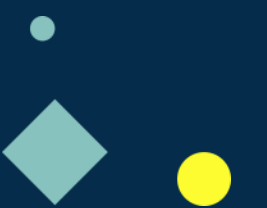




For further info  
Point your mobile  
for MD&A 4Q20

Earnings  
Release

4Q20







# 2020

## A challenging and transforming year

We reaffirm our commitment to having the **customer at the center**

We accelerate the digital transformation, with **specialization and integration of channels**

We reinforce our role in society, bringing **support**

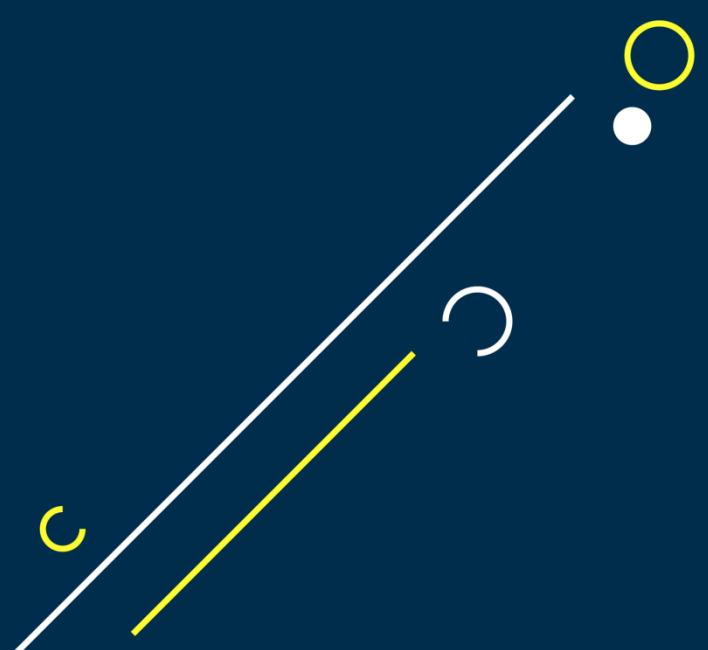
We show that **sustainability** is a relevant pillar in our management



We accelerate the construction of a new perspective



# Digital





Customer Experience

# We kept the focus on the continuous improvement of the customer experience



Culture oriented to positive experience

## Increasing levels of satisfaction



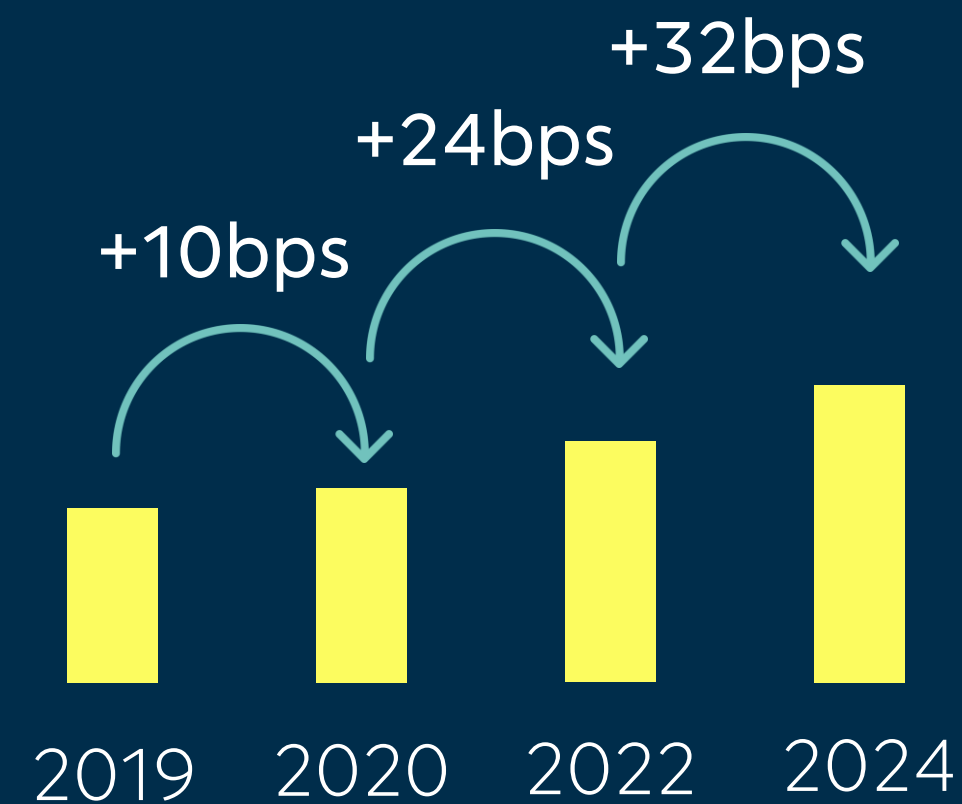
Data usage and analytics

A bank for each customer

### NPS BB

62.91  
NPS Agribusiness Credit

64.72  
NPS Public Sector



### Service Evaluation

score **4.6**  
(Scale - 1 to 5)

More than **12** million customers evaluations





Digital

# An increasingly digital bank



## 86.5%

Of the transactions made through digital platforms<sup>1</sup> in dec/20

## 21.2 million

of digital customers<sup>2</sup>  
**+40%** over dec/19

## 6.8 million

of digital native customers<sup>3</sup>  
**+78%** over dec/19

## 30.6 million

of "Fale Com"<sup>4</sup> services  
**+51%** over 2019

## 17 million

WhatsApp services  
**+662%** over 2019  
77% doubts resolved by AI  
70% positive evaluations

## PIX 31.5%

Market Share<sup>5</sup>

The only bank with PIX at WhatsApp and through voice command

## 72%

Individuals disbursements  
Made through digital/remote

### CIO 100 Awards

Among the 100 most innovative companies in the world 2020

### iBest

Popular Jury Digital Bank of the year 2020

### The Innovators

Global Finance 2019 and 2020 The Most Innovative Institution in Latin America

App BB, best evaluated in the financial industry



(1) Mobile and Internet. (2) Individuals and Companies customers who made at least one transaction in the last 90 days on BB digital platforms: APP, Carteira bB, APF, Financial Manager, APP Ourocard, APP and Investment Home and WhatsApp (3) Customers who started the relationship with Banco do Brasil through Digital Channels. (4) Includes services to Individuals, Companies and Government. (5) In transferred resources.





Digital

# Who invests in digital inclusion



## Social

2.5 million students in 2,895 municipalities with access to the FBB digital and financial education platform

## Business

### Free Wi-fi

In every Mais BB Stores

### Connectivity in the field

Financing to companies and producers to bring connectivity in the field

1,000 visited cities with digital solutions for BB's dissemination project







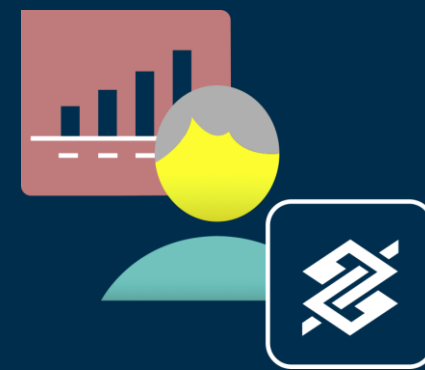
Business more  
integrated  
Strengthen  
protagonism

# And it generates value through proximity and readiness



**+1.3** million customers  
with expert advice

- **100%** of high retail customers served
- Increase of **20%** at NPS of this audience
- Increment of **25%** in profitability of these customers<sup>1</sup>



## New Model | Customer Estilo Investidor

- **800** professionals of investments
- **46** regional offices  
**+ 32** platforms
- **2** Superintendencies



## Strengthening historical competence | Rural

- **2k** specialized professionals
- **18** specialized branches
- **915** customer portfolio in **643** cities
- **+ 40%** customers with advice



## New Model | High Maturity Digital Customer

- **1,461** Specialized professionals
- **16** branches in the model "Digital Leve"
- **2** Superintendencies

(1) Managerial result generated by the customer in the consumption of products and services, less operating expenses – Staggered over 18 months



Efficiency  
and cost  
reduction

# We improve our efficiency







Customer  
Experience

# We will optimize operations abroad



## International Acting

Customer service for Brazilian customers

### Individuals

Banking solutions  
Easy exchange  
International Investments

### Companies

Foreign trade

Support for treasury strategies

## Directors

### Efficiency

Centralization, modernization  
and optimization of structures

### Customer focus

Adding value to the  
relationship

### Value Generation

Increase satisfaction levels



# We are recognized for our solid track record in sustainability



Most sustainable bank and 3rd place in the overall ranking

MSCI  
ESG RATINGS

AA

Rating "AA" – group of leading companies in Sustainability

CCC B BB BBB A AA AAA



1º place at Anuário Época 360º 2020 Sustainability/Banks

Member of  
**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

Listed at "World" and "Emerging Markets"



FTSE4Good

Listed since 2016

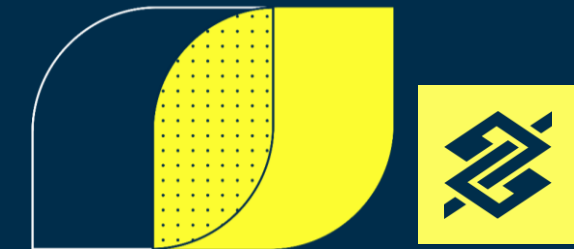


Listed since 2010

ISEB3



Listed since 2005



For further info:

[youtube.com/bancodobrasil/sustentabilidade](https://youtube.com/bancodobrasil/sustentabilidade)



