First Part

Janaína Storti – Head of Investor Relations

Good morning! Good morning, everyone. I am Janaína Storti, Head of Investor Relations at Banco do Brasil, and it is a pleasure to welcome you to BB Day 2026. We are live here, with the event also being broadcast online.

Throughout this morning, we will hold important discussions with our senior management on relevant topics that reflect Banco do Brasil today and what we are building for the future.

We will have a number of panels highlighting the resilience of our results and our conglomerate view. We will also discuss sustainability and diversity as value drivers. In addition, we will address strategic credit management and the integration between digital capillarity and proximity, with technology acting as an enabler.

All these topics, taken together, reflect our commitment to the long-term sustainability of Banco do Brasil. And to open our event, I would like to invite to the stage our CFO, Geovanne Tobias.

Geovanne Tobias – CFO

Good morning, everyone. Welcome. This is the 32nd edition of Banco do Brasil's meeting with its shareholders, investors, and market analysts. It is important to highlight this, because our commitment has always been to maintain an open and ongoing relationship, as well as to ensure transparency, clearly demonstrating exactly what is happening at Banco do Brasil.

I would like to start—breaking with the formal protocol of this presentation—by asking for a round of applause for all our shareholders who have been walking alongside us for a long time. I would also like to acknowledge the presence here of Mr. Barsi, a long-standing major shareholder who has followed closely all the processes and challenges Banco do Brasil has faced throughout its history. So, a round of applause for all our shareholders. Thank you very much.

[applause]

And why do I say this? Because when you look at Banco do Brasil, you see a company that, over its more than 200 years of history, and I know that the analysts and the market they sometimes tend to look at the corner, but we want to bring another perspective to you, because if you look at the trajectory of Banco do Brasil, I mean, it's very important that you understand what I'm saying, but when we look at the snapshot, 2025 – and certainly this has been reflected in the price of our shares – there is one factor that was quite relevant to the increase in credit risk. And in the next slide, I show you the agribusiness portfolio. And this is Banco do Brasil's main differential, is one of the main purposes of the bank, which is to fund one of the most important industries of the country that certainly contributes to the growth of GDP – and I'm referring to the Brazilian agribusiness sector and family agribusiness –, but then, when we look at the portfolio and what happened to it throughout the past 11 years, it's very clear that most part of the challenge we faced in 2025 came from this portfolio.

So then, historically, the average provisions that Banco do Brasil had was about 1 billion BRLs for that portfolio. But since 2023-2024, after the pandemic, we had a lack of organization of the productive chain. So it's making sense in many portfolios. But I would also like to draw your attention to what we will call a "perfect storm", because there was a conflict between Russia and Ukraine that certainly impacted the agribusiness sector, there was also leverage on the part of farmers, there was cost inflation, it was high, there was a drop of prices in soybeans in 2023, and in addition to all of that, there were very severe climate issues, especially in the south of the country, in Rio Grande do Sul, when they struggled with severe rainfall. So all of that increased the risk of the portfolio.

But what we begin to realize is that it was something that was out of sync, and that's why we have to look at that portfolio – and you will be able to discuss that momentarily, our VP of Credit in Agribusiness, you will have a chance to discuss that portfolio in more detail –, but because of that, we had to increase our portfolio. In the last quarter, we had to record additional provisions related to 10 million BRL, only in that portfolio itself. But I would like you to look at Banco do Brasil not only as an agribusiness bank, because we are talking about a bank that goes way beyond agriculture, and for that, we need to show you and be very transparent. And why? Because it's not just enough to understand what's happening to that portfolio. We reorganized our strategy, we restructured our strategy to address all of the difficulties we had in all of these portfolios, you know, SMEs, agribusiness, and even individual's credit card, right after the pandemic, there was an open sea – those who monitor and follow Banco do Brasil up and close, you might recall that. And so, we had to talk to the regulator and the government to show what was happening, especially in agribusiness. Because out of that 18 billion BRLs provisions in that quarter, 10 billion came from that quarter.

Well, then we had to initiate a review process. We revisited our collection track. We had to reorganize our collection process. We put together a resilience matrix to give continuity to our system, because there were some people that were paying on time. So in order to help the agribusiness sector, we also had to offer other guarantees. We had the opportunity to talk about that to investors, we worked with pledge, with real estate mortgage. So, we started including other guarantees, and we focused on the operations that provided better risk-adjusted returns. And all of that was just tactical adjustments to face that wave of delinquency that we were experiencing in the agribusiness.

But Banco do Brasil is not only agribusiness. It goes way beyond that. A lot more than that. If you look at the last 11 years, what we noticed is that we are posting robust results. The NII together with fees and shareholders' equity returns, if we look at it, we see continuous growth in Banco do Brasil's business. Throughout the 11 years, we grew close to 8%. But I'd also like to draw your attention to the fact that from 2022 onwards, Banco do Brasil now has a different level of growth. Because in 2021, my CAGR was about 4%. I was growing my results powerhouse at an annual rate of around 4%. And now, when I look from 2022 onwards, I've increased this growth by two digits.

And why am I saying this? Because I want to invite you to take that credit risk lens out for a while. Now, let's turn our attention to business generation, because this shows how close Banco do Brasil is to its clients, and how important it is the base of employees we have because they are working hand-in-hand

with our clientele, and that generates better results, good results.

Now, I would also like to draw your attention to a detail because some people fail to look at that. When I'm talking about Banco do Brasil, I'm not only referring to agro. I'm talking about the largest financial conglomerate. Our strategy, and under Tarci's leadership, became very clear to us that it was of utmost importance that we focused our strategy into being a conglomerate. It's a very important thing, and the bank is very important to generate new business. But we also operate in insurance, capital markets, payment means, and also, we operate abroad, meaning that we are constantly expanding our capacity to generate results in this entire financial conglomerate.

And we also have a very great competitive advantage, which is our capability. I think you've heard about the bank's capacity to be ahead of the game. And then when we talk about growth, you will see the growth in our workers' loan portfolio. Our platform can serve different customers in different ways – and we will also talk about it. And then, when we change the lenses and when we look at our agribusiness change, let's look at the financial conglomerate and how I was able to grow the results in these last four years at a much bigger rate than historically Banco do Brasil was presenting? And I grew at a rate of 4%, but now in the last four years, I grew at a four-digit rate. And all of that was due to the fact that we are now operating with an international conglomerate mindset.

When we look at this, this is accounting net income. I mean, in fact, it was down in 2025, I mean, this is nothing new to all of us, especially due to the decision I mentioned. But look at the contributions. This result comes from all of the other companies related to the financial conglomerate. On average, these companies are adding to the bank 52% of the result. Our strategy was very important to create some muscles so that we can face what we faced in 2025.

And now, speaking specifically about this conglomerate, we have more than 80 companies. I have here the CEOs of many companies, and so, I would like to thank you very much. The thing is that we are managing to give back returns and also protect profitability despite the very high risk we had under the new resolution of the Central Bank.

To pay tribute to the Artemis mission to the Moon, we brought here what will be the Banco do Brasil's constellation of all of our conglomerate. The size of the ball is the size that every group brings as a result. So banking is our Jupiter, it is the biggest star of this constellation. And here it shows savings bonds, insurance. But there is another planet that is in the last orbit and it's coming closer and closer, and this is BB Consórcios, and this brings important results to Banco do Brasil's business.

There is an entire universe of payment methods with several planets – and I will talk a little bit about our national banner of credit. I have Livelo, I have a lot in our conglomerate, and it is because of this conglomerate approach that Banco do Brasil decided to unlist Cielo so that we could guide even further this proximity. So this is what I wanted to bring to you, which is important for you to understand.

We have a lot of changes in this conglomerate strategy, and they were subtle, because I had a governance management unit for these companies, and the first thing we did was: we changed the focus of this unit, it started being a unit of strategic shareholdings in which we connect all of these companies to the BB

conglomerate universe to generate more value for shareholders. The next step is to turn this unit into a statutory coordination so that they can have Banco do Brasil's responsibility to manage this whole galaxy of planets that generate results and earnings for BB.

We continue with a strong banking, and this is absolutely important to help us grow the other businesses of this solar system. But what matters is that we have to look at all of these planets and stars and realize that they have an orbit, and these orbits rely on one another. They each feed one another. It is the strength among these different planets that allow us to manage even the increased credit risk to a level that was unprecedented to Banco do Brasil. I had an average of 2.5% of risk that increased to 5.4%. That was the average risk in 2025, and still, I continue to deliver a return on equity of two digits for our shareholders.

So, looking more specifically at banking, Banco do Brasil is the largest bank. We have 16% market share in the credit portfolio, 17% of total deposits, 21% of savings, export FX, we are leaders in the agribusiness, in payroll deductible loans, 21% market share, 14% of Crédito do Trabalhador (employee credit), and that was a market share that increased very quickly, we are second only to our private competitor, Itaú, and 34% of credit for the business. sector.

But I draw your attention to another planet that very few people pay attention to, BV. BV is ours; it belongs to Banco do Brasil. And I have the CEO of BV here. Thank you, Gustavo. They are the biggest auto loan granting entity in the country. So, it is all part of our galaxy of Banco do Brasil.

Looking at the next planet, insurance. Undoubtedly, we listed the insurance company, and the market likes a lot BB Seguridade, but we are leaders, and with a high market share, as you can see, 12% market share. In life and credit insurance, we have Broto, a startup of the digital ecosystem for agribusiness. We have Ciclic, which is a platform and digital broker of insurance and protection. We have Brasil Dental, and we have many avenues of growth in this planet. And there is a lot to be tapped into here. Banco do Brasil is part of our financial conglomerate strategy. We've been implementing this over the last three years. This has allowed us to ensure Banco do Brasil earnings despite all of the headwind we faced.

Look at the next planet, BB Consórcios. It started almost like the last one in our solar system, today it is the leader in this market, 150 billion BRLs in the portfolio managed by consortia, 1.7 million active quotas, and this is undoubtedly bringing an important result for Banco do Brasil. And it is an alternative for our clients when they want and they need to finance consumer goods, and when they want to join a consortium and reduce their financial cost, because the financial cost of a consortium is much lower than a loan.

For foreign investors, it's kind of difficult to explain the consortium. What we call a consortium is a very, very Brazilian thing. But I draw your attention to this planet in our constellation because it's been growing, and our intent is to increase its share in Banco do Brasil's earnings.

