



Earnings

4Q25

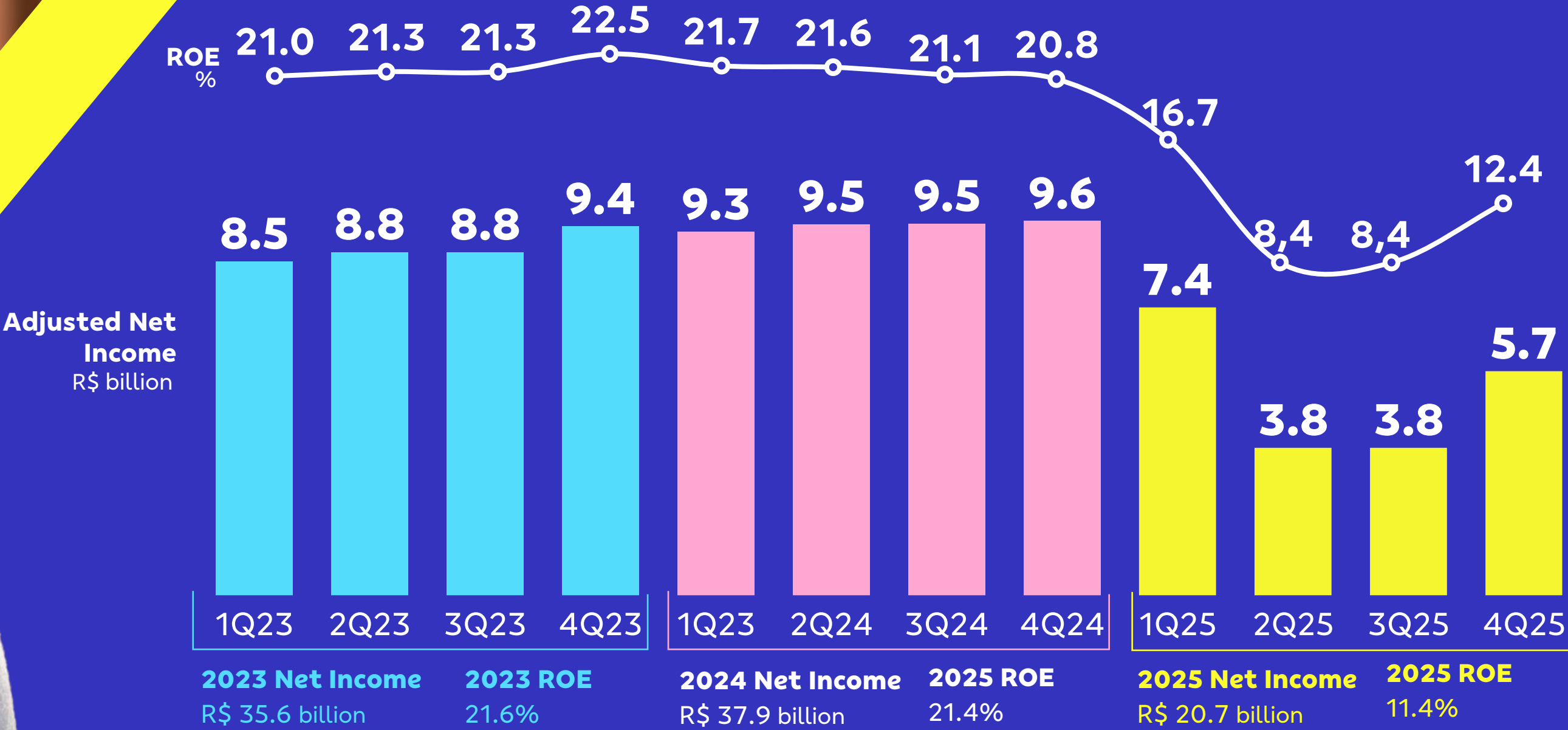


For further info
Scan the QR Code
for MD&A 4Q25



Our history of delivery and resilience

R\$ 33.4 billion
Dividends and IOC
Distributed from 2023 to 2025



Commitment to sustainable value generation

Expanded Loan Portfolio
+30%
From 2023 to 2025

Margin with Clients
+30%
From 2023 to 2025

Investment in Technology
R\$ 19 billion
From 2023 to 2025

A year of resilience and courage



2025

February
Increasing earnings estimate
4Q24 Earnings Release
with publication of
Guidance 2025

May
Combination of factors
**Cost of Credit, NII and Adjusted Net
Income Guidance placed "Under
Review"**

(i) Worse-than-expected increase in
agricultural delinquency;
(ii) Res. 4966 and concentrated repayments
of agribusiness bring uncertainty;
(iii) Rise in the Selic rate.

August
Resumption of Guidance

Considering the reassessment of impacts
and in line with best expectations

Communication
Strategic, tactical, and operational
measures to contain delinquency and
business growth

Payout Revision to 30%

September
Responsible solution for agribusiness

MP 1,314

October
BB Regulariza Agro
Release on 10/21/2025

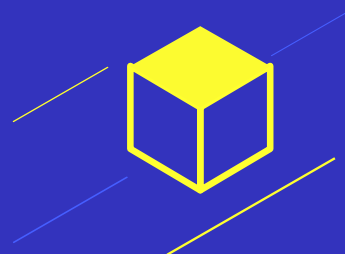
Solution built to enable
the operations of
MP 1314

November
Final adjustment of Guidance

Transparency and refinement of
evolving projections

Specific cases of large companies

Increase in Judicial
Reorganizations in Agribusiness



Discipline in strategic execution

<i>"The addition of new risk mitigators for credit operations brings... the origination of crops with safer, more profitable lines and better risks"</i> Tarciana Medeiros, 2Q25		+63% of SME Operations With guarantee funds	Bonding real estate guarantees ~75% of the 25/26 Crop Plan disbursement
R\$ 13 billion disbursed in Crédito do Trabalhador	<i>"We will grow in lines with the best risk-adjusted return"</i> Felipe Prince, 2Q25		
<i>"We reorganized our conveyors, teams and collection strategies"</i> Tarciana Medeiros, 2Q25		+114% volume of litigation and protests	
+12% 2025/2024 Margin with Clients	<i>"We have to increase the net interest income and the margin with clients demonstrates this"</i> Geovanne Tobias, 2Q25		
<i>"We are already opening a conversation with the regulator to bring proposals for a different treatment to the agribusiness portfolio"</i> Tarciana Medeiros, 2Q25		Dialogue with Government and Market MP 1314, CMN 5244, IN Bacen 643	
more than R\$ 35 billion in operations at BB Regulariza Agro	<i>"With the provisional measure, ... we should certainly exceed R\$ 20 billion in the free rate"</i> Gilson Bittencourt, 3Q25		
<i>"We are taking steps to keep track of these expenses, ensuring a level of efficiency that we consider appropriate for our business"</i> Geovanne Tobias, 2Q25		Administrative Expenses +5.1% 2025/2024	
BB Empresas: Advisory and specialized performance BB Estilo: +6% customers +20% Credit Cards Turnovers	<i>"We go to BB Empresas, focusing on customer service and relationships... and we will have a revamp of the Estilo brand"</i> Tarciana Medeiros, 2025 Investor Day		



All this by investing in our people and ensuring customer satisfaction

With experience metrics
on the rise

NPS
+10 points
2025/2022

Historical record in 2025

Area of Excellence in Private, Public Sector,
and "Relationship and Customer Service"

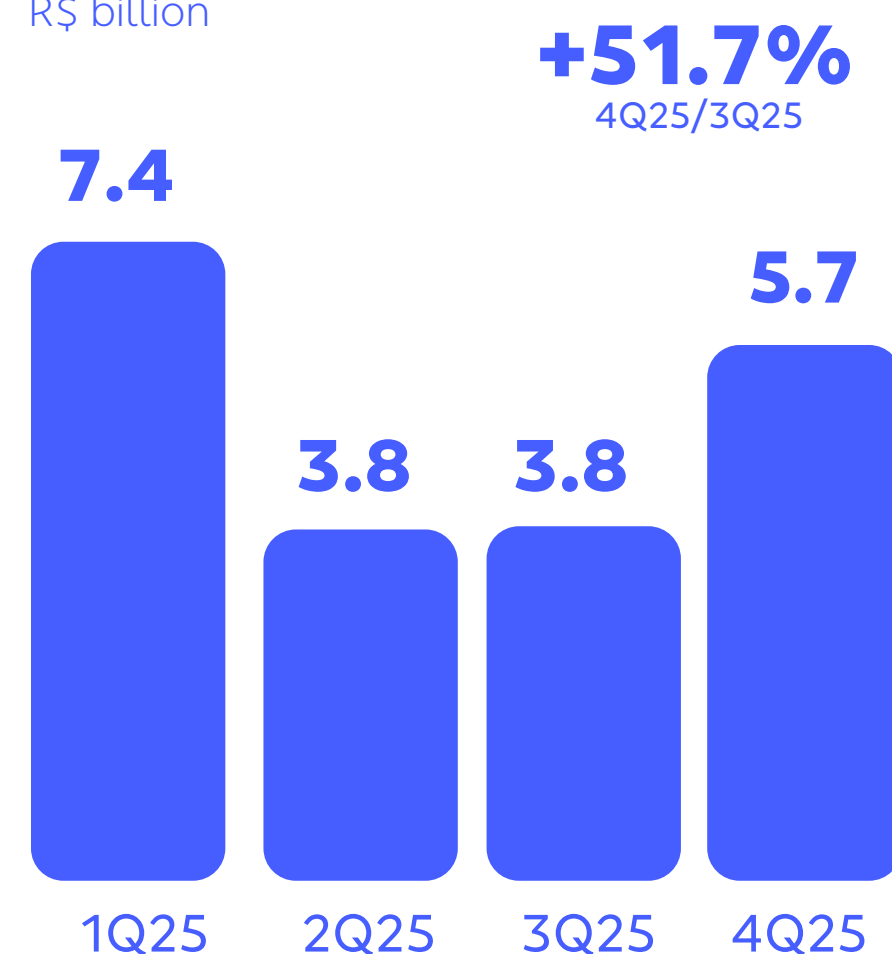
Central Bank Complaints Ranking
14 consecutive quarters in the
top position among the largest banks



