



**2026 Annual Charter
of Public Policies
and Corporate
Governance
(Base Year 2025)**

**Unified for BB and Affiliated Entities
of the Prudential Conglomerate
(by membership)**

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1. Presentation

1.1. Message from the Board of Directors

Dear Reader,

We are pleased to present the 2026 Annual Charter of Public Policies and Corporate Governance (base year 2025), unified for BB, BB Asset, Ativos, BB-BI, BB Cartões, BB Consórcios, and BB Leasing. This document clearly and objectively demonstrates how Banco do Brasil's operations are guided by the public interest, by its social function, and by adherence to best governance practices.

Transparency is essential for the Bank and is a fundamental tool for strengthening trust with its clients, shareholders, employees, and society. In this regard, this Charter consolidates relevant information on structures, practices, and results, allowing the reader to follow and understand how public policies and governance principles are incorporated into the Bank's strategy and management.

In 2025, we reinforced the diversification of service revenue, with emphasis on fund administration, consortiums, and insurance, pension, and capitalization commissions, demonstrating our commercial strength and synergy with the companies in our Conglomerate and highlighting Banco do Brasil's ability to navigate scenarios with responsibility, discipline, and focus on execution. Thus, despite being a year of adjustments, the balance of our Sustainable Credit Portfolio reached R\$ 415.1 billion and we achieved R\$ 51.9 billion in value added to society, including through taxes, salaries, and dividends, which reinforces our role in the country's development.

The Board of Directors hereby reaffirms its commitment to ethics, institutional responsibility, and the generation of sustainable public value, ensuring that Banco do Brasil's operations remain aligned with society's expectations, the collective interest, and the economic and social development of the country.



1.2. Banco do Brasil

Law No. 4.595/1964 established the National Financial System, composed of the National Monetary Council, the Central Bank of Brazil, Banco do Brasil, BNDES, and other financial institutions. It also designated Banco do Brasil as the financial agent of the National Treasury and the executor of the Federal Government's credit policy, responsible for financing commercial, industrial, and rural activities, promoting and guiding credit, and implementing foreign trade policy, among other responsibilities.

The Bank's operations are basically divided into five segments: banking, investments, asset management, insurance (insurance, pension plans, and capitalization), and payment methods. The Bank is a leader in the management of Third-Party Resources, Rural Insurance, and Pension Plans.

BB is controlled by the Federal Government¹, which directly holds 50% of the common shares. We have 49.6% of shares in circulation (*free float*) on the stock exchange, distributed among 1.6 million investors, and 0.40% held in treasury.

Additional information on our history and main products and services can be found in section 1 of the Reference Form (available at bb.com.br/ri > Publications and Announcements > Reference Forms).

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

With a presence in all Brazilian states, through its own network and partners, BB has a channel platform that offers the convenience of a physical and digital presence, providing specialized service to individuals, companies, governments, and the entire agribusiness chain. Additionally, the Bank has ESG commitments aligned with the BB 30 Agenda and actively contributes to Brazil's development.

Abroad, where we have operated since 1941, our clients can count on the usual soundness and security. Through our own network and correspondents strategically located for the execution of various banking services, our operations reach several countries.

We are one of the largest financial conglomerates in the country, and our operations involve various segments and a wide range of services through strategic partnerships, affiliated companies, and subsidiaries. We have approximately 90 million customers, over 85,000 employees, and in 2025, we achieved a net profit of R\$ 17.8 billion.





1.3. A Unified Annual Charter

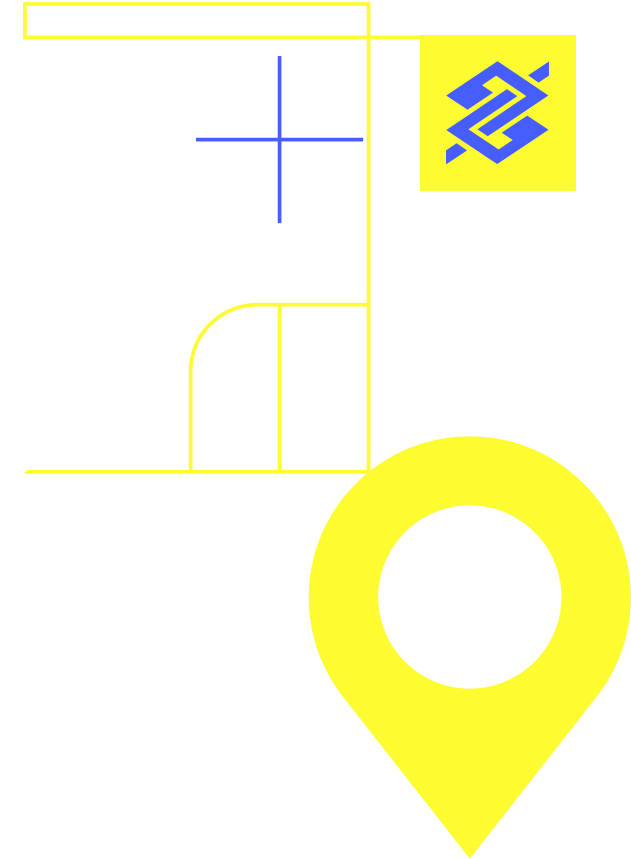
To fulfill its role as the executing agent of federal government public policies, BB relies on the support of its Affiliated Entities (ELBBs), which assist in enabling and complementing the activities set out in BB's corporate purpose, including functions of significant collective interest as outlined in Article 2 of its Bylaws.

This edition of the Unified Annual Charter will present governance information of the Bank and the following companies in the Conglomerate, as authorized in Annex I of SEST/MGI Ordinance No. 9,734, dated December 26, 2024, and in Article 14 of Decree No. 8,945/2016: **Ativos, BB Asset, BB-BI, BB Cartões, BB Consórcios, and BB Leasing S.A. – Arrendamento Mercantil.** Headquartered in the country, these ELBBs comprise the Prudential Conglomerate¹ Banco do Brasil.

The other companies in the Conglomerate subject to Decree No. 8,945/2016 prepare and disclose their own Annual Letters.

¹ A Prudential Conglomerate consists of a leading institution that holds control over other financial institutions, entities authorized to operate by the Central Bank of Brazil, payment institutions, investment funds, as well as other entities engaged in the acquisition of credit operations, including real estate credit, or credit rights.

More information on the composition of the BB Conglomerate can be found on BB's Investor Relations website, available at ri.bb.com.br > Banco do Brasil > Organizational Structure > Conglomerate





2. Contributions to Public Policies

Beyond the public interest that justified the Bank's creation, in this Charter, we share the understanding of governmental public policy from IPEA¹, according to which it is the government's action in a broad sense, based on proposals developed with strategic and institutionalized planning on how to address a given public problem or seize opportunities for development promotion at different scales.

In this sense, through its own Sustainability Plan, the Multi-Year Plan (PPA)², and other policies, Banco do Brasil demonstrates its commitment to the country's development, the promotion of diversity, and social inclusion. Its public policy activities are structured in an integrated manner with its Corporate Strategy (ECBB), which guides decisions, priorities, and organizational performance monitoring mechanisms. Within this strategic architecture, strategic guidelines are translated into indicators in the Master Plan, an instrument that consolidates goals and performance measures associated with medium and long-term expected results, and reflects the Bank's broad institutional commitments to the generation of public value, the economic and social development of the country, and the promotion of practices aligned with the Sustainable Development Goals (SDGs).

Consistent with this guideline, the ECBB incorporates drivers for the enablement of public policies and solutions for programs aimed at public projects, ensuring coherence between strategic planning, execution, and accountability to society.

Banco do Brasil participates in the PPA through the application of governmental financing funds and initiatives with its own resources, in addition to carrying out fixed investments by the Company itself, aligned with the programs, objectives, and goals previously defined by the Government. Governmental initiatives carried out by BB related to the PPA must maintain coherence with the directions of Banco do Brasil's Corporate Strategy (ECBB) and are conditional upon the establishment of due remuneration, which must never be lower than the costs of the services to be provided.

The granting of credit by Banco do Brasil constitutes an important instrument for promoting economic and social development, contributing to the reduction of social and regional inequalities in the country. By expanding access to credit for historically excluded populations, such as family farmers, micro-entrepreneurs, and small businesses, the Bank strengthens financial inclusion and creates opportunities for income and job generation.

Through its extensive reach and actions aligned with public policies, Banco do Brasil directs resources to support local entrepreneurship and stimulates sustainable productive activities. Furthermore, the offering of credit combined with financial education and counter-cyclical action during periods of crisis contributes to income protection, economic stability, and the promotion of more balanced and socially just growth.

¹ (Lassance, 2020; Saravia, 2006; Secchi, 2010; Souza, 2006). (IPEA, [Catalog of public policies: methodological note version 2022](#). Brasília; Rio de Janeiro: August 2022, p. 5).

² The Multi-Year Plan (PPA), provided for in Article 165 of the Constitution of the Federative Republic of Brazil, is the planning instrument of the Federal Public Administration to enable the implementation and management of public policies, align the strategic dimension of governmental action, guide the definition of priorities, and assist in the promotion of sustainable development.



Complementarity of the BB Conglomerate

With regard to the Affiliated Entities within BB's Prudential Conglomerate headquartered in the country, which are covered in this unified Annual Charter, they contribute to the achieving the objectives and targets linked to the implementation of public policies, complementing the Bank's corporate purpose and supporting the Conglomerate's public interest performance, as outlined below.



1

Aligned with the public interest, BB Asset operates in the administration and management of third-party funds, official (governmental) financial funds, and managed portfolios, promoting the dissemination of capital market culture and financial education, strengthening Brazilian companies, and stimulating the formation of savings among the population.

2

3

BB Asset distributed its funds through BB's branch network, present in nearly all municipalities across the country, as well as through internet banking, mobile platforms, and self-service terminals (TAA). In partnership with BB, it operates across various segments, including: Retail, High-Income, Private Banking, *Middle Market*, *Corporate*, Open and Closed Supplementary Pension Plan Entities, Public Sector, Own Social Security Regimes, Insurance and Reinsurance Companies, Capitalization and Leasing Companies, Investment Funds, Investment Clubs, and managed portfolios.

Its institutional purpose is to "Provide investment intelligence to improve people's lives," with values including proximity, commitment to society, efficiency, integrity, innovation, and diversity. Purpose and Values are the elements that inspire and provide coherence in the company's actions. This is how BB Asset defines itself and wants to be perceived.

Additional information about the company's history and its businesses can be found in the Reference Form available on the [company's website](#), under the 'Institutional Documents' menu.



The purpose of Ativos is the acquisition and management of credits arising from operations carried out by financial system institutions. The efficiency of portfolio management, particularly with respect to non-performing loans, stems from the specialization in debt restructuring, with customized terms for interest rates, maturities, installment arrangements, and discounts, as well as from the alignment of disbursements with customers' repayment capacity, carried out through multiple service channels.

In alignment with Banco do Brasil's purpose, Ativos provides debt regularization solutions, enabling customers' rehabilitation in the credit market and contributing to individuals' financial citizenship. Furthermore, it operates as a securitization and asset recovery solutions platform, playing a strategic role in supporting the Conglomerate's credit process, with impacts on portfolio quality, loss recovery, and the allocation of results to the Controlling Shareholder.

Although it does not develop Federal Government core programs, initiatives, or projects, Ativos, as an indirect wholly-owned subsidiary of Banco do Brasil, aligns its operations with the guidelines, policies, and assumptions established by the Controlling Shareholder, contributing to the fulfillment of the collective-interest functions set forth in Banco do Brasil's Bylaws. The Company's operations enable credit recovery within the Conglomerate, in accordance with the constitutional principle of efficiency (Article 37, caput, of the Federal Constitution) and with the legal authorization set forth in Article 1 of Law No. 11,908/2009.

The investment initiatives that comprise the Company's Corporate Strategy and Business Plan remain aligned with Banco do Brasil's strategic guidelines.

Further information on the company's history and business can be found at: <https://ativosbb.com.br/>

BB-Banco de Investimento S.A. (BB-BI), a specialist in the capital markets, has as its corporate purpose “the performance of all activities and the conduct of all operations permitted under the legal and regulatory provisions applicable to investment banks, including through digital platforms.”

It operates in (i) structuring, Firm Commitment underwriting, and distribution of Public Offerings of Fixed Income, Securitization, and Equities; (ii) investments in Private Equity Investment Funds (FIPs); (iii) advisory services in Mergers & Acquisitions (M&A) and *Project Finance*; (iv) *Home Broker*; (v) Custody of Securities; (vi) *Research*; and (iv) intermediation of Private Securities.

In carrying out its activities, BB-BI not only fulfills the purposes established in the Public Deed of its incorporation and in its corporate purpose, but also plays an essential role in the development of our corporate clients and in strengthening society by enabling access to financial resources that are fundamental for investment, expansion, and innovation. This role contributes directly to the sustainable growth of businesses, promoting job creation, competitiveness, and positive impacts on communities. Furthermore, participation in the capital markets enhances companies’ visibility and credibility, fostering the establishment of strategic partnerships and attracting investors.

This environment promotes governance, transparency, and efficiency practices, creating a virtuous cycle that advances the ESG agenda and structurally expands the environmental, social, and governance impacts that support long-term development.

BB-BI maintains a permanent commitment to the enhancement of the capital markets, making them more dynamic and inclusive for the benefit of all stakeholders. It continuously pursues innovation and solutions that add value to customers, consolidating our position as a reliable, strategic, and influential institution within the national financial system.

Additional information regarding the Company’s history and business activities may be found at: <https://www.bb.com.br/pbb/pagina-inicial/sobre-nos/elbb/bb-banco-de-investimento-sa#/>



A robust capital market strengthens Brazilian companies, enables their capitalization processes as an alternative means of financing their activities, and encourages household savings, thereby playing an essential role in the country’s growth.

By complementing the activities of its Controlling Shareholder, BB-BI also contributes to the effective fulfillment of the latter’s important role as an agent of the country’s economic and social development, while supporting the expansion of the economy and the growth of a wide range of sectors.



BB Consórcios' principal corporate purpose is the administration of consortium groups intended to facilitate its clients' access to goods or sets of durable movable goods, real estate, and services. Its operations extend beyond the administration of consortium groups, being carried out in coordination with the implementation of Banco do Brasil's strategic guidelines, as the Bank has historically played a relevant role in the implementation of public policies related to credit, support for entrepreneurship, housing, and mobility.

BB Consórcios' contribution to these policies is materialized through the following strategic pillars:

- Financial Inclusion and Support for Household and Business Budget Management

By offering consortium plans with staggered installments, BB Consórcios contributes to public policies aimed at reducing the economic vulnerabilities of families and small entrepreneurs. This model encourages financial discipline, fosters medium- and long-term planning, and enables the gradual accumulation of assets, thereby enhancing economic stability and the financial organization capacity of consortium participants.

- Expansion of Access to Essential Goods and Services

The consortium system enables the planned acquisition of goods and services that directly impact areas such as urban mobility, housing, and income generation. In scenarios where traditional credit is more restrictive, BB Consórcios' operations expand access to affordable financial solutions, particularly for middle- and low-income segments, functioning as an indirect instrument to support policies aimed at improving socioeconomic conditions.

- Promotion of Financial Education and Planning Culture

The expansion of participation in the consortium market contributes to the dissemination of financial education practices, a fundamental component of public inclusion and capacity-building agendas. The consortium system encourages consumers to understand the importance of long-term financial planning, strengthening behaviors that promote financial sustainability and informed decision-making.



– Support for the National Strategy for Sustainable Economic Development

Aligned with the strategic guidelines established by its Controlling Shareholder, BB Consórcios supports objectives related to productive and economic development policies by providing a financial instrument that promotes the formalization of projects, responsible consumption, and value creation. This role contributes to strengthening production chains and fostering sustainable economic practices.

– Support for Income Generation and Productive Development

The offering of consortium products for the acquisition of movable goods, real estate, and services drives relevant sectors of the national economy, such as construction, the automotive industry, and specialized services. Within the BB Conglomerate, this role reinforces objectives aimed at stimulating the domestic market, formalizing economic activities, and supporting micro and small entrepreneurs who use consortium arrangements as instruments for productive investment.

Additional information regarding the Company's history and business activities may be found at: <https://www.bb.com.br/pbb/pagina-inicial/sobre-nos/elbb/bb-consorcios#/>



BB Cartões, a wholly-owned subsidiary of Banco do Brasil S.A., manages benefit voucher programs for food, meals, culture, and multi-benefits, in alignment with the guidelines of the Workers' Food Program (PAT), promoting workers' well-being and fostering local economic activity through a broad acceptance network distributed nationwide. Accordingly, the Company acts as the Conglomerate's operational link in the payments and socially impactful benefits agenda, in line with the Controlling Shareholder's role as an instrument for implementing the credit and financial policy set forth in Article 19 of Law No. 4,595/1964.

BB Cartões' operations complement Banco do Brasil's corporate purpose by enabling services that promote the secure circulation of funds, traceability, and transactional efficiency among the companies within the Conglomerate and throughout the accredited network. This institutional arrangement reinforces the delivery of public value through the provision of food-related and associated employee benefits, expanding reach and access across thousands of municipalities, while generating gains in integrity, reducing transaction costs, and supporting the formalization of commercial establishments.