And I have to speak about capital markets. Banco do Brasil bet on a partnership with UBS. Here we have the CEO of UBS – thank you for joining us –, this is definitely a big partner of Banco do Brasil. We were able to increase our action in the capital market and in our JV with UBS, UBS BB. When we are not able to serve our clients, we have our in-house investment bank to operate and to

complement our value proposition to all of our corporate clients. More than a thousand operations announced, and this partnership is recent, we are still ramping up. We have more than $ 1 trillion in financial volume since the beginning of this partnership. And I have to speak about another planet. This one is a little bigger, it's going to celebrate 40 years, which is our BB Asset Management. We are the largest manager of investments in Brazil, 1.8 trillion BRL in assets. And this helps a lot to create value for the BB conglomerate.

And our overseas action has to be highlighted. In addition to being the largest funder of Brazilian foreign trade, we are leaders in ACC, ACE, export FX 19%, import FX14%. And Banco do Brasil has been adopting a strategy of being more and more a global platform to serve our client base, either corporate clients or individual clients. This shows our ability to innovate.

And we launched PIX in Argentina; that shows our agility, and that is very important, because this takes a solution which is truly Brazilian to other geographies. And our challenge now that I set out to our team is to take PIX to the United States, more than 3 billion in assets in BB Americas. Just in real estate financing, Brazilians buying apartments in real estate in Florida we have U$ 2 billion in lends and funding, 90% of that portfolio is basically for mortgages.

And we have the Patagonia Bank. That was a fundamental platform for us to be able to launch PIX in Argentina. And very soon, we're going to have a much more focused action on individuals in Portugal, in addition to our actions in foreign trade and our securities in London and in the United States.

Methods of payment. This is something we need to talk about. This is an extremely important avenue to bring proximity and solutions to our clients and to create value. Like I said in the beginning, Cielo was a company that we unlisted. We're now ramping up, connecting with SMEs, small and medium-sized enterprises.

Livelo, that's a benefits company. It's a market leader and we have partnerships here with Bradesco, with Caixa. We have Alelo and Elo, and also Cateno. I couldn't speak much about Cateno, but Cateno today plays a key role in generating business for our Ourocard cards. We have a direct shareholding of 30% and an indirect shareholding via Cielo. The remaining 70% belongs to Cielo. But this universal methods of payment, well, people question up to what extent PIX will be competing with this market, but actually, PIX just adds to it. It brings more convenience and improves customer journey. To us, it is very important to have this planet of methods of payment that has been offering us sustainable results.

And I have to speak about the many, many initiatives. It doesn't appear too much when you look at the balance sheet of Banco do Brasil, but that have been fundamental to bringing innovation. We have a venture capital program, more than 51 start-ups that are being built in this innovation ecosystem of Banco do Brasil. They have helped bring new planets to the galaxy. We have a focus on fintechs, agritechs, govtechs, and green financing, more than 500 million BRL invested, and this is the vocation of Banco do Brasil. What we can add in terms of value for these companies, for agribusiness, for government, operations, for banking, or even regarding sustainability, all of that is fundamental for us to ensure the sustainability of the BB conglomerate.

I'm coming to the end of my part, and I would like to draw your attention to the

fact that although we have faced the most enormous challenge of Bank of Brazil in terms of credit risk, we believe in our ability to continue to generate sustainable results in the mid to long term, given our whole conglomerate strategy that we implemented.

If we look at the return of shareholders, we are now going through a moment of adjustment, very similar to what happened in 2016, 10 years ago. We are still observing the behavior of how the agribusiness will perform, the new crop year, the new harvest, whether this recovery will be in a U-shape or in a W-shape. We don't know yet. I suspect that we're going to see a W-shaped recovery, but rest assured that with all of the strategy we've been implementing to strengthen all of these planets in this galaxy called BB conglomerate, we will be able to ensure value delivery to our shareholders. We'll be able to go through a moment of adjustment and resume profitability.

As our CEO, Tarci, says, is a profitability the size of this galaxy called the Bank of Brazil. Our focus and our priority is to build sustainable results in the long run. I know that the market tends to focus on the short term, quarter after quarter, but our focus is on sustainability in the long run. Not just a diversity of thinking in our management, but we want to ensure focus on a sustainable portfolio. Because in that way, we believe that we will continue to deliver value, as we have been doing over our more than 200 years of history.

In 2025, we had some lessons learned, and that led to some adjustments in the collection processes and workflows. It is a management focused on risk management, risk-return ratio, and above all, focused on responsibility and trust. We continue, and we are strong, working for a BB that will be more and more prosperous, more and more transparent, with proximity to our clients and our investors alike, aiming to ensure not just growth but also a healthy balance sheet and purpose. Investing in Banco do Brasil means accepting our commitment of being a solid, healthy, growing bank with a purpose. Thank you.

Janaína Storti

Very well. Let us continue with our BB Day 2026. Now I'd like to speak to you a little about our approach to sustainability and diversity. For Banco do Brasil, this is part of our strategy, it is also a driver of business and earnings. And to speak about this, I'd like to invite Francisco Lassalvia, Chief Wholesale Officer, Ana Cristina Garcia, Chief Corporate Officer, and our Chief Government Business and Corporate Sustainability Officer, José Ricardo Sasseron.

This is a panel on sustainability and diversity, and it will be moderated by Thiago Batista, from UBS, our partner.

Thiago Batista – Executive Director of UBS BB

Hello. If you don't know me, I'm Thiago Batista, Head of Research of UBS BB. Today we covered 200 shares, we have a dedicated team for ESG that was recognized last year as one of the leaders in the segment. UBS BB partnership has participated in more than 100 issuances of sustainable bonds a little over five years of existence of the partnership between UBS and BB.

So, speaking about ESG, clearly, in recent years, we have two paths. Part of the market was retracted around the topic of ESG. However, the flow of investments focused on social governance and the environment remain very strong. Investors are demanding more transparency, more measurement, and

above all, more financial materiality in the operations. It is not enough to say that we are sustainable. I have to prove it and Banco do Brasil has some numbers that show that.

I would like to highlight two or three numbers: First, sustainable portfolio was 415 billion BRLs, consolidating BB is one of the main players in sustainable credit. In 2024, the bank was the largest issuer of sustainable debt in Latin America, another important highlight. And last, at COP30, the bank announced 3.5 billion in new businesses.

I think the goal of this panel is to show how all of this materializes in real value for society, our clients, and the shareholders. So, I'd like to ask Sasseron: Sasseron, Banco do Brasil states that sustainability is not a separate strategy. It is the business model of the bank. With that in mind, I'd like to hear from you, what are the concrete mechanisms that ensure that the statement goes beyond mere speech? How can sustainability be truly a variable guiding the business with formal accountability for the market?

José Ricardo Sasseron – Chief Government Business and Corporate Sustainability Officer

Thank you, Thiago, for the question. Good morning, ladies and gentlemen, and thank you for joining us today.

Well, I'd like to start saying that sustainability is not just a side business to Banco do Brasil, it is an essential element in our corporate strategy, and this has been built for a while at Banco do Brasil. So that's the first point.

We have built and are still building a business strategy which is perennial and sustainable over time in our relationship with the environment, in our relationship with the several markets, and in our relationship with the clients. And this is our day today. And this is our target. We work full-time.

You just watched a video about bioeconomics and our actions in the Amazon region. So, we work targeting social inclusion, bringing new clients and new businesses to Banco do Brasil, strengthening diversity. Banco do Brasil is present all over Brazil, from Paulista Avenue in São Paulo all the way to the smallest municipalities in Brazil, supporting the local economies and supporting the value chain and strengthening the value chain with the several products that we have in Brazil. We want to have a more sustainable world. This is our goal. And we want to support and transform production relationships that exist in Brazil.

Today, in agriculture, Banco do Brasil is the main bank funding agriculture. And we are supporting a number of changes which lead us to a more and more sustainable agricultural production. That's our ultimate goal. I'd like to bring two milestones that are important to be highlighted. In 1985, 40 years ago, we established the Banco do Brasil Foundation. From the start, it worked towards production inclusion, creating products that create social technologies to enable changes in the way the families produce, improving production systems, and at the same time creating what we call social technologies, i.e., with the ability to reproduce that technology that was created via the Foundation.

The Foundation is 40 years old, 40 years of experience, but that is not enough. Last year, we celebrated 20 years of the first Agenda 30 defined by Banco do Brasil, that was defined in 2005, and every two years, we revisit our strategic goals, we revisit our sustainability goals according to the UN SDGs, and we treat

that not as a goal, but rather as a commitment to execute the agendas that we set for ourselves. This is a fundamental point for the sustainability of the bank.

And to answer your question, we do that by debating with all of the departments of Banco do Brasil, from the top management to our network of branches, defining actions, KPIs, and objectives, and goals for every unit of the bank, for every pillar of the bank so that everyone can participate in building a more sustainable portfolio with more sustainable results for Banco do Brasil. And this is not a goal, this is a business model, which will make Banco do Brasil be perennial and which will help the world have a more and more perennial and sustainable production.

BB was the first bank in Brazil to provide a guidance of sustainable portfolios. To give an example and to prove our objective, our sustainability guidance is always higher than the guidance of general credit. In two years, we grew 17% our sustainable credit portfolio. And, as Thiago said, have 415 billion BRL in our sustainable credit portfolio, which means approximately one-third of our full loan book. Our commitment by 2030 is to reach 500 billion BRLs in our sustainable credit portfolio. Sustainability in our relationship with clients and also sustainability of the environment.

And lastly, among our goals for 2030, our SDGs, I would highlight some: First, 500 million BRL portfolio; secondly, bioeconomics, 5 billion by 2030; funding of renewable power; funding of municipal efficiency – today, Banco do Brasil is the main financial agent and the main financing entity of infrastructure and civil constructions, erection of hospitals and many other works at the level of states and municipalities –; also, recovery of degraded areas – that's something Banco do Brasil has been investing on –; reforestation, carbon credits, preserving the trees standing. So all these fronts, these are commitments that we will achieve by 2030, because by 2030, we want to renew our commitments, setting more goals, objectives, and commitments that will be even more challenging.