2025 Earnings

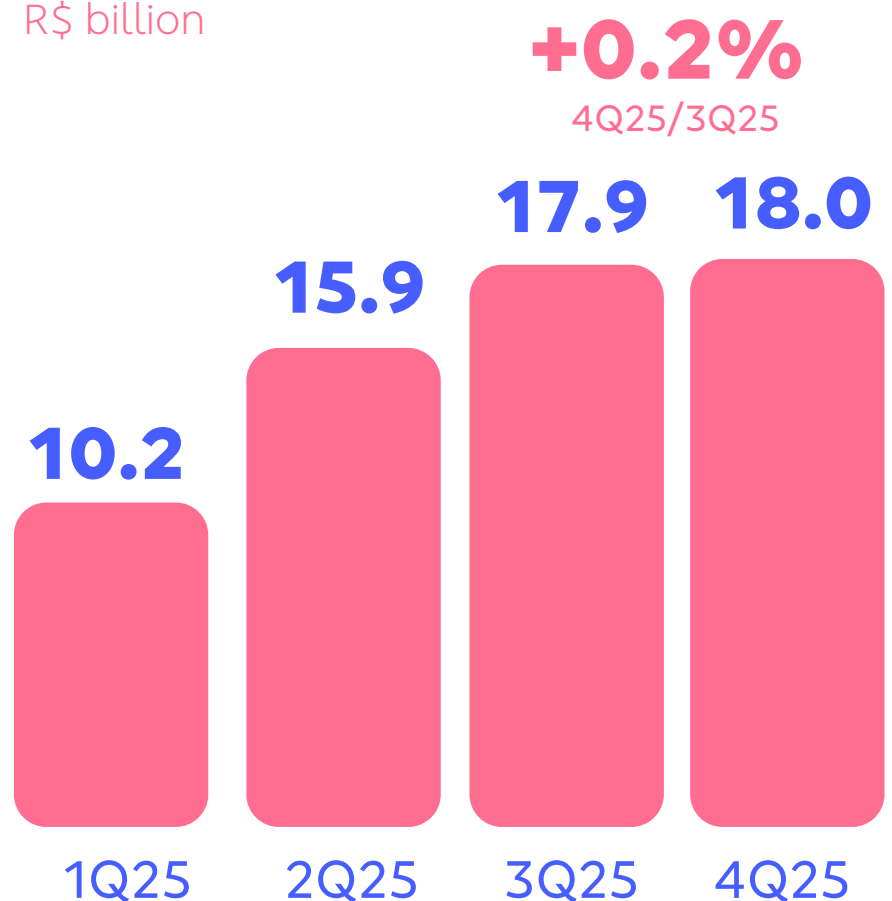
Adjusted net income

R\$ billion



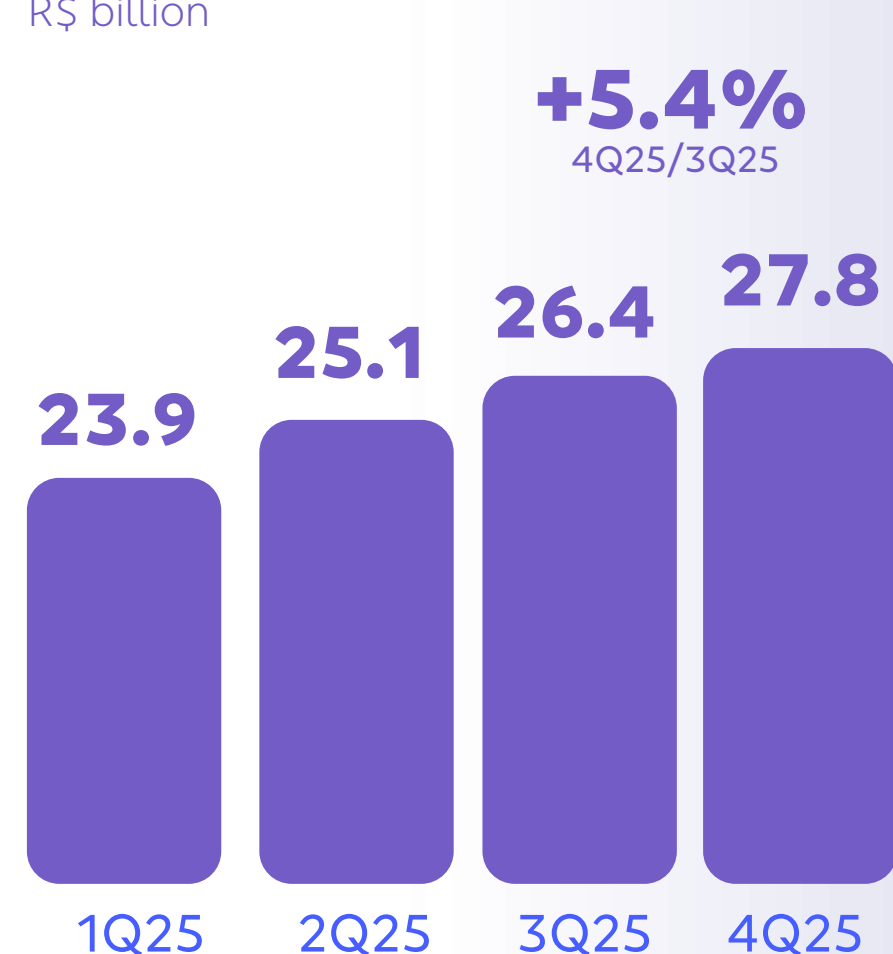
Cost of Credit

R\$ billion



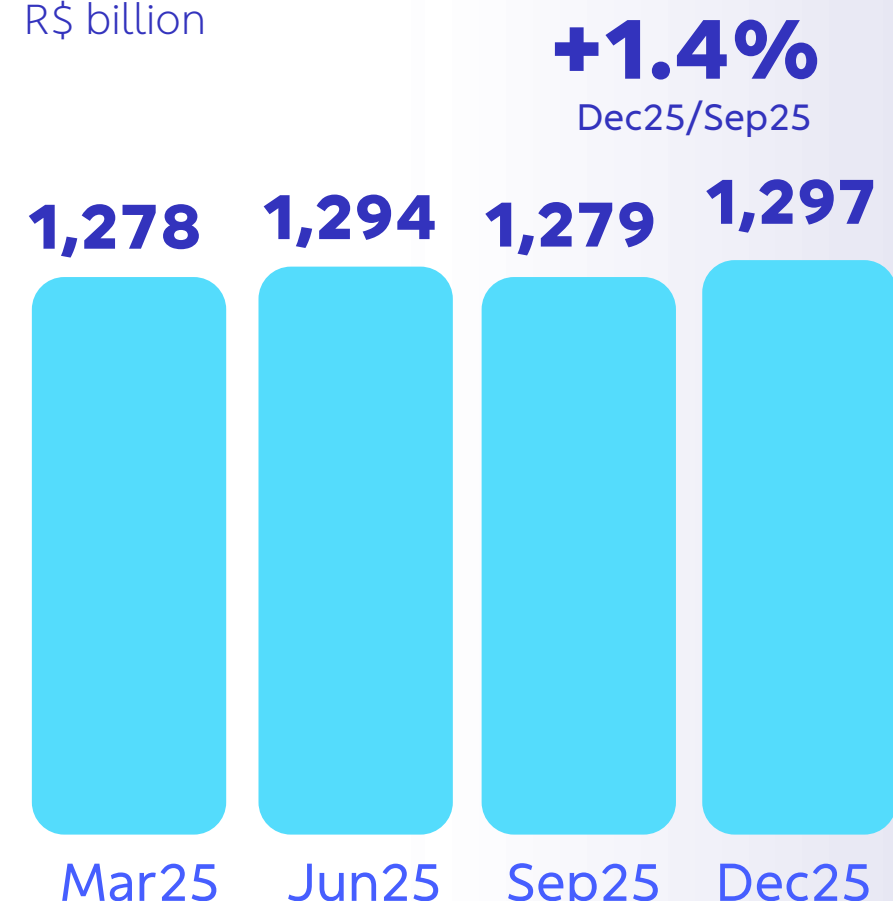
Net Interest Income

R\$ billion



Expanded Loan Portfolio

R\$ billion



CET 1

12.23%

Loan Portfolio¹

Individuals
Companies
Agribusiness

Guidance
2025
between

Observed
2025

3% and 6%

7% and 10%

0% and 3%

3% and 6%

3.1%

7.6%

0.2%

2.1%

Sustainable Portfolio

7% and 10%

7.3%

Net Interest Income

R\$ billion

102 and 105

R\$ billion

103.1

Cost of Credit²

R\$ billion

59 and 62

R\$ billion

61.9

Fee Income

R\$ billion

34.5 and 36.5

R\$ billion

34.8

Administrative Expenses

R\$ billion

38.5 and 40

R\$ billion

38.9

Adjusted Net Income

R\$ billion

18 and 21

R\$ billion

20.7

(1) Credit projections consider the domestic portfolio plus private securities and guarantees and do not consider government credit. (2) Cost of Credit: corresponds to expected loss expenses (as per CMN Resolution No. 4,966/21), plus discounts granted and less revenue from credit recovery.



BB Regulariza Agro

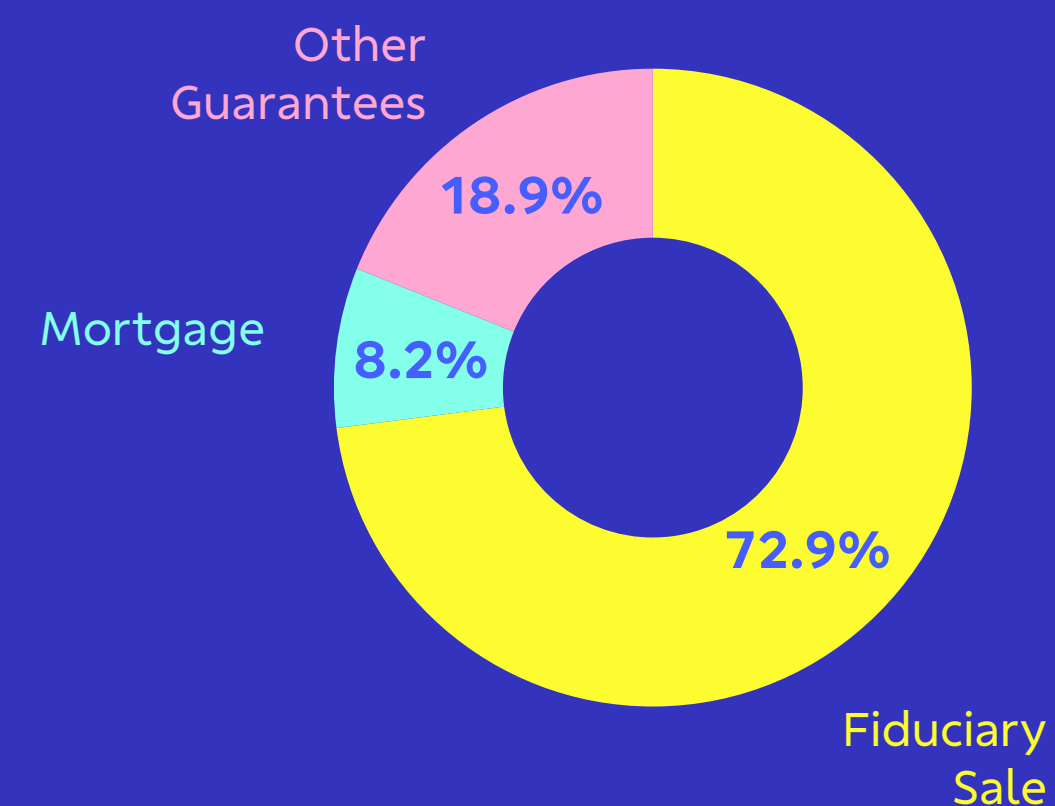
Lines to readjust the cash flow
of producers – MP 1314

R\$ 35.5 billion
in volume

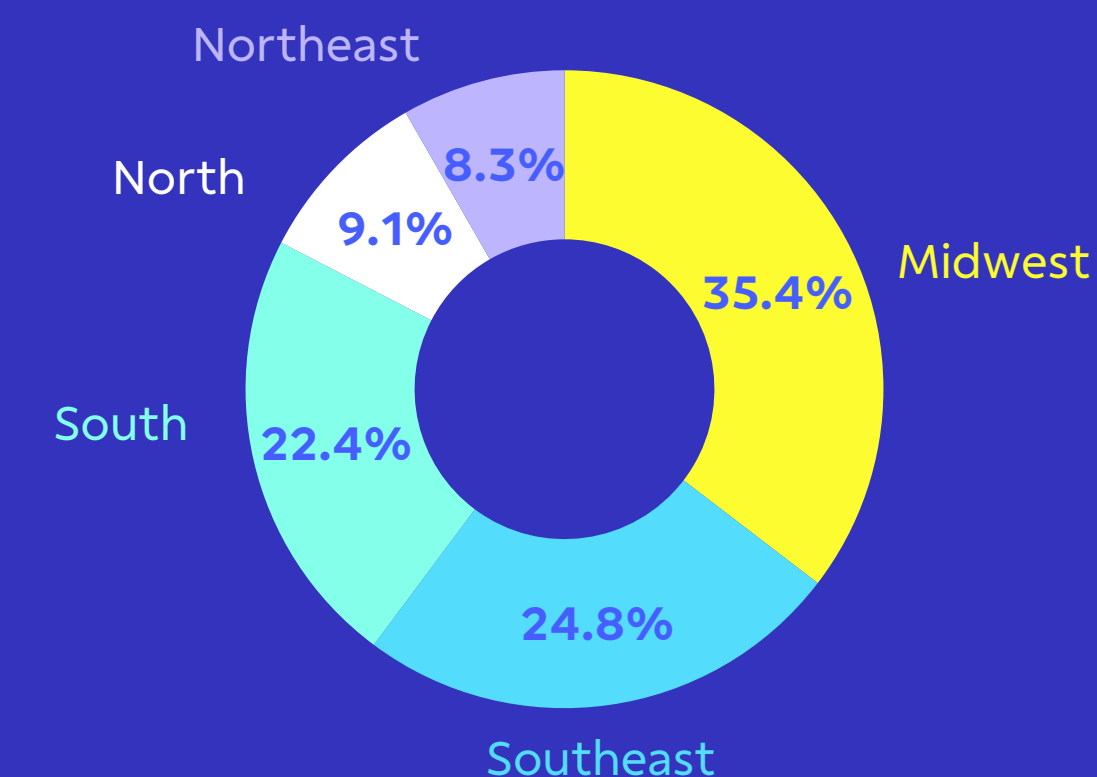
R\$ 32.2 billion Free Resources
R\$ 3.3 billion Supervised Resources

21 k customers benefited | 29k operations
Qualified Origination

Operations guarantees



Balance by region



- Volume, customers, and operations: Dispatched and formalized by February 10, 2026.
- Other indicators as of December 31, 2025.