With respect to strategic alignment, BB Cartões structures its activities in accordance with the guidance established by the Controlling Shareholder, ensuring consistency with Banco do Brasil's Corporate Strategy and with the programs and targets prioritized by the Federal Government's sectoral bodies.



Within this framework, BB Cartões contributes to the Conglomerate's public purpose through the management of benefits and the maintenance of digitalized and auditable processes, thereby supporting the monitoring and accountability requirements applicable to state-owned enterprises.



BB Leasing S.A. – Arrendamento Mercantil has as its principal corporate purpose the conduct of leasing operations involving movable and immovable assets, as well as subleasing, assignment, and acquisition of contracts and receivables arising from such operations, in addition to other activities legally permitted to leasing companies, pursuant to Article 5 of its Bylaws.

In the course of its activities, BB Leasing S.A. – Arrendamento Mercantil, in addition to fulfilling the purposes underlying its incorporation, enables and complements the fulfillment of Banco do Brasil S.A.'s corporate purpose, contributing to the performance of its functions of relevant collective interest, pursuant to Article 2 of BB's Bylaws.

In this context, it acts as an instrument for implementing the Federal Government's credit and financial policy, in accordance with Article 19 of Law No. 4,595/1964, particularly subsection XI, item "a", by promoting and directing credit through the financing of economic activities, thereby addressing the credit needs of the country's various regions.

Additionally, by operating alongside companies served by Banco do Brasil, it complements the promotion of the circulation of goods, pursuant to Paragraph 1 of the aforementioned statutory provision.

BB Leasing aligns with BB's objectives by offering solutions focused on financing investments aimed at the modernization and expansion of Brazilian companies.

Additional information regarding the Company's institutional history and business activities is available at: <https://www.bb.com.br/pbb/pagina-inicial/sobre-nos/elbb/bb-leasing-sa---arrendamento-mercantil#/>



2.1. Delivery of public value

With respect to public policies, in the process of establishing pricing and rules applicable to the setting of fees, we conduct economic and financial feasibility studies for the pricing of credit lines. This process involves identifying the financial cost of *funding*, administrative costs, associated risks, taxation, and the performance of market research. With respect to the provision of services, the remuneration established for our services must never be lower than the costs of the services to be provided.

In 2025, the commitments undertaken for the 2024–2027 Multi-Year Plan (PPA), based on Banco do Brasil's Corporate Strategy, were as follows:

2.1.1. Strengthening and Boosting Family Farming

The program aims to expand access to and enhance credit instruments, production protection mechanisms, minimum price guarantees, and income guarantees for family farming.

Granting Credit to Family Farmers



The National Program for Strengthening Family Farming (PRONAF) aims to foster income generation and value the use of family labor on rural properties, as long as the prerogatives of the Rural Credit Manual (MCR) are met.



The financing conditions are established in alignment with Pronaf's objectives and are differentiated, particularly with respect to interest rates, which are lower than those applied to other rural segments. We have developed initiatives focused on strengthening Pronaf, among which the following stand out:

i. specialization of service, with the provision, training, and training and qualification of qualified professionals to provide complete advice to rural producers;

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>



- ii. guidance to the network of agencies on meeting the credit needs and demands of family farmers;
- iii. proximity with the client through an operating model that includes support from partners and contracted agreements, such as Commercial Correspondents – Agribusiness Segment, as well as the deployment of Agro Trucks, which provide technical and financial advisory services, as well as training, to customers in the cities visited, among other initiatives;
- iv. simplification, digitization, and continuous improvements in the contracting and renewal processes for working capital and investment credit lines.

We will continue with strategic support actions for family farming, with an emphasis on digital processes, to improve the customer experience, fostering service to this audience and reinforcing its partnership with agribusiness in Brazil.

Table 1. National Program for Strengthening Family Farming (Pronaf) 

Public Policy	National Program for Strengthening Family Farming (Pronaf)	
i. 2024-2027 PPA Codification	Program: Family Farming and Agroecology Action: Pronaf	
ii. Targets (planned/actual)	2024 Planned: R\$ 21 billion Actual: R\$ 24 billion	2026 Planned: R\$ 22 billion
	2025 Planned: R\$ 22 billion Actual: R\$ 21 billion	2027 Planned: R\$ 23 billion
iii. Amount disbursed by BB in 2025	R\$ 21 billion.	
iv. Costs incurred	Funding, administrative, and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	The main sources of funds for financing through Pronaf are: - Rural Savings; - Demand Deposits; - National Treasury.	
vi. Estimated impact on BB's financial performance (Gross Financial Margin calculated in 2025)	R\$ 3.8 billion.	
vii. Assessment of the effectiveness in achieving public policy objectives	<p>In 2025, the planned target was R\$ 22 billion and the actual figure was R\$ 21 billion, which shows that the target was reached by 95%. The failure to meet the target occurred due to the removal of operations disbursed with FCO funds from the base, thus avoiding double counting. The targets for 2026 and 2027 have been revised to avoid potential double counting.</p> <p>The main indicators used to measure effectiveness in achieving the objectives of Pronaf policies are: - Amount disbursed; - Amount made available in equalization.</p> <p>The main factor that indicates effectiveness in delivering the objectives is the total disbursement of the amount made available in the federal government's equalization ordinances.</p>	



2.1.2. Sustainable Agriculture and Livestock

We participate in the program with the aim of expanding the availability of and access to rural credit and other sources of financing, further strengthening rural cooperatives and associations, with a focus on improving quality of life, organization, and sustainability of the productive base, generating jobs and income, promoting social inclusion, and reducing regional inequalities.

Low Carbon Agriculture, Corporate Agriculture, and Pronamp

The agricultural credit lines aim to promote the development of activities on a sustainable basis, increase income, generate employment, reduce greenhouse gas emissions, ensure compliance of rural properties with environmental legislation, and foster the recovery of degraded areas.

Table 2. Low Carbon Agriculture, Corporate Agriculture and Pronamp

Public Policy	Low Carbon Agriculture, Corporate Agriculture, and Pronamp	
i. 2024-2027 PPA Codification	Program: Sustainable Agricultural Production Action: Low Carbon Agriculture, Corporate Agriculture and Pronamp	
ii. Targets (planned/actual)	2024 Planned: R\$ 79 billion Actual: R\$ 86 billion	2026 Planned: R\$ 76 billion
	2025 Planned: R\$ 85 billion Actual: R\$ 74 billion	2027 Planned: R\$ 78 billion
iii. Amount disbursed by BB in 2025	R\$ 74 billion.	
iv. Costs incurred	Funding, administrative, and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	The main sources of funding for the RenovAgro Program, Pronamp, and Corporate Agriculture are: - Equalized Rural Savings; - Non-equalized Rural Savings; - Controlled Demand Deposits; - Free Own Resources; - BNDES/Finame; - Agribusiness Credit Bills (LCA).	
vi. Estimated impact on BB's financial performance (Gross Financial Margin calculated in 2025)	R\$ 6.1 billion.	
vii. Assessment of the effectiveness in achieving public policy objectives	In 2025, the planned target was R\$ 85 billion and the actual figure was R\$ 74 billion, which shows that the target was reached by 87%. The main indicators used to measure effectiveness in achieving the objectives of rural credit policies are: - Amount Disbursed; - Amount made available in equalization; The main factor that indicates effectiveness in delivering the objectives is the total disbursement of the amount made available in the Federal Government's equalization ordinances, as well as the disbursements.	



We remain the leading financial agent for Brazilian agribusiness, supporting all stages of the value chain by financing production costs, sales, and investments, including those related to storage, processing, and industrialization of agricultural products.

The funds are allocated, among other purposes, to the purchase of agricultural inputs, machinery, implementation of technological innovation projects, and the acquisition of items for use and/or for transitioning the energy matrix. We dynamically develop actions that contribute to serving the entire production chain:

- i. experts trained and qualified to provide complete and individualized advice to rural producers; with a focus on relationships, business, and financial services, including digital services;
- ii. credit lines tailored for the payment terms and conditions, given the demands of each client;



- iii. proximity to the producer through specialized agro-agencies, with professionals providing technical and financial support, training, and advice;
- iv. constant internal improvement to simplify and streamline the contracting and renewal processes for credit lines;
- v. Market monitoring;
- vi. partnerships with government, companies, and cooperatives;
- vii. participation in agricultural fairs and events, including the participation of the agro trucks in BB's Agro Business Circuits.

We will maintain our strategy of expanding our business and prospecting for operations, thus strengthening low-carbon agriculture in all regions of the country.



2.1.3. Regional and Territorial Development

We operate within the program with the aim of promoting regional development and the planning of Brazilian territory through sustainable land use and spatial planning with a territorial approach, further working to foster the structuring of productive activities, productive arrangements, and integration routes for regional and territorial development.

FCO Rural

The Constitutional Fund of the Central-West (FCO) was established by Law No. 7,827/1989, in accordance with the provisions of the Federal Constitution, Article 159, item I, subitem c.

It is a fund that aims to contribute to the economic and social development of the Central-West region by implementing financing programs for the productive

sectors. We are the administrators of the FCO, together with the Ministry of Integration and Regional Development (MIDR) and the Decision-Making Body for the Development of the Center-West (Condel/Sudeco).

Table 3. Constitutional Fund for the Financing of the Central-West

Public Policy	Constitutional Fund for the Financing of the Central-West	
i. 2024-2027 PPA Codification	Program: Sustainable Agricultural Production Action: FCO Rural	
ii. Targets (planned/actual)	2024 Planned: R\$ 4.5 billion Actual: R\$ 5.1 billion	2026 Planned: R\$ 5 billion
	2025 Planned: R\$ 4.5 billion Actual: R\$ 8 billion	2027 Planned: R\$ 5.5 billion
iii. Amount disbursed by BB in 2025	R\$ 8.0 billion.	
iv. Costs incurred	Funding, administrative, and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	Funds from the Constitutional Fund of the Central-West (FCO).	
vi. Estimated impact on BB's financial performance (Gross Financial Margin calculated in 2025)	R\$ 2.1 billion.	
vii. Assessment of the effectiveness in achieving public policy objectives	<p>In 2025, the planned target was R\$ 4.5 billion and the actual figure was R\$ 8.0 billion, which shows that the target was reached by 178%.</p> <p>The main indicator used to measure the effectiveness in achieving the objectives of the FCO Rural policies is the amount available for contracting under the Constitutional Fund of the Central-West (FCO), administered by Banco do Brasil.</p> <p>The main factor that indicates effectiveness in delivering the objectives is the total use of the funds made available by the FCO.</p>	



Within the scope of rural credit, FCO Rural finances fixed and semi-fixed investments, costing associated with investment projects, as well as agricultural and livestock costing.

With the aim of publicizing the credit line, its purposes, benefits, and conditions, as well as encouraging people to contract it, we have historically carried out actions such as:

- i. Broad internal dissemination through communication channels, events, and technical seminars;
- ii. Partnerships with organizations that support rural producers to disseminate the program;
- iii. Simplification and automation of processes for contracting operations; and
- iv. Coordination of Technical Advisory at the Portfolio Level (ATNC) with companies that provide technical assistance to rural producers, aiming to identify technologies and standardize investment projects.



We will maintain our strategy of prospecting for operations and investing according to the fund's availability.

Financing of Production Chains (FCO – Corporate)



Within the scope of corporate credit operations funded with resources from the FCO, investment projects and business ventures located in the Central-West Region are financed, involving enterprises engaged in productive activities in the industrial, agro-industrial, mining, tourism, economic infrastructure, trade, and services sectors.

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>

Table 4: Financing of Production Chains (FCO – Corporate)

Public Policy	FCO Corporate	
i. 2024-2027 PPA Codification	Program: 2317 - Regional Development and Territorial Planning. Action: 015X - Financing of production chains prioritized by Banco do Brasil's territorial development policy (including financing of PV systems), with funds from the FCO, in this case the Corporate.	
ii. Targets (planned/actual)	2024 Planned: R\$ 4.1 billion Actual: R\$ 4.9 billion	2026 Planned: R\$ 5.0 billion
	2025 Planned: R\$ 4.6 billion Actual: R\$ 3.9 billion	2027 Planned: R\$ 5.1 billion
iii. Amount disbursed by BB in 2025	Amount disbursed R\$ 3.9 billion.	
iv. Costs incurred	Funding, administrative, and tax costs	
v. Origin of the funds involved, including the sources of funds and conditions	Funds from the Constitutional Fund of the Central-West (FCO).	
vi. Estimated impact on BB's financial performance (management result calculated in 2025)	R\$ 270.5 million.	
vii. Assessment of the effectiveness in achieving public policy objectives	The measurement of the effectiveness in achieving the objectives of the public policy supported by FCO Corporate involves comparing the planned results with those actually achieved, with the aim of ensuring that the the funds made available by the Constitutional Fund of the Central-West (FCO) are fully used. In 2025, R\$ 3.9 billion was disbursed, corresponding to 84% of the planned amount, reflecting changes in the target audience for working capital operations, as well as regulatory and prudential changes.	

2.1.4. Promotion of the Rights of People with Disabilities



The aim of the program is to protect life, strengthen the family, promote, and defend human rights for all, by financing assistive technology goods and/or services for people with disabilities.

Financing of Assistive Technology Goods and/or Services

BB Crédito Acessibilidade was launched in February 2012 as part of the National Plan for the Rights of People with Disabilities – Viver sem Limites (Living Without Limitations) Plan, with the aim of promoting, through the integration and coordination of policies, programs, and actions, the full and equitable exercise of the rights of people with disabilities (Decree No. 7,612/2011).

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>

Table 5. Financing of Assistive Technology Goods and/or Services for People with Disabilities

Public Policy	Financing of Assistive Technology Goods and/or Services for People with Disabilities	
i. 2024-2027 PPA Codification	Program: 5811 - Promotion of the Rights of People with Disabilities Action: 015Y - Financing of Assistive Technology goods and/or services for people with disabilities	
ii. Targets (planned/actual)	2024 Planned: R\$ 85 million Actual: R\$ 78.8 million	2026 Planned: R\$ 112 million
	2025 Planned: R\$ 88.5 million Actual: R\$ 111.8 million	2027 Planned: R\$ 113.6 million
iii. Amount disbursed by BB in 2025	R\$ 111.8 million.	
iv. Costs incurred	Administrative and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	Demand deposits raised by financial institutions.	
vi. Estimated impact on BB's financial performance (management result calculated in 2025)	R\$ 25.4 million.	
vii. Assessment of the effectiveness in achieving public policy objectives	In 2025, R\$ 111.8 million were disbursed, exceeding the target by 34%, reflecting the effects of MF Ordinance 2.276/2025, which increased the availability of eligible resources.	



BB Crédito Acessibilidade is a line of credit designed to promote accessibility and equal opportunities for people with disabilities in all areas of life in society. It has differentiated interest conditions, ranging from 6% to 7.5% per annum. The target audience is made up of individuals with a monthly income of up to 10 minimum wages and an approved credit limit in force at BB.

In 2025, Banco do Brasil disbursed approximately R\$ 111.8 million, distributed across 8.25 thousand operations, benefiting over 8 thousand clients. Since its creation in 2012, the program has already reached R\$ 1.03 billion in investments, benefiting approximately 118 thousand people across the country.



2.1.5. Promotion of Decent Work and Solidarity Economy

We operate in the program with the aim of promoting opportunities for work, employment, and income, by granting credit aimed at entrepreneurial activities and targeted productive microcredit.



Oriented Productive Microcredit (MPO)



Oriented Productive Microcredit – MPO is a line of credit designed to meet the working capital needs of the productive activity of entrepreneurial individuals and companies, organized individually or collectively, using a methodology based on financial guidance and monitoring. It uses an entrepreneurial service model with an emphasis on guidance, aimed at the sustainable development of the business, with the hope of formalizing the entrepreneur as a result, as well as generating jobs and contributing to its bancarization.

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>

Table 6. Oriented Productive Microcredit (MPO)

Public Policy	Oriented Productive Microcredit (MPO)	
i. 2024-2027 PPA Codification	Program: 2801 - Neo-industrialization, Business Environment, and International Economic Participation Action: 015Z - Oriented Productive Microcredit	
ii. Targets (planned/actual)	2024 Planned: R\$ 1.45 billion Actual: R\$ 1.56 billion	2026 Planned: R\$ 1.52 billion
	2025 Planned: R\$ 1.50 billion Actual: R\$ 1.38 billion	2027 Planned: R\$ 1.54 billion
iii. Amount disbursed by BB in 2025	R\$ 1.38 billion.	
iv. Costs incurred	Administrative and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	Funds from the microcredit requirement (2% of compulsory demand deposits).	
vi. Estimated impact on BB's financial performance (management result calculated in 2025)	R\$ 166.5 million.	
vii. Assessment of the effectiveness in achieving public policy objectives	Oriented Productive Microcredit (MPO) supports working capital and investment needs for the productive activities of individual and corporate entrepreneurs, integrating the National Program for Oriented Productive Microcredit (PNMPO) and strengthening income generation and local businesses. In 2025, R\$ 1.38 billion was disbursed.	



