates hyper-personalized journeys at scale

**141%**

9M25 x 9M24

increase in the volume of generative AI initiatives in use at Itaú

+

**40%**

9M25 x 9M24

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

### Quality

**99%**

9M25 x 9M18

reduction in UX high-impact incidents

+

### Speed

**2,087%**

9M25 x 9M18

increase in technology updates implemented

+

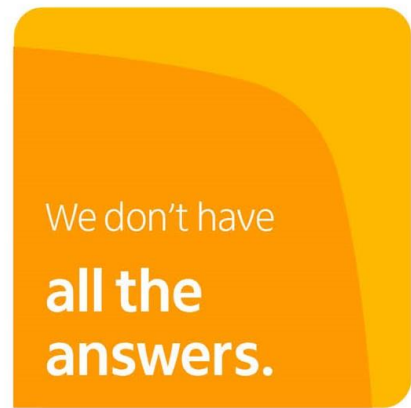
### Cost

**45%**

9M25 x 9M18

reduction in the cost of single transactions

Open innovation ecosystem for continuous evolution



# 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

> 1 k initiatives under implementation

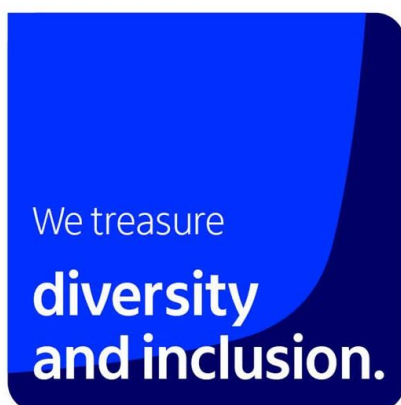
## We create value in a consistent way

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

(1) Except financed emissions (category 15) and commuting (category 7). (2) Baseline: 2023.



# 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

### Age

**33.6%**

Under **30 years old**

**60.4%**

Between **30 and 50 years old**

**6.0%**

Over **50 years old**

### Other

**5.1%**

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

**13%**

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

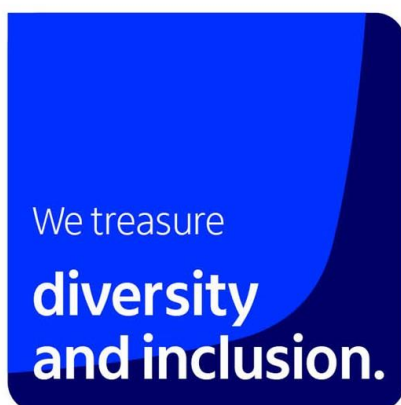
### Retention

**50.1%**

at Itaú Unibanco for  
**more than 5 years**  
30.9% for more than 10 years

Note: The indicators are included in our ESG Report 2024 and refer to December 2024. (1) Does not include apprentices and interns. (2) Considers Itaú Unibanco SA operations. (3) Based on self-declaration in the Diversity Census.