# We have established 10 commitments for the future



## Sustainable Business



Renewable Energy

R\$**15**  
Billion<sup>1</sup>  
until 2025



Sustainable Agriculture

R\$**125**  
Billion<sup>1</sup>  
until 2025



Entrepreneurship

**1** Million  
until 2025<sup>3</sup>



State and Municipal Efficiency<sup>4</sup>

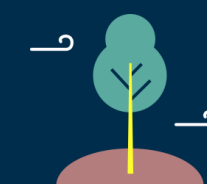
R\$**20**  
Billion<sup>2</sup>  
until 2025

## Responsible Investment



ESG Funds and ESG Evaluation of 100% AuM<sup>5</sup> until 2022

R\$**20**  
Billion<sup>1</sup>  
until 2025



Sustainable Resources

R\$**30**  
Billion<sup>2</sup>  
until 2030

## ESG Management



Direct emissions of GHG

compensate **100%** from 2021

Reduce **30%** until 2030

Renewable Energy **90%** until 2024



Diversity in leadership positions

**23%** of black and mixed-race until 2025

**30%** of woman until 2025



Digital heavy users

**17** Million until 2025



Fundação BB<sup>6</sup>

R\$**1** billion until 2030

Get to know the full commitments at [www.bb.com.br/sustentabilidade](http://www.bb.com.br/sustentabilidade)

# In 2020, we strengthen our balance sheet and build the foundation for better results



## Performance

Adjusted Net Income  
R\$ 13.9 billion,  
-22.2%

Preemptive Provisions  
R\$ 8.1 billion



## Solid Operational Trends

POPP  
R\$ 42.4 billion  
+5.9%



## Loan Portfolio

R\$ 742.0 billion  
+9.0%

NPL+90: 1.9%

R\$ 19 billion  
Disbursed in  
emergency credit  
programs



## Expenses and Income Dynamics

Net Interest Income  
+5.1%

Stable Administrative  
Expenses +0.1%

Cost to Income Ratio:  
36.6%



## Strengthened Capital

CET 1: 13.62%





And looking ahead, **we want:**

Provide the **best experience**

Be the customer's **main Bank**

An **increasingly digital** bank

**Sustainable profitability**





# Performance





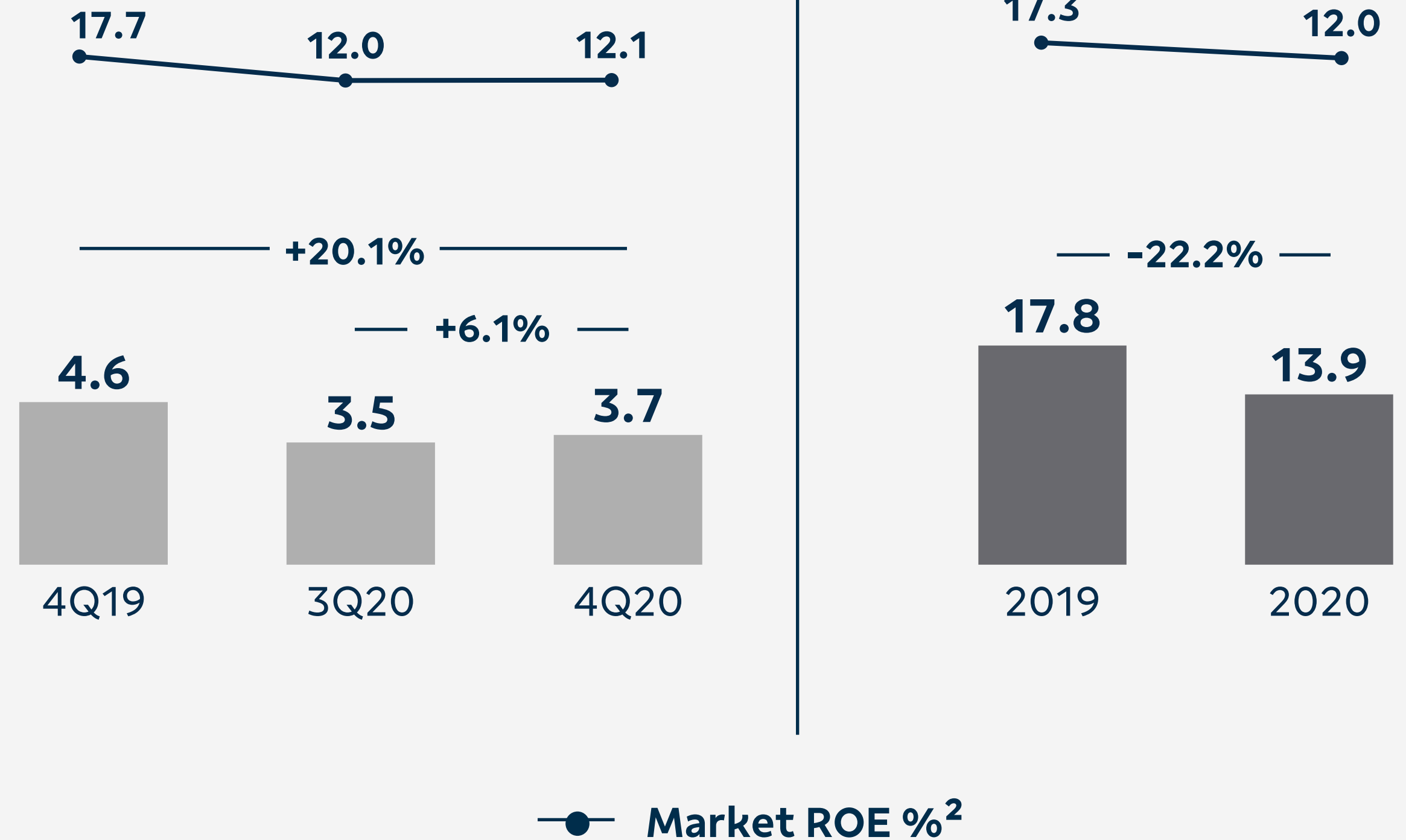
# Adjusted Net Income impacted by preemptive provisions

**POPP<sup>1</sup>**

**R\$ 42.4 bn 2020**

**+ 5.9%** on/2019 ▲

Adjusted Net Income  
R\$ billion

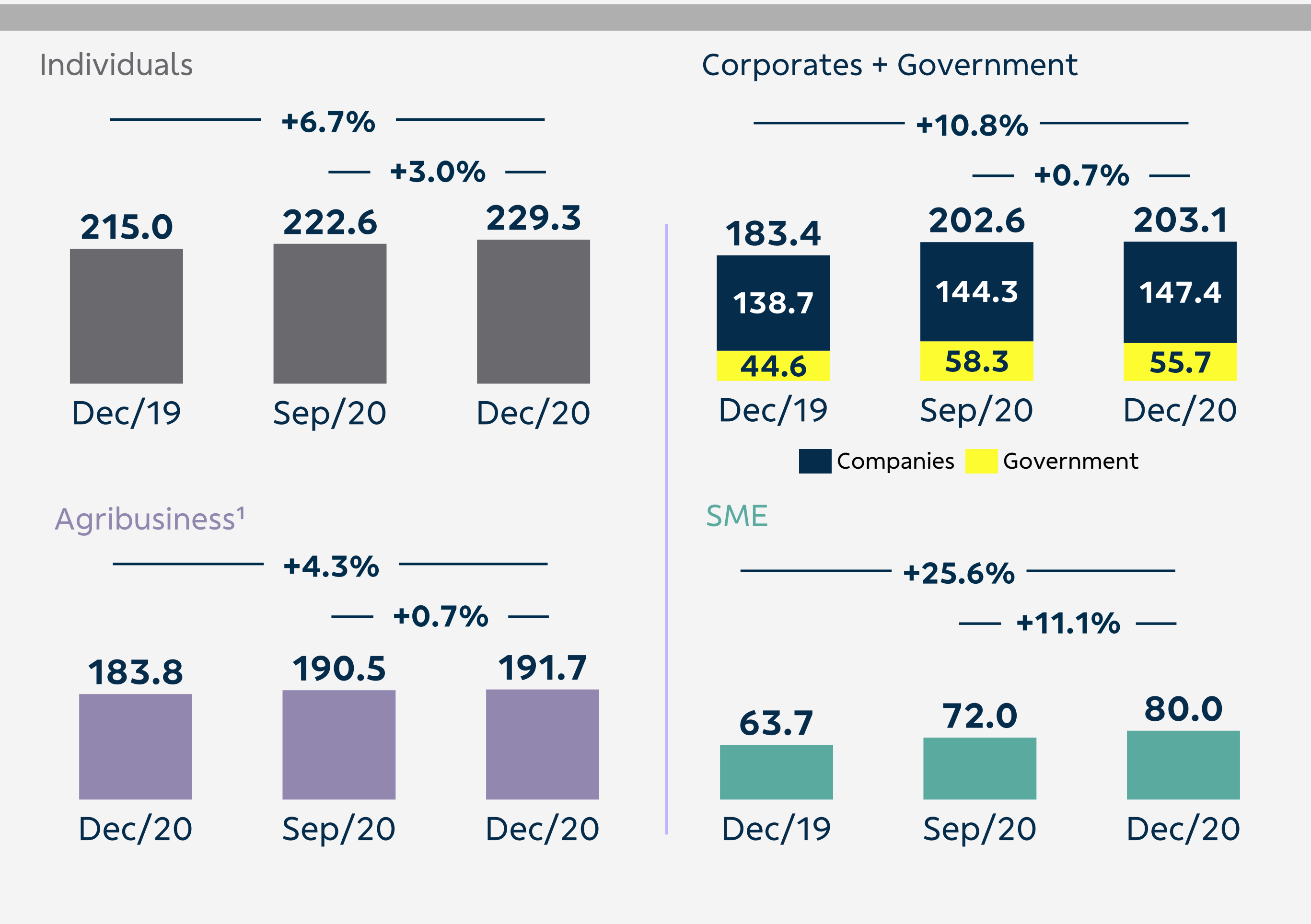


(1) Pre-Provision Operating Profit – Income Before Taxes net of Allowance for Loan Losses.