2.1.6. Foreign Trade



The program aims to improve official credit support instruments for exports.

Financing for the export of goods and services

Proger Exportação is an export financing line for Micro and Small-sized Enterprises (MPE), created under the Employment and Income Generation Program (Proger) by the Decision-Making Body of the Workers' Support Fund (Fundo de Amparo ao Trabalhador) (Codefat), through Resolution No. 330/2003.

Proger funds are lent to official federal banks with the authorization of Codefat, which approves the Annual Program for the Application of Special Deposits from the Workers' Support Fund (FAT), by means of a resolution for each fiscal year. The effective disbursement of funds is carried out according to the schedule defined in FAT's Special Deposit Allocation Agreement (Tade), signed between the executive secretariat of the body and each financial agent, for each program or special credit line.

Table 7. Financing for the Export of Goods and Services

Public Policy	Financing for the Export of Goods and Services	
i. 2024-2027 PPA Codification	Program: 2211 - International Economic Insertion Action: 00ZM Financing for the export of goods and services for micro and small-sized enterprises	
ii. Targets (planned/actual)	2024 Planned: R\$ 23 million Actual: R\$ 0.00	2026 Planned: R\$ 25 million
	2025 Planned: R\$ 24 million Actual: R\$0.00	2027 Planned: R\$ 26 million
iii. Amount disbursed by BB in 2025	There was no disbursement in 2025, as no funds were transferred through the FAT.	
iv. Costs incurred	Cost of the line: TLP (Long-Term Rate) + financial agent's compensation.	
v. Origin of the funds involved, including the sources of funds and conditions	Funds from the Workers' Support Fund (FAT) for the financing of Brazilian micro and small-sized enterprises through Resolution 330/03.	
vi. Estimated impact on BB's financial performance (management result calculated in 2025)	There was no management result calculated in 2025, as there was no application of the line.	
vii. Assessment of the effectiveness in achieving public policy objectives	Proger helps small-sized enterprises (MPE) by financing their promotion on the international market, contributing to the internationalization of Brazilian companies, increasing exports, and generating jobs and income.	
	There have been no new FAT transfers to Proger Exportação since 2019. The line is suspended, with no new disbursements.	

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>

2.1.7. National Support Program for Micro and Small-sized Enterprises (Pronampe)

The National Support Program for Micro and Small-sized Enterprises is a working capital line, established by Law No. 13,999/2020, for the development and strengthening of small businesses.

The Program was made permanent by Law No. 14.161/2021, targeting customers in the micro and small-sized enterprises segments with an Annual Gross Revenue recorded with the Brazilian Federal Revenue Service of up to R\$ 4.8 million.

In 2024, BB continued to support micro and small-sized enterprises, in accordance with Provisional Measure No. 1,216, dated May 9, 2024, which granted economic subsidies to borrowers who suffered material losses in areas affected by extreme weather events in 2024, and established rules to facilitate access to credit, considering the negative effects of natural disasters.

In 2025, R\$ 3.9 billion were disbursed to over 45,000 companies, reinforcing the line's importance in credit support for Micro and Small-sized Enterprises.

Table 8. Pronampe Working Capital

Public Policy	Pronampe Working Capital	
i. 2024-2027 PPA Codification	Program: 2801 - Neo-industrialization, Business Environment, and International Economic Participation Action: 0161 - Pronampe Working Capital	
ii. Targets (planned/actual)	2024 Planned: R\$ 8 billion Actual: R\$ 6.9 billion	2026 Planned: R\$ 5 billion
	2025 Planned: R\$ 5 billion Actual: R\$ 3.9 billion	2027 Planned: R\$ 5 billion
iii. Amount disbursed by BB in 2025	R\$ 3.9 billion.	
iv. Costs incurred	Funding costs. Administrative and tax costs.	
v. Origin of the funds involved, including the sources of funds and conditions	BB's Treasury (own account).	
vi. Estimated impact on BB's financial performance (management result calculated in 2025)	R\$ 980.4 million.	
vii. Assessment of the effectiveness in achieving public policy objectives	In 2025, R\$ 3.9 billion was disbursed, approximately 79% of the planned amount, reflecting factors related to the attractiveness of the financial conditions offered during the period.	

* Included in the Catalog of Public Policies prepared by Ipea, available at: <https://catalogo.ipea.gov.br/sobre>

2.2. Statement of funds

As an official financial development agency, we support federal budget execution by granting loans and financing at differentiated rates, backed by resources from the Fiscal and Social Security Budget (OFSS) and our own funds.

During the fiscal year 2025, the National Treasury made approximately **R\$ 10,596.92 million** available to Banco do Brasil for funds and programs intended to finance loans and financing granted with resources from the Fiscal and Social Security Budgets (OFSS), with the FCO and FDA accounting for 63.89% of this total.

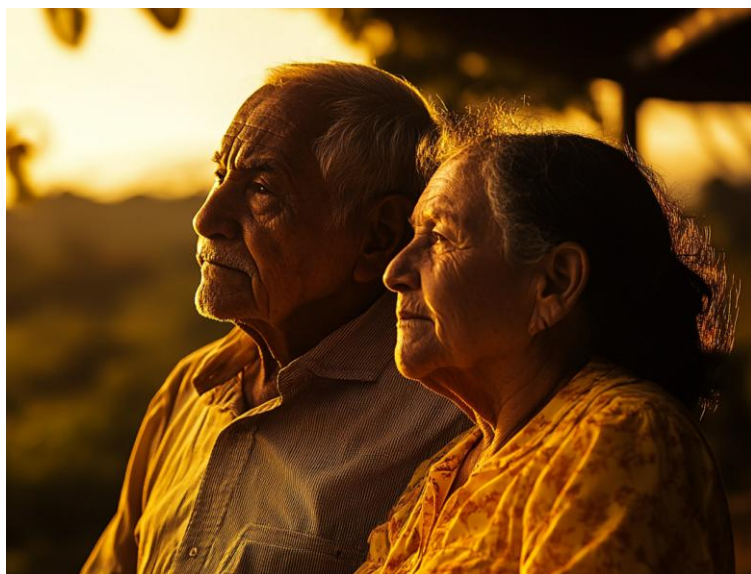
The amount returned to the National Treasury in the same period, referring to the financing repayment installments (restated principal), totaled **R\$ 2,931.81 million**. The total balance of the loans and financing portfolio granted by BB was approximately **R\$ 82,360.99 million** in December/2025 and is detailed in the following table.

Table 9. OFSS Funds – Amounts Transferred and Amounts Returned to the TN – R\$ million

Fund/Program	Amount Transferred by TN (a)	Amount Returned to TN (b)	Flow 2025 (a – b)	Portfolio – Active Operations (Dec/25)
FCO	5,719.90	0.00	5,719.90	61,225.14
FDA	1,051.16	97.08	954.08	2,865.15
FDCO	1,020.27	134.34	885.93	1,442.08
FDNE	537.84	620.06	(82,22)	5,409.26
FMM	132.90	716.65	(583,75)	4,336.93
FTRA	200.00	40.94	159.06	1,073.27
Funcafé	653.40	413.21	240.19	919.44
Proex¹	771.57	819.56	(47,99)	3,920.49
Pronaf/TN	509.88	89.97	419.91	1,169.23
TOTAL	10,596.92	2,931.81	7,665.11	82,360.99

¹ Subject to exchange rate fluctuations

In rural and agribusiness financing, we use 87.8% of our own funds, mainly rural savings, agribusiness credit bills (LCA), and demand deposits. In addition to these, the Bank also transfers funds from Constitutional Funds, such as the Constitutional Fund for the Financing of the Central-West (FCO) and the Fund for the Defense of the Coffee Economy (Fundo de Defesa da Economia Cafeeira – Funcafé). Table 10 shows this stratification.



Rural and agribusiness financing may use either subsidized or non-subsidized funds. The distribution of these volumes can be seen in Table 11.

Table 10. Expanded Agribusiness Credit Portfolio by Source of Funds

R\$ million (approximate amounts)

	Dec/22	Share %	Dec/23	Share %	Dec/24	Share %	Dec/25	Share %
Rural Savings	145,806	47,1%	125,386	35,3%	123,251	31,0%	133,269	32,8%
LCA (Agribusiness Credit Bill)	49,555	16,0%	112,126	31,6%	119,016	29,9%	102,536	25,2%
Demand Deposits	34,493	11,1%	38,450	10,8%	35,434	8,9%	33,206	8,2%
FCO	31,707	10,2%	34,139	9,6%	37,000	9,3%	41,114	10,1%
BNDES/FINAME	4,124	1,3%	4,460	1,3%	7,163	1,8%	8,263	2,0%
Other*	44,026	14,2%	40,744	11,5%	75,846	19,1%	87,745	21,6%
Expanded Credit Portfolio	309,711	100%	355,305	100%	397,710	100%	406,133	100%

(*) National Treasury, Funcafé, and agribusiness bonds (CDCA and CPR).

Table 11. Subsidized and Non-Subsidized Agribusiness Portfolio Funds

R\$ million (approximate amounts)

	Dec/22	Dec/23	Dec/24	Dec/25
Credit Portfolio (a + b)	286,047	320,262	355,970	371,843
(a) Subsidized Funds	109,455	103,091	117,896	124,083
Investment	67,779	76,786	87,561	95,688
Costing	41,036	25,986	30,093	28,357
Commercialization	640	319	242	38
Other	-	-	-	-
(b) Non-Subsidized Funds	176,592	217,171	238,074	247,760
(c) Agribusiness Bonds (CDCA and CPR)	23,664	35,043	41,740	34,289
Expanded Credit Portfolio (a+b+c)	309,711	355,305	397,710	406,133

Equalization, a type of economic subsidy established by Law No. 8,427/1992, represents the difference in rates between the cost of raising funds, plus the administrative and tax costs borne by official financial institutions and cooperative banks in their lending operations, and the charges applied to the final borrower of rural credit, in accordance with Articles 1, items I and II, and Article 5 of Law No. 8,427/1992.

The volumes of equalization revenues received and receivable by Banco do Brasil are detailed in Tables 12 and 13. It is worth highlighting the cut-off for the portfolio of equalizable funds, already shown in Table 11.

Additional information can be found in the Financial Statements – Fiscal Year 2025 (available at ri.bb.com.br > Financial Information > Results Center).

Table 12. Equalization Revenues and Weighting Factor – R\$ million
(approximate amounts)

	Dec/22	Dec/23	Dec/24	Dec/25
Total	5,821	5,059	4,097	7,181
Reconciliation Revenue	5,740	4,961	4,029	7,052
Weighting Factor	81	98	68	129

Table 13. Equalization Revenues Receivable (Movement) – R\$ million
(approximate amounts)

	Dec/22	Dec/23	Dec/24	Dec/25
Opening Balance	938	1,359	934	1,196
(+/-) Transactions	421	-425	262	703
Final Balance	1,359	934	1,196	1,899



Fiscal Year 2026 - Projected

For 2026, the expected funds to be made available for the Funds and Programs are:

- **Mid-West Constitutional Financing Fund (FCO):** expectation of R\$ 14 billion, intended for the promotion of the productive sectors of the Mid-West region.
- **Land and Agrarian Reform Fund (Fundo de Terras e da Reforma Agrária – FTRA):** R\$ 100 million expected to be made available to contract FTRA operations.
- **Funcafé,** considering previous fiscal years, there is an expectation of a transfer of around R\$ 500 million, considering the amounts already received of R\$ 505 million in Sep/25.
- **Pronaf:** R\$ 450 million, already requested from the Federal Government by Banco do Brasil, is expected to be made available to contract Pronaf operations.
- **Merchant Navy Fund (Fundo da Marinha Mercante – FMM):** projection of R\$ 220 million for the year 2026, based on the balances of the last three years and the respective growth rates.

According to the 2026 Annual Budget Law (PLOA), R\$ 2.8 billion* is to be made available for the Regional Development Funds:

- **Amazon Development Fund (Fundo de Desenvolvimento da Amazônia – FDA):** R\$1.2 billion will be used to finance projects that attract investment to the Legal Amazon.
- **Northeast Development Fund (Fundo de Desenvolvimento do Nordeste – FDNE):** R\$ 1.1 billion to finance investment projects in infrastructure, public services, and productive enterprises in the Northeast region.
- **Central-West Development Fund (Fundo de Desenvolvimento do Centro-Oeste – FDCO):** R\$ 590 million to finance investment projects in infrastructure, public services, and productive enterprises in the Central-West region.

It should be noted that the forecasts originate from the PLOA 2026 and are total for the Funds, i.e. it is not possible to estimate Banco do Brasil's specific participation in this share.

Regarding the Program for the Financing of Exports – PROEX:

- **Financing of operations under the Program for the Financing of Exports – PROEX Financing:** R\$ 2.2 billion expected, intended to finance Brazilian exports with competitive conditions.
- **Economic subsidy in operations under the Program for the Financing of Exports – PROEX Equalization:** R\$ 1.38 billion expected, intended to equalize interest rates for exports, making them more attractive.

*According to data in the Integrated Planning and Budgeting System (SIOP)

2.3. Adherence to the SDGs and ESG Initiatives

Banco do Brasil and the Prudential Conglomerate Entities operate in alignment with the United Nations' 2030 Agenda, incorporating the Sustainable Development Goals (SDGs) and environmental, social, and governance (ESG) principles into corporate strategy, risk management, and public policy implementation. This direction can be evidenced by Agenda 30 BB – through BB 2030 Commitments for a more sustainable world and via the Sustainability Plan, which define strategic priorities, business decisions, and the assessment of economic, social, environmental, and climate impacts. It includes 100 actions that can contribute simultaneously to more than one SDG, for the period 2025–2027, encompassing the SDGs shown in the adjacent figure:

The initiatives implemented by BB contribute to the country's sustainable development, focusing on social and productive inclusion, financial citizenship, reduction of regional inequalities, promotion of sustainable production practices, and support for the transition to a low-carbon economy, in line with the public interest and the commitments assumed by the Brazilian State. This alignment is supported by the Social, Environmental, and Climate Responsibility Policy (PRSAC), which guides institutional behavior and actions, ensuring consistency between the Bank's role as an executor of public policies and the generation of long-term value





2.3.1. Private Social Investment

Banco do Brasil's involvement in Private Social Investment (ISP) is guided by a previously defined corporate strategy and the strategic plan of the Banco do Brasil Foundation (Fundação BB), ensuring that its objectives align with the expectations of BB's stakeholders and the communities it serves. ISP refers to the transfer of funds aimed at benefiting society through actions in social, environmental, and climate responsibility, based on strategic definitions aligned with the laws and regulations governing the matter, as well as with the pacts and commitments undertaken to help build a more equitable and just society.

In 2025, we transferred R\$ 128.4 million, which were allocated to urban and rural actions in line with the six structured programs of Fundação BB: (i) social technology; (ii) environment and income; (iii) education for the future; (iv) health and well-being; (v) volunteering; and (vi) humanitarian aid, comprising the sum of Ordinary contributions (R\$ 125 million) and Products and Services (R\$ 3.4 million).

2.3.2. Pact for Diversity, Equity, and Inclusion (DE&I)

The Pact for Diversity, Equity, and Inclusion (DE&I) in Federal State-Owned Companies is an agreement signed in 2024 between the federal government (Ministry of Management and Innovation – MGI) and over 30 public companies, establishing cooperation mechanisms to increase gender, race, and social inclusion representation in the workplace. Banco do Brasil (BB) has been a signatory since its launch.

The Pact is part of a state transformation agenda, aiming for public administration not only to offer services but also to act with equity in its workforce.

BB has established structural commitments to increase representation, focusing on actions that can strengthen practices within the company, among which we highlight:

Establish diversity goals for leadership positions

Diversity indicators for leadership positions by 2030: 50% women, 50% Black, Brown, Indigenous, and other underrepresented ethnic groups, and 30% women in STEM (Science, Technology, Engineering, and Mathematics) roles. In addition to leadership indicators, BB has a Variable Compensation Program for Administrators (RVA), which is exclusively for Executive Board members, with annual periodicity. Its application depends on the activation of the Profit or Results Sharing Program (PLR) for employees, the achievement of accounting profit, and compliance with the risks inherent to the activities performed. To ensure alignment with BB's Corporate Strategy, we use indicators that reflect institutional, individual, and unit performance under the administrators' responsibility, including customer experience, sustainable finance, ESG practices, digital transformation, and strengthening of organizational culture.

Dissemination Plan, involving communication and training actions

Banco do Brasil has advanced in the implementation of diversity, equity, and inclusion policies, notably with the execution of the Strategic Plan for Awareness in Affirmative Actions. The initiative integrated communication, training, and awareness actions, aligned with institutional guidelines for promoting equity, respecting individuality, and ensuring conditions for full professional development. The actions were structured in a segmented manner, covering senior leadership, managers, disseminators, regional forums, and all staff, with content and formats appropriate for different levels of influence. The strategy adopted transversality as a premise, strengthening cultural change and institutional commitment to the Human Rights and DE&I agenda.



Implementation of diversity, equity, and inclusion policies

BB has a DE&I Program, containing all the guidelines that guide our actions on the subject and which, inclusive, permeate all other specific policies.