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

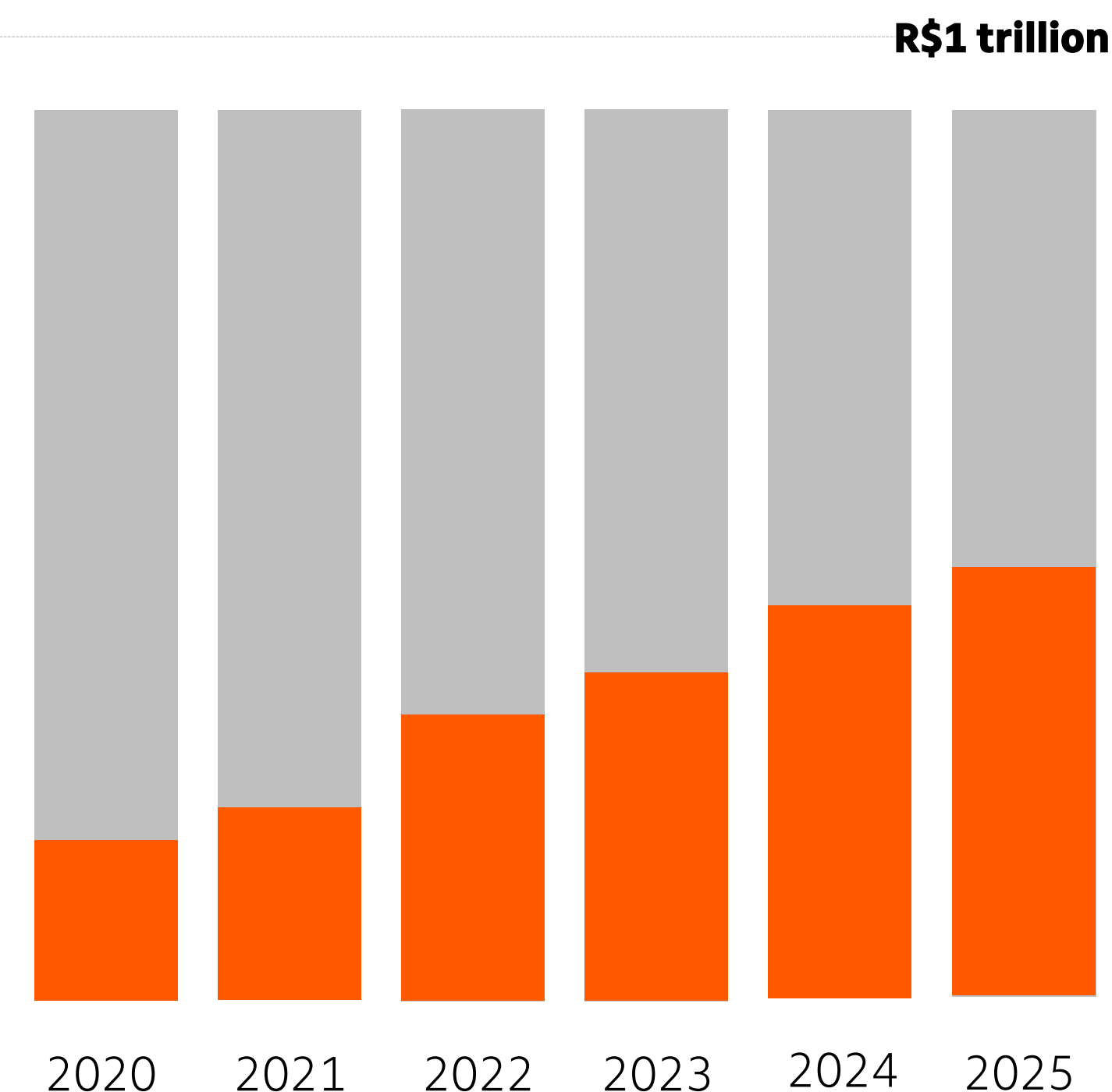
## ESG strategic goals