Thiago Batista

Perfect. My question to Ana Cristina. The agenda 30 of BB sets the commitment of achieving 50% of women, black and brown, indigenous people in leading leadership positions by 2030. How is BB measuring that objective? And how the internal ESG agenda of culture and skill building connects with indicators of customer experience and satisfaction?

Ana Cristina Garcia – Chief Corporate Officer

Thank you for the question, Thiago. Good morning. Well, this is very, very challenging. By 2030, we want to have 50% of women and 50% of black people and indigenous people in leadership positions. We will only achieve that with a lot of discipline.

And why did we set this commitment for ourselves? Why did we join this SDG of the UN? Because we believe in diversity, and that diversity is strategic. It goes way beyond ethics or the bank's reputation. We are talking about strategy; we're talking about a strategic asset. Diversity is a strategic asset. Through it, we can innovate. No one can innovate with a very homogeneous group. We innovate with diversity. And we got this far because we are a diversity group. We have more than 200 years of history, a company that was consolidating itself in the country throughout our history.

We believe in engaging our workforce. By engaging our workforce, we bring results for the company. And clients will identify with the company more when people serving them are also diverse. So we've been monitoring these indicators of women and black people in leadership positions, and we see a robust growth.

Over the last few years, we had 24.03% of women in leadership positions. So, 24.03%, because we need a lot of women being appointed for leadership positions to change this number. So, this has increased to 29.11%, 21% growth of women in leadership position. We had 24.33% of blacks, now 30.69 plus 26% of black people in leadership positions. And, like I said, we did this with a lot of discipline and purpose, and the idea is that we will continue to do this and monitor this until we achieve the ideal number, 50%, which is what we have in the Brazilian society. This is the Brazilian population. That's why we want to have a 50%.

Our Board of Directors is one of the most diverse in the country. We have a good representation of women and black people in our Board, and to achieve these numbers, actually, it's not out of context. So we have strong training for ESG, for example. In ESG, we have more than 70 courses. As Sasseron mentioned, we talk about all of that in our courses of our employees. When we appoint leaders at the bank, we have a very robust process of identifying people with the right profile and potential to take on these positions. We accelerate the career of these people, we observe them for six months or a year, we measure the results that they are delivering, we provide them with training.

We have one of the best corporate universities, UniBB, recognized internationally, that has a partnership with everything we have that is best in training and development. UniBB also trains these new leaders, and we've had some actions directed to this audience. For example, one of these actions, identifying, certifying, and training people, is called "Race is Priority", where we identified close to 100 people in the bank to take over leading positions at several levels of the bank. Our programs have affirmative actions related to women. In other words, we identify a greater number of women, we identify people with disabilities, and the idea is that we do this so we can have a body of leaders that is more diverse.

We see this reflected – I spoke about the strategy to improve engagement of employees –, we've had greater engagement over the last two years, up 12%, and we see women even more engaged than the target that we set for ourselves. So, we see our strategy being materialized into results in practice.

Well, I guess this is it regarding our internal audience. But since this is a strategy geared in and out, and this is also a strategy of contact with clients, we have 90 million clients all over Brazil, as Sasseron mentioned, in all places of Brazil, and I need these clients to understand themselves with the bank. So, we need to have employees that will reflect the diversity of the country and these employees relating with the clients. This improves empathy in our relationship with our clients. Both bank employees and bank clients identify themselves, and it's good to be able to do this with clients in São Paulo and clients in the countryside of the state of Amazon, in the Amazon region. So this is an important work that we have been developing.

And lastly, we haven't worked only with our internal audience, because when I

say that diversity is a strategy, we need to be coherent in terms of what we do in the bank and what we do out of the bank. I have to look at my clients. My clients are diverse. We have women, black people, people with disabilities, we work with LGBT+ people and Generation Plus, so we have tried to understand these clients more, understand their needs and what I need to offer them to deliver them more value than just a traditional loan.

So, we have a platform called Women at the Top, and in this platform, we have a number of products designed for women. One of them is a program called My First Export that provides consulting for women in this process. It is rare to get this because it requires differentiation. So we have many projects for women, and all of that because we understood that many of these women are becoming entrepreneurs. They need advice, they need consulting, they need credit facilities that are specific, with specific terms and conditions for them. And we have been working strongly on these programs. There are many. There are many. I cannot list them all here.

Thiago Batista

Perfect. BB has consolidated as an issuer of sustainable bonds, U$ 20 million. The first benchmark in history. And we also have another 25 million to fund ESG funds. Another important aspect is that the bank is linking the projects to ESG. So ESG has become an active agent for customers who are favoring a cleaner economy. How is BB positioned to expand this of customers at Banco do Brasil?

Francisco Lassalvia – Chief Wholesale Officer

Good morning, everyone. It's a pleasure to have you all here, investors and clients. It's important that we all understand, I mean; to answer you, we need to go back a bit. I think we have to say that we believe in sustainability. In fact, we have not only to believe, but we have to incorporate this subject to the bank's policy. This is important. I think we train people a lot, and we have a system at the bank that works in a very pragmatic way and different from what we see throughout the industry, not only in terms of our training policies, but everything we talk about when we refer to ESG is part of all of the foundation that we established years ago. So we already understand what the needs and the positioning of the bank are.

Now speaking a little bit more about the structure of large companies and wholesale today, we have 350 billion in assets when we talk about wholesale. When we talk about equities and sustainable operations, we are not only talking about wholesale, we use our partnership and the bank's wholesale and our partnership with our investment bank so that big businesses can permeate the entire chain in the bank. And when I do that, not only do I have a large client, but the entire value chain works in our favor because it allows also to reduce risk.

I would say that wholesale delinquency has been kept at a historical level, despite interest rates and other market issues. But in fact, we are leaders because we invested in our capacity to understand sustainability within the bank, and that's why the bank was nominated as the most sustainable bank in the world for quite some time. So for more than three years, we've been looking at carbon credits. Some companies will be able to mitigate, and some companies will not.

So what are the options for those companies? How can I turn that matrix into a clean matrix? We can issue through sustainable instruments 500 million up to 2030, and we already have 160 already issued through UBS BB. And I know that our ambition is much bigger. So we have to look at what is laying behind, and we need some beautiful work. We can mention a sustainable debenture from Axia, 200 million, the recent transaction we did with Petrobras, 10 million, to invest in the energy grid. In Sabesp, we also led that equity transaction. Meaning that our leading domain transactions, not only with big clients, but what these transactions can add to the value chain.

It's also important that I mention something else. Not only does this has to do with risk but it also brings opportunities to all of our clients. At the end of 2024, I think we signed about 6,000 agreements in wholesale, wholesale with market and the government, and we more than doubled our supply chain. The agreements signed to serve this chain will certainly impact the capital markets. We keep saying that we are a relationship bank and not an opportunity bank; we will always be working side by side with our clients. That's why we have a special position when it comes to sustainable transactions because we are also seeking for the best options for our customers because we want to see a greener future ahead of us.

Thiago Batista

Well, perfect. The last topic here is a future view. I think that today Brazil is going through a very unique moment: we gather biodiversity assets, clean energy assets, and we have the potential to lead decarbonization. The bank is showing its capacity to turn this potential into concrete result.

Looking ahead, where do you see BB in this agenda in the next couple of years? And what else we can do to consolidate BB as a very distinguished bank in Latin America?

So, I will start with Ana Cristina.

Ana Cristina Garcia

Well, thank you, Thiago. I think we are still getting our first steps in the sustainability path worldwide. But the bank is really seeking out this journey. We have to pursue our journey in this path, because ESG cannot just be a program or a path, but it has to grow and it has to be further consolidated, it has to be intentional. So, this is a role to play in Brazil, and we will continue to expand, we need to develop our employees, we will still focus on all of these topics, we will continue pursuing our diversity goals together with our sustainability goals, and all of that while we measure the results that this brings to the bank.

One example that we are on the right track in our commitment to our clients and sustainability is through the members of NPP. Our NPS was up by 10 points. 10 additional points in our NPS is quite relevant. The Central Bank ranking (that ranks consumers), for 14 consecutive quarters, we've been in the best position vis-à-vis the other incumbent banks in the financial system, meaning that we are growing and we are measuring, of course, because what matters to us most is customer satisfaction, and we are seeing the results. And we know where we have to go in terms of our relationship with our own employees and clients.

Moreover, we have to continue our pursuit in our digital trajectory, in our digital strategy. We will talk about it. We have to invest in technology training, and we

are doing that, we are developing and training our personnel, we are training them in new technologies, while at the same time, we invest in the development of their skills. We are doing that intentionally – and I'll talk a little bit about this digital strategy because this walks hand in hand with our sustainability strategy –, but we can elaborate more on that further.

José Ricardo Sasseron

Thiago, you said something and I agree with you when you said that Brazil is a world reference when it comes to biodiversity. Brazil is very rich in natural resource. And also, Brazil has the cleanest energy grid, 90% of electric power in Brazil comes from renewable sources, and this is a very powerful and important asset.

And how is Banco do Brasil inserted in the state? Today, for everything that we built, throughout our history, since the inception of Banco do Brasil Foundation, then in Latin America, we are already the major reference when it comes to sustainable asset. Marcelo will talk a lot about funding, we have partnerships with the World Bank, the FW, the Inter-American Development Bank, and many other organizations throughout the world. And for them, Banco do Brasil is a reference whenever they want to support causes or initiatives related to sustainable development. And we're very proud of our trajectory.

And again, we have a huge capacity to promote policies and behaviors in the Brazilian economy. Banco do Brasil is the main financial agency that funds Brazilian agriculture and livestock, and the main agricultural frontier is not in the Amazon region, the main agricultural frontier has to do with the recovery of degraded area, brownfield areas. And we are funding the recovery of these brownfields, and we have a goal to 2030.

To that end, we are investing in creative models to capture carbon in the soil, we are even working with partners looking for other technologies, looking for other ways to support Brazilian agriculture to preserve natural resources, while at the same time, they have better returns, because we know that the future of Brazilian agriculture depends on environmental sustainability. And this is a very powerful business in Brazil, and we continue to respect it.

I would like to mention two examples: the Objectives for 2030, that I already mentioned, our commitments for 2030 point in that direction, but I would also like to refer to two specific things: One is bioeconomics. We started in Belém do Pará and today we are serving the Amazon region, funding small growers and we are funding indigenous people and family farmers. And this is not something on the side that the bank does, but this is a very important thing. Today, we fund 3 billion BRL, but the goal is to reach 5 by 2030. Working with higher value chain from smaller farmers all the way to large companies that buy products from the productive chain coming from small farms. This is a model that tends to escalate even more.