2026

We will continue to make consistent progress in resuming growth in results, supported, once again, by the disciplined execution of our strategic agenda

A bank for each customer

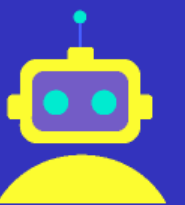
Digital capillarity with human proximity



Strategic **Credit management**



Innovation and agility as drivers of culture



Sustainability and Diversity as drivers of value





A bank for each customer

Digital capillarity with
human proximity

**Consistent evolution of
the service ecosystem**

Modernization of ambience
and optimization of spaces

New concepts:
Ponto BB and Hub BB

Efficiency gains
Cost reduction

Accessibility and Energy
Eco-Efficiency

Phygital Strategy
Combination of
human and digital
service

Service
Specialization

“BB Empresa” brand
Products & Services Review
Repositioning “Estilo”

**Better allocation
of teams in Retail
and Wholesale**

Structure adjusted to each
region and customer preferences

Focus on segments with
the highest potential

Expansion of 20% of
investment advisory

Specialized Agri:
230 new service areas

**Expansion of the
portfolio of Credit Cards
and Benefits**

Strategic Credit management

Grow with quality, with rebalancing of the portfolio mix, a robust framework of guarantees, and application of the resilience matrix, boosting the net margin

Individuals

2026 Guidance
6 to 10%

Payroll Loan

Reinforcement of leadership in the public payroll loan

Ambition: 20% marketshare in Crédito do trabalhador

Non-payroll loans

Strategic customers
Real estate, pension plans and investments

Credit card

Portfolio growth

Companies

2026 Guidance
-3 to 1%

Qualified Origination

With Guarantee Funds

Principality

Even more vertical integration with Cielo: acquiring and cash

Capital Markets

Origination and Distribution

Agribusiness

2026 Guidance
-2 to 2%

Historic partnership

We will continue to be close from family farming to the mega producer

Reduced risk and increased profitability
Resilience matrix
Guarantee Framework

Net Financial Margin



2025

2026

54.3 Low Range

53.4 High Range

Guidance Range 2026
NII and Cost of Credit

2026
Guidance

Loan Portfolio
0.5 to 4.5%

Net Interest Income
4 to 8%

Cost of Credit
R\$ 53 to 58 billion



Innovation and agility as drivers of culture

Consistent strategy
with people
at the center

Artificial and Analytics Intelligence

Solutions that capture
efficiencies and connect people

More than 1,800 models
freeing people into
the business

Efficiency of
41,000 hours/month
in processes with
embedded and evolving AI

2026: significant investments
in AI agents Solutions tested in
business processes with 90%
efficiency

Increased analytical maturity: +20%

Upskilling e
Reskilling

More than 67k
employees trained
in AI and Analytics

Digital Leader Program
1,800 in 2025
Available to 30,000
leaders in 2026

2.5 million hours of
training in
technology in 2025

Digital Acceleration
Movement

+ 50% of
multidisciplinary
lines since May/24

~ 75% fastest in
the solution
development cycle

e-NPS in the
Movement: +14
points in 12 months





Sustainability and Diversity as value drivers

Cross-cutting
business model
in our strategy



New businesses

Bioeconomy Hub

R\$ 3 billion allocated
to projects in the
Legal Amazon,
Cerrado, and Atlantic
Forest

Positive impact on
more than
100,000 people

Sustainable Funding

Reference in
partnerships and
international
fundraising for energy
transition, inclusive
credit, bioeconomy
and low-carbon
agriculture

More than R\$ 3 billion in
deals signed at COP 30



Environmental goals

We made progress
on our BB 2030
commitments

1 million hectares
preserved

Target of 2 million
by 2030

Diversity

Driving diversity,
equity, and inclusion

50% of women in leadership
positions by 2030

50% of black, mixed-race,
indigenous and other
underrepresented
ethnicities in leadership
positions by 2030

Expand opportunities,
drive innovation, and
strengthen the capacity
to generate value

2026
Guidance

Sustainable
portfolio

Between
2% and 6%

Macro scenario 2026

Prepared for opportunities



Selic Rate

12%

At the end of 2026, with
the beginning of the
downward cycle in March

Inflation (IPCA)

4.2%

Below the
target cap

PIB

2.0%

Growth at a pace that keeps
the economy strong

Unemployment

6.0%

Historically
favorable level

Exchange rate

R\$ 5.50

Volatile year with interest
rate reduction and election

Record Crop

2025/2026

354.4 million

tons of grains,
cereals and fibers

Income tax exemption - law 15,570/25

Increased disposable income
and millions of customers
benefiting

**Expansion of R\$ 28 billion
in credit limits,**
in Payroll Loans alone

+ Opportunity

Insurance
Consortium
Investments
Services



Clear strategy
Disciplined execution
Generating sustainable value

2026 Guidance

Intervalo entre

Loan Portfolio¹

Individuals
Companies
Agribusiness

0.5% and 4.5%

6% and 10%

-3% and 1%

-2% and 2%

Sustainable Portfolio

2% and 6%

Net Interest Income

4% and 8%

Cost of Credit²

R\$ billion
53 and 58

Fee Income

2% and 6%

Administrative Expenses

5% and 9%

Adjusted Net Income

R\$ billion
22 and 26

(1) The credit projections consider the domestic classified portfolio added private securities and guarantees and do not consider government credit.

(2) Cost of Credit: corresponds to the provisions related to credit risk of financial instruments, in accordance with CMN Resolution 4,966/21.



Earnings 4Q25



Guidance 2025

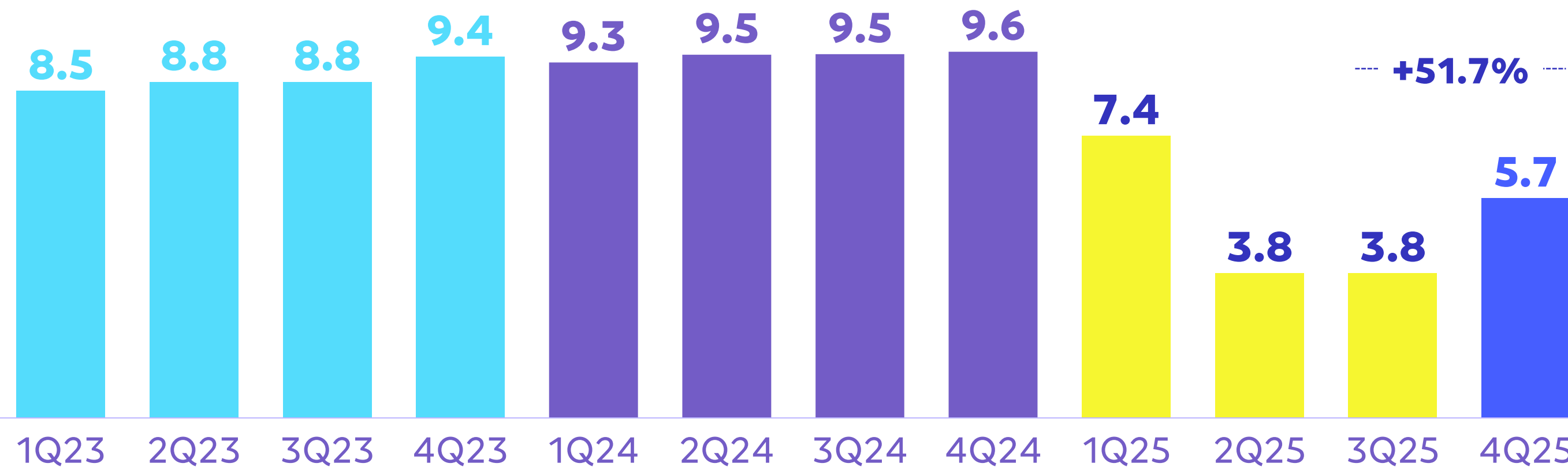
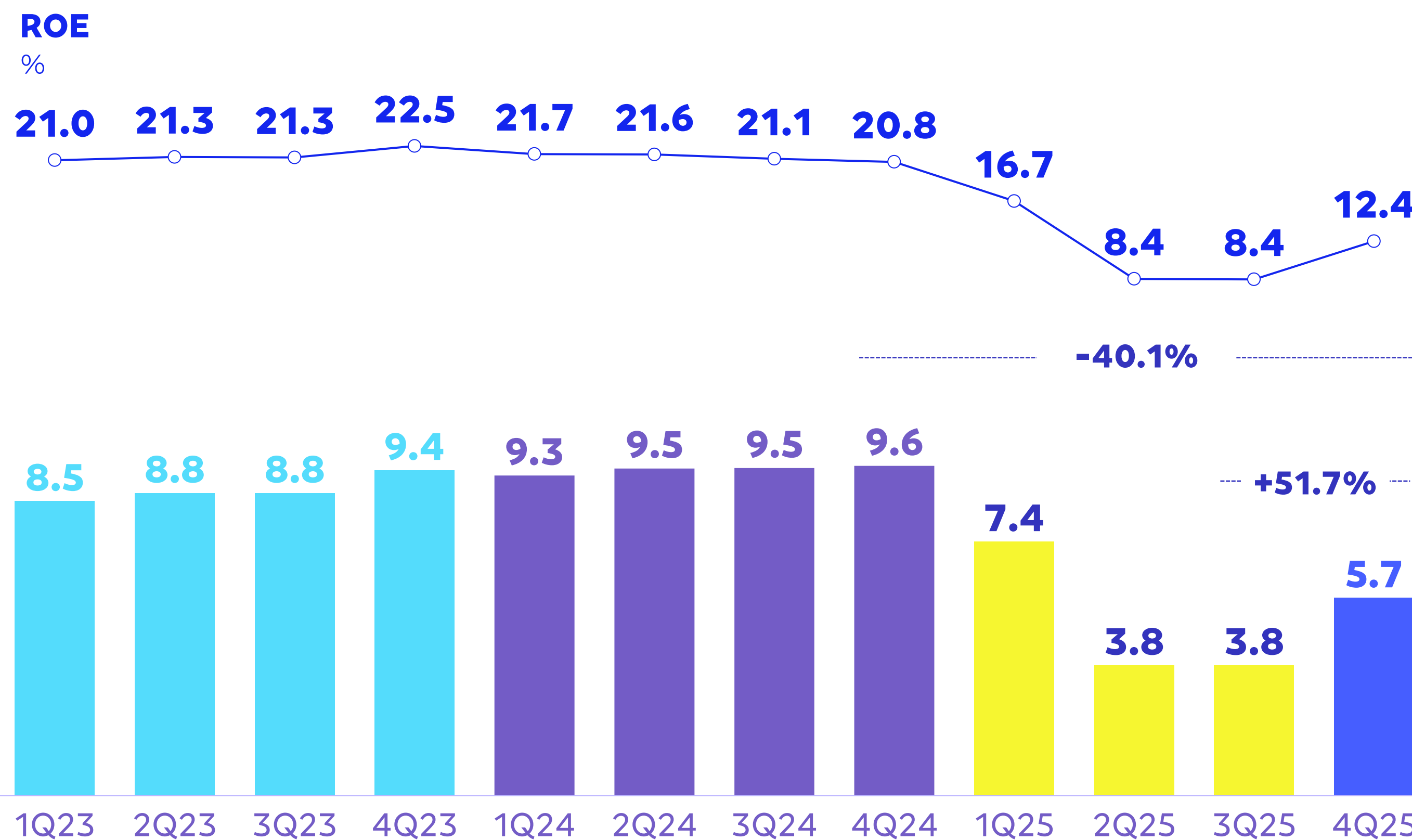
	Released between	Observed 2025
Loan Portfolio¹		
Individuals	3% and 6%	3.1%
Companies	7% and 10%	7.6%
Agribusiness	0% and 3%	0.2%
	3% and 6%	2.1%
Sustainable Portfolio	7% and 10%	7.3%
Net Interest Income	R\$ billion 102 and 105	R\$ billion 103.1
Cost of Credit²	R\$ billion 59 and 62	R\$ billion 61.9
Fee Income	R\$ billion 34.5 and 36.5	R\$ billion 34.8
Administrative Expenses	R\$ billion 38.5 and 40	R\$ billion 38.9
Adjusted Net Income	R\$ billion 18 and 21	R\$ billion 20.7

(1) Credit projections consider the domestic portfolio plus private securities and guarantees and do not consider government credit. (2) Cost of Credit: corresponds to expected loss expenses (as per CMN Resolution No. 4,966/21), plus discounts granted and less revenue from credit recovery.