(2) Metric that the main market analysts use to project results. The index is annualized using the linear method.



# Loan Portfolio growth supported by retail lines



(1) It includes private securities and guarantees provided.

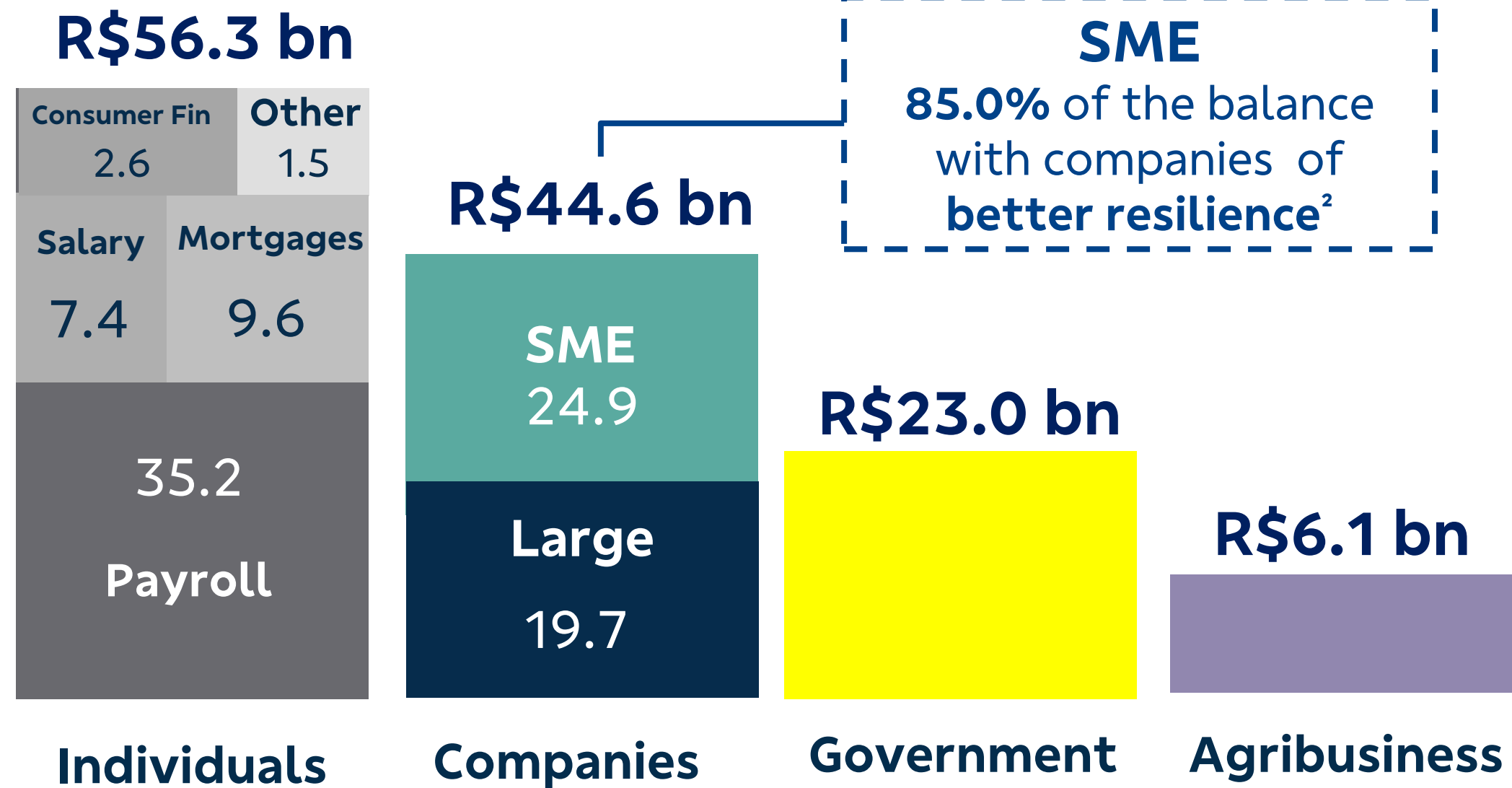




# Customers support with credit forbearance

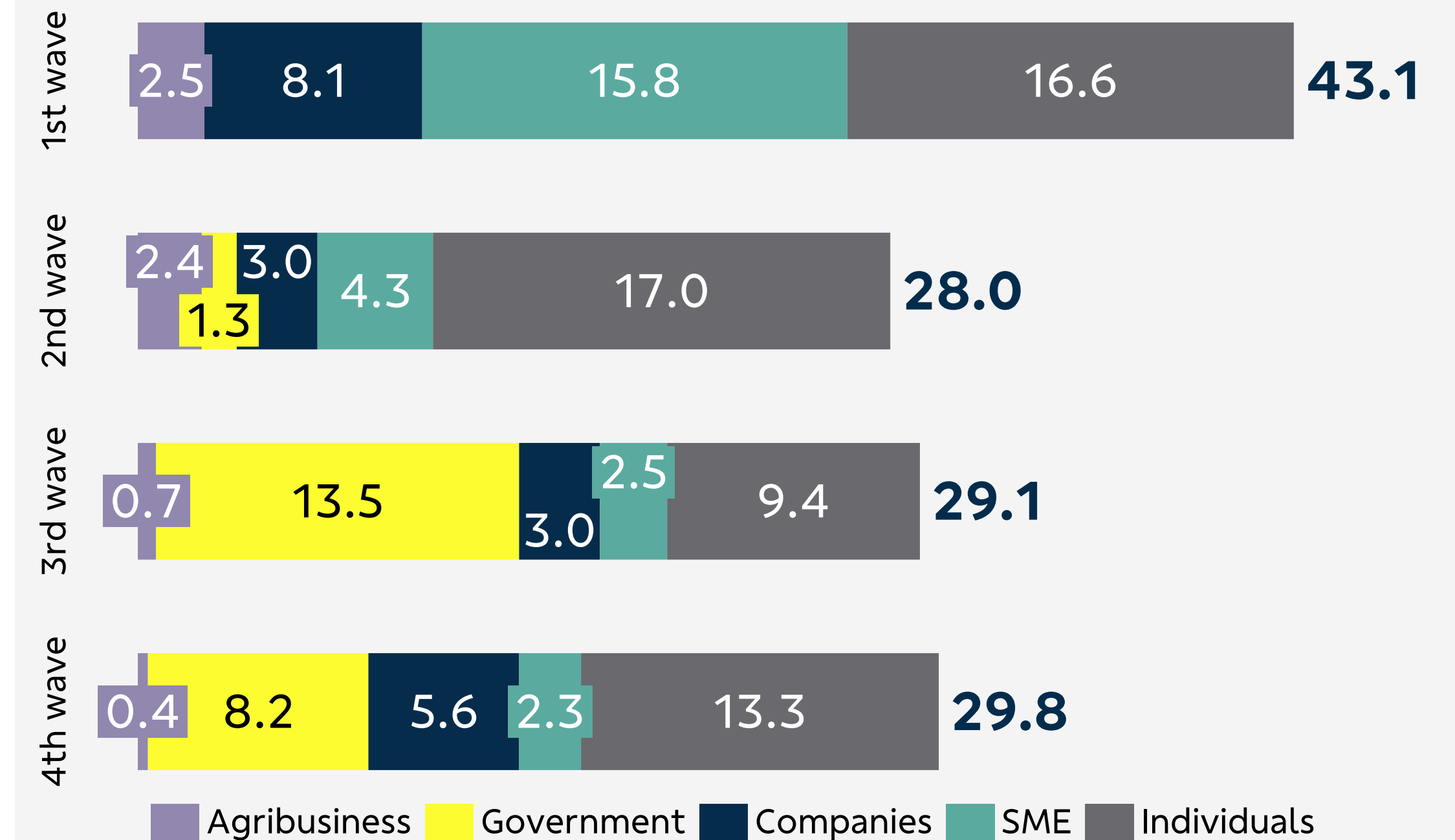
**Balance of forbearance portfolio<sup>1</sup>**  
**R\$130.1 billion**