So, we are heading to the Mata Atlântica biome, into the Cerrado biome, and we will expand the policy next time in Brazil until we have a sustainable business, and this portfolio has a delinquency level which is half of the delinquency of the general portfolio of the bank. So this is a successful business model that we want to grow.

We already talked about COP30. We generated 3.5 million in business during

COP30. Maybe Banco do Brasil was one of the companies that did more business during that event, because I know that we have a reputation, both in Brazil and abroad, because of our sustainable activities. And with the regulated carbon market that was introduced and defined in Brazil last year, we are now prepared to escalate our presence in this market.

Today, we have 1.4 million preserved hectares with the support of Banco do Brasil, the generation of carbon credits or the implementation of the projects with, you know, carbon and preservation, carbon credits and preservation of indigenous areas, means that we are present in the entire chain, all the way to the trade of carbon credit. Since there are many companies that need to compensate because of the legislation, we are becoming even more prepared to operate in this market, supporting companies on the one hand, and also selling companies. It's a very interesting project.

Finally, I would just like to say that we are very proud of being a financial institution in Latin America that is a major reference in sustainable financing. And we are also the main reference in sustainable finances in the world. We've been acknowledged as one of the most sustainable banks in the world, and we still pursue this policy, because we want to be the bank of sustainability. And more and more, we want to be the most sustainable bank, not only in Brazil, but in the world.

Francisco Lassalvia

Thank you, Thiago. I just want to leave a clear message to investors. More recently, we see both internal engagement and external. I mean, the way the customer sees us, all the indexes, both retail and organizational, when it's good and you deliver, the perception is good, and this is quite important in the eyes of investors, because when you deliver and clients see what you're doing, then you have a formulation of success. I mean, we captured more than 45 billion in the market. And usually, by external funding, we can give destination to that money, which is usually cheaper to small, mid-sized companies, et cetera, we can bring opportunity to these companies, while at the same time, we maximize the cost for both.

So, these are chapters that we initiated a few years back, and we are reaping the benefits. When we say that the bank is seen as a sustainable bank or a sustainability bank in the long run, it is that we are doing what it takes.

And to your point, Thiago, how do we position ourselves since leadership is a consequence? OK, we are outside the conflict zone in Brazil as a whole, we have the cleanest energies in the world, and we also have [0:66:08 – unintelligible] business, and Banco do Brasil leads that. I mean, who is more ready to face this? We are. So throughout the year, we need the foundation that allows us to seek better results. And today, in Latin America, we lead sustainable ambitions, we are the most sustainable bank, and we will continue to be the most sustainable bank because of all of this framework, you know, for opportunities, and also because we understand our clients. We know that they will go on the journey with us looking at all of the opportunities and everything else that we can bring in terms of partnerships and in building this long-term journey.

So, we will continue to be a leading bank in Latin America because we are doing this together, and this engine that the bank built will continue to accelerate even faster.

Thiago Batista

Okay, thank you, Ana Cristina, Lassalvia, Sasseron.

Janaína Storti

Well, we had a very good pace of narratives in sustainability and how this has been helping us. I want to move now to the next panel.

We've reflected a lot on how to bring you data, because the market has been questioning us, considering our moment in loans, agribusiness, opportunities, such as Crédito do Trabalhador (employees' credit). So, we'll speak a little about all of these topics.

So now I have the honor of inviting Felipe Prince, our CRO, and Gilson Bittencourt, our Chief Agribusiness and Family Farming Officer. To moderate a conversation, I'll count on Marcelo Oliveira, our IR Specialist.

Marcelo Oliveira – IR Specialist

Thank you, Jana. Thank you, Jana. Good morning, everyone. Thank you for joining us on our BB Day 2026.

As Jana said, I'm here to moderate our panel with our VPs, focusing on risk and business, and to speak about the strategic management of credit. As Geovanne, our CFO, mentioned in his opening presentation, we're going through a very unique moment; we're facing challenges in every business, and we've been doing this with a lot of transparency.

Over 2025, we give you additional information on what is happening in every business, flow of payments, in addition to other information to help the market in your complex task of modeling this scenario given all of the uncertainties we've been facing. Transparency brings us a bonus, which is our respect for our shareholders, but it also brings a burden, because you ask more qualified and deep questions.

So, to start this panel, I think that since we are here to hear the market, there is one question we need to ask, which is basically related to the flow of payments that we saw over the month of April.

So, Bittencourt, could you speak about the business? What do we have in terms of visibility in the agribusiness portfolio, in the Agro portfolio? I know we've not come to the end of the month, but perhaps Prince can also speak about the flow of payments and risk. That would be very important.

Gilson Bittencourt – Chief of Agribusiness and Family Farming Officer

You know, when we speak about agribusiness, it looks like it's just one single thing. But when we're speaking about agro, we are talking about annual crops, soybean, corn, wheat, and cotton. We are talking about perennial crops, such as coffee, sugarcane, and fruits. And even when we talk about reforestation, we're talking about livestock, we are talking about dairy, poultry, milk. So, each one of these activities has a different maturity cycle, a minimum time between the date when you start the process until the moment you can get income from it.

When we look at loans for the agribusiness, we also have to take into account the Safra Plan. It's normally launched in the end of June, beginning of July. It goes from July to July of the next year, but agribusiness is a constant, you're always funding it. For example, in terms of payments expected in April, only a

small part of it was financed from July to now. The moment that the bank improved our resilience matrix and improved a lot our process of guarantees and collaterals, more than 80% of what we are getting paid in terms of cost of operations were operations contracted in April, May and June of last year.

Why that? Won't growers plant only in September, October for perennial crops? Yes, but in April, May, they start getting funding to buy the inputs. So, a good part of the portfolio maturing in April has a reflection of the previous process of contracting by the bank, and the challenge is how we adjust for that. Looking at April data, considering just the first 15 days of April, we already start seeing that that portfolio, that represents only 20% of the total for this year, was conceived based on trusted deeds with improved guarantees and collaterals, and we have a much more significant result in terms of delinquency, showing that by changing the way in which we work, by focusing on collaterals, this has given us good results.

And perhaps you can see this in the presentation. Here we have data regarding collaterals, because the expectation of real collateral brings responsibility, and it reduces the moral risk we have, because if they don't pay, they can lose their property. In the 2024-2025 crop year, in terms of real collateral, we had 31% guarantees. In this crop year, starting in July first last year, this percentage increased to 69. And when we look at trust deed, which is a faster way for us to get collateral, we increased it from 3% to 63%. So we start seeing a reflection on the operations.

And I want to insist on this; in April, we still have part of the contracted portfolio without these collaterals. Therefore, it's very close to what we have seen in the first three months of 2026. And this talks with what we've said that the bank has an inertia that is still appearing in the numbers.

Marcelo Oliveira

Regarding that schedule of maturities, do you have any update for us in terms of what we can expect in terms of flows of payment?

Felipe Prince – Chief Internal Controls and Risk Management Officer

Perfect, Marcelo. Good morning, Bittencourt. Good morning to all our guests, in particular our shareholders, for attending and for wanting to understand what we are doing in the bank's management.

Here we bring you a chart because one input that we use a lot in managing credit would be reports, information, data that we use to be able to monitor our clients' ability to pay, and so that we can also have predictive input for our negotiators, so that they can approach our clients before the due date of payment.

As you all know, agribusiness has a cycle, and Bittencourt was speaking about this, they have a longer cycle. Monetization will depend on the harvest, adequate storage of grain, and availability of the goods so that they can be converted into resources. And this can be monitored so that we can have precise monitoring. We have to have all of this information in the organization.

We totally changed the way in which we approach our clients so that our farmers will feel incentivized to get part of the funds, of the money they get from selling their crop to pay their loans. As you can see, our volume of payments, which was always very high, in other words, operations, were paid,

most of them, on time; 98%, 99% of the loans were paid on time, depending on the crop. And we saw what was happening, together with the worsening of leverage in the field. So, of course, these payments on time became slower, or the payments were not made on the expected dates. And of course, when the margins are lower, and when there's big competition for payment, of course, if you approach the client first, you get preference, coupled with the volume of collaterals that we have to encourage growth to pay.

So, we had the lowest level of payment in the past crop year. But now, we've improved our modeling and the expectation is that we will deliver 95% payment rate in the 2025-2026 crop year, or during the year of 2026. Of course, this will bring us fewer operations to the workflow of collections, and this has to do with the stages of provisioning in Resolution 4966. In other words, If we get payment, even if it's not full payment, it will be important so that we won't have to make provisions matching the minimum levels set forth in the resolution 4966.

So, the name of the game is now speed, together with data and monitoring of the production cycle of our borrowers. That's what we are investing in so that we can increase the level of payments, so that we can bring about a gradual reduction of delinquency, therefore reducing the credit risk. This was a decision made when the credit limits of the current crop year were announced. The bank is now more selective, naturally, and the consequence is what we can see in the next chart, where we see the concentration of our flow of maturities.

This is the agricultural maturity profile. So we have operations which are geared to agricultural working capital. And another point that we have been investing on is in the clean-up strategy. In other words, farmers and growers need to show that they have an ability to pay so that they can amortize this flow of payments and so that they can be able to get another round of working capital financing. This is important because you will increase payments received by the bank, this will reduce our credit risk, and it will carry lower delinquency in the future.

We also have a comparative chart, which I think is important to show. It reflects the kind of selectivity that I mentioned; flow of payments in 2025 versus 2026. In 2026, it is more balanced, and it brings a lower associated balance, a reflection of a policy of better origination, better qualification of credit, additional linkage or association with collaterals, and then we start having better crop years compared to what we had before – crop year meaning statistically, of course, and compared to the previous crop year.

Marcelo Oliveira

And Prince, there's another chart that shows the concentration of soybean and corn crops and working capital financing. As of April, we start seeing payments are being made, and this chart, when we gathered the data, this chart showed the reason for that. As Bittencourt mentioned, we still have inertia, that was originated in prior periods, prior to the changes made in terms of getting collaterals and so on and so forth. And it takes time for this to be reflected in the quality of the loan book.