Creation and dissemination of reporting channels for any type of discrimination and harassment

The Bank launched the Anti-Discrimination Protocol with wide dissemination, establishing practical guidelines to prevent and combat any form of discrimination. The Banco do Brasil Anti-Discrimination Protocol is an institutional instrument created to prevent, welcome, guide, and address situations of discrimination involving all the Bank's relationship publics, including employees, clients, suppliers, and third parties. The Protocol establishes clear guidelines and standardized action flows for cases of discrimination, ensuring support for victims, encouragement for the formalization of complaints — identified or anonymous — and management of consequences, in accordance with the Code of Ethics, the Compliance and Integrity Program, and Banco do Brasil's Human Rights and Diversity, Equity, and Inclusion (DE&I) strategy.

2.3.3. Affordable Housing

Currently, we have eleven works in progress, totaling 8,804 housing units, all within Faixa 1 of PMCMV, intended for families with a monthly income of up to R\$ 2,850.00, evidencing our focus on the population with greater social vulnerability.

2.3.4. Investments in Sports and Culture

Through sponsorships, we seek to materialize our brand's personality traits and strengthen our proximity and relevance in people's lives at all times. We are present in sports through sponsorship of modalities, events, or athletes. Whether volleyball, surfing, skateboarding, street racing, or *eSports*.

By making culture essential and part of people's daily lives, we can transform Brazil and Brazilians. Proof of this are the more than 3.7 million visitors in 2025 at the five Banco do Brasil Cultural Centers – Rio de Janeiro, São Paulo, Brasília, Belo Horizonte and Salvador.

2.3.5. Products and Services with Social and Environmental Attributes

With a view to fulfilling its corporate purpose and in addition to the commitment to implement the public policy objectives, products and services aimed at this purpose are developed to deliver social or environmental benefits to its customers, demonstrating its responsibility to generate sustainable business.

These products and services with social and/or environmental attributes can be found in Section 3.3 of the Annual Report.



2.3.6. Smart Municipalities Strategy

In 2025, BB continued its mission to connect Brazilian municipalities with intelligent solutions, contributing to meeting the needs for the benefit of their populations, either directly or through partnerships. To this end, it has been working with a broader concept for "smart cities", namely "smart, resilient, transparent, humane, and sustainable municipalities", expanding its portfolio to meet each of these principles, with digitized, sustainable solutions that benefit society.

2.3.7. Credit to States and Municipalities

In 2025, BB consolidated its position as the main provider of solutions for the Public Sector. 219 operations were contracted, 21 with States and 198 with Municipalities, totaling R\$ 27.88 billion in business. The portfolio reached R\$ 79.34 billion, with the positive externalities of ESG accounting for 95.3% of the portfolio, totaling R\$ 75.64 billion.

Most of the amounts financed in 2025 (90.4%) are backed by the Federal Government, which represents a very low capital risk for the bank, strengthening its commitment to financial responsibility and excellence in credit management for the public sector.

At the end of 2025, BB launched the "BB FIIs Automático" financing line, developed in partnership with BNDES to support the acquisition of machinery and equipment in the health and education areas. The solution contributes to increasing investments and modernizing the infrastructure of these essential sectors.

2.3.8. Collection of Federal Taxes and Income

The services related to the collection of federal taxes and income, as provided in Law No. 4,595/1964, Art. 19, item I, subitem "a," and Decree No. 93,872/1986, Art. 2, are carried out by Banco do Brasil through legal instruments executed with the National Treasury Secretariat (STN) and the Federal Revenue Service of Brazil (RFB), in accordance with Article 8, Paragraph 2, item I, of Law No. 13,303/2016.

The balances related to BB's obligations for the collection of taxes are disclosed in our Financial Statements – Fiscal Year 2025, specifically in the Balance Sheet – Other Liabilities, and in Explanatory Note No. 20 – Other Non-Financial Liabilities, under the group 'Charge and collection of taxes and similar items'.

Additionally, the income from the collection of federal taxes are included in the same Financial Statements mentioned, specifically disclosed in the Income Statement – Revenues from Services Rendered, and in Explanatory Note No. 24, under the group titled 'National Treasury and management of official funds'.

In 2025, federal taxes and income collected through BB amounted to R\$ 703 billion.

Information on the collection of federal taxes and income can be found in the Financial Statements – Fiscal Year 2025 (available at bb.com.br/ri › Financial Information › Results Center).



2.3.9. Miscellaneous Activities Related to the Administration and Financial Execution of the Federal Government

As a financial agent of the National Treasury, as defined by Law No. 4,595/1964, Art. 19, item I, subitem 'b'; Decree No. 93,872/1986: Art.2, Paragraph 3; Art. 3, sole paragraph; Art. 4; Art. 103; and formalized through a legal instrument entered into with the National Treasury Secretariat pursuant to Art. 8 of Law No. 13,303/2016, we carry out services related to the transfer and distribution of Federal Government funds.

The balances related to payments and disbursements associated with the execution of the Federal Government Budget and supplementary laws, transfers of federal funds, and Treasury Payment Orders are disclosed in our Financial Statements – Fiscal Year 2025, specifically under the group 'Restricted Funds' in Explanatory Note No. 17 – Clients' Funds.

In 2025, a total of R\$ 1.69 trillion was transferred from the Treasury to the states and municipalities through BB.

Although no fees are charged for the provision of these services, we earn indirect profits through the monetization of funds held at the Bank until they are transferred to the favored entities, due to the one-day 'float' negotiated with the transferring agencies. It is important to highlight that the gains obtained by the Bank due to this banking 'float' do not stem from direct compensation from the public entity, but rather from its profitability in banking activity, which complies with the precepts set forth in the State-Owned Companies Law.

2.3.10. Credit to Socio-Bioeconomy actors

In 2024 and 2025, Banco do Brasil advanced in consolidating its socio-bioeconomy promotion model, with the implementation and expansion of Financial Hubs specialized in Bioeconomy, initially established in the cities of Belém-PA and Manaus-AM and, subsequently, with expansion to the Northeast in Ilhéus-BA and to the Center-West in Cuiabá-MT. The strategy involves a “figital” service model combining territorial presence, trained technical teams, and digital solutions, aiming to increase access to financial services and improve relationships with family farmers, traditional peoples and communities, and other socio-bioeconomy entrepreneurs, impacting over 100,000 people and boosting the socio-bioeconomy portfolio growth to R\$ 3 billion.

With this model, BB proposes to centralize strategic bioeconomy projects of the BB Conglomerate and integrate guidance, training, and financial service actions, contributing to the sustainable development of biomes, especially in the Legal Amazon, as well as in other territories such as Cerrado and Atlantic Forest. In 2025, the strategy incorporated new production chains, such as cocoa, organic/colored cotton, cashew, honey, and non-timber forest products, expanding the reach of the initiatives.

The central focus of the strategy remains preparing and enabling socio-bioeconomy actors for credit access, strengthening production chains, promoting income generation, stimulating new production arrangements, and supporting the restoration and sustainable use of socio-biodiversity.



2.3.11. Direct contributions from the Prudential Conglomerate

With regard to the Affiliated Entities that make up this Charter, we highlight the following ESG actions and practices/ connected to the Sustainable Development Goals (SDGs):

The resources of BB Asset to be used for the execution of activities aligned with public policies are wholly originated from the company's operational result, mainly constituted by revenue from services rendered and fees. The results are distributed in the form of dividends to the Parent Company (BB).

In conducting its business, BB Asset manages and administers 29 funds classified as sustainable investment (SI) and 11 funds classified as integrated, as per the provisions of Normative Instruction Resolution CVM no. 175, of the Securities and Exchange Commission – CVM. The ESG-classified funds totaled R\$ 15.34 billion in Net Equity, with R\$ 13.47 billion allocated to SI fund strategies and R\$ 1.86 billion in funds that integrate ESG issues (Position as of December 2025). Also composing the BB Agenda 30 balance, in 2024 BB Asset established a strategic partnership by creating Régia Capital, a management company 100% dedicated to sustainable investment. The balance related to BB Asset's participation in Régia Capital, at the end of the 4th quarter of 2025, was R\$ 2.2 billion.

BB Asset has a proprietary methodology (ESG Rating) to assess the environmental, social, and governance aspects of 100% of its eligible assets. For funds with sustainable objectives (SI), the ESG Rating is used as a fundamental factor in the allocation decision-making process. Thus, specific ESG factors are used for each investment strategy of the sustainable funds, which are included in the ESG Methodology Form of each investment vehicle, as well as the Sustainable Development Goals linked to them.



Among the 17 UN SDGs, 14 are addressed in 29 SI funds managed by BB Asset, with emphasis on SDGs 8 – Decent Work and Economic Growth, SDG 9 – Industry, Innovation, and Infrastructure, and SDG 6 – Clean Water and Sanitation, which have 14, 11, and 10 linked funds, respectively.

In addition to the ESG investment strategy funds listed above, BB Asset transfers 50% of the management fee from the BB Renda Fixa Referenciado DI 50 FIC FI Fund, 20% of the management fee from the BB Ações Sustentabilidade IS Fund, 10% of the management fee from the BB Multimercado Balanceado and BB Multimercado Balanceado Longo Prazo Private Funds, and 10% of the management fee from the BB Ações Diversidade IS FIC FIA Fund to the Banco do Brasil Foundation, where funds are invested in projects aimed at promoting social transformation and sustainable development in the country.

BB Asset's practice is to engage with the companies it invests in, as it is convinced that being close to them is essential for effective asset management. Aligned with SDG 13 Climate Action and SDG 15 – Life on Land, BB Asset actively participates in collective engagement initiatives, *Climate Action 100+* and *Spring*, respectively. In 2025, we engaged in various initiatives covering a range of topics and SDGs, such as: Climate Change (SDG 13 – Climate Action), Biodiversity (SDG 15 – Life on Land), and Diversity (SDG 5 – Gender Equality, SDG 8 Decent Work and Economic Growth, and SDG 10 Reduction of Inequalities). To learn more about BB Asset's engagement process, access the *Annual Stewardship Report* available on the Manager's [website](#).



In line with SDG 17 – Partnerships for the Goals, BB Asset sponsored, alongside Regia Capital, PRI *in Person*, the largest global conference dedicated to responsible investment. The event organized by the *Principles for Responsible Investment* (PRI) initiative, supported by the UN, took place in November 2025, in São Paulo. At PRI in Person 2025, BB Asset organized a series of strategic *side events* bringing together national and international experts to discuss various central themes of the sustainable agenda, such as: Nature-based Solutions, Eco Invest, Sustainable Investments, Critical Minerals, Carbon Market, and Climate Resilience.

Since 2023, BB Asset has structured a Diversity, Equity, and Inclusion Forum with the aim of addressing issues related to ethnic-racial, gender, LGBTQIA+, disability, and ageism dimensions. This initiative reaffirms BB Asset's leadership in the sustainability agenda and is aligned with SDGs 5, 8, and 10, as well as the UN Women's Empowerment Principles (WEP).

The ESG pillar is treated as a strategic priority by BB Asset, guiding relevant decisions and resource allocation over time. By adopting environmental, social, and governance criteria as drivers, the Manager clearly establishes the objectives and results to be achieved, ensuring alignment between purpose, strategy, and execution. Thus, ESG consolidates itself as a material element of BB Asset's strategic drivers, contributing to value generation and business longevity.

Support for Culture, Sports, and Social Programs

BB Asset promotes art in Brazil through the Culture Incentive Law – Rouanet Law, sponsoring projects approved by the Banco do Brasil Cultural Centers (CCBB) and supporting Film Festivals that have proven their relevance on the Brazilian circuit.

In 2025, in sports, BB Asset promoted surfing events in partnership with the World Surf League (WSL) and maintained, until April, the contract expiration period, the sponsorship of athletes Tatiana Weston-Webb, Silvana Lima, and Juliana dos Santos. Support for sports reinforces the brand's positioning, based on the conviction that sports practice educates, inspires, promotes unity, and enhances achievements. This initiative is part of the brand's rejuvenation strategy, by associating BB Asset with actions that stimulate quality of life, sustainability, and environmental preservation.

In the same fiscal year, R\$ 1.86 million was transferred to the Banco do Brasil Foundation, from both the donation of part of the revenues from the Administration and Management of Investment Funds and the support for the Banco do Brasil Foundation Award for Social Technology.

Complementarily, there was support for five social projects supported by the Fund for the Rights of Children and Adolescents (FIA) and the Fund for the Elderly (FI), approved and accredited in the Mãos Dadas Project – Incentivized Donations 2025, indicated by the ESG/BB Unit, which totaled R\$ 3.42 million.



Ativos guides its collection practices by respecting citizens' rights, instructing credit recovery teams to act strictly in accordance with the Consumer Defense Code and other applicable legislation.

In business development, the Company generates results that meet shareholders' expectations regarding capital remuneration and contributes to people's financial citizenship. By renegotiating debts and facilitating the settlement of obligations, it enables the reintegration of customers into the credit market.

In partnership with companies specialized in debt collection and observing good social responsibility practices, the Company provides multiple service channels and structured negotiation solutions, with conditions defined based on technical criteria and internal policies, considering customers' payment capacity, including rates, terms, installments, and discounts, in order to promote the proper settlement of obligations.

Ativos maintains constant attention to reputational risk, including in relation to credit originators, with specific departments for managing relationships with originating institutions and customers. The external customer service quality indicator registered a resolution rate of 81.4%, an increase of 8.7% compared to 2024. In interactions on social media and external websites, specific actions were taken to resolve demands, focusing on customer satisfaction, and investments were made in new systems to improve the management of these services and enhance the quality of service provided. In the service channels, digital security was reinforced with investments in cybersecurity and personal data protection.

The Company remained active in training its staff, promoting the alignment of managerial and technical competencies with best management practices and technological evolution, with an emphasis on expanding the use of analytical and artificial intelligence models, in order to deepen the specialization already consolidated in the management and recovery of non-performing loans.

Ativos strengthens its commitment to sustainability and social, environmental, and climate responsibility.

In the social sphere, with the Social Business Indicator, part of the Corporate Strategy, the Company measures the positive impact resulting from the closure of debts and the consequent reintegration of the client into the credit market, having achieved 1,589 thousand debts settled in 2025.

Regarding social investments through tax incentives, R\$ 1,311 million was allocated to support 21 projects linked to the Fund for the Rights of Children and Adolescents (FIA), the Fund for the Rights of the Elderly (FDI), and the National Culture Support Program (PRONAC).

In the environmental and climate area, Ativos offset the GHG emissions (Scopes 1 and 2) calculated in the previous fiscal year by purchasing carbon credits. The initiative is part of a structured monitoring and offsetting process, adopted since 2024, with a view to recurring application. In 2025, the Company received the Carbon Free Brasil Seal, which certifies emission neutrality based on technical and auditable measurement and internationally recognized projects, in alignment with Banco do Brasil's guidelines and best socio-environmental governance (ESG) practices.

**BB INVESTIMENTOS**

In 2025, BB-BI structured and intensified its ESG agenda, consolidating the topic as one of the pillars of its operations. In this context, it established the BB-BI ESG Forum, created to systematically integrate environmental, social, and governance principles into the institution's strategies and operations.

As a direct result of the activities promoted by the Forum, BB-BI approved, in 2025, a new training indicator aimed at ensuring that, beginning in 2026, at least 90% of employees complete no less than 30% of their annual training hours through courses included in the training tracks specifically dedicated to ESG-related topics.

At the same time, BB-BI advanced the strengthening of its Diversity, Equity, and Inclusion (DE&I) agenda. In November 2025, an awareness-raising event on the topic was held, featuring an external speaker and attended by 43 employees, corresponding to 77% of the workforce. The initiative reinforced the commitment to fostering a diverse and inclusive work environment, in alignment with the corporate guidelines.

Also, within the scope of DE&I, BB-BI carried out, for the first time, a professional identification process for the establishment of a Talent Pool for the Advisor position. The process was open to all employees of the Controlling Shareholder and included affirmative action criteria, adopting the same percentages used by Banco do Brasil S.A. (BB), namely: 35% for the general category; 30% for gender; 30% for race and ethnicity; and 5% for persons with disabilities. The initiative mobilized more than 1,000 applications and resulted in the approval of 10 professionals to compose the Talent Pool, valid for a period of two years.

Another prominent topic led by the BB-BI ESG Forum was Private Social Investment (PSI). In 2025, the company allocated R\$ 100,000.00 in donations to projects selected by the Controlling Shareholder's ESG Unit, within the scope of the Mãos Dadas Project, thereby strengthening its contribution to social and community development.

Lastly, it is worth highlighting that, with the aim of providing greater transparency regarding Environmental, Social, and Corporate Governance (ESG) matters in its *research* activities, BB-BI has, since 2020, formally incorporated and offered clients reports containing analyses of companies aligned with the highest standards of corporate sustainability, under the initiative known as BB ESG Selection.



BB Cartões structures its ESG/SDG contributions by promoting workers' well-being through the administration of benefit vouchers aligned with the Workers' Food Program (PAT), supported by a broadly distributed acceptance network. This dynamic supports SDG 2 (Zero Hunger and Sustainable Agriculture) and SDG 3 (Good Health and Well-Being) by expanding access to adequate nutrition and encouraging healthier eating habits in the workplace; and SDG 8 (Decent Work and Economic Growth) by fostering the activity of formal food service and related establishments across thousands of municipalities.