**2.3 million**  
**Customers served**



## Distribution by waves

R\$ billion



**94.7%** with rating **AA-C**

**62.6%** with **guarantees and collaterals**

**98.1%** were **due transactions<sup>2</sup>**

**17.1 years** average relationship time

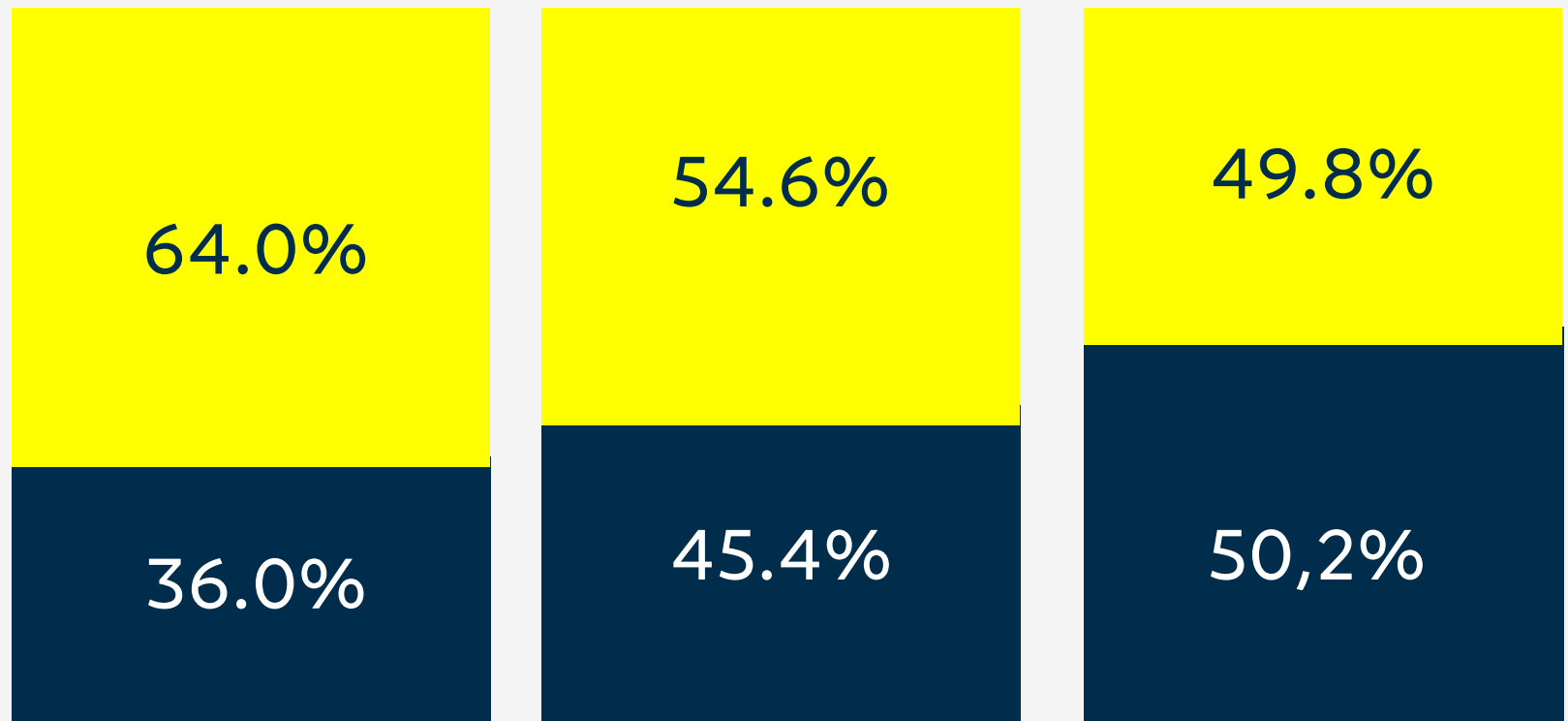
(1) From 03/16/20 a 12/30/20. (2) The Resilience Matrix, which combines the sectorial landscape with credit risk score, is used in order to assign the companies resilience ratio. It's an instrument for the adoption of strategies for granting new loans and, in particular, for the treatment of the forbearance portfolio. (2) in the last 12 months.