Another question – which I think is related to this point, because it has the potential of directly impacting the flow of payments – is a new context which was not up until recently in the radar, but that brings a lot of volatility, which is

the geopolitical context that we are living now. Trying to make predictions about this would be too complex, of course, but I would like to hear from you, what kind of visibility does the bank have in terms of potential impact of this geopolitical situation, and impacts particularly on this portfolio, because there's a potential of cost inflation? This could possibly impact farmers' ability to pay?

Felipe Prince

Perfect, Marcelo, that's a perfect question. Of course, this context brings about a new challenge of modeling a possible compression of margins, but this will be seen in the 2026-2027 crop year. So when the war started, the imports had been purchased already, they were already at the farms for the 2025-2026 crop year. So there will be no immediate impact on the cost of production of our clients. But you are correct, we might see an impact on the next crop year. And that's the importance of being prepared with our farmers, our clients. Since January, we've been structuring a pre-working capital financing at a very attractive cost. We offered to farmers that were paying on time, farmers who wanted to bring forward their purchase of inputs, farmers who wanted to go to market to have an opportunity to enjoy discounts and lower rates, that the rate that we offered was very attractive, as a mix of funding led by Gilson, we offered part of controlled resources, part of free resources, but at a very attractive rate. And several growers in our portfolio took advantage of that and acquired their inputs at a very attractive financial cost and at price levels that were a lot lower, because after the war started, the cost of phosphate-based products and urea increased by 80%.

This is what we are monitoring, so that our credit granting modeling for the 2026-2027 crop year will consider a possible cost increase that might come if this conflict in Iran is prolonged or not. We need to monitor this daily, monitor the impact on the respective production chains. The bulk of purchase of inputs happens around June-July, but if this pressure remains until then, it will be natural for us to see a margin compression. And this margin compression will be considered in our loan granting model for the 2026-27 crop year. This is one of the points that we raise with our clients regarding the importance of maintaining regular operations so that they can have their credit available at Banco do Brasil.

Because, again, we have long-term relationships, so it is only natural that we are perhaps one of the few banks that will have an appetite to grant these loans. Of course, thinking always about sustainable credit.

Gilson Bittencourt

And if I may add, of course, we're paying attention to the war and its impact, but it is important to say that anything we affirm now, that the margins will be compressed, that the growers will be paying higher prices, that they'll face difficulties, this is all futurology. Because from the practical standpoint, you see oil prices at 80, the next day at 110, the following day at 95. And as Prince mentioned, most of these inputs will be acquired as of June, July, August, and September. So, there's still some time for the process to be rebalanced.

It is possible. If we get to June, and if the war is still happening, if the Strait of Hormuz is still blocked, or if there are limitations in the Strait of Hormuz, okay, we'll be prepared for that. We're preparing for that, just like we are preparing for the debate about El Nino. We're not looking at El Nino as a phenomenon

that will negatively impact the country as a whole. When we look at El Nino from the standpoint of history, the Brazilian productivity remained kind of at the same historical levels. Delinquency remained kind of at the same historical levels. What changes is that there are regions and products where there is more credit crunch. But when you look at the country's diversity and operations, the expectation, well, this is what Prince mentioned; we're preparing for the next crop year so that we can look in more depth to those states and to micro-regions and micro-crops that require more focused approach and credit granting, because they will tend to face more problems in terms of droughts and such.

Marcelo Oliveira

Very good. Prince mentioned opportunities and the tools we have of working capital funding and other resources. We also have the breakdown inflow of payments, of Regulariza Agro, Provisional Presidencial Decree 1314 (MP 1314), and also the Agro Extended Agricultural Loan Portfolio.

In terms of MP 1314, could you speak about this Regulariza Agro program? It would be interesting to hear you.

Gilson Bittencourt

Well, it is kind of what I mentioned in my first answer. It has to do with the diversity of our portfolio, diversity of production and diversity of agribusiness in Brazil. It sounds strange, but part of the problem we are living now originated in the success and the high profitability of prices that we had between 2020 and 2023 because of the pandemic and the war in Ukraine. For soybean and corn, the margin reached more than 150%. That was a moment where ag profitability was among the highest in this century in terms of margin, especially in crops that bear more weight in funding and production – soybean, corn, and beef. That's when producers had the highest income.

And there comes the contradiction. The moment that they had more income; they invested more in machinery. They invested in machinery at a moment when they were costing a lot because of the pandemic. They bought more land that required more working capital funding, they immobilized their capital because they had surplus capital, because they were more profitable in that period. Our delinquency was in that range of 1% or slightly above. And at that time, farmers had this expectation that they would be as profitable as they were for a long time. And that was the big mistake. So for three years, they had very high margins. And then 2024, there were two simultaneous problems: the 2023-2024 crop year that started in the end of 2023, facing a weather problem. There was that event that Geovanne mentioned, the flooding in Rio Grande do Sul state. We had droughts in Paraná, Mato Grosso, Mato Grosso do Sul, and Minas Gerais states.

There was a moment when there was a renegotiation, a postponement of maturities, and coupled with the climate problems, there was a price reduction. Growers with a margin of 100%, 120%, and that margin dropping to 30%, 35%, which is a good margin in historical terms, but it was a fast plummeting. And in 2024, 2025 crop year, they had to pay for the new crop year at higher interest rates. And that's the effect of the high interest rates; they had payment of postponed or working capital funding due to climate events or price reduction. And the margin of agricultural products is not low; the problem lies in the

number of payments that farmers had to make at that point. So, higher interest rates coupled with postponed agricultural loan portfolio, lower margins, a problem in the flow of payments, making payments more difficult. And here we are talking about soybean and corn, but if we include livestock (beef that has a significant weight in funding), that adds to the problem, and that generates cash flow problems.

And then we had MP (the Provisional Presidential Decree) 1314, Regulariza Agro, that began in the beginning of 2025, because we needed to find a solution to rebalance the cash flow of growers, because it was not a problem where we have a reduction of area, reduction of productivity; this is a situation where we are hitting a record mark of planted area productivity, and production also for soybean and corn. So this is a moment where income is being generated in the field, but not enough to pay for all of the financial obligations that large farmers particularly had.

So, the MP 1314 came with a view to help rebalance the flow of payment over the years, so that farmers over the next few years can get reorganized, financially speaking. With MP, we got to 36.5%. In the end of Q4 last year, we were at 35.5, a number of operations were waiting to be recorded, it's now 36.5, of which 33.3 were free resources, and the other 3.2 were resources funded by BNDES, concentrated mainly on Rio Grande do Sul state. This helped to give farmers the conditions so that they could maintain themselves. And that was a fundamental point; after MP 1314, we required collaterals, because these were loans to pay past loans. 96% of the MP operations have real estate collateral. Of these, more than 70% trust deeds, which give us an even firmer and faster collateral to be executed in case of need. So MP 1314 came with that approach. It was fundamental not only for the bank, but also for growers, agribusiness. As much as they're facing difficulties, I insist, agribusiness is producing and hitting record marks in planted area productivity, and it is one of the engines for Banco do Brasil.

BB will continue to fund agribusiness. No longer as we were operating with a 1% delinquency rate. We expect that delinquency will go back to 1%, but until then, we are adapting. This is what Prince said, we are adapting our loan granting policy, but we'll continue to fund agribusiness. Agribusiness is the engine of many of the municipalities we serve, and the smaller municipalities. So, in our guidance for this year, we're working to maintain the portfolio. Minus two, plus two. Again, to continue with the operation in agribusiness, but with a more structured, sustained operation that will bring us good results, mainly in terms of cost of risk.

Marcelo Oliveira

Excellent. And still on this, Prince, I think that it is important that we cover, because MP 1314 had a beneficial effect on capital. And also, in our interactions with the market, the extended portfolio, a postponed portfolio, given the dynamics in the past quarters, draws our attention, and it is seen as a proxy of renegotiation for some clients. So, I'd like to hear, could you elaborate on that?

Felipe Prince

Perfect, Marcelo. This is important. Let's start with the postponed or extended loan portfolio. We have to understand the cyclicality of the agribusiness to understand the difference between an extended portfolio and a renegotiated

portfolio. Prior to contracting or to postponing an operation, we do a technical evaluation. This is done by people or digitally by geo-referencing. And the bank can understand the production capacity of that potential client, their ability to recover from adversities they faced in the prior crop year, so that this recovery will be sufficient to give them an ability to pay in the next crop year.

In addition, all of the operations require a down payment. So they have to make a down payment to access an extension to their payments. We just want to offer an opportunity to our clients. Most of them have been operating with us for over 15 years. We want to rebuild their ability to pay, so that in the next crop year, they will be able to pay what they owe. So, the extended portfolio is adapted to the flow of the clients' crops and activities in their agribusiness.

BB Regulariza Agro, MP 1314, it is what Bittencourt mentioned. The MP, the provisional measure, establishes matching leverage or clients' leverage to their ability to pay. So there was a maximum time frame of nine years in the provisional measure, but each operation was calculated according to the client's ability to pay. It was not a one single time frame, a one single condition. The operations were decided according to the individual ability to pay of the clients. In addition, it counted on the new matrix of collaterals in the collateral's framework, where we privilege trustees. This includes a prior process of choosing those clients that would be eligible with an operation with collaterals being production. Thus, they were eligible for mortgage, and most of them, depending on risk and leverage, had their loans associated with a collateral trust deed.

And that was very important for the portfolio, the MP 1314 portfolio. And this was important not just to improve the flows of payment, but also to maintain the client's activity, because they are an important engine of generating GDP in Brazil, which is our agribusiness. And because BB is reiterating our support to the agribusiness, we enjoy the benefit of the possibility of using it as base for our capital operations that were renegotiated under MP 1314.

Why is this important? Well, because it added 140 basis points to our CET1, and this is always with a five-year vision, right? So, this brings stability to the capital base of our institution, which is very important. And this increases or improves our consistency in facing the challenges of MP 4966 that we paid. One installment was paid in January, there's another installment of the hybrid capital instrument maturing in July, the implementation of the rest of Basel III.

In other words, the bank solidifies our capital base not just to face all of these regulatory events that I mentioned, but mainly to maintain that engine of revenue sources, revenue streams that Geovanne mentioned, and to keep that engine strong. In other words, our capital base will allow us to continue on this formidable journey of expanding our businesses.