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

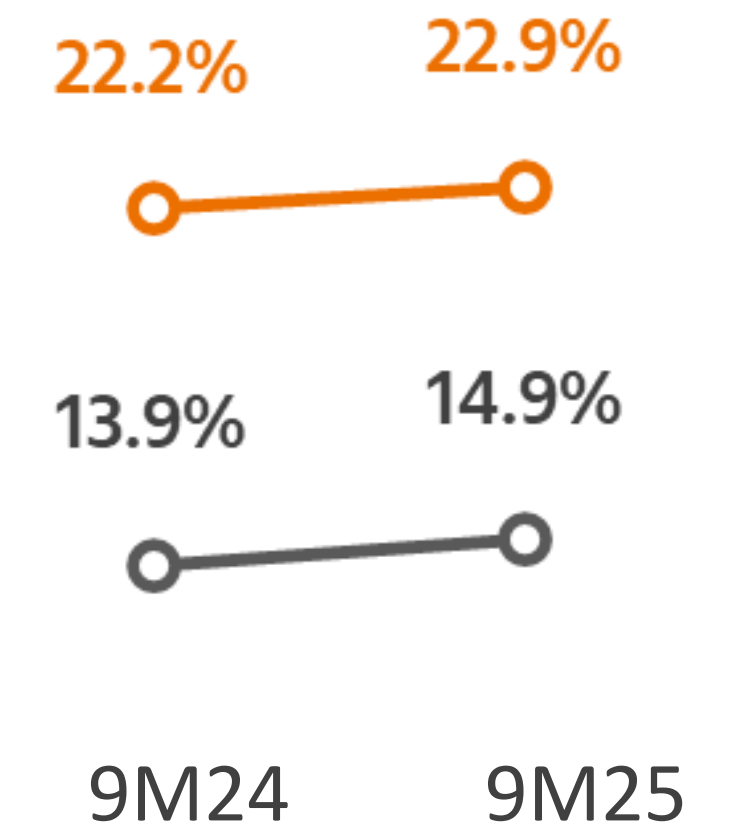
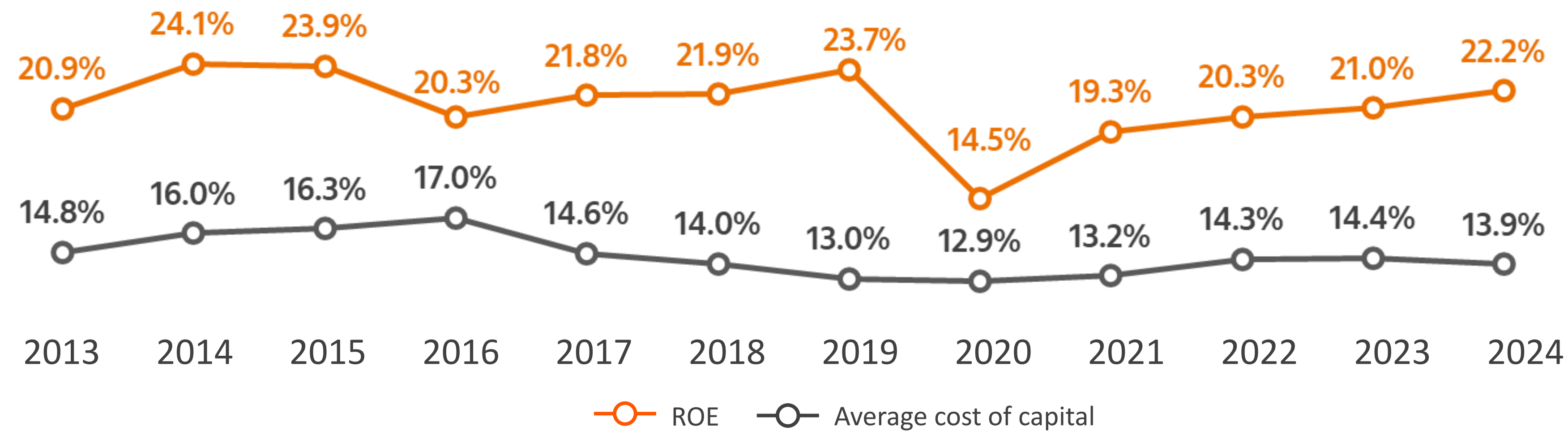