# Forbearance Portfolio flow

NPL 15-90: 0.76% | NPL +90: 0.44%

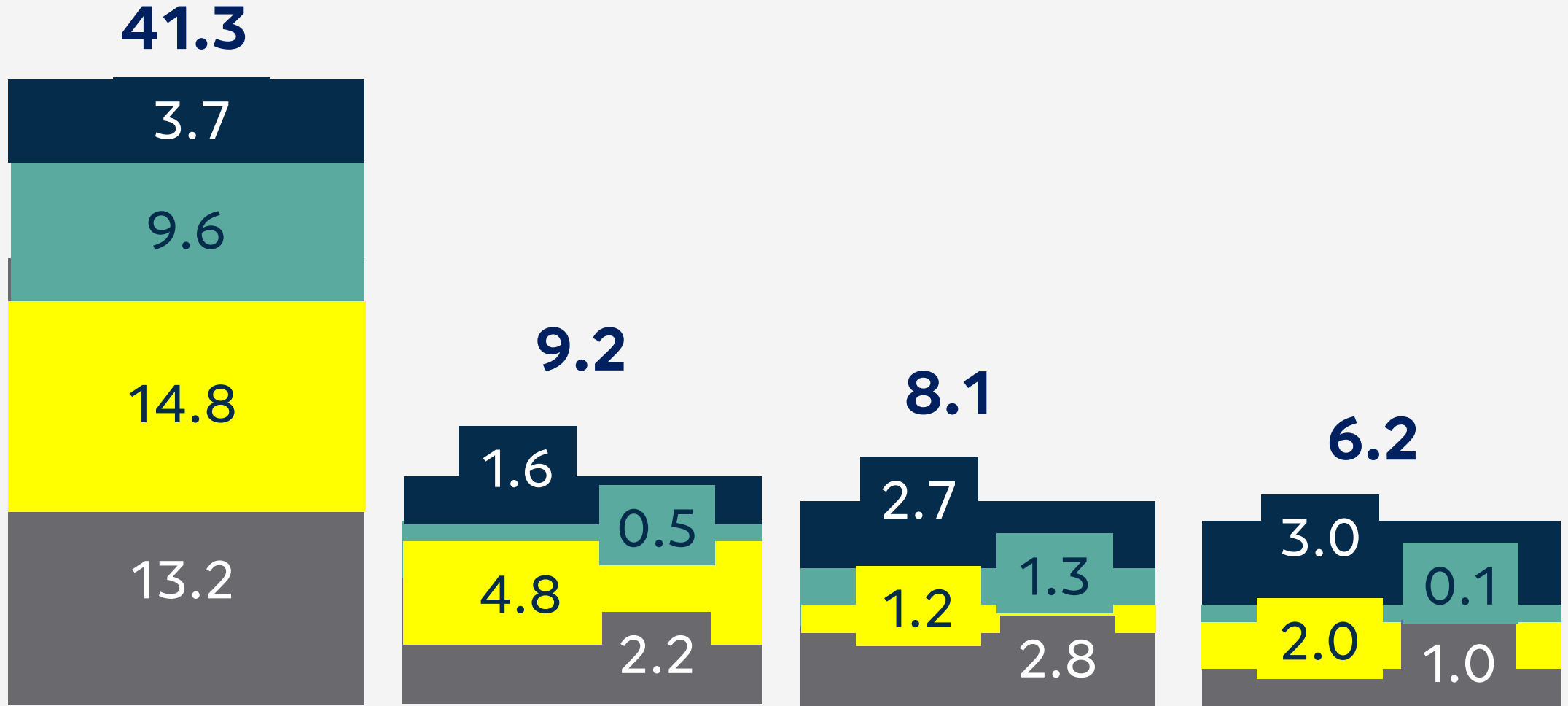
## Forbearance breakdown



Jun/20      Sep/20      Dec/20

■ Performing Exposure   ■ Grace Period

## Flow of exit from grace periods R\$ billion



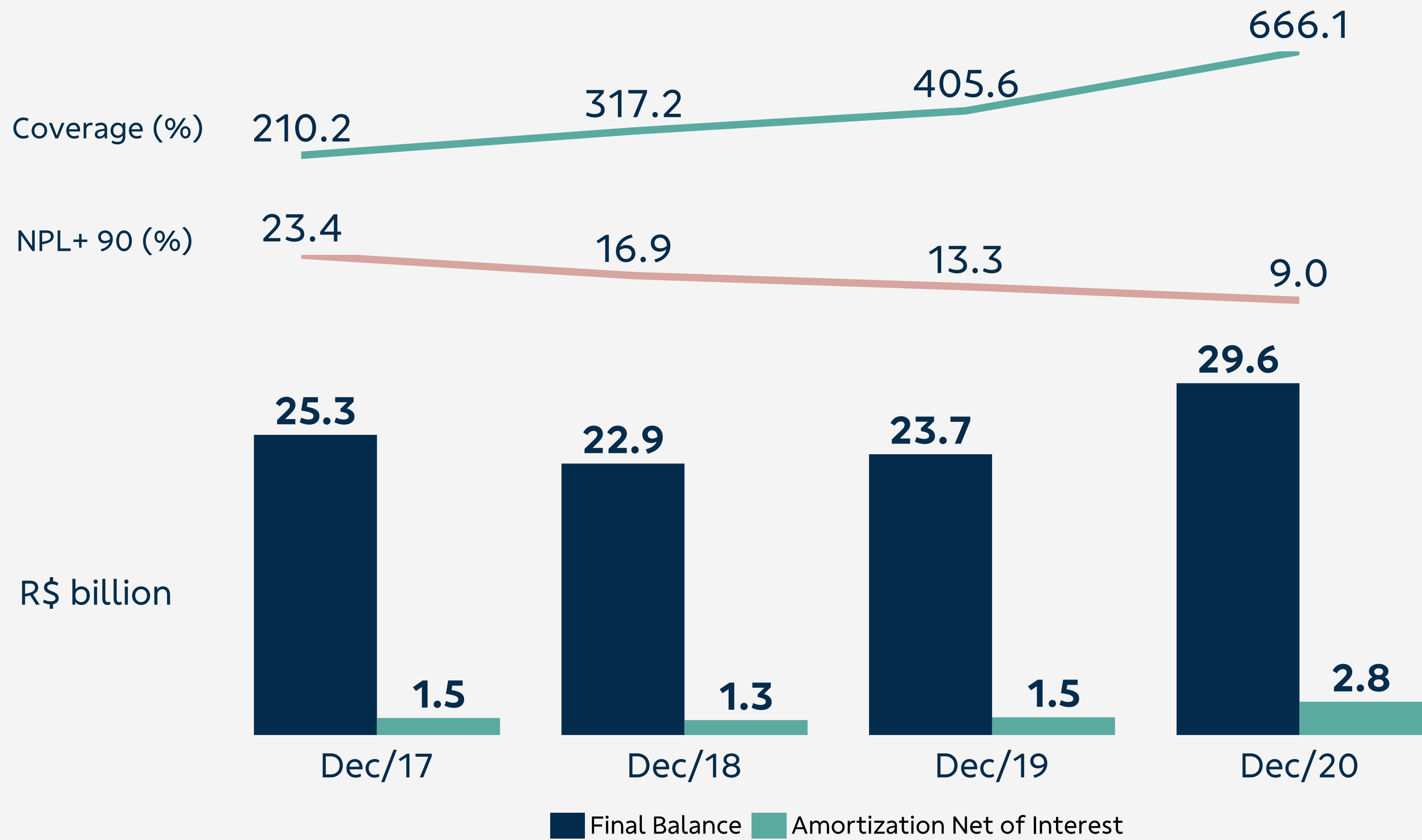
1Q21      2Q21      2H21      2022

■ Large Companies   ■ SME   ■ Government   ■ Individuals + Agribusiness



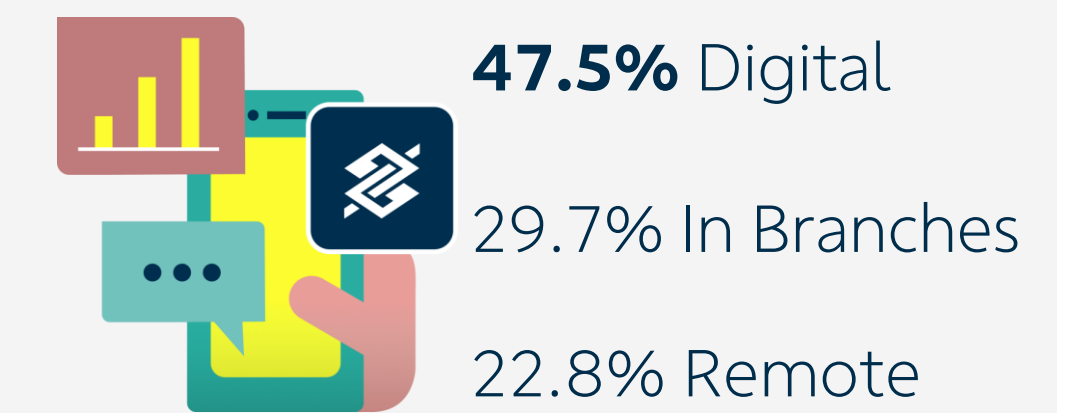


# Renegotiation portfolio for past due transactions breakdown



Digital Renegotiation Efficiency, innovation and better experience

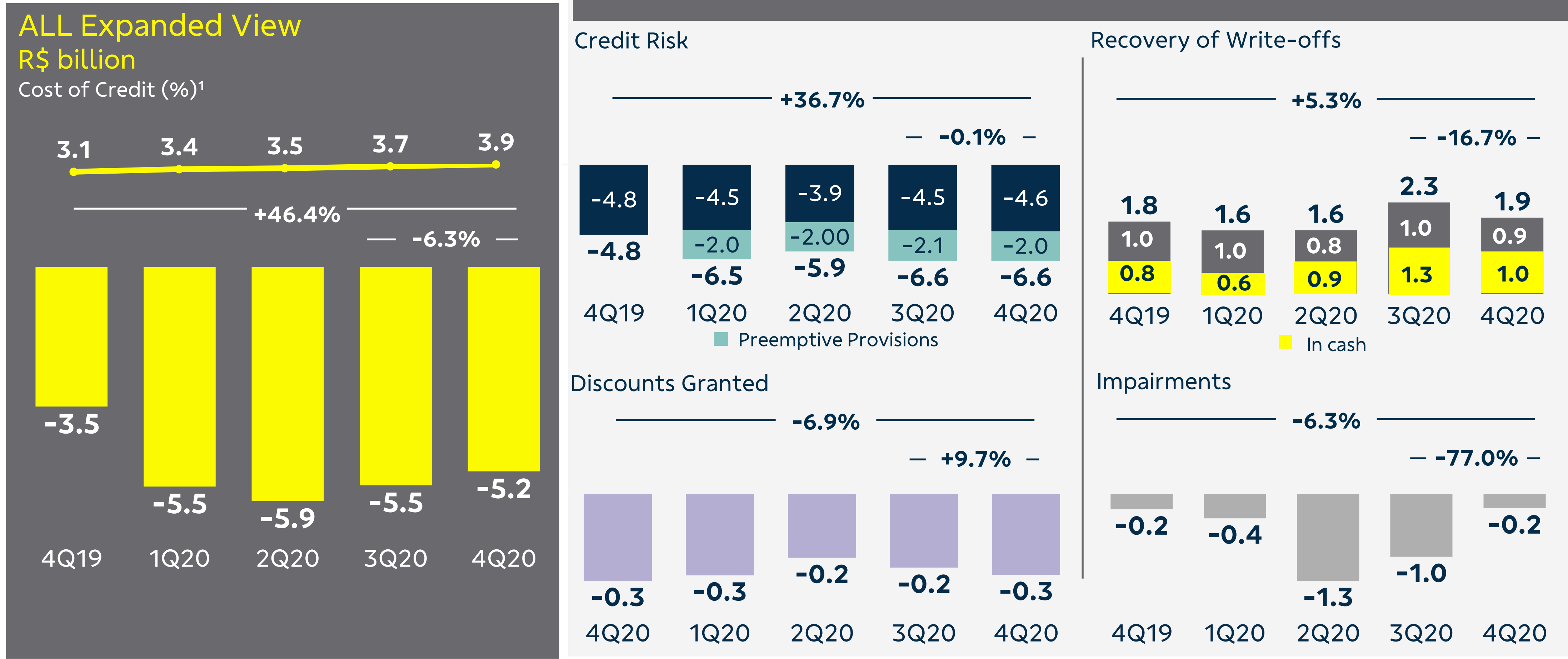
Retail customers operations



371,990 contracts on 4Q20



# ALL Expanded View impacted by preemptive provisions



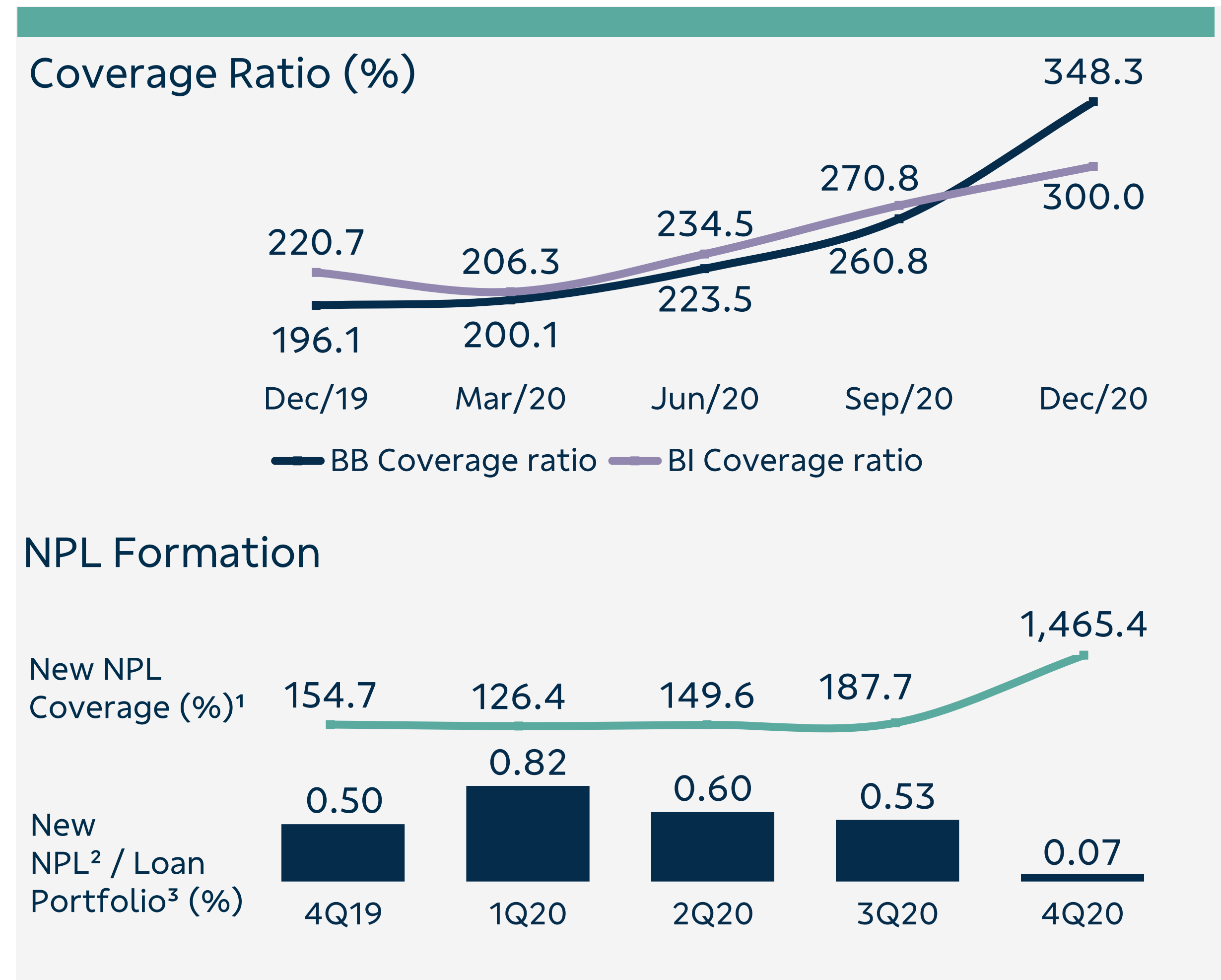
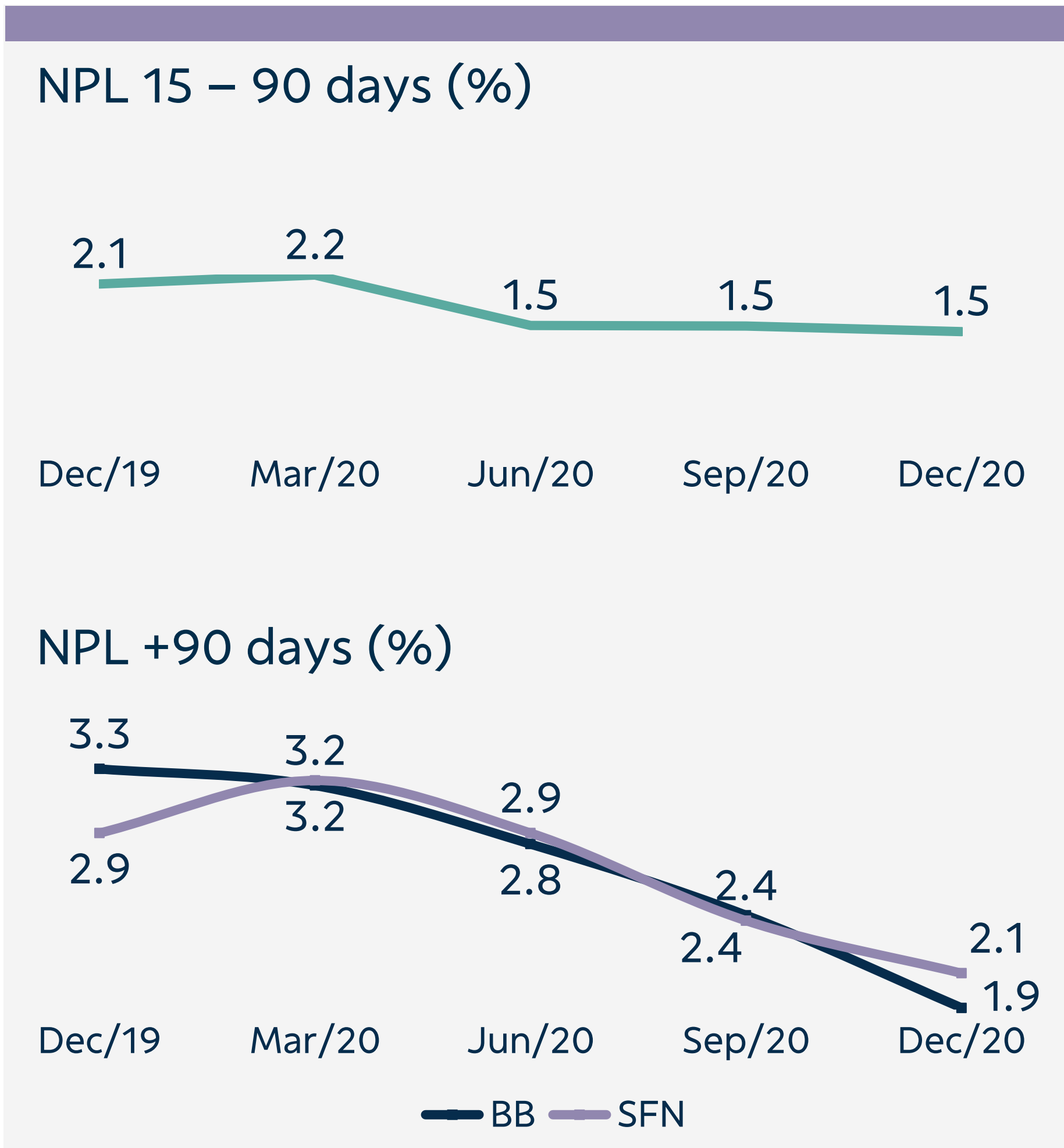
ALL Expanded View in 2020: **R\$ 22.1 bn** ▲ 47.6% 2020 / 2019