From a governance perspective, BB Cartões is integrated into Banco do Brasil's Internal Control System (SCI), risk management structure, and Anti-Money Laundering and Counter-Terrorist Financing framework (AML/CTF), and complies with the framework established under Law No. 13,303/2016 and Decree No. 8,945/2016 applicable to the Conglomerate, thereby reinforcing ethics, transparency, and *accountability*, while contributing to SDG 16 (Peace, Justice and Strong Institutions). The adoption of integrated controls and audits (both internal and independent) ensures a high level of regulatory compliance and informational consistency for the reporting of performance and impacts.

Lastly, by distributing 100% of net income available to shareholders, following the legal reserve — a policy adopted in recent fiscal years — the Company reinforces the Conglomerate's economic and financial sustainability and enables the reallocation of results toward Banco do Brasil's strategic and socio-environmental initiatives, thereby amplifying the multiplier effect of the group's public value delivery.



BB Consórcios conducts its operations based on principles of socio-environmental responsibility and governance, incorporating ESG commitments into its business model and public value generation. Within the social pillar, in 2025, the Company allocated R\$ 1.70 million in tax-incentivized donations to the Elderly Fund (FPI) and the Childhood and Adolescence Fund (FIA), strengthening social assistance networks and the protection of vulnerable populations. With respect to regional development, it participated in agricultural exhibitions and trade fairs, fostering agribusiness and family farming value chains, while promoting responsible production practices, innovation, and income generation.

Under the environmental pillar, the Company continued its Green Consortium Groups initiative, in partnership with Fundação BB, encouraging the acquisition of environmentally beneficial goods and services and supporting forest restoration in Indigenous areas. Combined with previous cycles, these initiatives enabled the planting of more than 530,000 trees, benefited over 1 million people, and contributed to offsetting more than 76,400 tons of carbon dioxide, in alignment with the BB 2030 Agenda. The environmental agenda was also reflected in circular economy initiatives, through support for the repurposing of used pouches from the Conglomerate to produce sustainable gifts by an NGO that provides training and income generation opportunities for vulnerable women, including in the Amazon region, thereby avoiding waste disposal, valuing local craftsmanship, and supporting women's entrepreneurship.



Within the dimensions of diversity, culture, and productive inclusion, the Company sponsored the Afro Culture Festival of Curitiba (PR), aimed at promoting Afro-Brazilian culture, Black entrepreneurship, and the strengthening of creative economies through performances and an African heritage handicrafts fair. In synergy with access to culture and education, sponsorship of the exhibition “Mauricio de Sousa: An Immersive Experience” at CCBB Rio promoted playful learning, cultural accessibility, and civic participation.

The Company also supported initiatives that promote health, inclusion, and talent development, such as Beach Volleyball (quality of life and high performance) and *e-Sport* (connection with new generations, innovation, technology, and opportunities within the digital economy). It further advanced initiatives focused on education, youth, and capacity-building, including financial education programs for young people, an internship program with affirmative action measures, and innovation-oriented training initiatives — thereby expanding opportunities for professional development and productive inclusion while fostering sustainable economic development.

Additionally, sponsorship of the IBGC Congress – Brasília Chapter reinforced the Company’s commitment to corporate governance and a culture of integrity, encouraging the exchange of best practices among business leaders, board members, and regulators.

Transversally, these initiatives were conducted in alignment with governance, risk management, compliance, and integrity mechanisms, reinforcing the Company’s commitment to sustainable value generation and to advancing the Sustainable Development Goals.

Taken together, these practices advanced SDGs 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 15, and 16 by expanding social protection, education, culture, innovation, employment, inclusive entrepreneurship, environmental conservation, and institutional integrity.



3. Corporate Governance

As a publicly-held company operating in the banking system, we are subject to the regulations of the Brazilian Securities and Exchange Commission (CVM) and the National Monetary Council (CMN), among others that address various aspects of corporate governance. We are the only Brazilian bank listed on the Novo Mercado segment of B3 – Brasil, Bolsa, Balcão, which comprises exclusively companies that voluntarily adopt corporate governance practices exceeding those required under Brazilian legislation.

Furthermore, our governance framework is guided by the minutes of the General Shareholders’ Meetings, our Bylaws, the Internal Rules of the Governance Bodies and Advisory Committees to the Board of Directors, as well as by General and Specific Policies and Corporate Normative Instructions.

The Bank’s equity interests in other companies are held in accordance with its Bylaws, and the principal investments are described on the Investor Relations (IR) website and may be accessed [here](#) under the “Conglomerate” section. Information regarding the companies that comprise the BB Conglomerate and the description of the business segments in which the Bank operates are presented in Notes 2 and 6 to the Financial Statements, which are also available on the IR website.





3.1. Corporate information and corporate governance

We have a shareholder base of 1.6 million shareholders, 99.1% of whom are local individual investors. As of the end of December, 34% of our *free float* shares were held by these customers, 19% by local corporate investors, and 47% by foreign investors.

Our governance structure includes a Board of Directors (CA) and an Executive Board (Direx). Direx is made up of a CEO, up to 9 Vice Presidents, and 27 Executive Officers, the latter positions being held by active employees (Bylaws, Art. 24).

The CA is the collegiate management body responsible for establishing the general business guidelines of Banco do Brasil and its subsidiaries and controlled companies. Accordingly, the CA performs strategic, supervisory, elective, and oversight functions, without encompassing operational or executive responsibilities. The majority of the Board is made up of external members. Of the eight Directors, only two, the BB CEO and the Director representing the employees, are not external.

Our Shareholding Structure ¹, in Q42025, was distributed as follows:

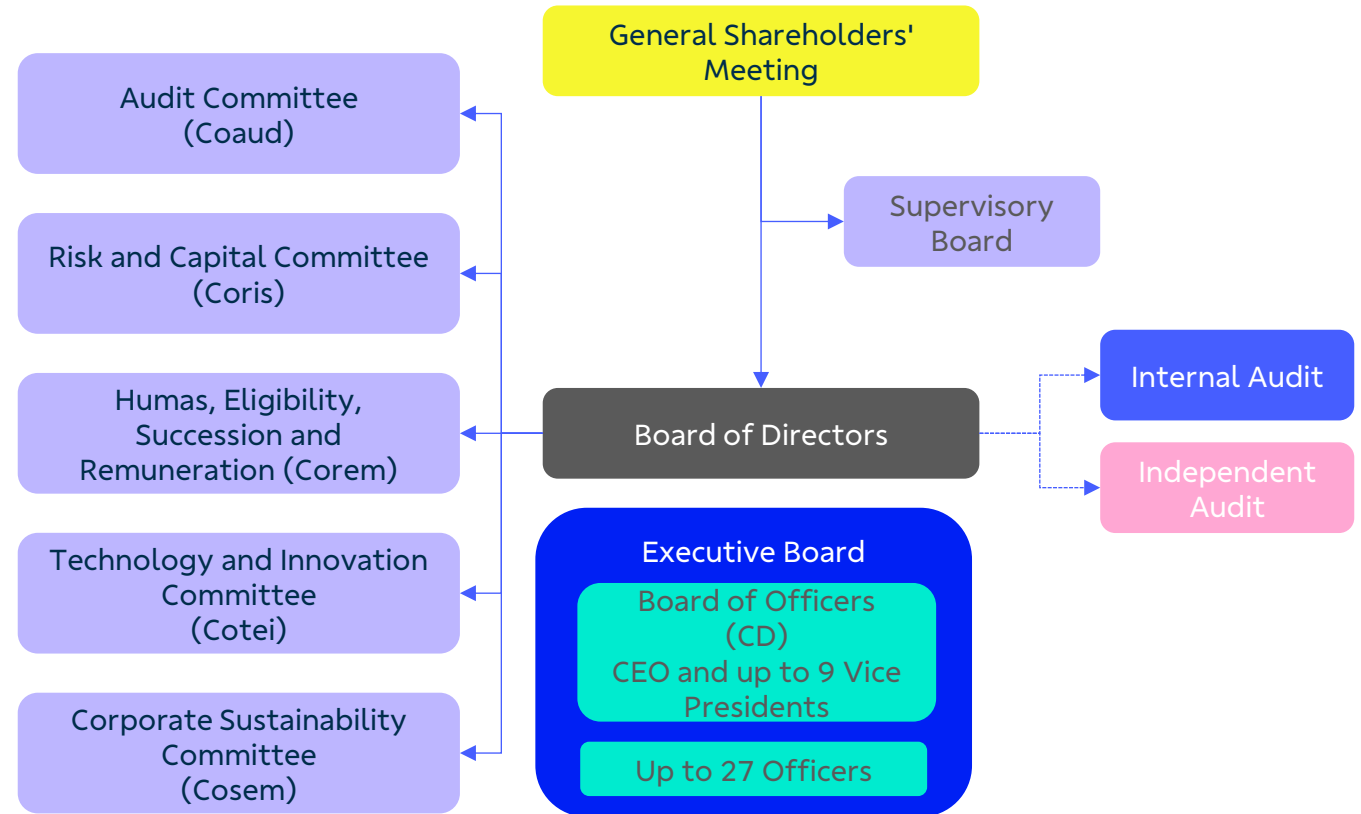




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The Board of Officers (CD), made up of the CEO and Vice Presidents, is responsible for proposing and executing the Bank's Policies, Corporate Strategy, Investment Plan, Master Plan, and General Budget; approving and implementing the Labor Agreement; deciding on the internal organization and administrative structure; and distributing and applying profits as resolved by the General Meeting or the CA, among other duties.

BB's Governance Structure





Banco do Brasil's governance structure includes the following statutory bodies:

- i. **Audit Committee (Coaud):** Responsible for advising the Board of Directors (CA) on the exercise of its auditing and supervisory functions and expressing its opinion, among others, on the quality of the financial statements, the effectiveness of the internal control system, and the effectiveness of the internal and independent audits;
- i. **Humans, Eligibility, Succession and Remuneration Committee (Corem):** Responsible for advising the Board of Directors on the establishment of Banco do Brasil's Policies for People Management, Directors' Compensation, and the Appointment and Succession of Directors.
- ii. **Risks and Capital Committee (Coris):** Responsible for advising the Board of Directors (CA) on the exercise of its functions relating to risk and capital management, in a unified manner, for the institutions that are part of the BB Prudential Conglomerate;
- iv. **Technology and Innovation Committee (Cotei):** Responsible for advising the Board of Directors on issues related to technological trends, information security, cybersecurity, and artificial intelligence, as well as new business models, innovation projects, or initiatives to address these trends and their effects on Banco do Brasil;
- v. **Corporate Sustainability Committee (Cosem):** Responsible for advising the Board of Directors (CA) on issues related to sustainability and the social, environmental, and climate responsibility of Banco do Brasil, acting in accordance with applicable legislation, good governance practices, and the commitments voluntarily assumed by the Bank. It also acts as the social, environmental, and climate responsibility Committee for the BB Prudential Conglomerate; and
- iv. **Supervisory Board (CF):** The permanent supervisory body for administrative management acts, with the aim of protecting our interests and those of the shareholders, while meeting the requirements of the public good and the Company's social function.

The Bank also has internal and external Auditors to support governance.



The Internal Audit is linked to the CA. It is responsible for assessing the adequacy of internal control, the effectiveness of risk management and governance processes, and the reliability of the process of collecting, measuring, classifying, accumulating, recording, and disclosing events and transactions, with a view to preparing the financial statements.

The Independent Audit, represented by a firm hired by Banco do Brasil, is responsible for auditing and expressing its opinion on the financial statements, including their compliance with the accounting standards issued by the CMN and Bacen; for assessing the quality and adequacy of the internal control system, highlighting any deficiencies identified; and for describing any non-compliance with legal and regulatory provisions that have, or may have, a significant impact on the financial statements or the operations of the audited entity.

3.1.1. Corporate information and corporate governance of the BB Conglomerate

In the context of the State-Owned Companies Law (Law No. 13,303/2016 and Decree No. 8,945/2016), the subsidiaries make up, together with BB, a State-Owned Conglomerate.

The Banco do Brasil Conglomerate is made up of entities which, depending on the nature of their relationship with BB, are classified as subsidiaries (or "controlled companies"), affiliates, simple holdings, managed companies, sponsored companies, and foundations.

BB has equity interests in companies of different sizes and business segments, depending on the type of interest held by the Bank in each entity, ranging from minority interests — when BB holds an immaterial share of the entity's capital stock — to controlling interests, when it holds more than 50% of the capital stock and has the power to influence the company's decisions through corporate governance mechanisms. For all of them, in respect of their autonomy, there is the principle of independence of the appointed members, respect for their legal personalities, and deliberations within the Controlling Shareholder of an advisory/guidance nature.

In this Charter we present information on some of the ELBBs¹ in the **BB Prudential Conglomerate** (headquartered in Brazil) that have adhered to the Bank's Unified Annual Charter Model, in their capacity as Subsidiaries.

¹ Entities linked to Banco do Brasil.



3.1.1.1 BB Asset

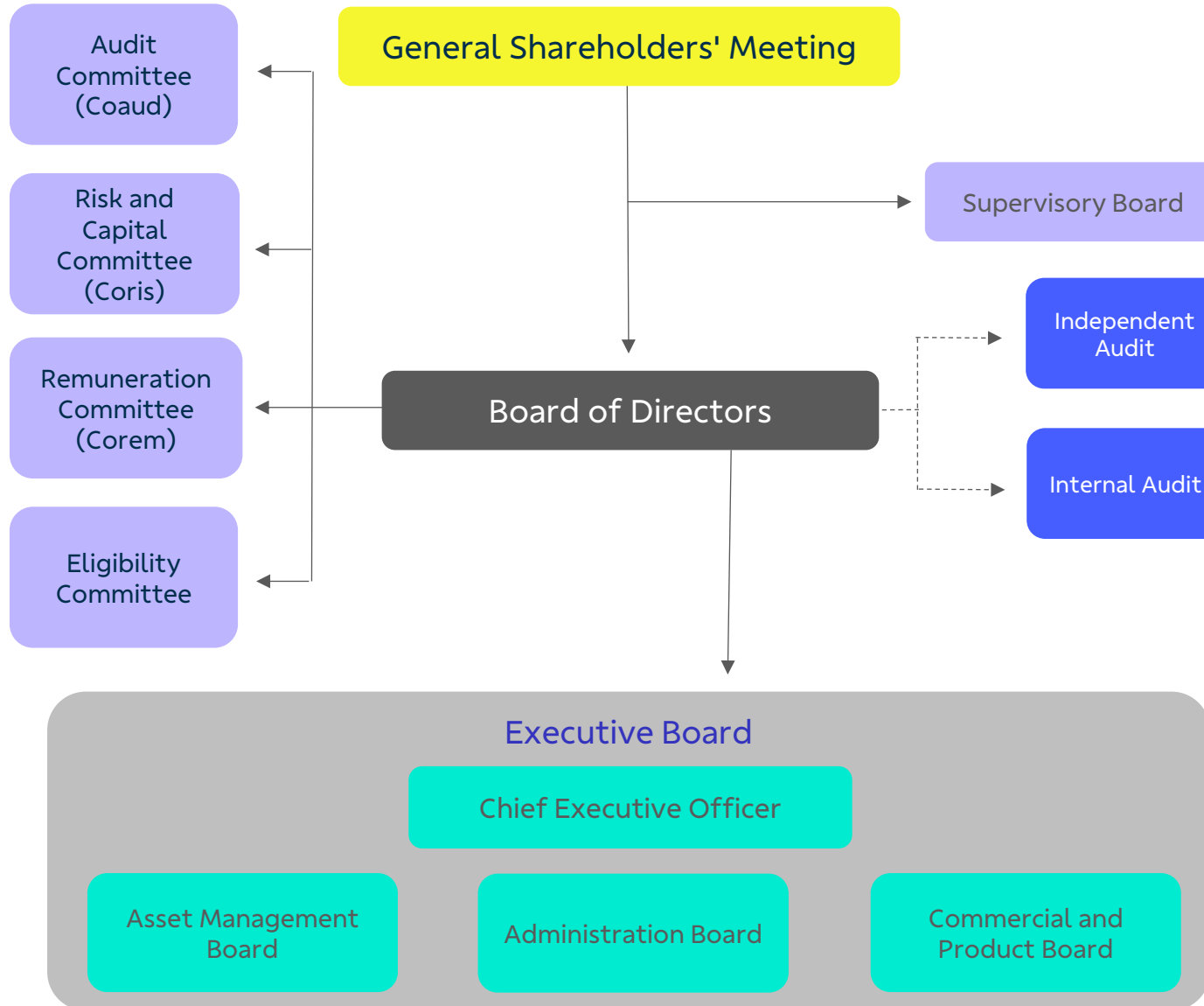
BB Asset is a private legal entity, wholly owned (100%) subsidiary of Banco do Brasil S.A., and is subject to the legal framework applicable to private companies, including with respect to civil, commercial, labor, and tax rights and obligations, being governed by these Bylaws, by Laws No. 4,595/1964, No. 6,404/1976, and No. 13,303/2016 and its respective regulating Decree, as well as by other applicable regulations.