**R\$522 bn**

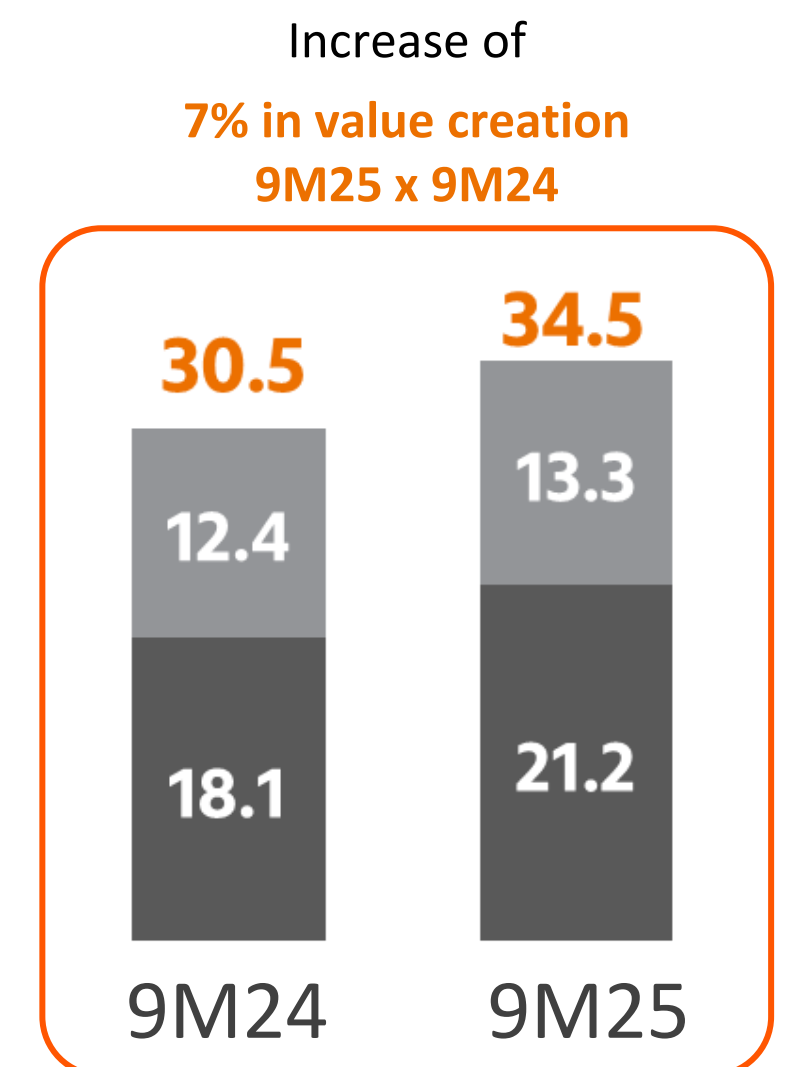
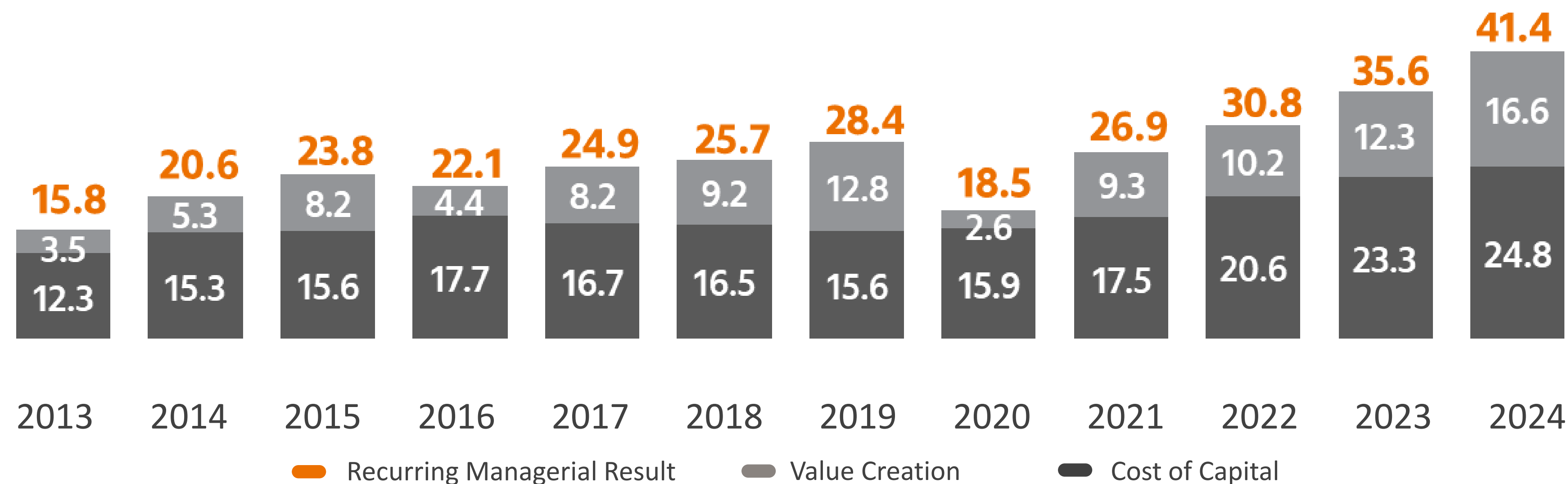
**of total resources**  
directed between Jan/20 and Aug/25