(1) ALL expenses accumulated in 12 months / 12 months Average Loan Portfolio.





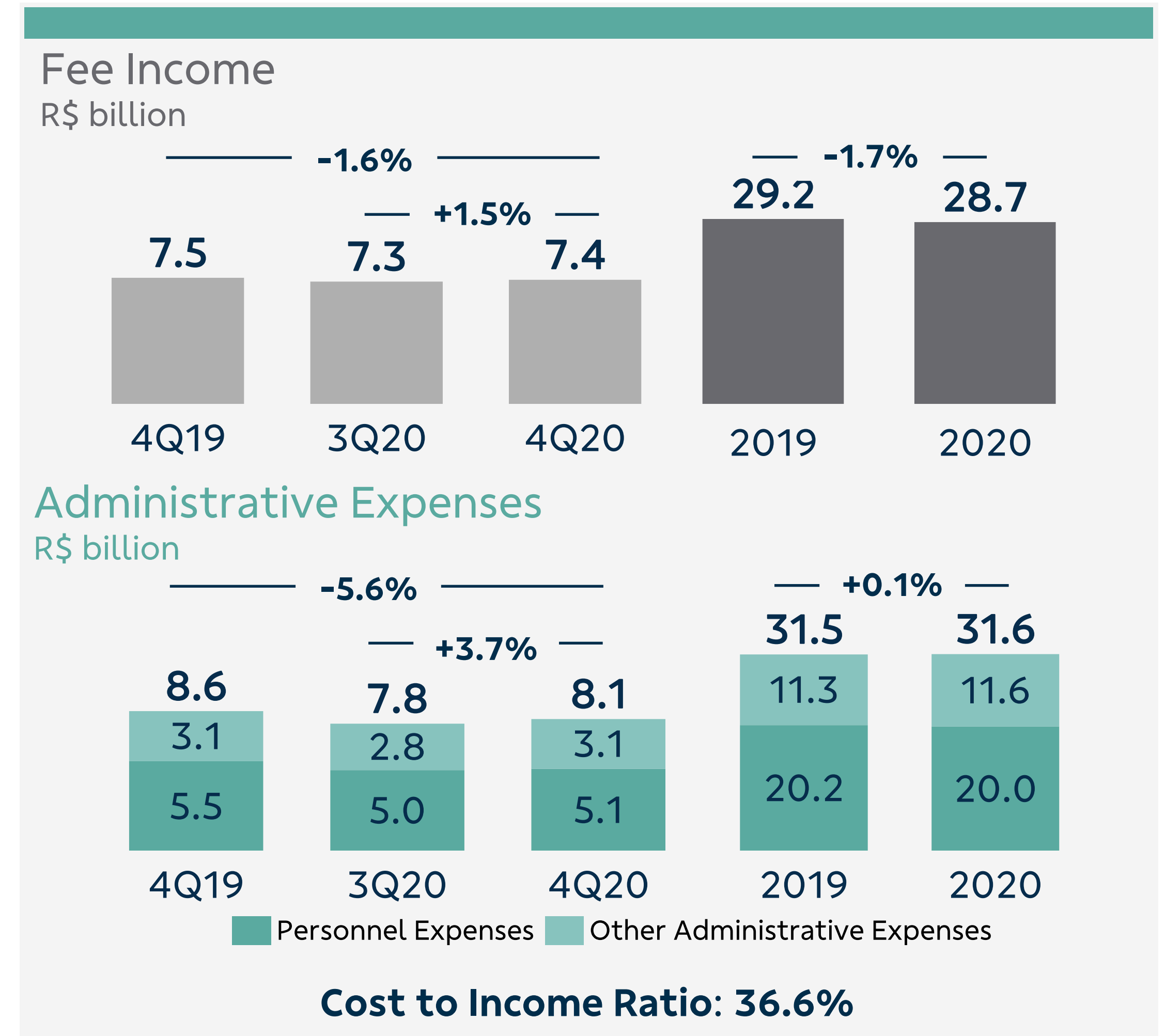
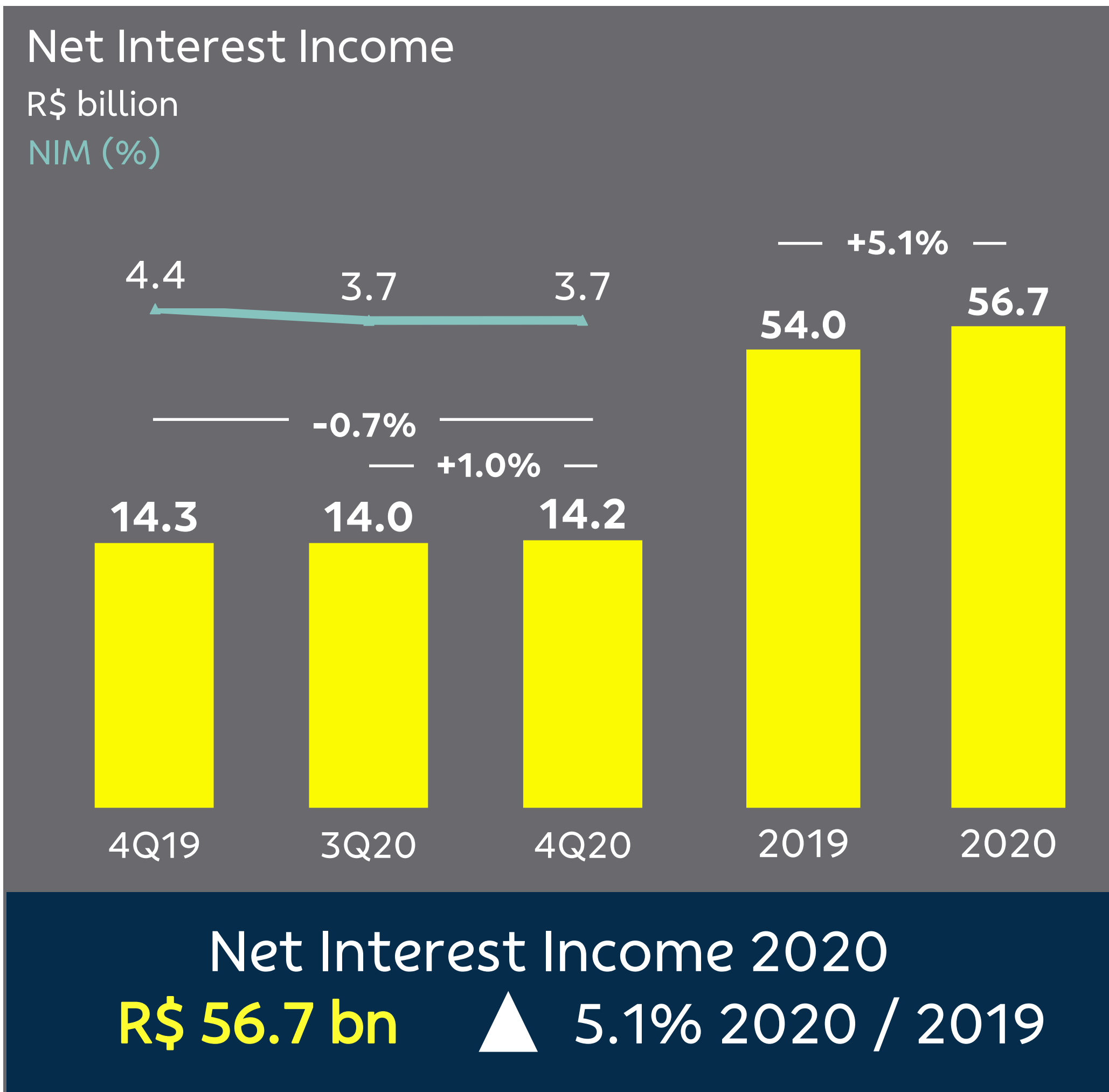
# NPL under control



(1) Quarterly ALL Expenses/ New NPL. (2) New NPL: Relationship between the quarterly variation of the balance of operations overdue for more than 90 days, plus the write-offs for the quarter's loss. (3) balance of the classified loan portfolio of the previous quarter.