Adjusted Net Income

R\$ billion



ROE

%



-45.4%

35.6

37.9

20.7

2023

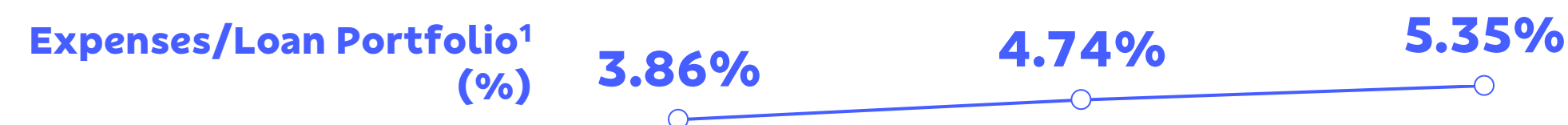
2024

2025



Cost of Credit

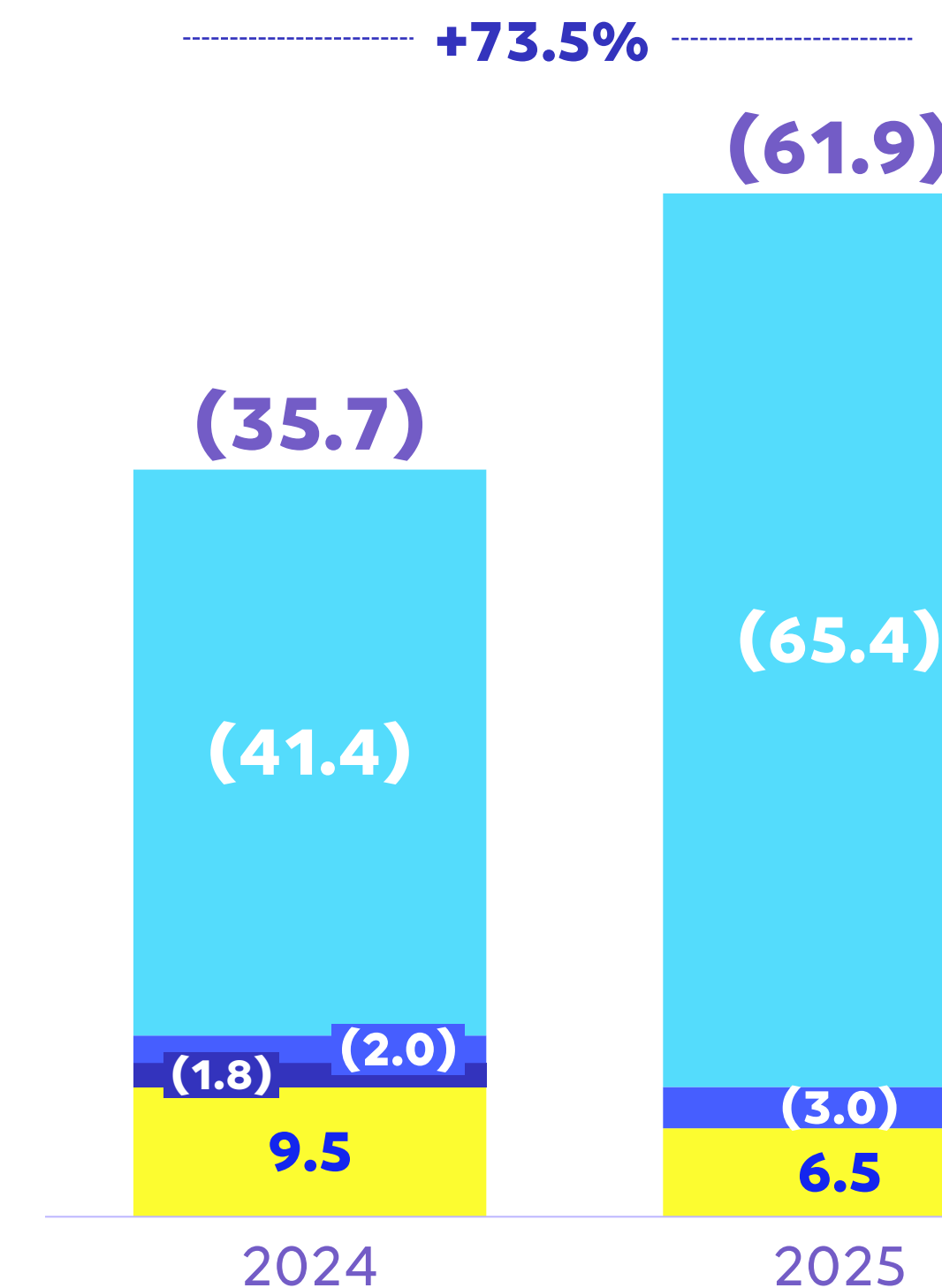
R\$ billion



+93.9%

+0.2%

Expected Loss Flow by Segment
(Internal Loan)



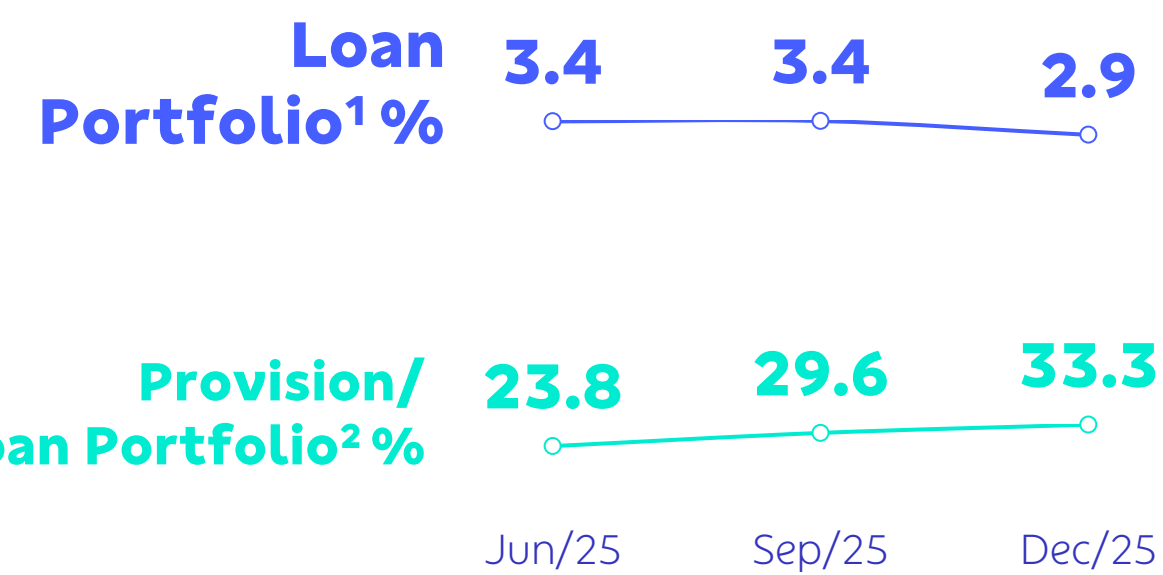
(1) Credit Risk Expenses – 12 Months / Average Credit Portfolio – 12 Months.

Loan Portfolio By Stage

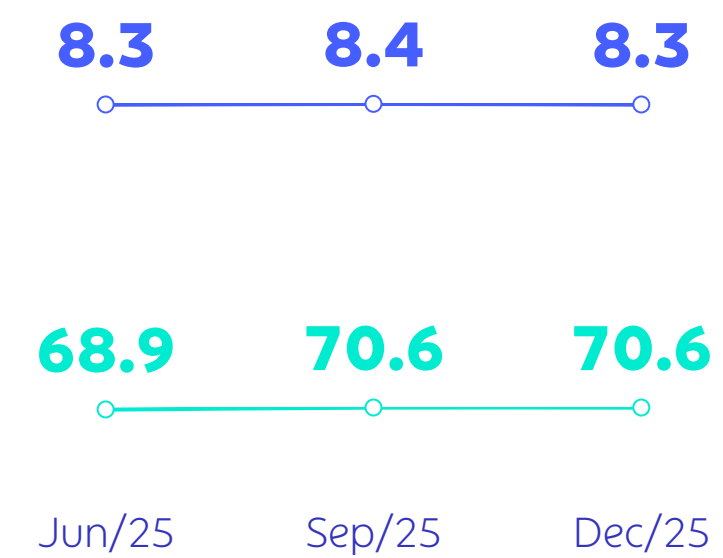


Loan portfolio

Stage 2

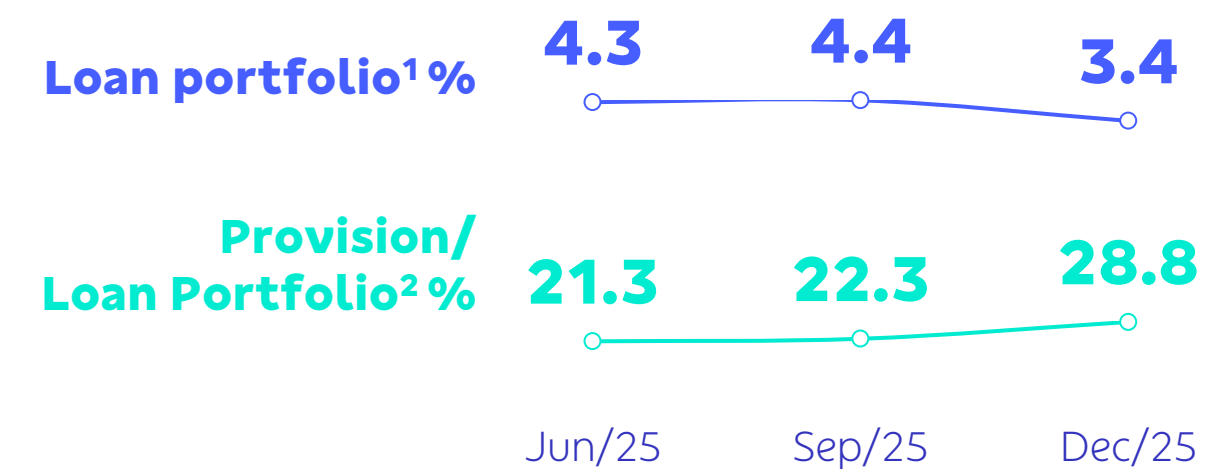


Stage 3

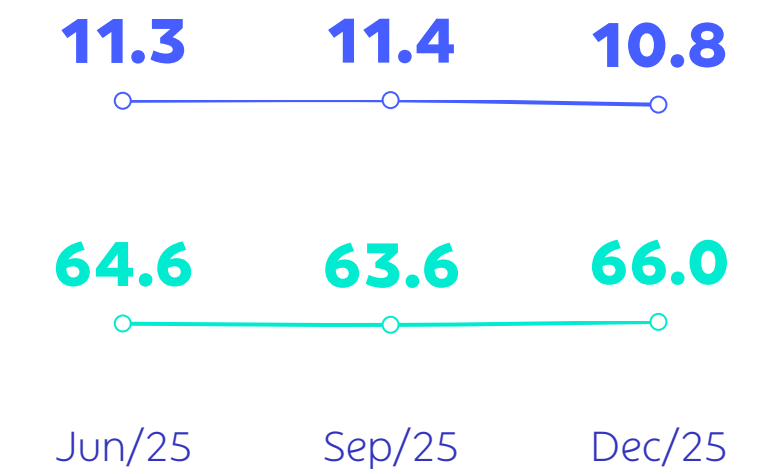


Stage 2

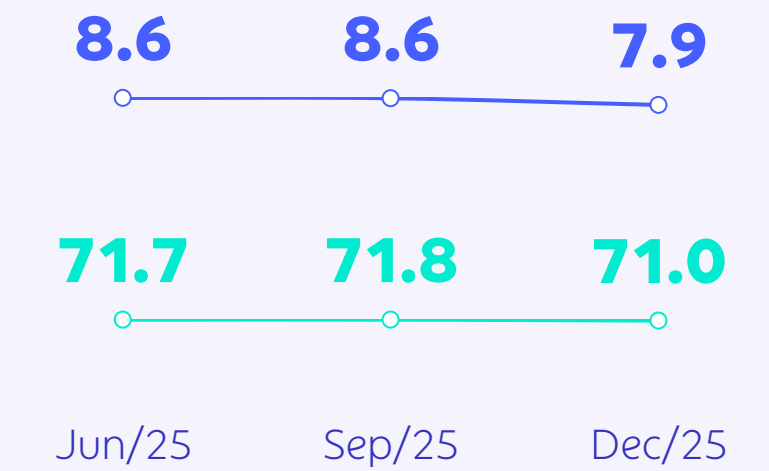
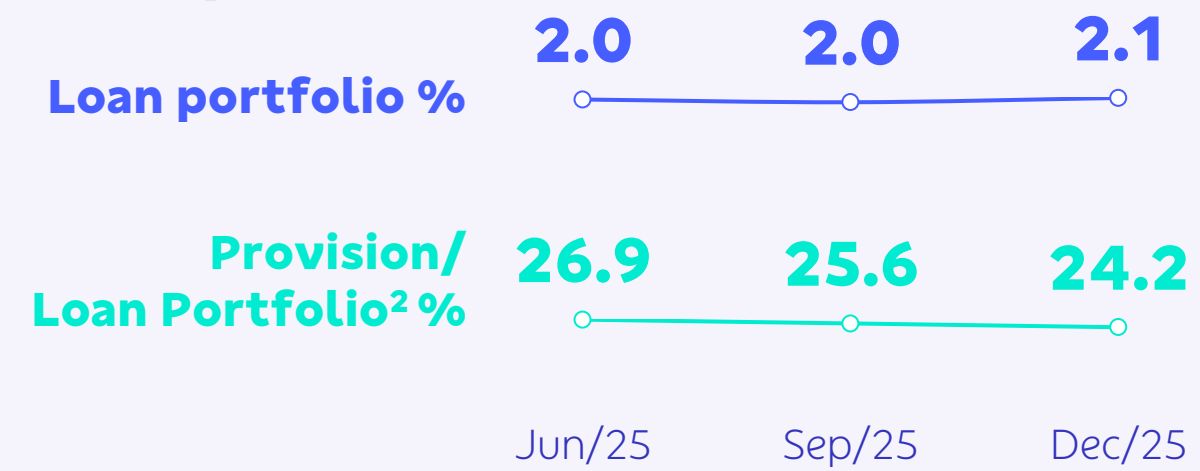
Individuals