The challenge is what we are working on, and we're working on making minor changes to increase the risk-adjusted return of this fantastic revenue source that the Banco do Brasil conglomerate produces.

Gilson Bittencourt

I have two highlights here: First, more than half of the transactions already had post-fixed interest rates. So, maybe a drop in SELIC can also benefit growers, and this will link to our assets, this will ensure better payment capacity on the

part of farmers. The second highlight, which is the forbearance portfolio, more than 20 million of this portfolio refers to investment credits, and we just put it at the end of the line. So if they had three installments to pay and he defaulted in one, we postpone it. So it is considered forbearance, but it does not concentrate payments in the hands of a grower in the same period. So the amount is a bit lower.

But we just brought it here just to show the total volume of resources that somehow, one way or another, were postponed in the past few years, right?

Marcelo Oliveira

Okay, thank you.

There is another topic, I think it's the last topic, still referring to agribusiness, and that is related to the reorganization. I mean, we talked about a number of the new cases that we had. I would just like to mention that the amount in terms of financial volume does not match the portfolio, even if you look at the reported figure at the MD&A. There is some organic difference, because this is flow rather than a balance.

But, Prince, I would like you to put into perspective for us this variable, because maybe this is the most complex variable to estimate, and this is also something very new that started with changes in the regulation and the number of cases accumulated. So, what is the outlook for that?

Felipe Prince

Okay, Marcelo. It's an important detractor that we had already identified, and we mentioned what would be our opinion related to that instrument, especially when it comes to growers and farmers, because they should be able to get resources some other way, because this instrument limits that funding capacity, and once this capacity is limited, this will impact yield, profitability, and even the possibility of not having a subsequent harvest.

So, I think it's also important to say that the bank, I mean, Tarciana is there, Tarciana has always provoked us because we have to take advantage of our position in agribusiness, not only in regard to renting loans, but also in building a sustainable environment for agriculture and livestock. And then we talk to our negotiators, and we go to every single location in the countryside, and we have a manual explaining how this in-court reorganization works and how harmful it can be if it is poorly used. We have our headquarters in Brasilia, and we are always open to talk to all of the parties involved.

But mainly, it's important that we standardize the way decisions related to supervisory organization operate at the judicial level. So, there was a document called 2016, and the National Justice Council set up the norms and rules that have to be followed by first-court judges once people file for supervised reorganization. It could be from any company, you know, even agribusiness companies. And that narrative talks about the limitations and the areas where the company can operate. I mean, we are not talking about taking all the assets from farmers, because this has to do with the deed of trust. Because if you can only lean one property, all of the other assets come along. And many decisions, many court decisions, acknowledge the need to prove that the company cannot get any additional funding, meaning that they have more assets, they could sell one or another just to be able to pay the debt. So, you first have to do your

homework, sell some property, I mean, reinstate your payment capacity instead of coming to the courts to ask for in-court reorganization. And we are thankful for the judicial committee, because it finally standardized and established guidelines for the future.

And what do we expect? Not only expect, but we have already started seeing it, that there is indeed a reduction in the number of new cases. Not yet as we expect, but I understand that this reflects the situation. And now, when we are putting together new cohorts, this is very good, because we have farmers coming to us to exit this supervised reorganization, because they are now investing in the new crop season, but they cannot find, you know, enough funding to do that. So, we are trying to help companies to exit the supervised reorganization situation.

So, this will take time and it requires resilience. But most of all, the bank can be that entity that can render growers some legal and financial assistance, helping them to make more assertive decisions and recover their productive capacity.

Marcelo Oliveira

I mean, I know that the clock is ticking, but there is one last topic I would like to mention before you leave, and that's private payroll loan.

This is quite important because this is becoming very important, and this is an avenue for growth that is part of the bank's belief. And we get a lot of questions from the market about how things are going, what the appetite of the bank is. So, I would like to hear from you one issue related to risk and modeling, and the other part related to product risk. So, one question is that Banco do Brasil is so comfortable in believing in this product from day one?

Felipe Prince

I think it's an opportunity. We have already talked about that in some talks with our investors, it's an opportunity that found the bank's strategy. Strategically, we wanted to also operate with private payroll loan with the introduction of the workers' credit portfolio. The entire strategy was thought in terms of maximizing risk-adjusted return. And this is important, being very disciplined in our execution and using risk-adjusted return for every operation transaction in the workers' credit – we do not negotiate –, and we understand all of the peculiarities of the product when compared to the behavior, not only the behavior of our clients, but the new clients that we acquired through that line of credit.

I mean, payroll deductible loan is important, but it's not a decisive thing, because unlike the stability that you have in the public sector, there is also volatility in private jobs. And to maintain risk-adjusted return untouched, you have to have a strategy to work with that volatility. So, we only work with clients that are account holders, because sometimes, eventually, if they lose a job and I cannot deduct it anymore, if we are granting credit to those that are working for the bank, I can deduct it from their account, and I do the risk evaluation of that individual regardless of the fact that he has a very stable source of income.

In addition, we also link that modeling to the legal entity. First, we only work with entities that are clients of the bank, we introduce a score where we combine information from the employer and employee. What is the turnover of the company? How long has the company been in business? Member of

employees throughout the company's history. So, we collect a lot of information that helps feed the models. And at the end, we have a combined rating where we look for greater assertiveness before granting the loan. In addition to certainly, you know, considering all the improvements to the product, such as linking all the guarantees through FGTS and making it easy to link the deductions from the payroll when the individual changes jobs.

And we were one of the first ones to do that. In fact, we were the first bank to run a base that changes the link. I mean, we didn't wait for Dataprev, but we identified the changes in job links to re-establish the link and the payroll deductible loan, and with that, we preserve the client's payment means.

Gilson Bittencourt

I mean, even though I'm Vice President for Agribusiness, the individual's portfolio is also linked to our area. The bank has great expertise. We are leaders in public payroll deductible loans, and we took advantage of our expertise to get into this market that, in our view, is one of the main drivers of credit growth. Well, because we have better rates and more in tune with the capacity to pay. And that's why delinquency is lowered, not only because of all of the collateral behind it, but also because of the amount of the installments. We are talking about a portfolio that is growing, it's new, but we believe that these most recent changes, Dataprev and insurance and changes in jobs; this will help us improve the NPL numbers.

Our portfolio encompasses 17.2 billion, the vast majority comes from this new process. We already have 13% share, our percentage at first was almost zero in this private portfolio. We aim to achieve 20%. Our average ticket is 7.900 BRL, average interest rate is 3, it could be higher or lower, depending on the risk assumptions, average payment term is 52 months, 53% already get their paychecks through the bank, many of them hold an account with us. Employers, I mean, its vast majority, 86% of the employers are clients of the bank. I mean, We also have a lot of new clients, we are granting new credit for new clients to develop new projects. We have 1.2 million clients, we went after these clients in the open sea because they also came to our bank, and 300,000 new accounts were opened after the initiation of this process. And this is only after one year of operation. We already have an operation encompassing 197,000 companies.

It's also important to mention that we are bringing clients. We are also introducing new opportunities, be it as workers or new companies, companies that were oftentimes clients of us. But with that new tool, they intensify their transactions, because we understand that that was the right bet, and we will reach 20%. This is our ambition, and we have what it takes to get good returns. So, this is our expectation.

Maybe our main focus at the moment is this kind of credit, and the response we're having is very positive.

Marcelo Oliveira

Well, thank you so much. And with that, we conclude this panel. I would like to thank Prince and Bittencourt for being so transparent and for all of the data that you brought to us.

We will just have a short break, and we will come back in 25 minutes for the second block of this event. Thank you.

Second Part

Janaína Storti

Hello, we're back.

Before we begin, and before we continue with the second block of BB Day, I'd like to ask you for a contribution. Please, fill out the satisfaction survey. If you're watching us online, the QR code is on the screen. Please, do fill out the questionnaire. It is important for us to improve our communication and our relationship with the market.

I will start now a panel to bring you the strategic view that BB has been developing over the last few years when we speak about a bank for every client. The purpose of the bank is to be relevant and to work closely with people's lives at all times. And when we aim to be this bank that is specialized and personalized for every client, we can, by using technology, enable this relationship and accelerate it.

To speak a little about this, how we can join the best of digital with human relationship, I'd like to invite on stage our Chief Retail Business Officer, Carla Nesi, and our Chief Information Officer, Marisa Reghini.

Carla Nesi – Chief Retail Business Officer

Good morning. Good morning, everyone. It is a pleasure to be here in another edition of BB Day, a different kind of panel now, one that will allow us to share what we are doing every day in this journey to deliver a bank for every client. I'm Carla Nesi, Chief Retail Business Officer.

Marisa Reghini – Chief Information Officer

Good morning. It is a huge pleasure to be here with you. I am Marisa Reghini, Chief Information Officer.

Carla Nesi

We will speak about how we are developing this trend. It's almost an obsession of ours of delivering one Banco do Brasil which is deeply digitally, strategically complete in terms of solution offering and essentially human. We believe that this is a consistent path that has been giving us good results. And all of that starts with a deep knowledge of our clients. This is a journey that started at the bank more than a decade ago, understanding how each client behaves, and their context, anticipating their needs, so that we can provide input, so that our solutions can be improved.

Considering that every month we have more than 28 million clients interacting with us across the different channels; digital channels, physical channels with a human contact, but also in this combination of the physical and digital worlds, which is also an assumption in which we believe. And we think that this is a point of no return. We do not compromise this in terms of delivering the best experience for our clients from all segments.

With a deep knowledge, we have a value proposition for each segment of our clients, understanding that the path to specialization is a point of no return. When we speak about specialization, we're speaking about all segments of clients, the relative potential that every client has considering their behavior, the way they like to relate with the BB brand.

This platform that was built over the last decade, built in a consistent and robust way, has allowed us to offer this integrated ecosystem, which is anchored on a massive use of data. And we know that the context of AI applied to this process has been transforming and will continue to transform the way in which our relationships become a reality.

Marisa, tell us, how has technology, which is the key in this process, helped us along the way?

Marisa Reghini

Sure, that's a story to tell. It's important to say that technology is not just a backdrop, let alone just a back office of Banco do Brasil. It is a lot more than that. It takes a leading role; it makes all Banco do Brasil businesses possible. In addition, it's a provider of a brand. Technology is one of the brand territories of Banco do Brasil. In this context of investment in infrastructure, data, artificial intelligence, security, all of that reinforces the credibility that our clients feel with our brand. All of that deepens this digital deepening that you talked about.