The share capital is one billion, one hundred and ninety-one million, two hundred and six thousand, eight hundred and twenty-two reais and ninety-eight cents (R\$ 1,191,206,822.98), divided into one hundred million (100,000,000) common shares represented in book-entry form and with no par value. Each common share corresponds to one vote at General Shareholders' Meetings.

BB Asset adopts best corporate governance practices and has a corporate governance code available on its website (<https://www.bbasset.com.br/a-bb-asset/governanca-corporativa/>). It has its own Board of Directors, with independent members and a representative of the employees, and its Executive Board is made up of a CEO and three Executive Officers, all of whom are statutory. It also has a Supervisory Board to supervise management acts.



BB Asset Governance Structure



BB Asset has an Audit Committee, a Remuneration Committee, an Eligibility Committee for Entities Linked to Banco do Brasil, and a BB Conglomerate Risk and Capital Committee, as permitted under CMN Resolutions No. 4,910/2021, No. 3,921/2010, and No. 4,557/2017, respectively.

It adopts a management model based on collective decision-making at all levels, with structured internal committees comprising deliberative bodies. In addition to minimizing risks, collegiate decision-making allows for integrating different visions and analyses of the issues, adding value and quality to the decision and promoting the sharing of knowledge and responsibilities.

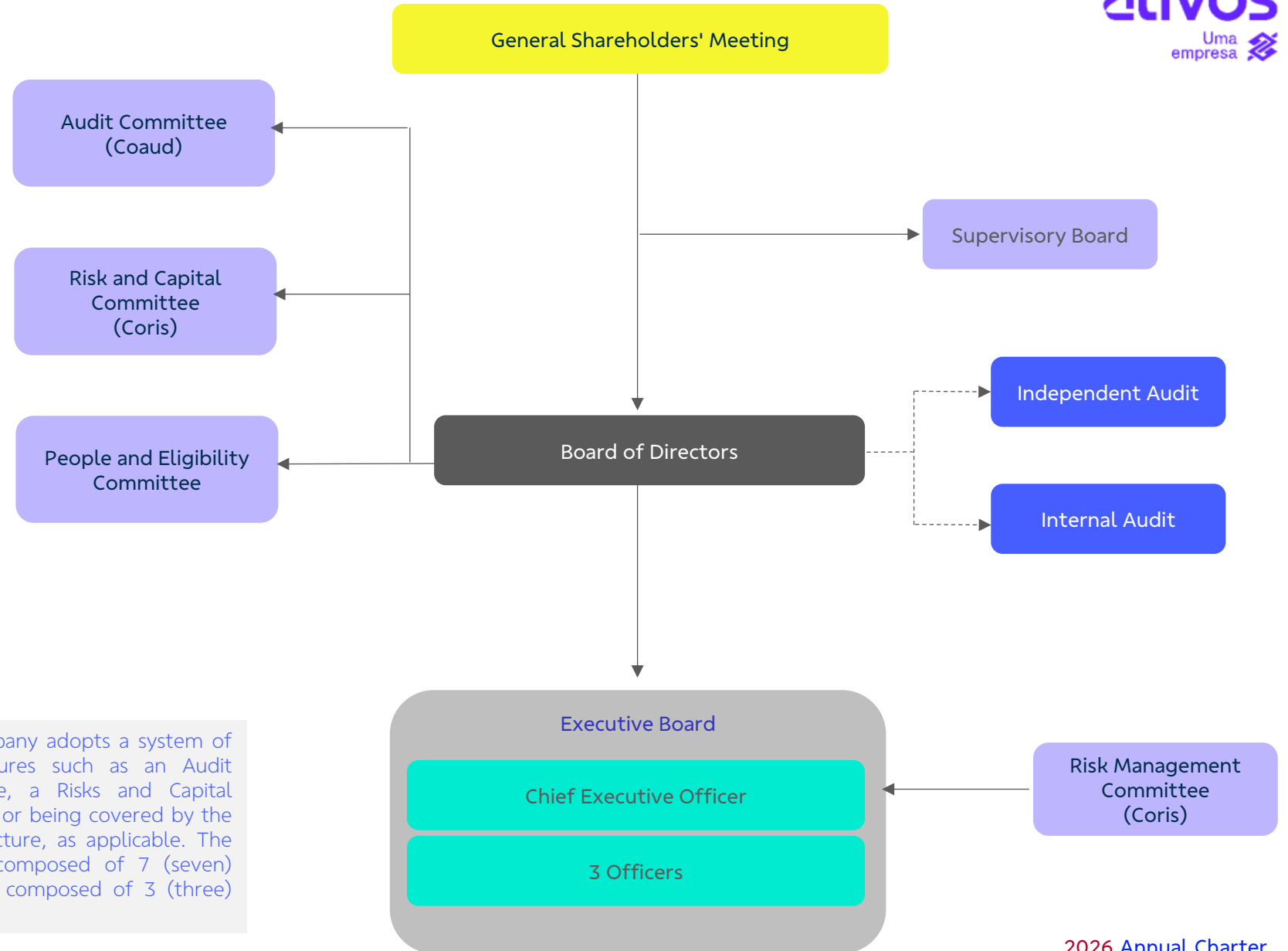
3.1.1.2 Ativos

Ativos S.A. Securitizadora de Créditos Financeiros was incorporated in 2002 pursuant to CMN Resolution No. 2,686/2000 and is an indirect wholly owned subsidiary of Banco do Brasil. Its share capital is held by BB Banco de Investimento S.A. (BB-BI), with 49% of the common shares and 100% of the preferred shares, and by BB Cayman Islands Holding (BB CI), with 51% of the common shares.

We maintain a dedicated Corporate Governance area, the Executive Secretariat and Governance Department, which provides administrative support for the meetings of the General Shareholders' Meeting, the Boards of Directors and Supervisory Board, the Executive Board, and the subsidiary.

As corporate governance best practices, the Company adopts a system of collective decision-making and maintains structures such as an Audit Committee, a Humas and Eligibility Committee, a Risks and Capital Committee, and an Internal Audit function, sharing or being covered by the Controlling Shareholder's (Banco do Brasil's) structure, as applicable. The Company also has a Board of Directors (CA), composed of 7 (seven) members; and a Supervisory Board Council (CF), composed of 3 (three) members.

Asset Governance Structure

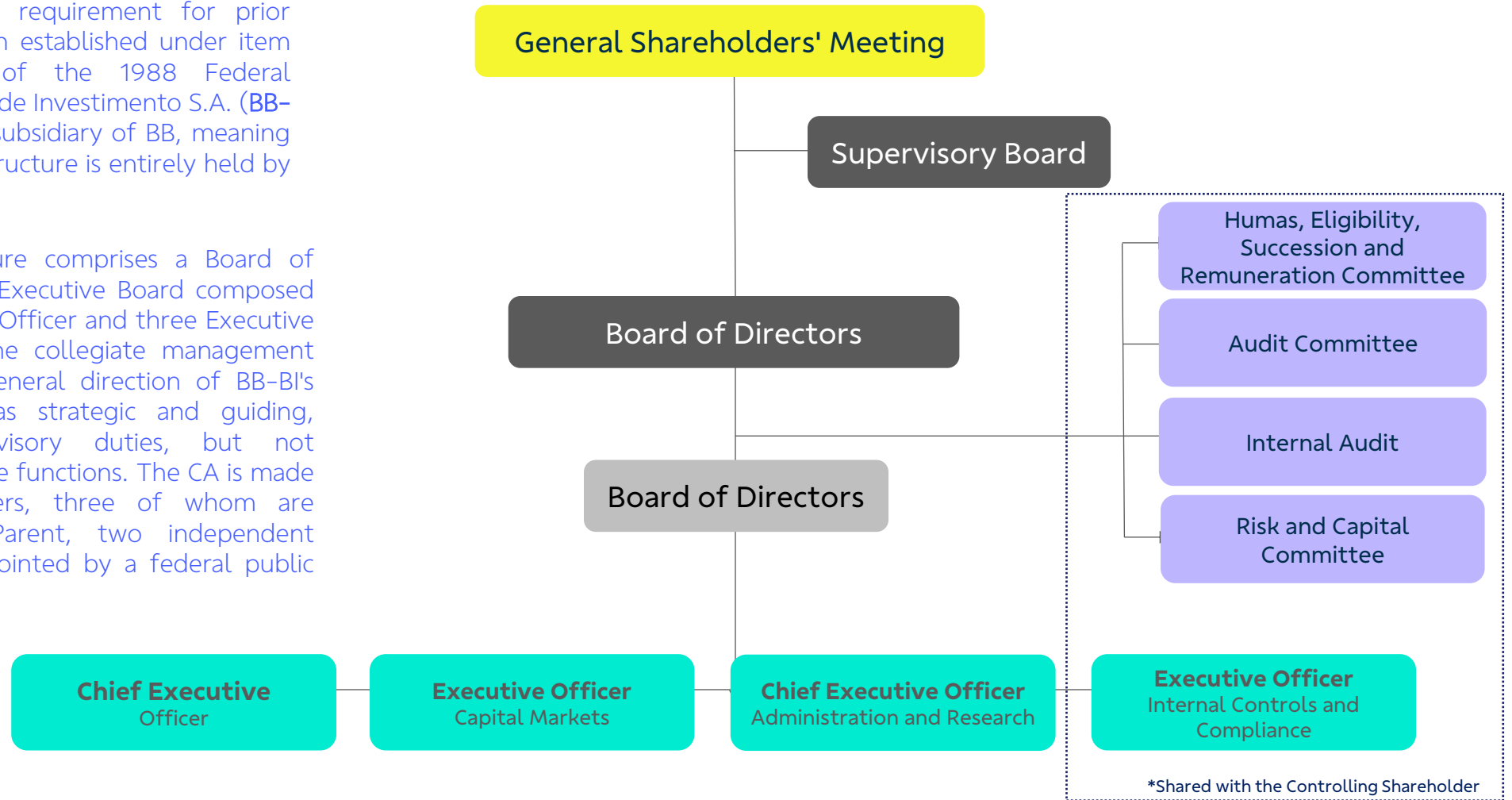


3.1.1.3 BB-BI

Created prior to the requirement for prior legislative authorization established under item XX of Article 37 of the 1988 Federal Constitution, BB Banco de Investimento S.A. (BB-BI) is a wholly owned subsidiary of BB, meaning that its shareholding structure is entirely held by Banco do Brasil S.A.

Its governance structure comprises a Board of Directors (CA) and an Executive Board composed of one Chief Executive Officer and three Executive Officers. The CA is the collegiate management body that sets the general direction of BB-BI's business and thus has strategic and guiding, elective, and supervisory duties, but not operational or executive functions. The CA is made up of seven members, three of whom are appointed by the Parent, two independent advisors, and two appointed by a federal public administration body.

BB-BI's Governance Structure





The Supervisory Board (“CF”) is the body responsible for overseeing acts of administrative management, with the prerogatives, duties, and responsibilities established under Law No. 6,404/1976, Law No. 13,303/2016 and its respective regulating Decree, other applicable rules and regulations, and its Internal Rules. It operates on a permanent basis and is composed of three members, two appointed by the controlling shareholder and one appointed by an agency of the Federal Public Administration.

BB-BI shares with its Controlling Shareholder the structure and activities of the Internal Audit function, which is responsible for assessing the adequacy of internal controls, the effectiveness of risk management and governance processes, as well as accounting, financial, budgetary, personnel, external resources, and other administrative and operational processes. The Independent Audit is responsible for auditing and expressing an opinion on the financial statements, including their compliance with the accounting standards issued by the CMN and Bacen.

BB-BI also shares with the Controlling Shareholder the structures of the Audit Committee (Coaud) and the Humans, Eligibility, Succession and Remuneration Committee (Corem), and is covered by BB’s Risk and Capital Committee (Coris), pursuant respectively to item I of Paragraph 4 of Article 9 of National Monetary Council (“CMN”) Resolution No. 4,910/2021, Paragraph 2 of Article 2 of CMN Resolution No. 4,557/2017, and Article 12 of Central Bank of Brazil (“Bacen”) Resolution No. 3,921/2010. In addition, by resolution of its Board of Directors, it remains adherent to BB’s entire regulatory framework, codes, guidelines, and corporate policies (general and specific).

The company also has an agreement with BB to carry out Ombudsman and Prevention and Fight Against Money Laundering and the Financing of Terrorism activities. The BB Customer Service (SAC BB) also covers BB-BI.

In line with the 2025–2029 Action Plan — which established, among its strategic initiatives, a specific action aimed at advancing the ESG agenda — approved by the Executive Board in December 2024, BB-BI established the “BB-BI ESG Forum.” The creation of the Forum stems from this initiative set forth in the Action Plan and represents a structural step toward strengthening the Company’s operations in accordance with best environmental, social, and governance practices.

The Forum’s mission is to ensure alignment with the guidelines of the BB Conglomerate’s Social, Environmental, and Climate Responsibility Policy (PRSAC), as well as to propose and monitor the evolution of ESG indicators and foster an organizational culture guided by responsibility and sustainability.

In 2025, BB-BI also established the “BB-BI Audit Forum,” a collaborative space intended to promote the sharing of best practices and lessons learned on the subject; discussions regarding ongoing audit activities; the definition of strategies for addressing and monitoring action plans; and the strengthening of governance and interaction with the audit area.

It is a wholly-owned subsidiary of BB, structured as a Closely-held Joint-Stock Company, with 100% of its shareholding structure held by Banco do Brasil S.A.

3.1.1.4 BB Consórcios

BB Consórcios was created under Law No. 10,738/2003, which specifically authorized the creation of wholly owned subsidiaries of Banco do Brasil S.A., including a consortium management company. The Company is a wholly owned subsidiary of BB, incorporated as a closely held corporation.

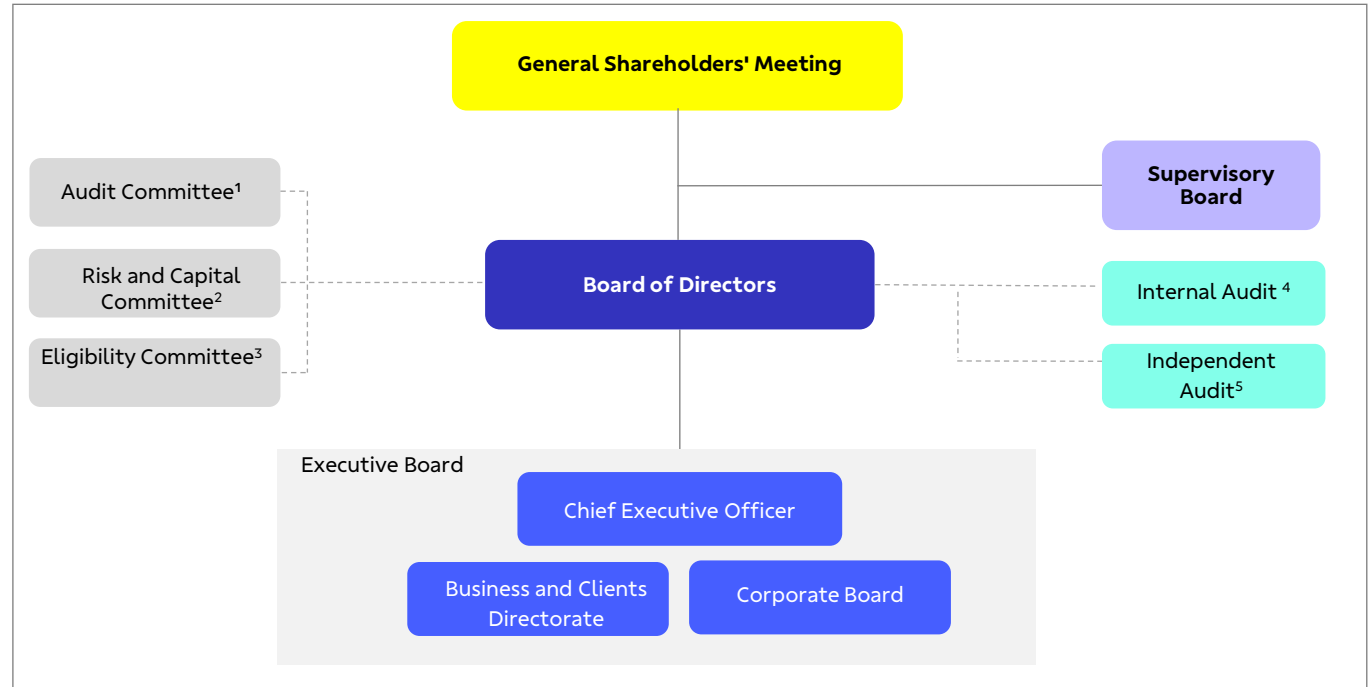
The Company adopts a corporate governance structure aligned with the guidelines of the BB Conglomerate and with the best practices applicable to state-controlled companies. This structure seeks to ensure transparency, integrity, efficiency in decision-making, and proper accountability to society.

At the strategic level, the Board of Directors is responsible for establishing strategic guidelines, supervising management, and monitoring the Company's institutional performance. The conduct of executive activities is entrusted to BB Consórcios' Executive Board, which is responsible for implementing the strategy and managing operations.