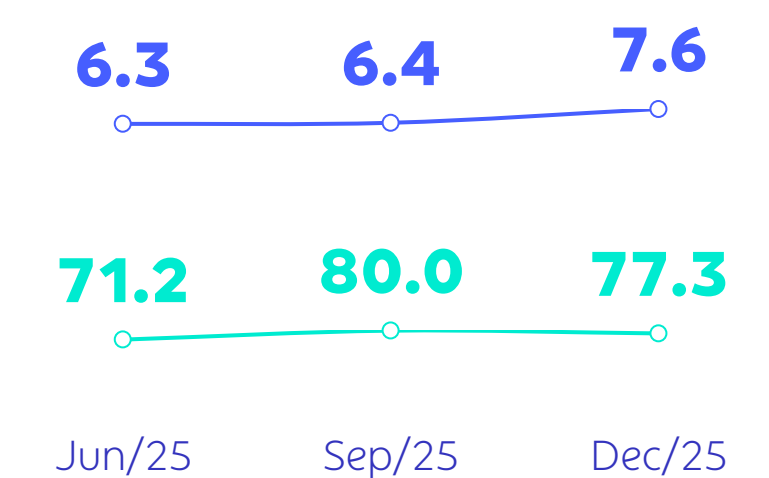
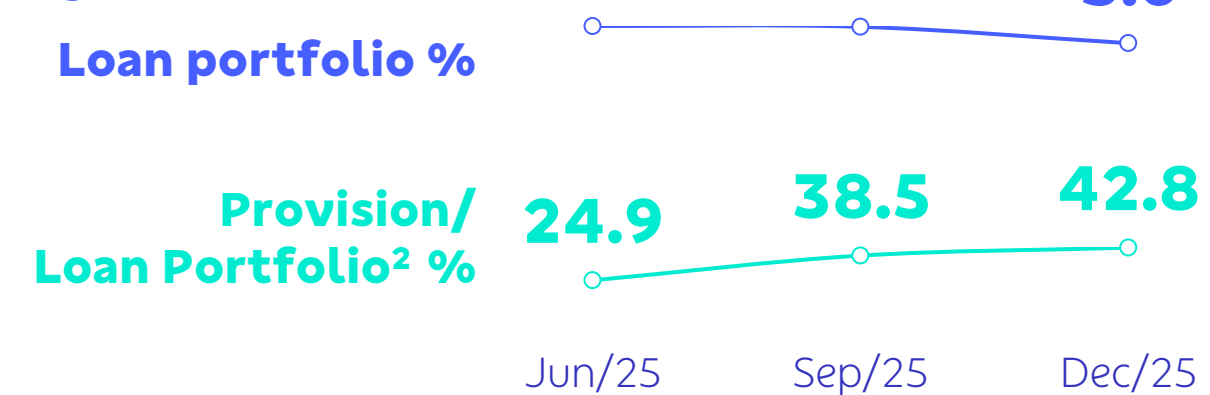
Stage 3



Companies



Agribusiness



(1) Balance of the portfolio in the stage over the total portfolio.(2) Expected loss of the stage over the portfolio in the stage. The Loan Portfolio has been revised since 4Q24 and now includes, in its balance, the Securities with credit characteristics.

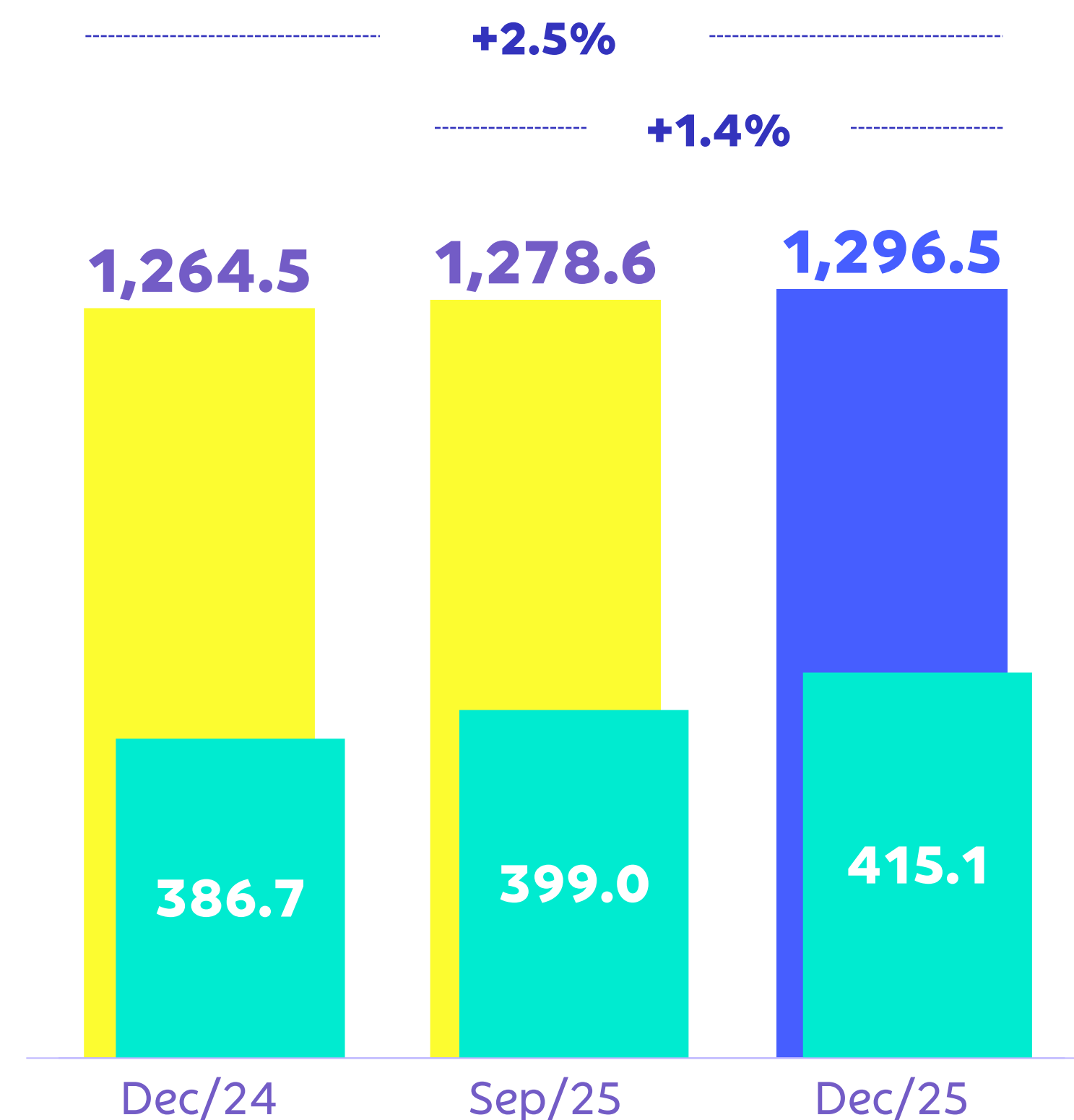


Expanded Loan Portfolio¹

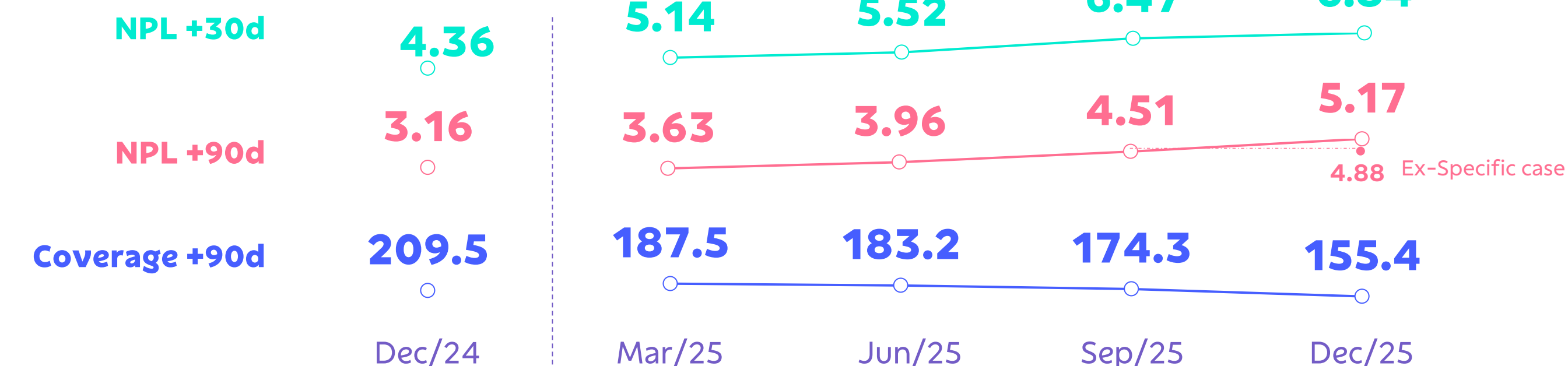
R\$ billion



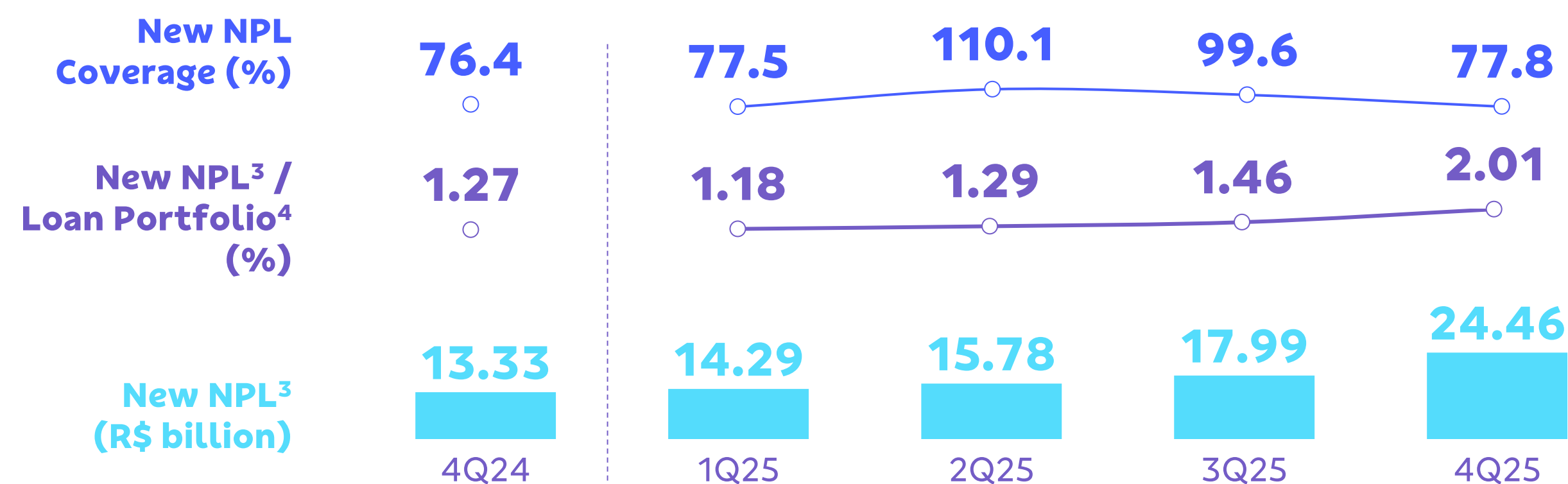
Sustainable
Loan
Portfolio



NPL and Coverage Ratio² (%)