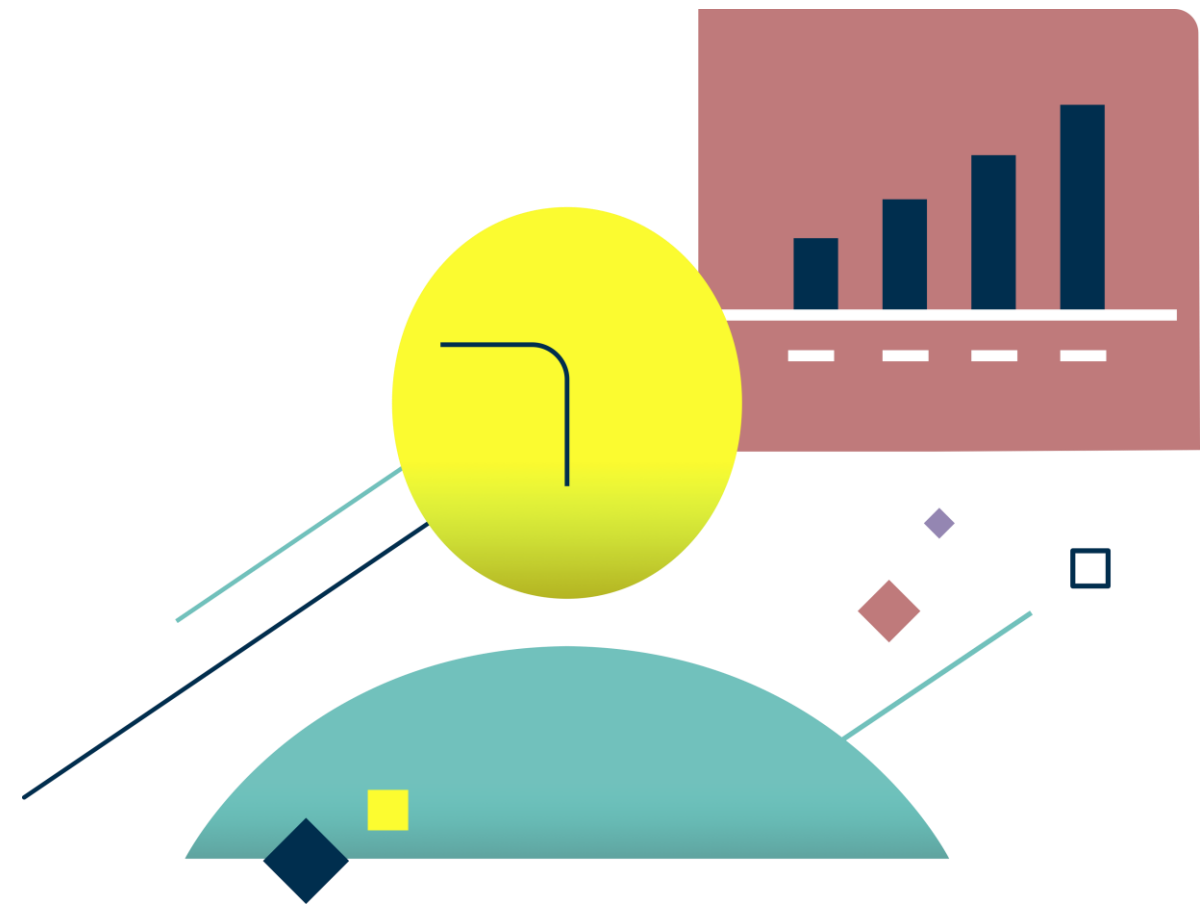
# Resilient revenues and administrative expenses under control







# Efficiency Measures



We seek a recurring expense reduction of **R\$ 3 billion** with the implementation of the efficiency measures