The Company's governance is complemented by advisory committees and support structures dedicated to risk management, internal controls, integrity, and compliance, thereby strengthening the quality of the decision-making process and the effectiveness of oversight mechanisms.



Governance Structure of BB Consórcios



¹ BB Consórcios adhered to the single Audit Committee established within the scope of the Controlling Shareholder.

² BB's Risks and Capital Committee encompasses the companies of the Prudential Conglomerate, including BB Consórcios.

³ The duties of the Eligibility Committee are performed through a shared structure with Banco do Brasil.

⁴ Banco do Brasil's Internal Audit performs its duties at BB Consórcios through a cost reimbursement agreement.

⁵ The Independent Audit firm is the same as that engaged by BB under the agreement executed for the companies within the Conglomerate.

BB Consórcios' governance structure complies with the provisions of Law No. 13,303/2016 and Decree No. 8,945/2016, as well as with the regulations issued by the Central Bank of Brazil (BCB) applicable to consortium management companies, in addition to incorporating references to corporate governance best practices.

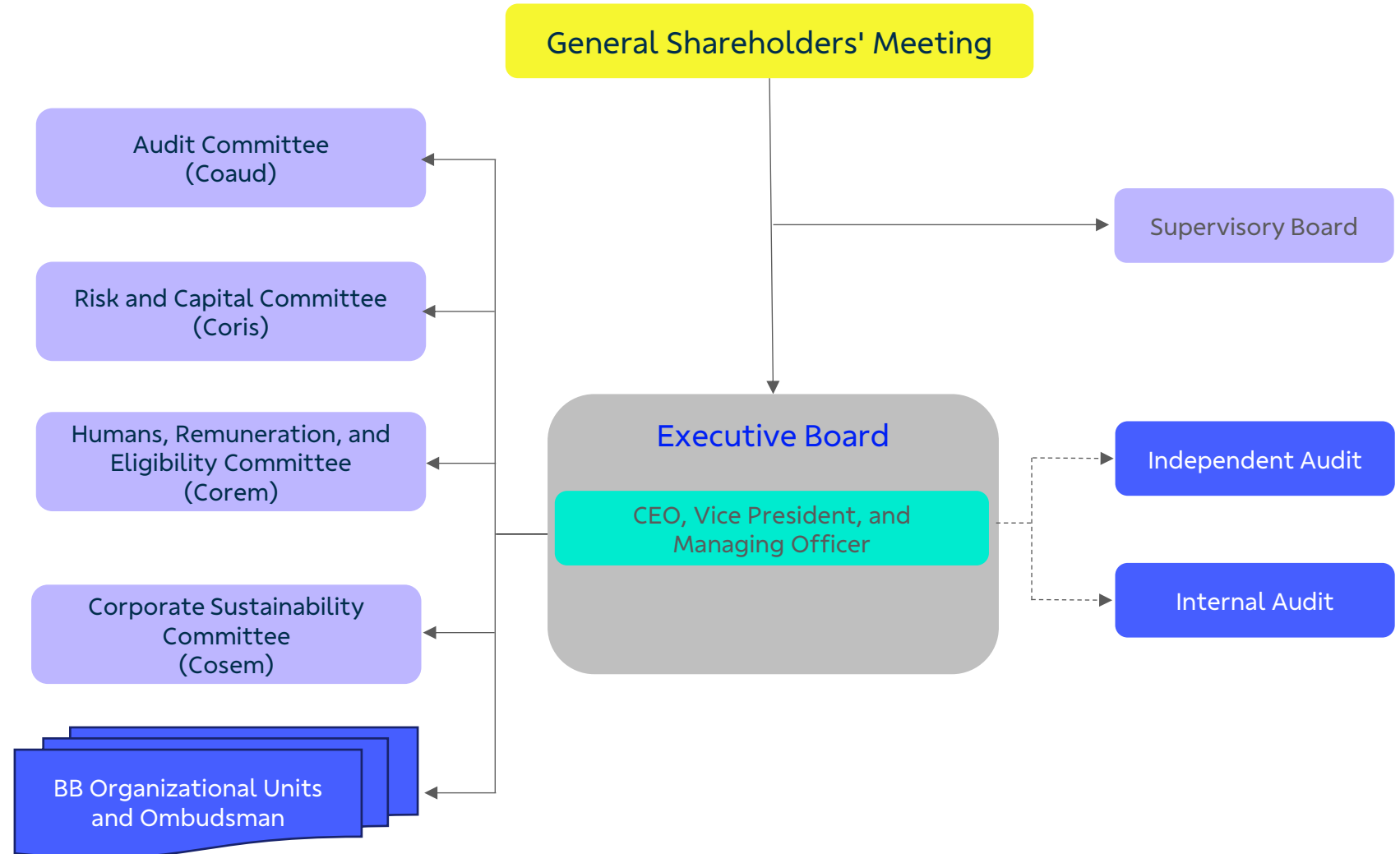


3.1.1.5. BB Leasing

BB Leasing was created in 1987 – prior to the requirement of prior legislative authorization set forth in item XX of Article 37 of the 1988 Federal Constitution — subject to Paragraph 2 of Article 237 of Law No. 6,404/1976, which permits mixed-capital financial institutions to hold equity interests in other companies, in accordance with the rules established by the Central Bank of Brazil (Bacen).

The Company is a wholly owned subsidiary of Banco do Brasil, with its entire shareholding structure held by the controlling shareholder.

BB Leasing Governance Structure



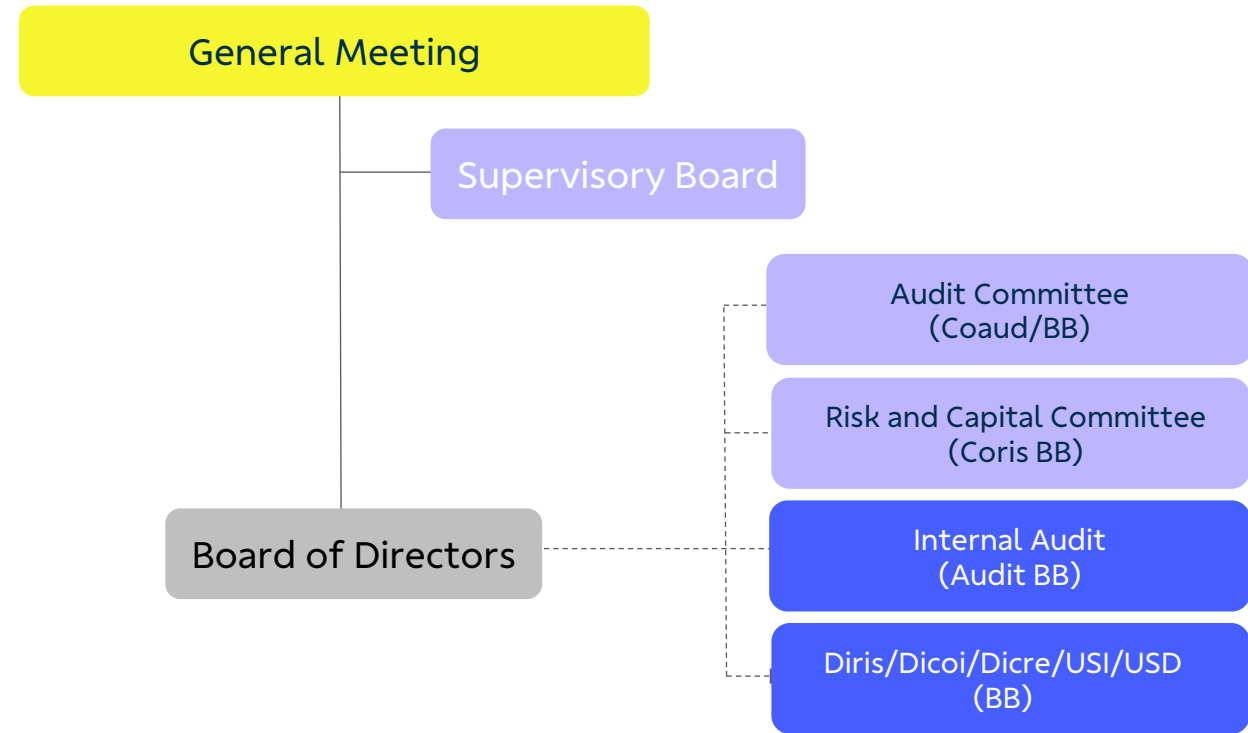


3.1.1.6. BB Cartões

BB Cartões is a private legal entity and a wholly owned subsidiary (100%) of Banco do Brasil S.A., subject to the legal framework applicable to private companies, including with respect to civil, commercial, labor, and tax rights and obligations. The Company was incorporated in 1987, prior to the requirement for prior legislative authorization established under item XX of Article 37 of the 1988 Federal Constitution, in compliance with Paragraph 2 of Article 237 of Law No. 6,404/1976. Its corporate purpose comprises the administration and issuance of credit and debit cards, food and/or meal vouchers, *traveller's* checks, and related activities, with the authority to operate as a *holding* company for the fulfillment of its corporate purpose, pursuant to Article 8, Paragraph 2, of Decree No. 8,945/2016 and Law No. 13,262/2016.

Its shareholding structure is entirely held by Banco do Brasil S.A. (100%), headquartered in Brasília, Federal District, with nationwide operations. Its registered share capital amounts to R\$ 9.3 million, divided into 398,157,958 common shares. The Company operates within the payments sector, having discontinued its proprietary card issuance activities in 2001 (through the partial spin-off and incorporation of such operations by Banco do Brasil), and the commercialization of *traveller's* checks in 2005, while maintaining the management of legacy balances and the administration of benefit vouchers linked to the BB Conglomerate ecosystem.

Governance Structure of BB Cartões





BB Cartões' corporate governance structure is established in its Bylaws and in the internal rules of its governance bodies. The Company is managed by an Executive Board composed of three members (Chief Executive Officer, Executive Vice President, and Managing Officer), subject to requirements of unblemished reputation, experience, and adherence to corporate governance best practices. As a subsidiary without its own operational structure, its activities are conducted entirely through Banco do Brasil's administrative structure, with reimbursement under a shared structure and cost-sharing agreement, thereby ensuring process standardization, economies of scale, and operational synergy with the Controlling Shareholder.

In the area of risk management and controls, BB Cartões is integrated into the BB Prudential Conglomerate's Internal Control System (SCI) and Three Lines Model (MRLD). Risk management is conducted in a centralized manner by Banco do Brasil (Prudential Conglomerate), through corporate processes and guidelines applicable to the Company, with supplementary information disclosed in BB's Risk Management Report.

The Company shares with the Controlling Shareholder the structures for internal audit (linked to BB's Board of Directors) and independent audit, with KPMG Auditores Independentes Ltda. currently designated as the firm responsible for auditing the

financial statements. BB Cartões' financial statements are prepared in accordance with accounting practices adopted in Brazil, in compliance with the Brazilian Corporation Law and the accounting pronouncements issued by the CPC and approved by the CVM and the CFC.

With respect to governance policies and practices, BB Cartões complies with Law No. 13,303/2016 and Decree No. 8,945/2016, maintaining alignment with the Conglomerate's guidelines, corporate policies, and committee structures, whenever applicable. The Company adopts an operating structure fully supported by Banco do Brasil, without direct remuneration to its directors, with costs allocated through a cost-sharing arrangement. This model ensures adherence to the Bank's compliance, audit, and integrity structures, as well as to its corporate policies regarding customer service channels, anti-money laundering, anti-corruption, and risk management, in line with the practices adopted by the other companies within the group.

The Company adopts a policy of distributing 100% of net income available to the shareholder, after the constitution of the legal reserve, in accordance with the practice disclosed for recent fiscal years, thereby reinforcing capital discipline and adherence to the Controlling Shareholder's guidelines.



3.2. Economic and financial data

The Bank's Performance Analysis report (available at bb.com.br/ri > Financial Information > Results Center) presents our economic and financial situation. The report is intended for market analysts, shareholders, and investors and is published quarterly.

The publication includes data on economic indicators, BB's stock performance, and risk management, in addition to presenting tables with historical series of up to eight periods of the Summarized Balance Sheet and the Statement of Income with Reallocations. The content includes information on profitability, productivity, credit portfolio, portfolio quality, capital structure, capital market, and other structural data. At the end of the report we present the Financial Statements and Explanatory Notes for the period under analysis.

In the Publications and Announcements > Reference Forms tab (section 2) of the link below, details of BB's financial and equity conditions are presented.

[Banco do Brasil S.A.](#)

In relation to the ELBBs, these data are presented in detail (results, strategies, and main milestones of 2025) in the Financial Statements (Financial Statements/Financial Information) on their respective portals and can be accessed in the [Information Access](#) or [Corporate Governance](#) sections, or through the following links:

[BB Asset](#)

[BB Consórcios](#)

[Assets](#)

[BB-BI](#)

[BB Leasing](#)

[BB Cartões](#)



3.3. Directors' Comments

In accordance with CVM Instruction No. 80/2022, the members of our Executive Board comment in Section 2 of the Reference Form on the main aspects related to the Bank, retrospectively for 2023, 2024, and 2025, declaring that the information is true, complete, and consistent.

Initially, we show our financial and equity conditions, capital structure, funding sources, and indebtedness levels. We also disclose the most relevant changes in the Balance Sheet – BP between the fiscal years 2023/2025. The commented performance is based on the Financial Statements pursuant to the International Standard (IFRS), in accordance with the recommendations issued by the *International Accounting Standards Board* (IASB) and predecessor bodies.

Next, we present the composition of our results based on vertical and horizontal analyses of the Income Statement for the Fiscal Year (DRE), highlighting: (i) Interest Revenues; (ii) Interest Expenses; (iii) Provision for Expected Losses; (iv) Non-Interest Revenues; (v) Non-Interest Expenses; (vi) taxes.

3.4. Risk Factors

Section 4.1 of our Reference Form presents the most relevant Risk Factors that may impact the business and operating results of the issuers and influence investment decisions related to: the issuer; shareholders, subsidiaries, and affiliates; management; suppliers; customers; economic sectors, regulation of the sectors and foreign countries in which we operate; social, environmental, and climate-related issues; and common shares or ADSs.

In section 4.2 of the Reference Form, we indicate the five (5) main risk factors, among those listed in item 4.1.

Information on Banco do Brasil's economic and financial data under IFRS, management comments, and risk factors can be found in sections 1, 2, and 4 of the Reference Form (available at ri.bb.com.br > Publications and Announcements > Reference Forms).



3.5. Management composition and remuneration

BB's Directors' Remuneration Policy is regulated by Law No. 6,404/1976, Law No. 13,303/2016, Decree No. 8,945/2016, Decree No. 12,102/2024, CMN Resolution No. 5,177/2024, and Banco do Brasil's Bylaws and aims to:

- i. Reinforce the commitment to the Corporate Strategy and to BB's sustainable results, and recognize the effort of each director, proportionally to the achievement of targets;
- ii. Make the Variable Remuneration Policy compatible with the Risk Management Policy, so as not to encourage behaviors that increase risk exposure above the levels considered prudent in the Organization's short, medium and long-term strategies; and
- iii. Contribute directly to the achievement of the strategic objectives, as it consists of performance indicators that are consequences of the Corporate Strategy and the Master Plan.

Amounts are defined based on market research, internal balance, responsibility, Company and individual performance, among other factors. Total compensation includes fixed remuneration, variable remuneration, and benefits.

The Directors' Variable Remuneration Program (RVA) aims to recognize the efforts of directors in building the results achieved, based on the verified performance of indicators linked to the Corporate Strategy. The Program is proposed by the Humans, Eligibility, Succession and Remuneration Committee, approved by the Board of Directors, and subsequently submitted to the Ministry of Management and Innovation in Public Services/SEST for its opinion. The payment method follows the definitions proposed by CMN Resolution No. 5.177/2024, among which the payment in Company shares stands out.



The remuneration and other benefits of the members of the Management bodies are determined annually by the Annual General Meeting (AGO), the minutes of which are available on the Investor Relations website (bb.com.br/ri > Publications and Announcements > Shareholders' Meetings and Management Meetings).



To align the RVA Program with the Corporate Strategy, its composition takes into account the achievement of the Bank's Master Plan (PD), which measures the performance of the institution as a whole. Further, the director's individual performance and that of the unit in which they work are also taken into account.

The achievement of the PD is made up of indicators related to customer experience, finance, ESG strategy, digital transformation, and strengthening of the organizational culture. The definition of the strategic objectives and indicators in the PD, as well as in the Labor Agreement, seeks to bring together BB's role as an executing agent of public policies.

In this sense, in line with the public interest, the variable remuneration of Banco do Brasil's directors and employees is influenced by the Bank's performance in Public Policies, as directed by SEST. The performance result is directly reflected in the percentage paid to directors through the Directors' Variable Remuneration Program and affects the percentage distributed to employees through the Profit Sharing Program (PLR).

It should be noted that the composition of the remuneration granted to the members of the Executive Board is aligned with the related legal provisions and aims to reward them for the degree of liability of their functions and for the trust inherent to them, as well as the value of each professional in the market, considering the Business' Risk Management Policy, its results, and the economic environment in which it is inserted.