NPL Formation²

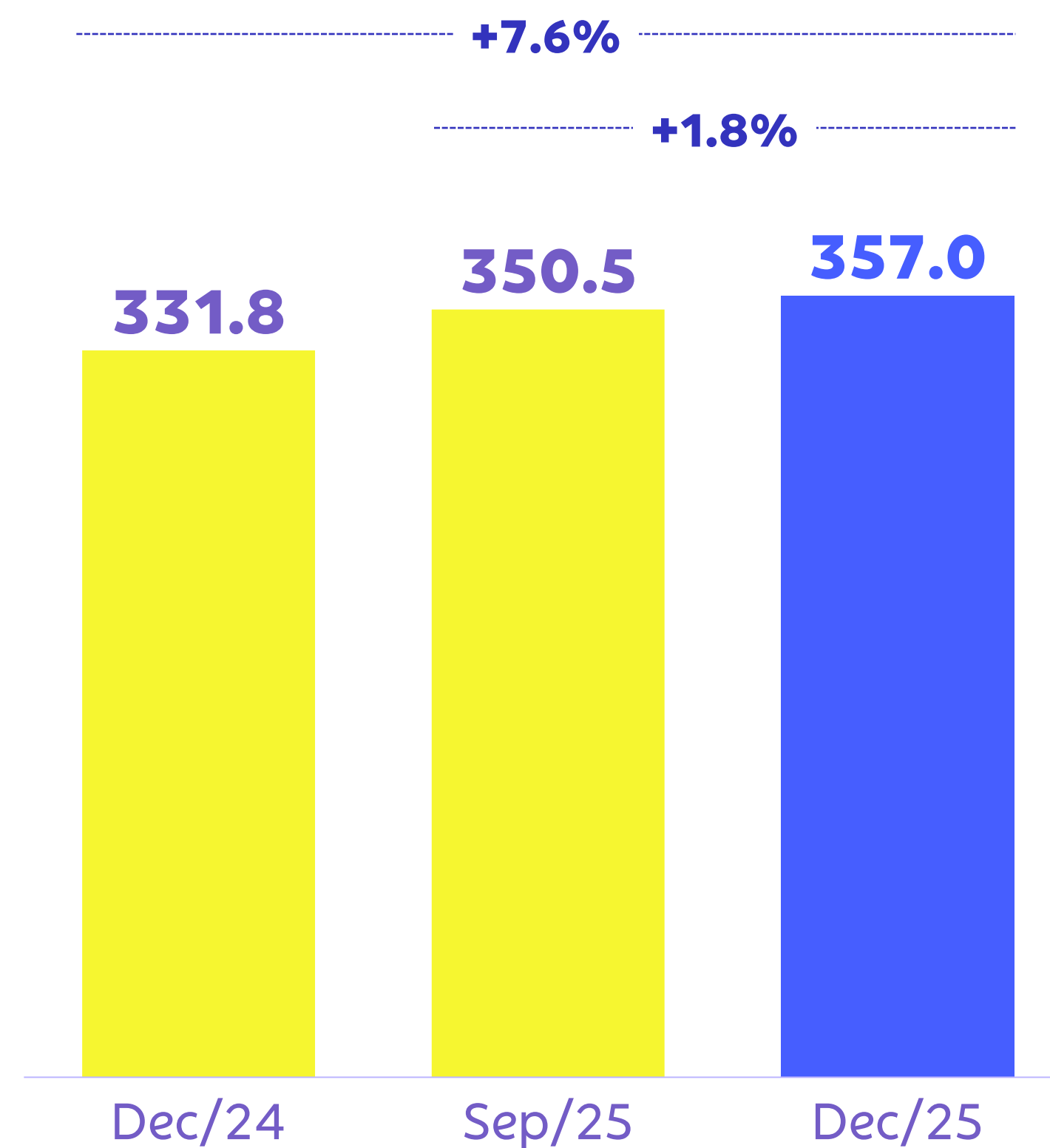


(1) Includes Private Securities and Guarantees. Series reprocessed to comply with the criteria established by CMN Resolution No. 4,966/21 and to reflect the reclassification of Securities with Credit Characteristics to Loan Portfolio. (2) Information regarding 2025 was disclosed according to Resolution No 4,966/21, while information regarding previous quarters was disclosed as regulation in force by 2024. (3) New NPL = ratio between the quarterly change of the operations overdue for more than 90 days balance plus the quarterly write-off. (4) The loan portfolio balance of the previous quarter.

Individuals¹

Loan Portfolio

R\$ billion

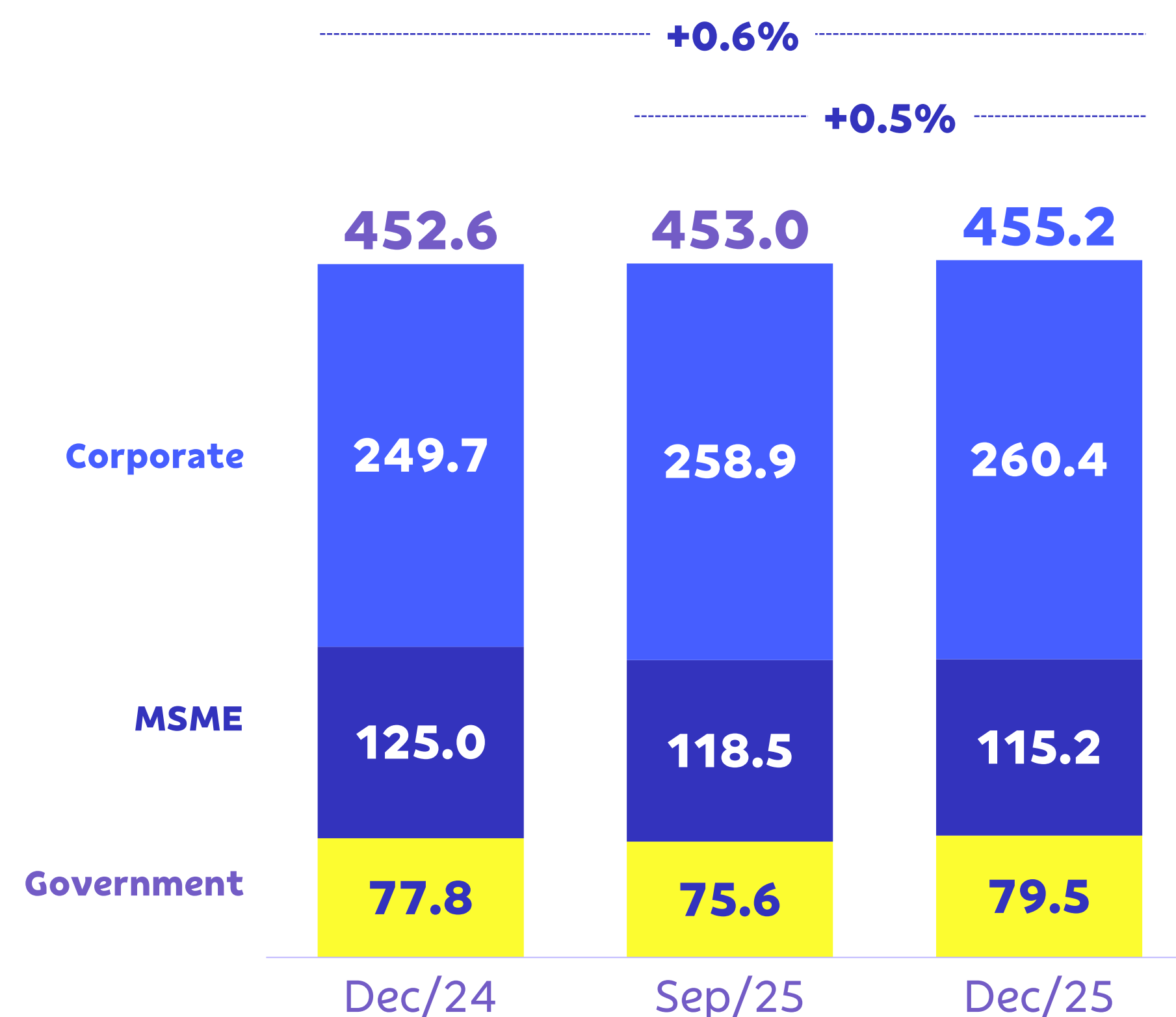


(1) Series reprocessed to comply with the criteria established by CMN Resolution No. 4,966/21; (2) Information regarding 2025 was disclosed according to Resolution No 4,966/21, while information regarding previous quarters was disclosed as regulation in force by 2024.

Companies¹

Loan Portfolio

R\$ billion

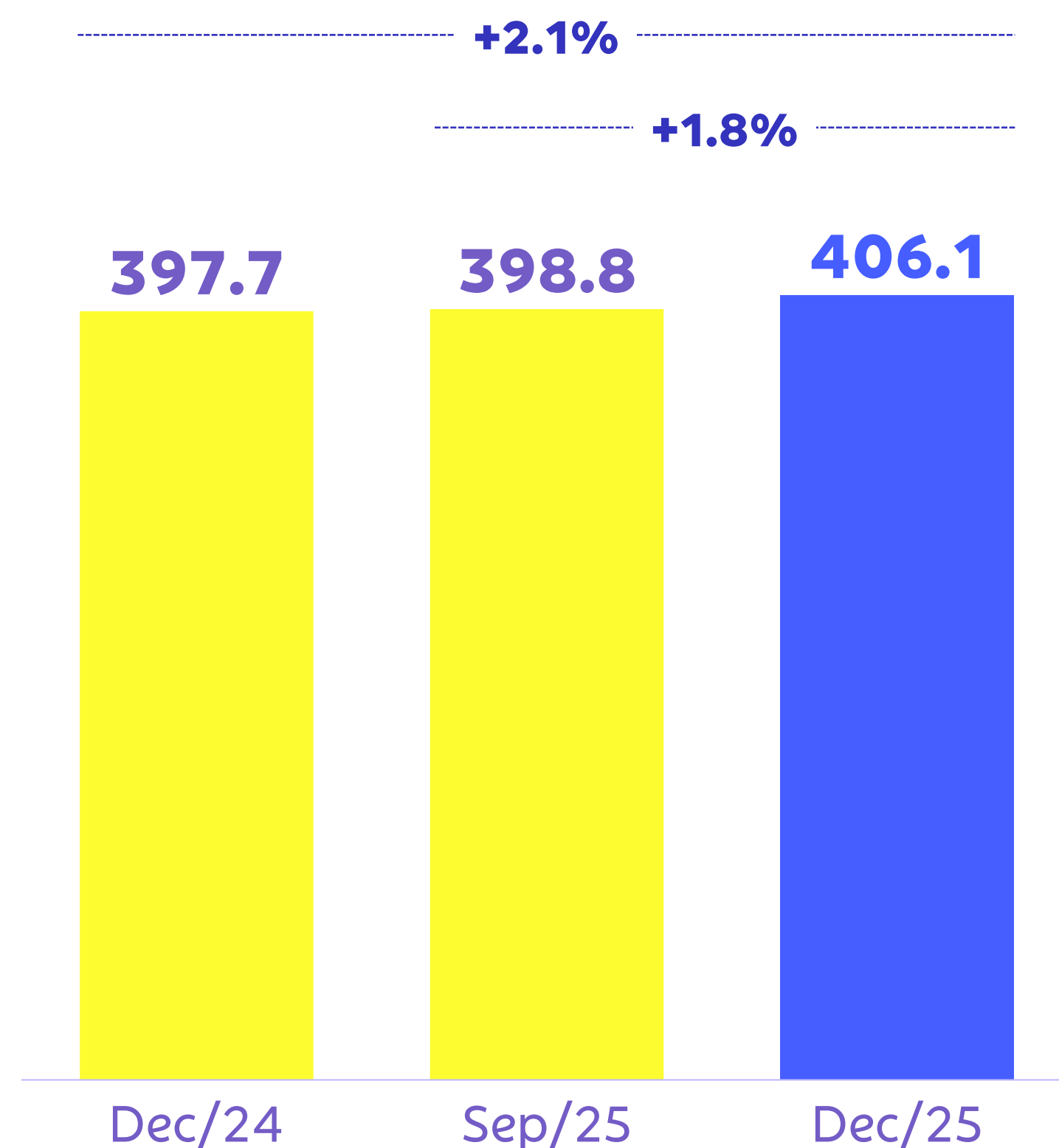


(1) Series reprocessed to comply with the criteria established by CMN Resolution No. 4,966/21; (2) Information regarding 2025 was disclosed according to Resolution No 4,966/21, while information regarding previous quarters was disclosed as regulation in force by 2024.

Agribusiness¹

Loan Portfolio

R\$ billion



Agribusiness
NPL +30d²
(%)

3.42

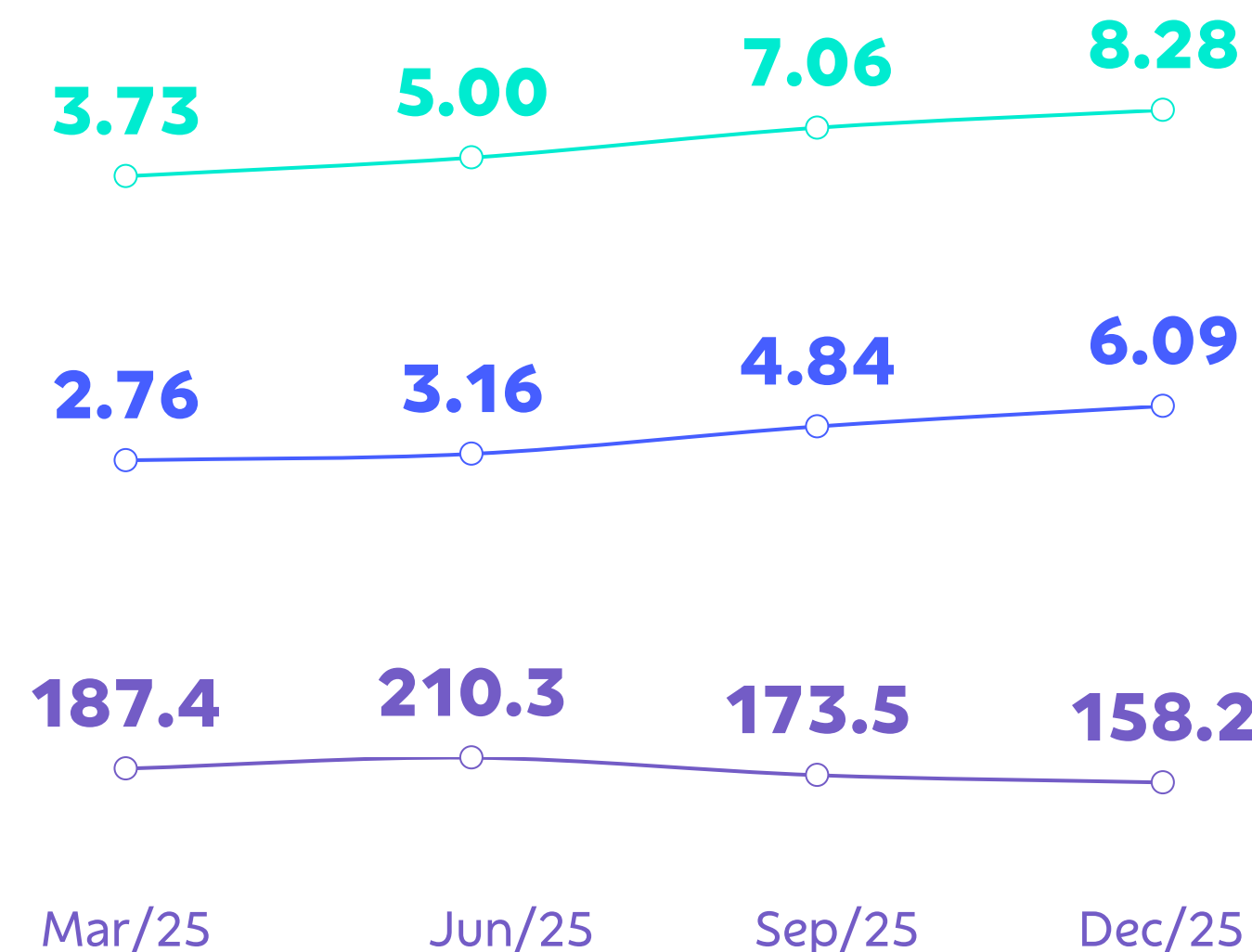
Agribusiness
NPL +90d²
(%)