Of the 36 million active digital clients, 24 million are clients who relate with us via WhatsApp. In the last year, another 4 million clients migrated to this channel. More than 800 million transactions. This is huge. And this vision of the future is very dynamic, but our deliveries happen in the present.

Carla Nesi

Cool, Marisa. We can see that technology is a fundamental element for us to go after what we defined very well in our strategic strategy, looking to have client primacy.

Jana spoke about our purpose, and I think that there is competition in the market, in the relationship of clients with any brand, but the players need to be relevant. We know it's a difficult market, looking for clients' attention in their business journey is a daily challenge. And we must understand that in different ways, in individuals, in SMEs. And this is fundamental.

Like I said, we've been working on this process for over a decade now, evolving our analytical models, our in-depth knowledge, so that we can offer an ideal context. For example, when we speak about high-value, high-worth segments, pretty much disputed by the competition, our segment BB Estilo, BB Empresas, we see high levels of engagement, more than 80%. And we know that a more engaged client consumes more products, brings us more earnings. So, we have to pursue this, to increment this, regardless of where the client is positioned in the relationship lifecycle. We have to retain the clients; we have to make them profitable. And these are concepts that are cross-cutting and have a reflection on different solutions.

We know that every client is unique. Their individuality has to be respected. It is not by chance that we've been speaking for a long time about hyper-personalization, understanding the client as an individual, understanding that the phygital relationship with every client is different through our digital solutions. And with the help of our team of professional consultants, interacting every day with our clients, we know that we can deliver the right measure of phygital for every client.

Speaking about practical examples of how we are doing this, I will bring you a recent repositioning. In the last earnings call, we spoke about how we

redesigned and updated our value proposition for the Estilo Segment, understanding the segment of high-worth clients, so now we have High Estilo, understanding that we have to do a portfolio review so that we can have more premium services offered to these high-worth clients, providing them with a new type of card, Altus Liv, and I think that this product is very much valued by the segment of high-income clients. And we wanted to be well-positioned so that we could win more clients and have banking primacy with a consistent portfolio.

We have a team of more than 7,000 professionals operating in this segment. I think that we have provided them with more training, which aim to have 100% of our relationship managers and assistants up-to-date to serve these clients, we have a different positioning, and we are located in different places now; we want to offer a complete range of solutions. And for the high-worth clients, we still need to offer them a digital solution at a physical location. That would be the perfect positioning.

So our commitment was to increase this client base by 25% - we're talking about BB Estilo –, we are one quarter of the way, and we are sure that we're evolving on the right path considering the dynamics we've been observing, how consumers translate their decisions into behaviors, and we are up to date to continue with this dynamic very effectively.

Likewise, we repositioned ourselves in the corporate portfolio. There is a segment that works with customers up to 50 million of income a year. So, we also reconfigured our brand, BB Estilo, understanding how the value proposition can expand into a more encompassing view that also includes advisory services. For us, the main objective is for the client (SME or large corporate) to have a long-lasting relationship with the bank. So our success is when our client is also successful.

We know that acquiring is something relevant, and I think here we gain boost when we also look at partnerships with Cielo, understanding what journey we have to pursue if we want to give client a very encompassing view of solutions. And I think to that end, we're doing our homework and we already see the response; we had 20% churn reduction. This business solution market, which is very disputed every day, we understand that this reflects our price positioning, because we look at this entire value proposition.

We have 7,500 people dedicated to BB Empresas. They are assisting and advising our clients every single day in that credit journey. We believe that valuing, acquiring, and principality in this sense, also helps us in terms of renting loans, especially when we want to move forward with prepayment of receivables, and also collateral. We also understand that, once we have new remote models, these remote models can also help us scale up in our advisory service, and this will add value to this segment.

Last year, we introduced new models, like the corporate digital branch, and people that are experts in topics like foreign trade, investing, trying to reach out to clients that usually we don't have a set of clients in a certain geography, but we are still keeping that client tied to our very complete value proposition. We understood that there is great potential to grow, and in 2026, for sure, this is an initiative where we will certainly impact and gain more clients throughout this journey.

Marisa Reghini

But to reach this growth, we have also to provide solutions that are very useful to our clients, and I would like to highlight two of these actions: One is called Minhas Finanças, earmarked to individuals, and we are pioneers in this type of solution, and this solution through the app gives insights to our clients. So sometimes something that may seem very complex can become something more intuitive, and we can help them throughout different moments of the client's life. It's totally personalized, we do not charge for this bespoke, too. And when the client allows us to look for data about him in other financial organizations, within Banco do Brasil, he has a very integrated view of his financial life.

Ari is another important tool. We can turn large volumes of data using a lot of AI, providing insights to clients. We can manage the entire financial flow of the client pointing out to the best day to sell, what is the best way to pay things. And this is important for SMEs because sometimes they mix up expenses from the individual and the company.

You also talked about Cielo, and I would like to give you some information about the technology behind Cielo. We intentionally integrated Banco do Brasil's technology to Cielo's technology. This brought about better automation, better processes, improvements in the journey so as to provide greater efficiency to the process with Cielo.

We also believe that when you have a technology that focuses on the client, this is what really drives Banco do Brasil. Every journey includes personalization and a lot of AI, be it to help our client in their everyday activities or also helping the client to build his own state. That way, we can translate complexity into clarity, adding better and better experiences to our clients.

But we know how diversified Brazil is. We are present in 94% of all of the municipalities of the country, and Banco do Brasil mirrors Brazil. So please tell us a little bit about how customer service is evolving.

Carla Nesi

It's important to highlight that we also know that we are the best digital platform for any segment of client. And we are totally convinced of our position. And we also want to offer this value proposition to all of our clients, which involves understanding the potential of every segment.

You know, being present in 94% of all the municipalities of the country, we have to understand how we are inserted in that community and what is our potential to extract value. Sometimes to understand the visibility of a POS means that we have to have a bird's eye view and look at the large company that is present in that municipality. Not only we are looking at that geography, and even though that is a location for retail, we don't just look at our presence in this segment because we understand that we can capture other businesses, because we have a very large view of the entire geography.

And in this pursuit to evolve our models, we also understand that assisting customers in the digital space is also another way to get more value out of that relationship, expanding our capacity to integrate humans to the digital space and our professional throughout the journey. And this has been an obsession and an ambition at the same time. We often say that our goal is that each of the

bank's 91 million clients should be assisted in this bespoke digital service, understanding their context, their needs, and where we find the right balance of this digital combination.

Just as with corporate and SMEs, we are also making important advances on the individual side. We have remote teams that provide efficient assistance, and they do establish relationships with individuals that are less complex when compared to companies, but at the same time, generates large opportunities, great opportunities, and the assisted models, the digital branch of the individuals, I mean, on the individual side, just after one year of its inception, we were able to grow margins by 150%. Today, we have 3 million clients assisted through the new models, and in 2026, we will continue pursuing further expansion.

And in this process of growing phygital, I must say that we've been very successful because in addition to knowing our client very well and investing a lot in modeling and behavioral patterns, we are also investing a lot in technology, finding the best market solutions; and that resulted in our CRM 360 Platform. We made a decision three years ago, because we understood that scale in our retail model, if we want to deliver hyper-personalization, that platform needed to grow, and our CRM platform was already in existence for two decades, and together with our partners and after extensive work which was quite complex, but it also involved integration with our IT department, we understand that excellence in CRM combined with our capacity to deliver effective results in large scale to this large customer base was another efficient way to extract value.

People are talking a lot about applied agents as a contribution to the process. For every we will have a human agent (people truly qualified in the process) and the machine, because this is a move that is challenging us every day, because it is happening really fast, but at the same time, we understand that Banco do Brasil has a very consistent platform and a very good technological platform. Therefore, the bank is prepared to advance in its business referrals and recommendations, and Marisa is my partner.

Marisa Reghini

And the highlight in this past quarter was the increase in the use of AI and how much we invested in the past three years, more than 600 million was invested in CRM. All of that because we wanted to have more than 1.2 billion transactions with our clients.

And there is yet an important concept that I always like to refer to, because sometimes we talk about phygital, and phygital for us doesn't mean that we will start working through the app and then we go to the branch, but it involves a complete relationship ecosystem with our client. Because in fact, what we want is to deliver the best possible experience, whatever they want.

Carla Nesi

To continue on that successful trajectory, we know that to enhance this powerful engine, we have to look at our technology architecture, bearing in mind that it's important that we have good pillars to sustain this consistent growth. So, Marisa, please tell us a bit more about that. We know that this involves a lot of complexities, but it's a trajectory that we've been a part of, and

we are very confident about the next steps. So, please tell us, how do you see the current moment and the future challenges?

Marisa Reghini

In order for us to have a one bank for every client, we believe that technology has to be invisible throughout the customer experience. It has to be impeccable in terms of its execution. And to that end, we need to be highly available with good performance and good security.

Investment in technology is something consistent at the bank. In the past decade, we invested more than 44 billion BRLs. But only in the past three years, we invested 19 billion BRLs. Regardless of the short-term results, we invest in technology for the long run because we understand that this is necessary for the bank and it's also part of our long-term corporate strategy. And this is non-negotiable for us.

Carla Nesi

Well, I'm very happy to hear that. So, I'm so happy that I can also benefit from that.

Marisa Reghini

Another important point – and Carla talked about the Foundation –, I would like to mention our technology platforms. By having technology platforms, Banco do Brasil can deliver better solutions at a faster pace, because through the platforms we can reuse several components. In addition to that, there is governance. Imagine a bank the size of Banco do Brasil, if we don't have very well-established foundation, something maybe wouldn't work as well, and all of that gives us a lot of operating efficiency.

Another highlight is our cloud strategy. We have a hybrid cloud strategy today, and that means that we have our private cloud developed by Banco do Brasil, but we also use all of the other available clouds in the market. But even though we see the possibility of using several clouds, it's also important to say that we have a platform that helps us decide which cloud we use at any given moment.

And why is this important? Because then we'll go back to our operating efficiency, because it allows us to get the best of every cloud. And we work a lot based on that strategy at the bank, because this is a crucial enabler, and it helps us to look for new technology trends in the market. Relevant subjects in the financial market today, like PIX, Open Finance, and our security models, and even CRM, mentioned by Carla, all of those systems run in our own cloud models.