(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



BRL billion



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

## Clients NII

3Q25  
**BRL30.5 bn**

^ **0.5%** 3Q25 vs. 2Q25  
^ **11.0%** 3Q25 vs. 3Q24

(BRL billion)			
17.6	23.4	25.6	27.5
3Q21	3Q22	3Q23	3Q24

## Market NII

3Q25  
**BRL0.9 bn**

^ **5.2%** 3Q25 vs. 2Q25  
v **14.6%** 3Q25 vs. 3Q24

(BRL billion)			
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

(BRL billion)			
5.2	8.0	9.3	8.2
3Q21	3Q22	3Q23	3Q24

## Commissions and insurance

3Q25  
**BRL14.7 bn**

^ **4.0%** 3Q25 vs. 2Q25  
^ **7.1%** 3Q25 vs. 3Q24

(BRL billion)			
11.6	12.3	12.9	13.8
3Q21	3Q22	3Q23	3Q24

## Non-interest expenses

3Q25  
**BRL17.2 bn**

^ **4.0%** 3Q25 vs. 2Q25  
^ **7.6%** 3Q25 vs. 3Q24

(BRL billion)			
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

(BRL billion)			
6.8	8.1	9.0	10.7
3Q21	3Q22	3Q23	3Q24

# ...without overlooking risk management

## Credit Portfolio<sup>1</sup>



(BRL billion)

962	1,111	1,163	1,318
Sep-21	Sep-22	Sep-23	Sep-24

## 90 days NPL including securities



(%)

2.6	2.8	3.0	2.6
Sep-21	Sep-22	Sep-23	Sep-24

## Tier I capital ratio



(%)

12.9	13.2	14.6	15.2
Sep-21	Sep-22	Sep-23	Sep-24

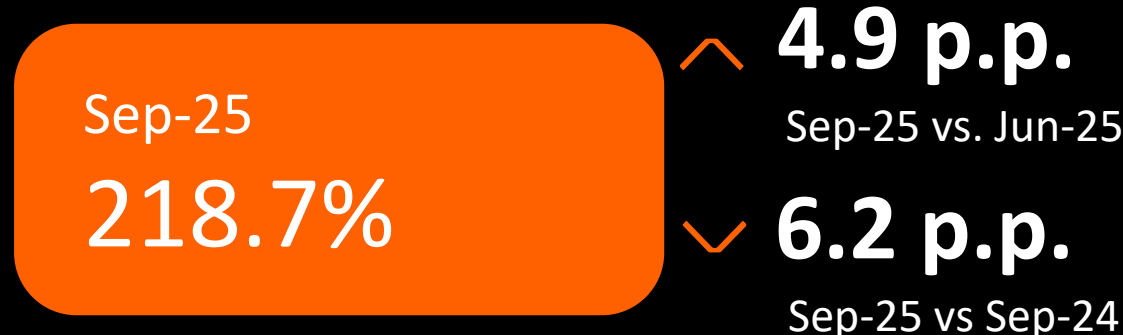
## Funding<sup>3</sup>



(BRL billion)

1,081	1,216	1,328	1,441
Sep-21	Sep-22	Sep-23	Sep-24

## LCR<sup>4</sup>



(%)

171	158	188	225
Sep-21	Sep-22	Sep-23	Sep-24

## NSFR<sup>5</sup>



(%)

121	123	127	124
Sep-21	Sep-22	Sep-23	Sep-24

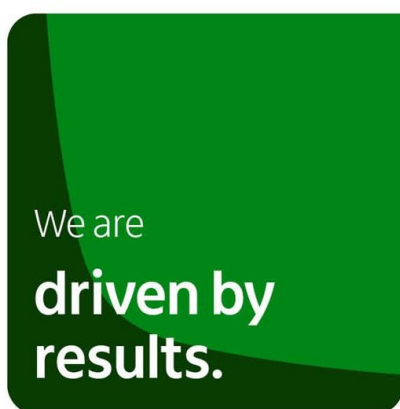
(1) Includes financial guarantees provided and private bonds; (2) Starting on 4Q24, 90 days NPL includes securities. Excluding the effect of credit sales (more details in the report “Management analysis of the operation and complete financial statements 3Q25”); (3) Deposits + Debentures + TVM Obligations + Loans and Transfers; (4) LCR - Liquidity Coverage Ratio; (5) NSFR - Net Stable Funding Ratio.

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

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

(1) 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



(11) 2794-3547



ri@itau-unibanco.com.br



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