2.23

Agribusiness
Coverage +90d²
(%)

133.0

Dec/24

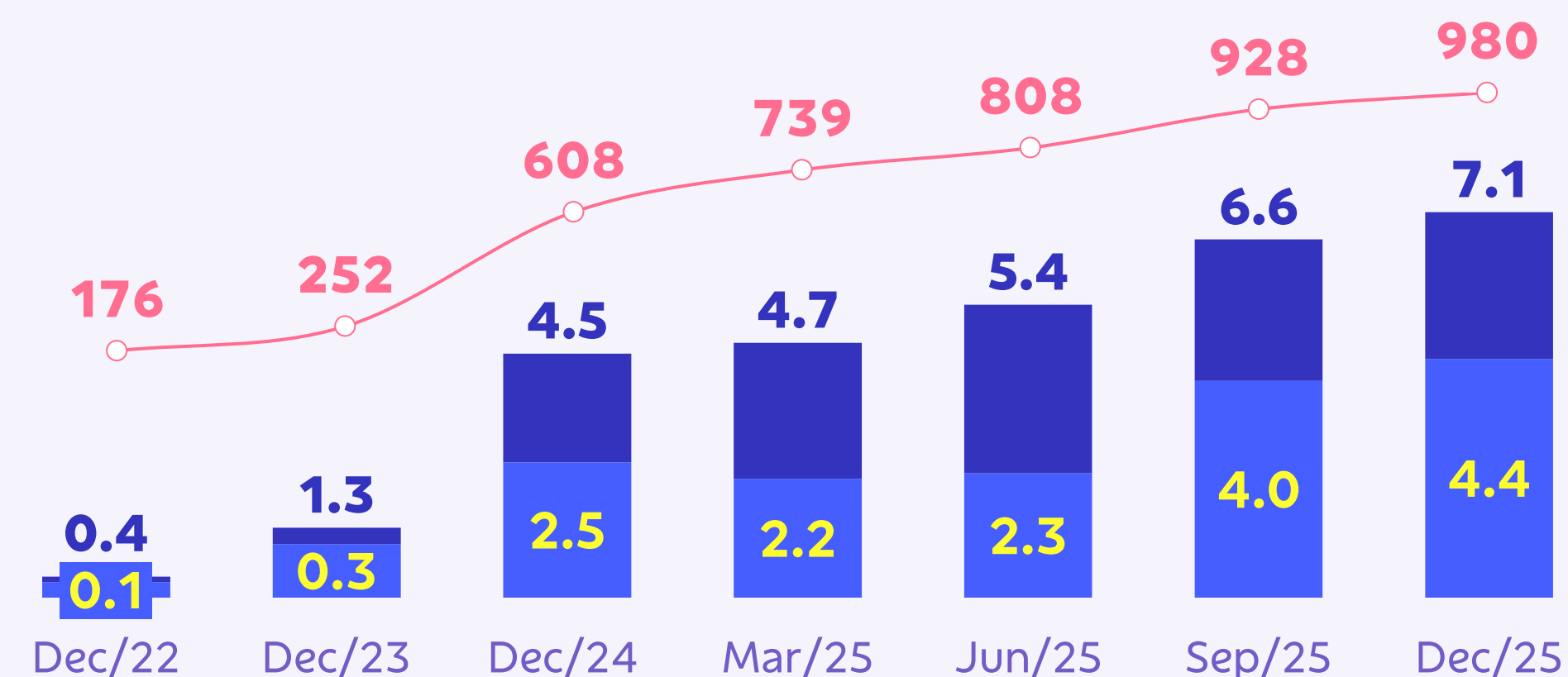


Judicial Reorganization

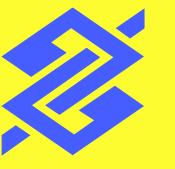
Customers in Judicial
Reorganization
quantity

Total Balance in Judicial
Reorganization
R\$ billion

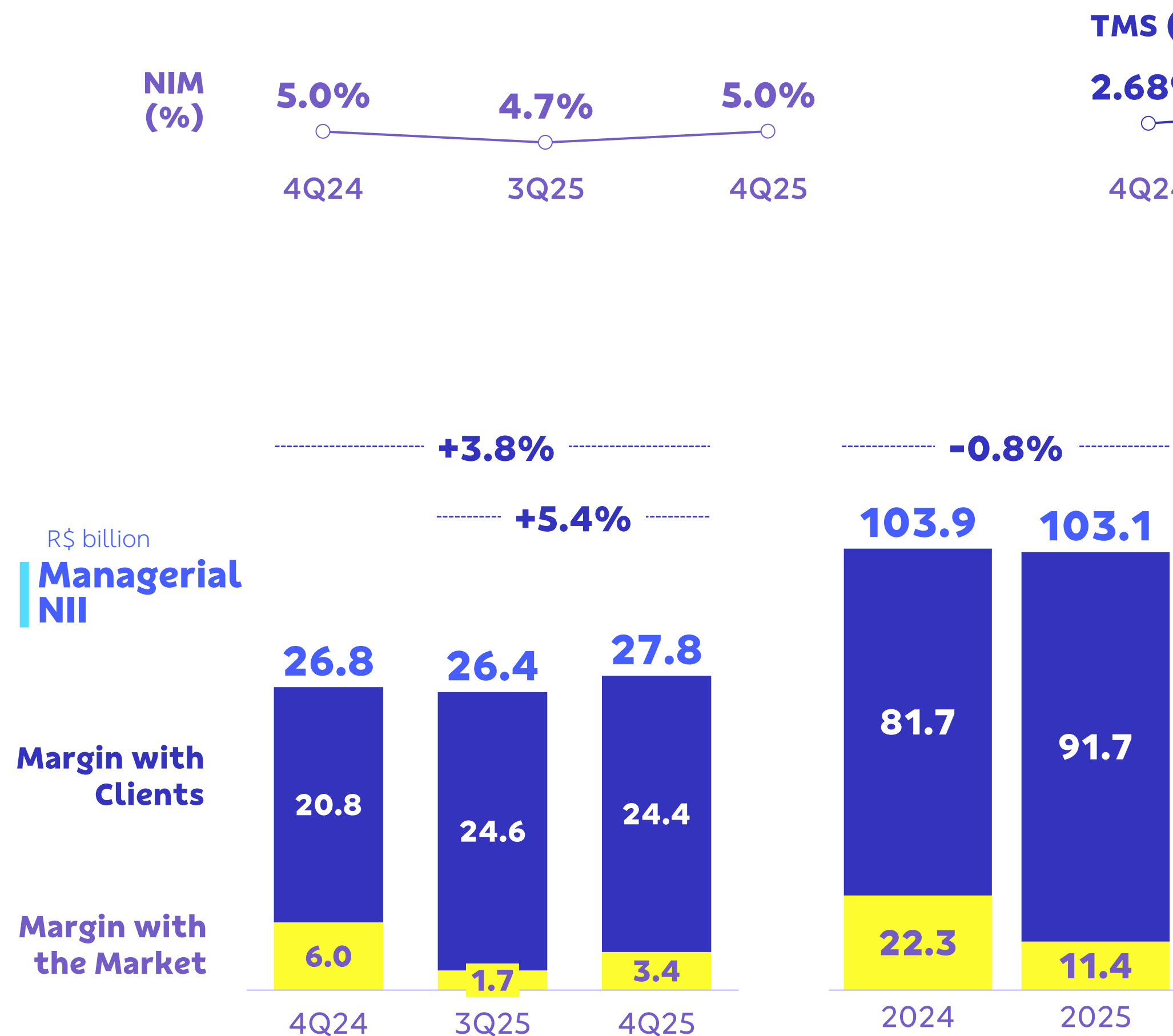
NPL+90d Balance in Judicial
Reorganization
R\$ billion



(1) Series reprocessed to comply with the criteria established by CMN Resolution No. 4,966/21; (2) Information regarding 2025 was disclosed according to Resolution No 4,966/21, while information regarding previous quarters was disclosed as regulation in force by 2024.



Net Interest Income



R\$ million

Accounting NII

	4Q24	3Q25	4Q25	Δ% Y/Y	Δ% Q/Q	2024	2025	Δ% YTD
Net Interest Income	26,791	26,365	27,801	3.8	5.4	103,944	103,128	(0.8)
Financial Income	48,918	57,501	57,508	17.6	0.0	187,031	217,712	16.4
Loan Operations ¹	37,102	47,245	47,352	27.6	0.2	141,517	181,875	28.5
Treasury ^{1 2}	11,816	10,256	10,156	(14.0)	(1.0)	45,514	35,838	(21.3)
Financial Expenses	(22,127)	(31,136)	(29,707)	34.3	(4.6)	(83,088)	(114,584)	37.9
Commercial Funding	(18,675)	(26,240)	(25,000)	33.9	(4.7)	(70,465)	(95,979)	36.2
Institutional Funding ³	(3,452)	(4,896)	(4,707)	36.4	(3.9)	(12,622)	(18,605)	47.4

(1) Due to Resolution No. 4,966/21, as of 1Q25, the result of the Private Securities Portfolio with credit characteristics was migrated from the Treasury Result to Credit Financial Income. This movement impacted, in the same magnitude, negatively the Treasury Result (Securities – Interest Income) and positively the Credit Operations Income, by approximately R\$16.9 billion in 2025. Excluding this effect, the Treasury Result would have been R\$52.9 billion and the Credit Operations Income would have been R\$165.0 billion in 2025, which would represent growth of 15.8% and 16.6% in the comparison between fiscal years, respectively.(2) Includes the result from interest, tax hedge, derivatives, and other financial instruments that offset the effects of exchange-rate variation on the result.(3) Includes senior debt instruments, subordinated debt, and Hybrid Capital and Debt Instruments (IHCD), except instruments eligible as CET1.