Section 8 of the Reference Form (available at bb.com.br/ri > Publications and Announcements > Reference Form) contains information on the remuneration policy and amounts for directors and the Supervisory Board.

For members of the Board of Directors and Supervisory Board, the amount of fees is set at 10% of the average monthly remuneration of the Executive Board, in accordance with Law No. 6,404/1976 and Law No. 9,292/1996, excluding amounts related to benefits, further being forbidden the payment of interest, of any kind, in the profits of the company.

The amount of the 2025 RVA Program was approved by the Annual General Meeting held on April 29th, 2025. The terms and conditions for the payment were proposed by the Humans, Eligibility, Succession and Remuneration Committee, approved by the Board of Directors and subsequently by the SEST. Pursuant to CMN Resolution 3,921/2010 (repealed by CMN Resolution 5,177/24, effective as of 01/01/2025), part of the payment was made in cash and part in shares, partially deferred for a period of five years.

3.5.1 Composition and remuneration of management in the BB Conglomerate

Within Banco do Brasil's Prudential Conglomerate ("CPBB"), there are entities that, as provided for in Article 14 of Decree No. 8,945/2016, utilize shared costs, structures, policies, and disclosure mechanisms with Banco do Brasil, in its capacity as the controlling shareholder of such entities. There may also be shared policies and advisory committees, as demonstrated in this Annual Charter.

BB Leasing and BB Cartões do not maintain their own employee workforce, nor do they compensate their officers, since their activities are carried out entirely through Banco do Brasil's administrative structure.

3.5.1.1 At BB Asset, the cap on the Global Remuneration Amount for members of the management bodies — the Executive Board and the Board of Directors — including fees, variable remuneration, charges, and benefits of any nature, is proposed by the Board of Directors, reviewed by SEST, and established annually by the Annual General Shareholders' Meeting (AGM), in accordance with Article 152 of Law No. 6,404/1976, as amended by Law No. 9,457/1997.

The approved Global Amount, for the period from April 2025 to March 2026, for the remuneration of the members of BB Asset's Executive Board and Board of Directors was R\$ 10,592,385.82, including fees, variable remuneration, benefits, and charges, as applicable. The remuneration of the Supervisory Board and the Board of Directors is limited to one tenth of the average remuneration attributed to the members of the Executive Board, excluding amounts related to vacation bonus and benefits, pursuant to Law No. 9,292/1996.

Payment under BB Asset's Variable Compensation Program (RVA) for fiscal year 2025 had its amount approved by the Annual General Shareholders' Meeting held on April 30, 2025, and its structure — namely, 50% in cash and 50% in shares — was proposed by the Remuneration Committee and approved by the Board of Directors, in accordance with the applicable legislation.

The variable remuneration portion for Statutory Officers may range from 0 to 12 monthly fees, depending on if they achieve or surpass the established targets. The amount of fees is calculated on the basis of the result for the fiscal year. The Share-based portion is available in the statement of shares acquired. Its distribution takes place following the determination of the 2025 Variable Remuneration Program, which establishes that at least 42% of the remuneration of the Chief Executive Officer and 40% of the remuneration of the Executive Officers must be deferred for future payment.





3.5.1.2 The remuneration policy for directors at **Ativos S.A.** is regulated by Laws No. 6.404/1976 and No. 13.303/2016 and its Bylaws.

The remuneration and other benefits of the members of the management bodies comply with the law and are set annually by the Annual General Meeting (AGO) for the period from April to March.

In compliance with Law No. 13,303/2016 and Decree No. 8,945/2016, the approved Global Remuneration Amount, for the period from April 2025 to March 2026, for the compensation of the members of Ativos' Executive Board and Board of Directors was R\$ 7,666,744.25, including fees, variable remuneration, benefits, and charges. The information is not individualized, as it has a strategic nature and, therefore, is subject to corporate secrecy, from a constitutional source, as a result of the preservation of intimacy guaranteed by art. 5, item X, of the Federal Constitution.

The remuneration of the members of the Board of Directors and the Supervisory Board, in accordance with Law No. 9,292/1996, is set at 10% of the average monthly remuneration of the members of the Executive Board, excluding amounts related to direct or indirect benefits, and participation of any kind in the Company's profits is prohibited.

The Company has an Annual Variable Remuneration Program (RVA) specifically for members of the Executive Board, which does not include members of the Board of Directors and Supervisory Board.

Aligned with the public interest and for the benefit of society, the variable remuneration of directors and employees is influenced by the Public Policy Indicator, which directly impacts the percentage paid to officers through the RVA Program.



3.5.1.3 At **BB-BI**, the cap on the Global Remuneration Amount for officers (Executive Board and Board of Directors) and Supervisory Board members — including fees, variable remuneration (when applicable), charges, and benefits of any nature — is established annually by the Annual General Shareholders' Meeting (AGM), in accordance with Article 152 of Law No. 6,404/1976 and with the guidelines established by SEST/MGI and the Controlling Shareholder.

The approved Global Amount, for the period from April 2025 to March 2026, for the remuneration of the members of the Executive Board and the Board of Directors was R\$ 6,663,756.69, including fees, variable remuneration, benefits, and charges, as applicable.



The remuneration of the Supervisory Board and the Board of Directors is limited to one tenth of the average remuneration attributed to the members of the Executive Board, excluding amounts related to vacation bonus and benefits, pursuant to Law No. 9,292/1996.

The Variable Remuneration Program (RVA) of BB-BI for the fiscal year 2025 aims to align the efforts of the officers with the achievement of strategic objectives, promoting behaviors and actions that enable long-term performance, as well as to encourage and reward the Directors in recognition of their performance. The program was approved by the Board of Directors on May 20, 2025, and subsequently amended to adjust the fee multiples. Its composition provides for payment to be 50% in cash and 50% in shares, as determined by CMN Resolution No. 5,177/2024.

The approved proposal received a favorable opinion from the People, Eligibility, Remuneration, and Succession Committee (Corem), and the program establishes the following prerequisites for payment eligibility: (a) payment, if due, of the Profit Sharing Program (PLR) for employees for the same base year; (b) the achievement of positive accounting net income by BB-BI in the fiscal year; (c) distribution to the shareholder of the mandatory minimum dividend for the base year; (d) authorization by the General Shareholders' Meeting; and (e) achievement, on average, of 80% of the targets established in the program's Base Module.

The number of fees provided for under the 2025 variable remuneration program for Statutory Officers may range from zero to six fees, depending on the achievement or exceeding of the established targets, and the number of fees is calculated based on the results achieved during the fiscal year.

The distribution of shares follows a deferred schedule, which provides for a period of 5 years, as determined by CMN Resolution No. 5,177/2024.

In the event of a reduction greater than 20% in BB-BI's results during the deferral period, the deferred portion — whether related to earmarked shares or restricted shares — shall be proportionally reversed according to the reduction in results observed. In the event of reversal, in whole or in part, of the encumbered shares, the respective Dividends and/or JCP are also reversed, adjusted by the Broad National Consumer Price Index (IPCA).

The shares designated for payment to beneficiaries under the RVA program are BBAS3 shares, which are acquired at the market price quoted on the grant date.

Detailed information on Corporate Governance, risks, and other corporate documents can be found at the following address:

<https://www.bb.com.br/pbb/pagina-inicial/sobre-nos/elbb/bb-banco-de-investimento-sa#/>



3.5.1.4. With respect to **BB Administradora de Consórcios S.A.**, the information set forth below complies with the requirements of Law No. 13,303/2016 and Decree No. 8,945/2016. In this sense, it is presented the annual global amount of remuneration of the Board of Directors, the Supervisory Board and the Executive Board.

The cap on the global compensation amount for the statutory officers of BB Administradora de Consórcios S.A. — Executive Board, Board of Directors, and Supervisory Board — including benefits of any nature and representation allowances, is established annually by the General Shareholders' Meeting, in accordance with Article 152 of Law No. 6,404/1976, as amended by Law No. 9,457/1997.

The global amount approved for the Officers and Supervisory Board Members of BB Consórcios, for the period from April 2025 to March 2026, was established at R\$ 6,754,668.27, including fees, variable remuneration, and benefits, and the payment of any form of profit sharing to members of the Board of Directors is prohibited. The remuneration of the Supervisory Board and the Board of Directors is limited to one tenth of the average monthly remuneration attributed to the members of the Executive Board, excluding amounts related to vacation bonus and benefits, pursuant to Law No. 6,404/1976 and Law No. 9,292/1996.

This information is presented on an aggregated basis because it is strategic in nature and is therefore subject to business confidentiality, arising from the protection of privacy ensured under Article 5, item X, of the Federal Constitution.

The Variable Remuneration Program for Directors (RVA) is intended to align the Directors' performance with the Organization's strategy, objectives, and purpose, encouraging decisions consistent with the strategic plan, responsible risk management, and the creation of sustainable value in the short, medium, and long term. In 2025, the program was drawn up based on specific rules, defining the number of fees, prerequisites, indicators, targets, weights, and measurement rules.

The RVA Program for fiscal year 2025 had its amount approved by the Annual General Shareholders' Meeting held on April 30, 2025. The payment of variable remuneration, in cash, with 60% paid immediately and 40% deferred for up to five years, was proposed by the Executive Board and approved by the Board of Directors.



3.6 Innovations in corporate governance

Main milestones and practices implemented

1906
First Brazilian company listed on the stock exchange

2005
BB shares become part of the ISE portfolio

2009
ADR Level I

2023
BB shares become part of IDIVERSA B3

2025
For the 6th time, BB was recognized as the most sustainable Bank in the world

2002
Tag Along Clause of 100% of BB's Articles of Incorporation
Conversion of PN shares into ON shares

2006
Listing on Novo Mercado

2012
BB becomes part of the Dow Jones Sustainability Index of the NY Stock Exchange (DJSI)

2024
Diversity, Equity, and Inclusion (DE&I) criteria for the composition of the Executive Board

2026
Ranked at the most advanced level of IG-Sest for the 7th consecutive time

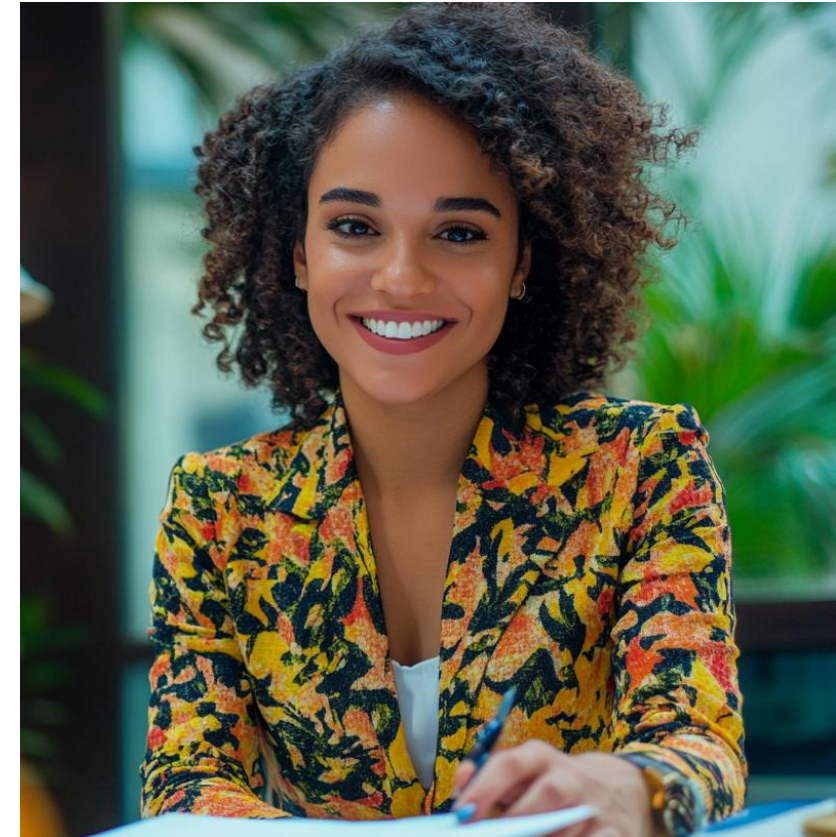


We are committed to the Conglomerate's best corporate governance practices, namely:

At Banco do Brasil, we highlight:

- i. Capital structure made up exclusively of common shares (each share one vote);
- ii. Provision for thirty percent (30%) Independent Directors in the composition of the Board of Directors (CA), subject to the rounding criteria set forth in Article 18, Paragraph 7 of BB's Bylaws;
- iii. Disclosure of the Code of Ethics approved by the Board of Directors and applicable to all employees and directors of the Company;
- iv. Disclosure of the Specific Policies on Related-Party Transactions (RPT) and Conflict of Interest, as approved by the Board of Directors;
- v. Statutory Audit, Risk and Capital Committees as advisory bodies linked to the Board of Directors, with operational autonomy;
- vi. Resolution of conflicts between shareholders, directors, and members of the Supervisory Board (CF), active and alternate, by means of arbitration, before the Market Arbitration Chamber;

- vii. Declaration, in the Bylaws, of the controlling shareholder's obligations in the cases of: disposal of controlling interest, closing of capital, exit from Novo Mercado, corporate reorganization and maintenance of, at least, 25% of outstanding shares;
- viii. Prohibition of the use of privileged information and existence of a Policy for the Disclosure of Material Acts or Facts, approved by the Board of Directors;
- ix. Maintenance of the Reporting Channel;
- x. Approval by the Board of Directors of an institutional commitment to whistleblower protection and non-retaliation; and
- xi. Declaration in BB's Bylaws, and in the Internal Regulations of its governance bodies, of mechanisms for resolving situations involving conflicts of interest, in line with good market practices.





Within the scope of the Conglomerate

Ativos has been gradually advancing its corporate governance model, with a focus on strengthening transparency, decision-making quality, and the integration between strategy, risks, and controls, in alignment with the guidelines of the BB Conglomerate.

The Company adopts a collective decision-making model in which deliberative processes are supported by structured information, performance indicators, and risk analyses, contributing to greater consistency, traceability, and alignment of decisions with strategic guidelines and business objectives.

Digital transformation at Ativos has strengthened organizational agility through new working models and the use of management dashboards, analytical models, and artificial intelligence, generating economies of scale through process standardization and the consistent application of strategies across increasing volumes of operations, further deepening the Company's specialization and strengthening the decision-making process through a data-driven approach.

The Company's corporate governance is complemented by integration with the Controlling Shareholder's structures, the continuous strengthening of integrity mechanisms, and the dissemination of principles of ethical conduct, thereby ensuring adherence to best practices, reliability of information, and proper accountability to stakeholders.

A set of Policies governing governance and transparency matters has been implemented and approved by the Board of Directors, and such Policies are available for consultation on the Company's website.

In 2025, **Asset** participated in the 7th Cycle of the Governance and Public Policy Indicator (IG-SEST), having been classified in the highest maturity tier — Excellence — across the three dimensions comprising the Index: Corporate Governance, Public Policies, and Best Practices and Innovation.

Additionally, the Company reinforces its complementary role within the BB Conglomerate, aligned with the public interest, by operating in the administration and management of third-party funds, official (government) financial funds, and managed portfolios, promoting the dissemination of capital markets culture and financial education, strengthening Brazilian companies, and encouraging household savings.



The principal corporate governance practices adopted by **BB Consórcios** also include:

- i. Share capital structure composed exclusively of common shares (one share, one vote);
- ii. Provision for at least thirty percent (30%) independent directors in the composition of the Board of Directors (CA);
- iii. Disclosure of the Code of Conduct and Integrity approved by the Board of Directors and applicable to all employees and directors of the Company;
- iv. Disclosure of the Related-Party Transactions (TPR) Policy, approved by the Board of Directors;
- v. Disclosure of a Specific Governance and Transparency Policy, approved by the Board of Directors;
- vi. Statutory Audit, Risk and Capital Committees as advisory bodies linked to the Board of Directors, with operational autonomy;
- vii. Provision of objective, reliable, complete, transparent, and timely information to shareholders, investors, and opinion makers, in compliance with the highest standards of corporate governance, including during crisis situations;
- viii. We disclose information to the market in the manner established under the applicable legislation and the Specific Governance and Transparency Policy approved by the Board of Directors, in a broad, clear, transparent, and accurate manner, using accessible language, and ensure its immediate dissemination so as to guarantee shareholders and the investing public the indispensable equitable treatment, except for information of a confidential and proprietary nature;
- ix. We comply with the minimum requirements and restrictions applicable to the nomination of members to the Board of Directors, Supervisory Board, and Executive Board, as established by legislation, regulations, and in accordance with corporate governance best practices;
- x. Maintenance of the Reporting Channel; and
- xi. Provision in the Bylaws of mechanisms for the resolution of situations involving conflicts of interest, in line with market best practices.



In this Unified Annual Charter, we present the principal information regarding the Conglomerate, based on materials provided by the Affiliated Entities of the BB Conglomerate (ELBBs) that adhered to the Bank's Charter, which were previously approved by the competent governance bodies of each company.

Would you like to learn more?

Additional details may be found on the website of each Company.





This Annual Charter is executed by Banco do Brasil's Board of Directors, in its capacity as the controlling shareholder.