Institutional Reorganization

R\$ **982** million

Performa and New Compensation Plan

R\$ **911** million

PAQ and PDE

R\$ **783** million

Flexy BB + Home Office

R\$ **196** million

Energy Eco-efficiency

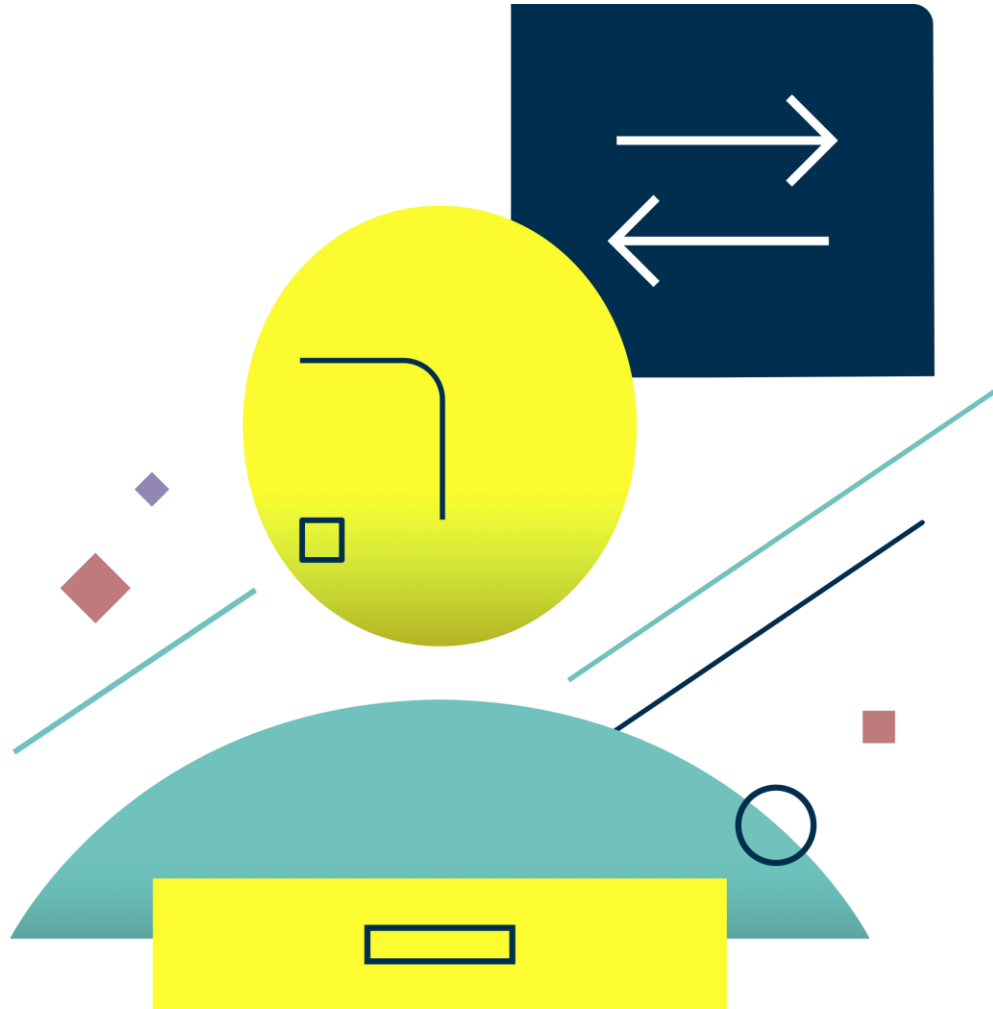
R\$ **38** million

Savings of  
**R\$ 10**  
billion until 2025

Gross Savings of  
**R\$ 1**  
billion in 2021



# Result of voluntary termination plans



**5,533**

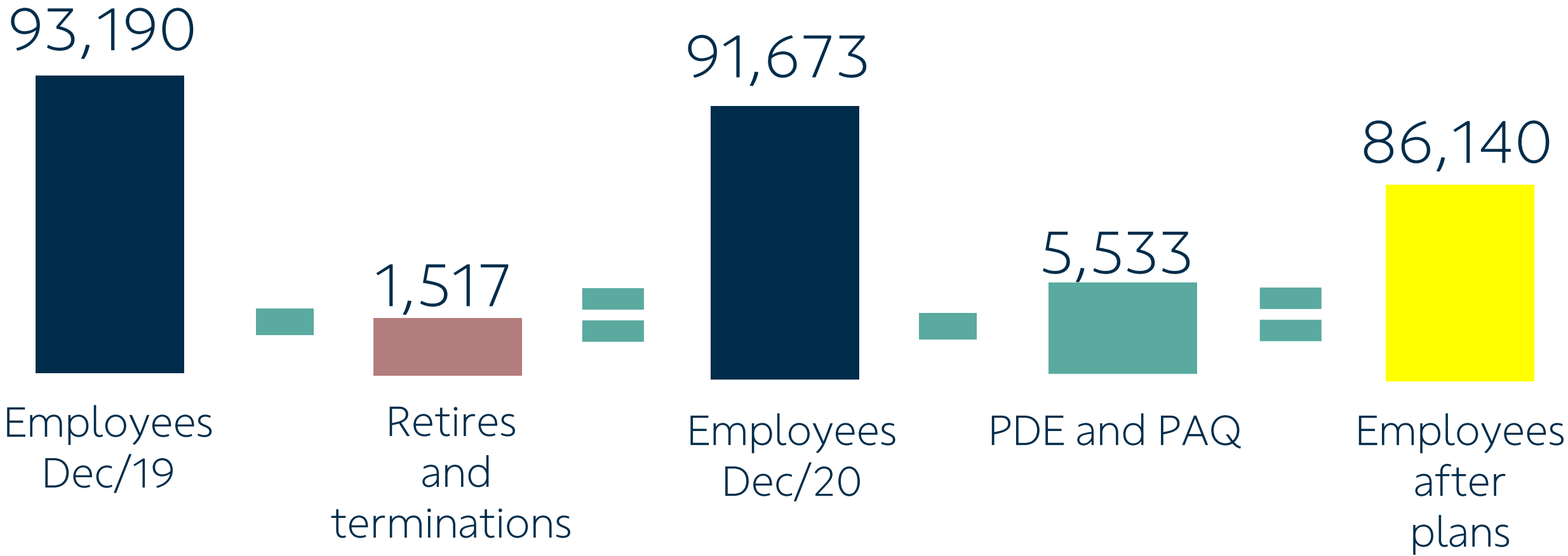
Employees who will leave the company due to voluntary adhesion to the termination programs PAQ and PDE  
~75% retirees

R\$ 783 million  
**Recurrent annual savings**

R\$ 2.9 billion  
**Net Savings until 2025**

Average incoming employee cost  
**50% lower**

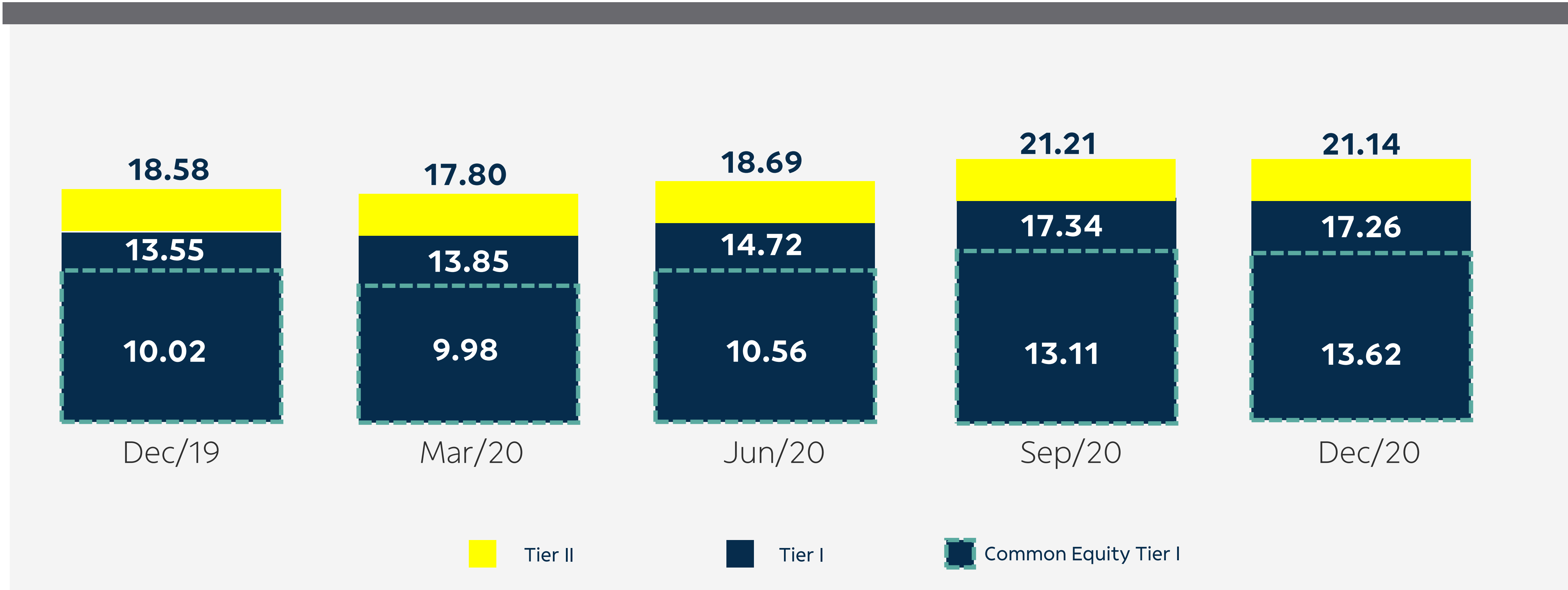
## Staff







# CET 1 reaches 13.62%





# Guidance 2021

<b>Guidance</b>	<b>2021</b>
<b>Adjusted Net Income – R\$ billion</b>	<b>16.0 to 19.0</b>
<b>Net Interest Income - %</b>	<b>2.5 to 6.5</b>
<b>Loan Portfolio - %</b>	<b>8.0 to 12.0</b>
<b>Retail Business - %</b>	<b>9.0 to 13.0</b>
<b>Wholesale - %</b>	<b>7.0 to 11.0</b>
<b>Rural - %</b>	<b>7.0 to 11.0</b>
<b>Fee Income - %</b>	<b>-1.5 to 1.5</b>
<b>Administrative Expenses - %</b>	<b>-1.5 to 1.5</b>
<b>ALL Expanded View – R\$ billion</b>	<b>-17.0 to -14.0</b>

**Loan Portfolio:** Organic domestic loan portfolio, it includes Securities and Guarantees - Does not consider credit to Government. **Retail Business:** Considers the Individual and SME portfolio, with annual revenues of up to R\$ 200 million. **Wholesale:** Considers Companies with annual revenues exceeding R\$ 200 million and Agroindustrial Credit.





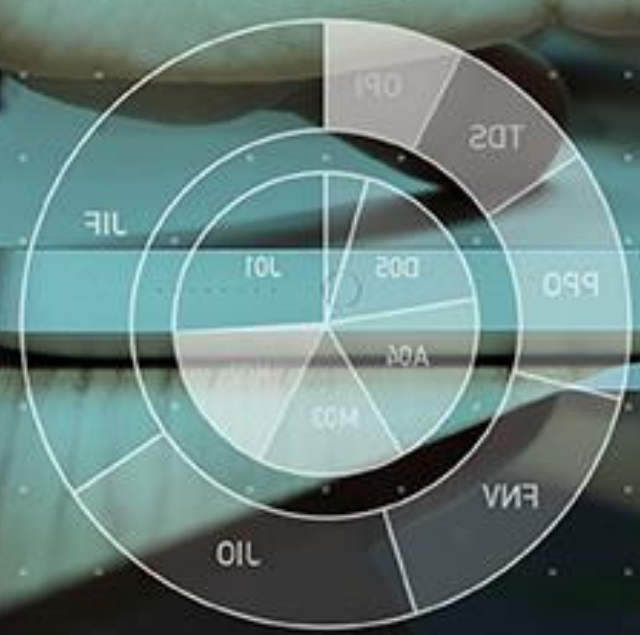
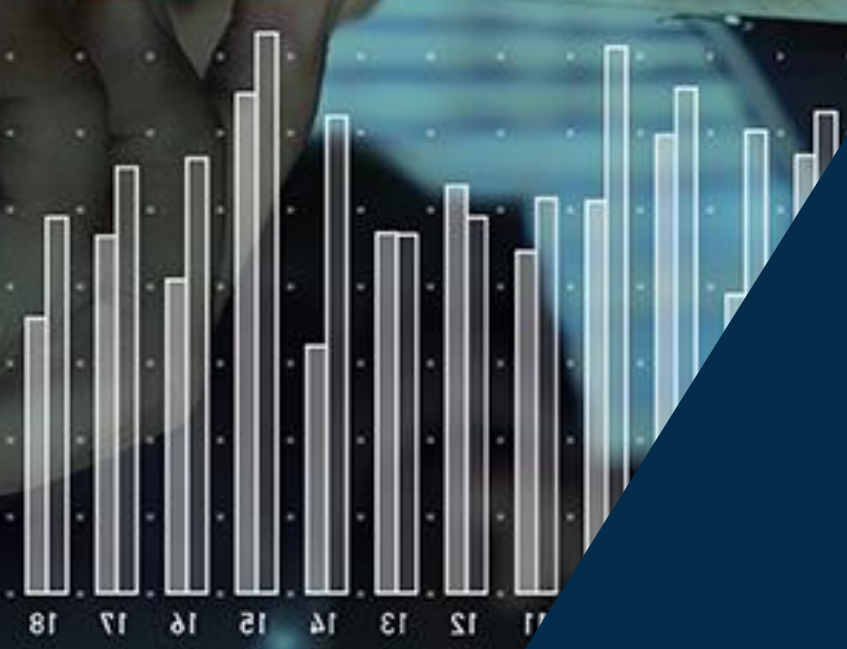
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Consequently, results may differ from those anticipated and discussed here

These expectations are highly dependent on market conditions, on Brazil's economic and banking system performances, as well as on international market conditions. Banco do Brasil is not responsible for updating any estimate in this presentation.

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5.436	AHD
6.580	WIG
890	TIK
6.605	GOP
8.299	NAH
482	KEE
1.095	HPL
3.980	ELK
1.855	AIU







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