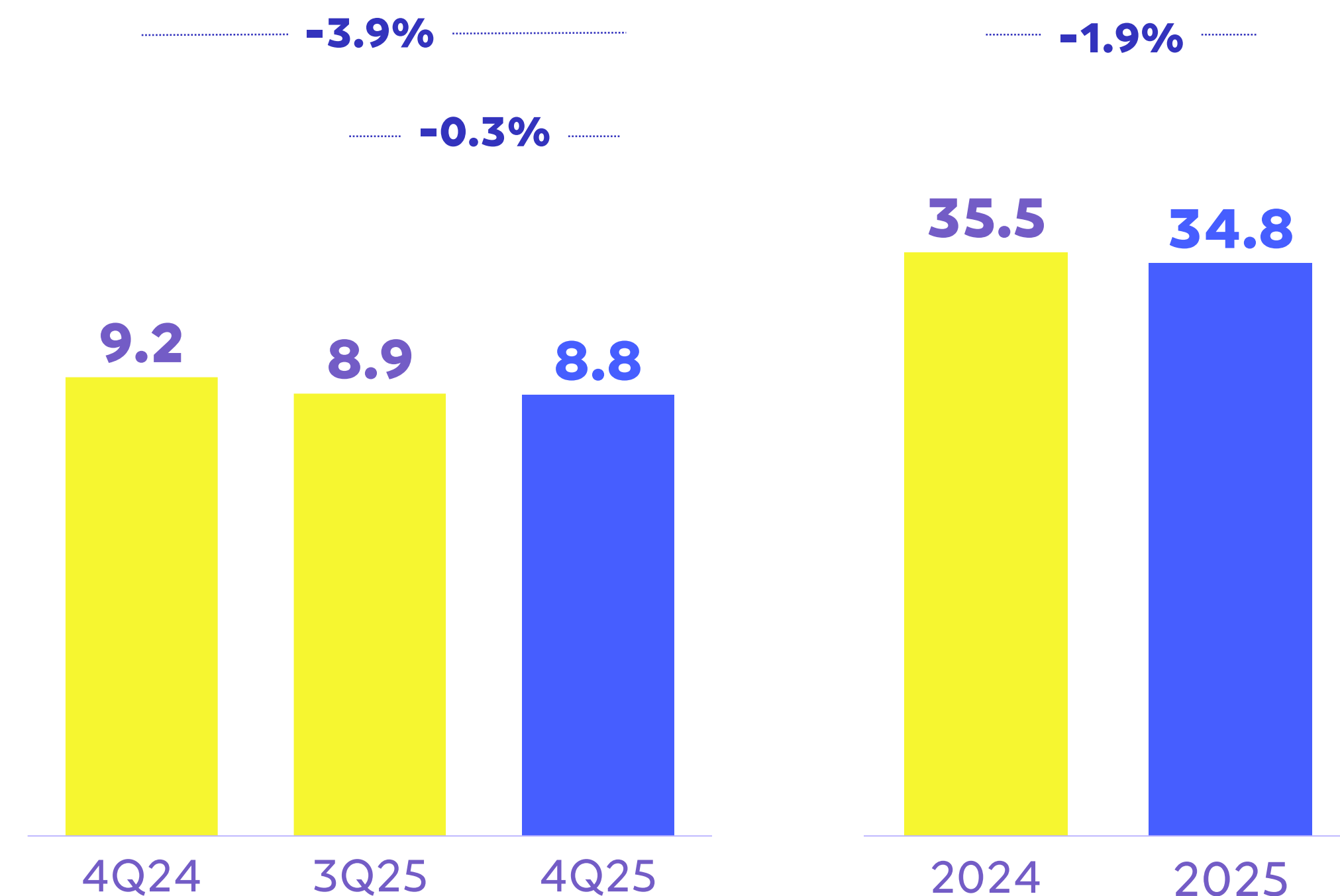
Fee Income and Administrative Expenses

R\$ billion

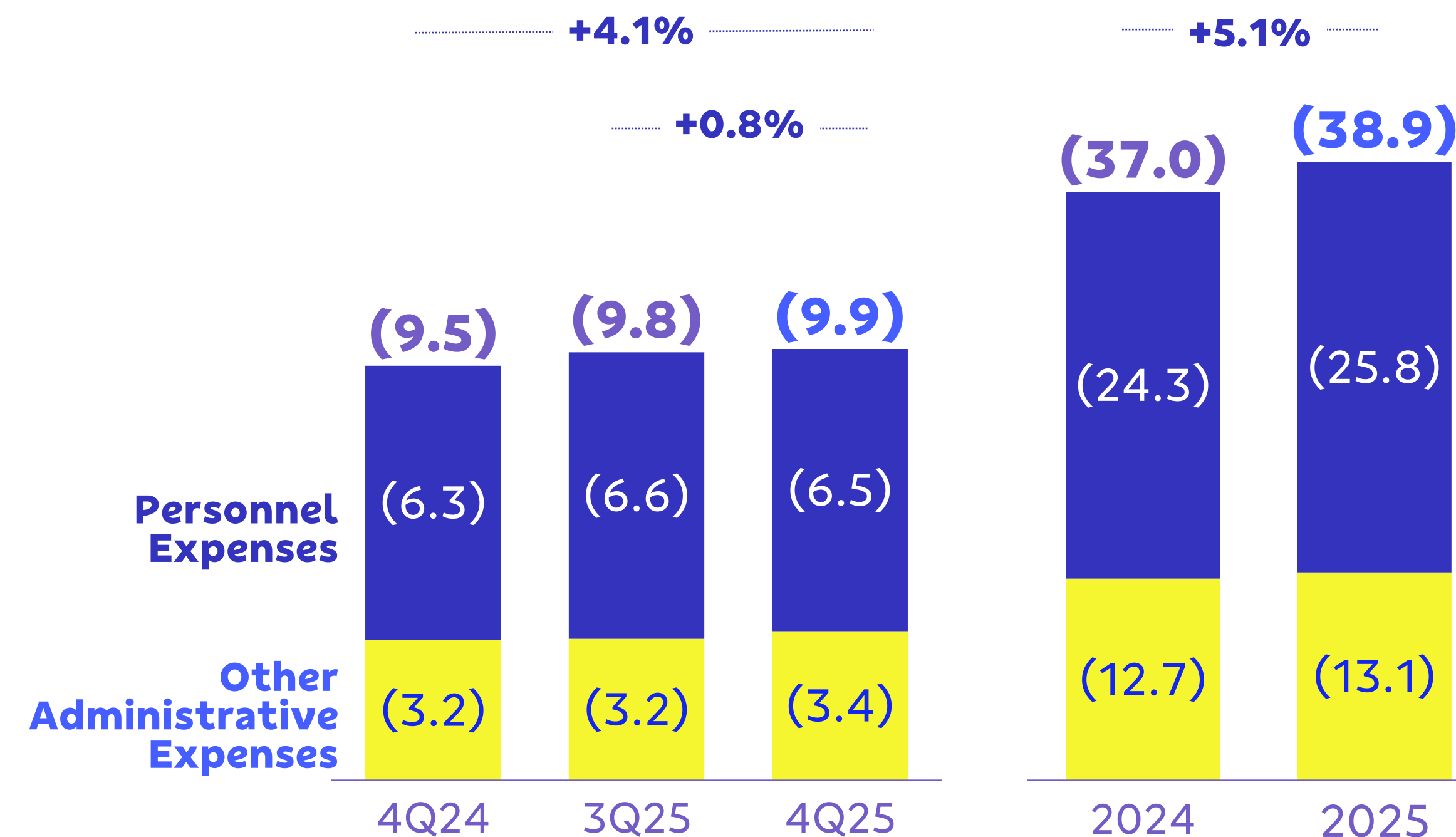
Cost-to-income
Ratio 12 months

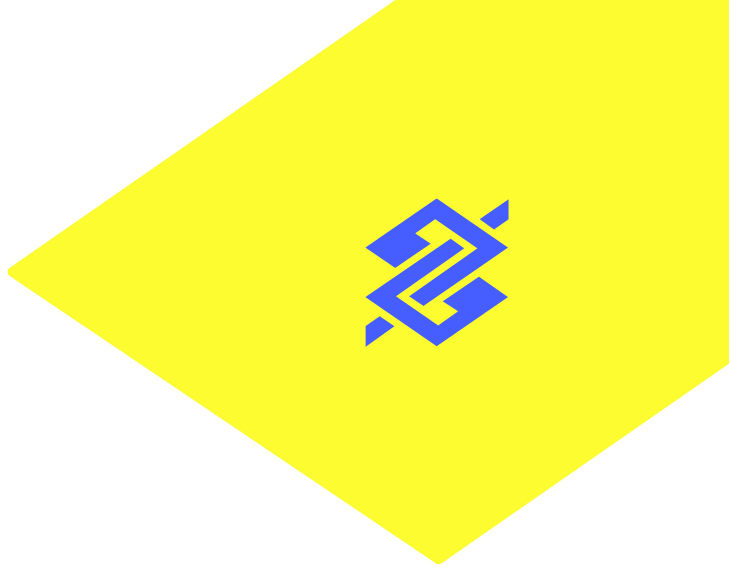
27.7%

Fee Income



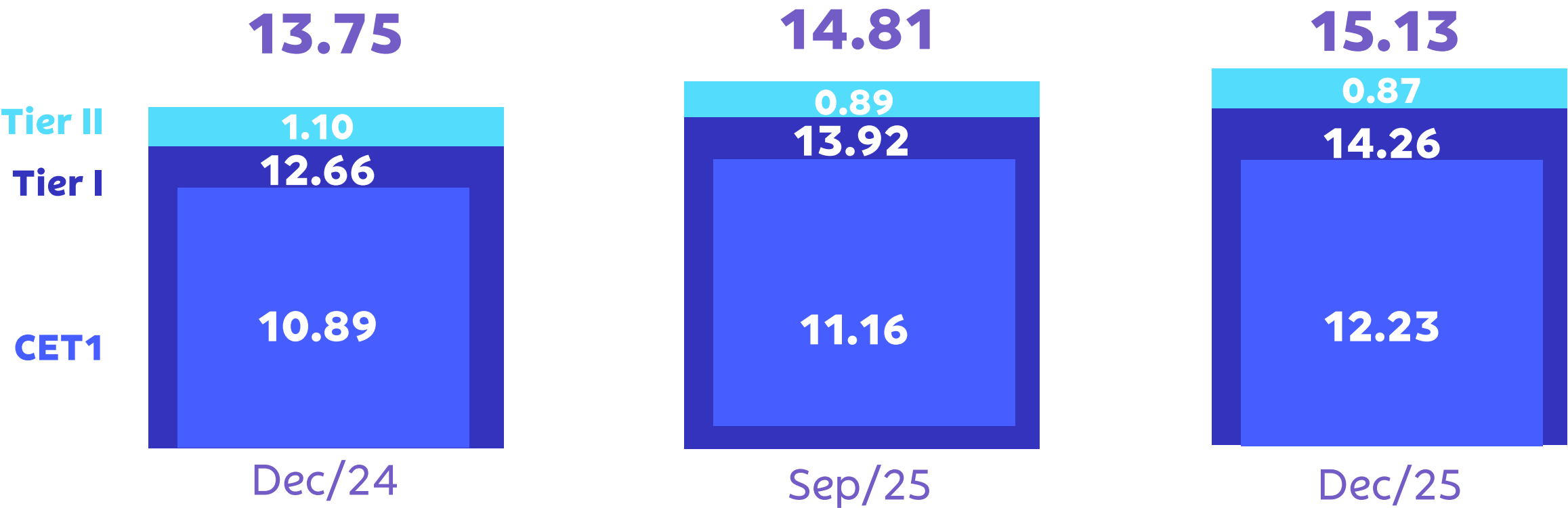
Administrative Expenses





Capital

BIS Ratio
(%)

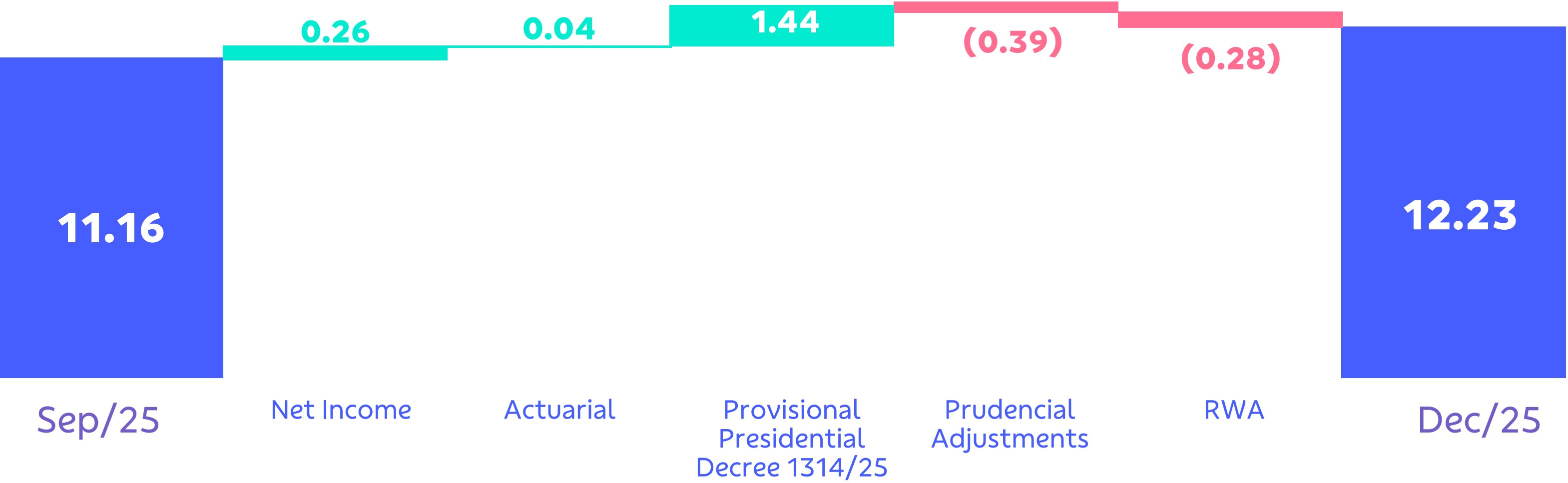


Payout
30%

Earnings per share
R\$3.18

Dividends and IOC Distributed
R\$5.2 bn

CET1
(%)





Guidance 2026

	Range between
Loan Portfolio¹	0.5% and 4.5%
Individuals	6% and 10%
Companies	-3% and 1%
Agribusiness	-2% and 2%
Sustainable Portfolio	2% and 6%
Net Interest Income	4% and 8%
Cost of Credit²	^{R\$ billion} 53 and 58
Fee Income	2% and 6%
Administrative Expenses	5% and 9%
Adjusted Net Income	^{R\$ billion} 22 and 26

(1) Credit projections consider the domestic portfolio plus private securities and guarantees and do not consider government credit. (2) Cost of Credit: corresponds to expected loss expenses (as per CMN Resolution No. 4,966/21), plus discounts granted and less revenue from credit recovery.



bb.com.br/ri