To conclude, now we enter the last phase of our operating mode of working. This is the way we've been operating at Banco do Brasil. Our teams are totally integrated in the IT business. That's why we are here talking together, because our subjects are very integrated. All the teams are organized based on the customer journey. That's important; it provides greater scale, we can deliver faster, and we can also boost our operating efficiency at the bank. One bank for each client can only escalate on the digital space if we always have an expert human being, and we work with that every day.

But we know that we didn't change the way of working in the headquarters alone. But tell us more about the new relationship patterns for the branches.

Carla Nesi

Well, it's important that we say that we believe in the physical space. And I don't think we are wrong. Some recent survey indicated that for more than 70% of the people interviewed, the physical interaction, the physical POS, is very relevant, particularly when we talk about more complex businesses. So we do believe that this combination is very valuable, and it will continue to be valuable, particularly because we understand that AI can increase human productivity, and we adopt that because I think that we can get a lot of value out of that relationship.

But looking at how our physical stores are organized – because we talked about efficiency and IT management –, I think this is a highlight at Banco do Brasil, but it's important that we take to all of the areas of the bank, in all physical spaces, because it is aligned to the evolution of our models. When we inaugurate a BB POS – and we just saw a video before this panel session –, we are taking three structures that serve different customer services but understanding the correlation among them or the capacity of extracting value, and everything goes into the same environment.

So advancing in shared environments that have a more robust structure and navigating throughout the system is important. But it's also important that in that geography, we also add other additional structures to the hub, delivering more services with more specialized teams. And this helps us to capture more efficiency. Again, the physical context at the right measure for every client, understanding that advancing and evolving in lighter weight models of physical structure with all the technological support will be the way to optimize our retail network, which is quite wide and broad. I think our portfolio footprint is based on these assumptions, and with digital solutions that we take to the brick-and-mortar context.

Marisa Reghini

I would like to highlight that part in the corner of the slide. It is a videoconferencing or digital service. This is materializing physical. This solution, a client goes physically to a POS of Banco do Brasil, and let's suppose that they need a more specialized service. Then they connect with an expert on that topic at hand, and this expert or specialist can be anywhere in the country. This is a very interesting solution; it's happening already in 100 branches of the bank. By your end, it should reach another 500.

It is important to highlight that in order to have this kind of video service, we were able to improve the connectivity of the branches, the infrastructure of the branches. So, we updated the infrastructure in the last three years of all BB branches. This brings greater performance, security and availability, bringing more resilience to the business.

Carla Nesi

Cool, Marisa. And I'd like to add something to this. Something I believe is important to mention. When we talk about phygital in the brick-and-mortar context, we have to understand the particularity of every POS. We're in a large city where we have a certain level of connectivity, but if you're in the north of the country, in remote locations, the infrastructure is kind of limited. So, we have to understand what is the ideal combination we take to every service that

we offer, to every context of service. This is what we've been doing, that we have been investing in.

I think that for the last two years, give or take, we reorganized the management of our channels to have this omni-channel view in a strategy of a phygital footprint. We want to have a digital presence, and we reinforce this process, because now we have a department dedicated to it, to make it more robust, because we understand that accelerating this process involves an integration of all of our departments and divisions. So, we take advantage of this important moment, of a new way of working, to reconfigure this whole department and to scale up this process more quickly until 2030.

Marisa Reghini

So, let's speak a little about the 2030 vision, how we expect all of this to happen. Well, we'll have the coexistence between physical and digital channels. That coexistence already exists and it will become more intense. That's very clear to us, right, Carla? Digital is indeed a structural component in this whole BB context. But, an important point, human service continued and will continue to be extremely relevant in all of BB processes.

Another important point of note here is security, digital security. That's another strong pillar of BB, particularly at this moment, when many clients see us as a safe harbor, in this whole context that we are living in our country. We have advanced a lot, we have improved, increased our investments in security. In the last three years, we have increased our investments by more than 460%. And look how interesting; this allowed us to prevent 95% of frauds. So this is something that we are doing more and more.

Carla Nesi

It's very labor-intensive.

Marisa Reghini

Yes. And we are using AI. It's important to highlight that. that a lot of news we heard in 2025 of possible cyber attacks, BB and its clients were not impacted by those.

Carla Nesi

That is really good news.

Now speaking a little more about a platform of service. Here, it is important to highlight that the whole CRM investment ensures that any interaction with our clients on any channel will feed back on a very well-organized database of data. Marisa will speak in a minute about governance, and we understand that this is another important pillar, structured knowledge, understanding the profile, the context, the digital maturity and relationship model of the client. Not all clients, depending on their location and their personal conditions, have security as an important item, but they adopt the digital. So, we have to consider the relationship model because it dictates everything. We have to combine this with the business complexity. For a farmer, if they want to get a loan, a working capital loan, if we are going to provide consulting services, on their harvest, on their crop year.

Again, all of that will be made and is made by extremely skilled professionals. This combination will help us decide what is the best channel for the interaction.

The voice of the client always comes first, and we have to understand their ability to adopt these channels, to have faster resolution for their issues and faster solutions, whether this is going to happen through a bot, AI, human interaction, eye-on-eye, key-on-key, because we cannot deny that WhatsApp is a significant means of content. All of these interactions feeding back to this great database so that by using AI, we can take some recommendations directly to our clients, take recommendations to our employees, understanding that digital at the service of the employee and the different points of service will also accelerate capturing value.

It is an integrated view with channels converging with a proactive advice and consulting to improve the journey of clients from all segments. We understand that this is a no-return path. We just have to accelerate a decision that has already been made. We have no doubt about this.

Marisa Reghini

We spoke a lot about AI (artificial intelligence) and has been supporting us in all journeys, integrating digital with human. But there is another concept that we use, which is extremely relevant for BB, which is AI to potentialize the human element. To us, this is absolutely fundamental. And the most important evolution we are working on at this moment is to leave the traditional use cases, to use more and more our bots, our agents, they help us execute tasks, orchestrate flows, talk with one another with a lot of governance and monitoring and trackability.

I've been frequently asked by the market: "scaling up AI is just adding more models, more models using AI". But you know, it's not exactly how we see this. This scaling-up will depend on reliable data above anything else, will depend on consolidated databases. This is another differential of BB; for more than 20 years, we decided to create what we call Corporate Database, which means we have one single system for client rosters, one single system for credit analysis, and even CRM, which is the most recent, well, it's something which is cross-cutting on the bank.

And why is this important? Can you imagine, over the last 20 years, to be feeding the same databases of our clients? So now, when we build the models, the databases are much more solid. But for this, We are working on data governance. This is a very relevant point. BB was the first bank to divulge a guide of AI best practices. As Geovanne talked about, he showed all the planets orbiting this big BB conglomerate. Well, in addition to having solid databases, we can exchange information among the companies of the conglomerate. This allows us to potentialize information exchange and thus improve the experience of our clients.

Carla Nesi

This is the conglomerate strategy that we talked about in the beginning.

Marisa Reghini

Let me give you an example of how AI is already helping us at BB. This is an FX dossier. This is not very standardized in the financial market. The clients submit a lot of documents for us, and there is this to-and-from of documents in a very complex process. We challenged ourselves, "let's try to have an agent, a bot, to help us", and look at these interesting numbers. This part of the process that

used to take 40 minutes is now taking just 4 minutes. Efficiency of 90% of hours.

And why is this important? Firstly, the process is being handled by an agent, and this 90%-time efficiency will allow our employees to operate more directly with our clients, working as experts of foreign trade, a topic that they already master. So that's the way to go.

Another point that is important to highlight is that we were pioneers in the financial market. It is a big program that we launched in 2024 that we call AcademIA, but it's a play on words, AI in Portuguese is IA, because we believe that AI has to be beyond the walls of technology. AI has to be present everywhere in the bank for all of our employees. This Academia was important because our colleagues could learn more about these methodologies and how to use AI in their own daily processes.

In 2024, in the first edition of Academia, we had 24 people enrolled. And now, we have just launched, just last week, we just launched the second edition in 2026. Our expectation is to reach out to 30,000 people, and our focus will be on Gen AI.

Carla Nesi

Right, Marisa. It's important to highlight that it's not just about teaching people, building their skills regarding AI for a massive group of our employees. We are going to show how to train our leaders in this new context – and I'm talking about retail, for example –, the leaders of our teams all over the country, they have to be better in their actions. The teams are no longer the traditional ones. So we have 10 or 15 professionals in my team, and the manager will reach out to the team members.

Now, we believe that there is a new dynamic where the machine's action will be included in the process. It will broaden the ability of conversion, and it will increase the productivity of every employee. And this is key for us to manage teams. From now on, this is a compulsory skill that every manager should have. We are looking at this with a lot of attention.

Very well, and coming to the end, this is the icing in the cake. I'll speak about something which is already very good and that will improve even further. I'll give you a spoiler now. We're very proud to have an app that we call App BB. It is very well-positioned in the app stores because it is recognized by our clients. This is the best testament that we are on the right track, but evolving is always necessary.

I think that we always wanted to make our app a totally accessible environment, a full digital branch that contains our whole portfolio of solutions, also looking at our strategy as a conglomerate with a single view of the client, allowing us to highlight cross-selling and allowing us to take advantage of every journey. When I talk about accessibility, I'm not talking about the essential concept of visual or auditory accessibility. Of course, we have that as well. We ensure access to the visually and hearing impaired. But I'm talking about different versions of mobile phones.

We knew that our country is very diverse. We have different operating systems, different devices. So our architecture and technology platforms – here I am trying to speak about technology –, but anyway, our platform-based view is important to make sure that our app will run in more sophisticated devices and

in simpler devices as well, providing every Brazilian a possibility to relate with BB and access 100% of our solutions.

We have 29 million active clients on our app, but we are also convinced that what is already very, very good can be even better, right?

Marisa Reghini

Absolutely! The evolution of a super app, what we are calling App BB 5.0, will evolve the mobile platform that we created years ago. This is the importance of creating platforms, and this is so important for the BB context. We are now evolving this platform, it is going to become a lot smarter, relational, a more fluid interface, a more responsive and more modern interface. Undoubtedly, the use of artificial intelligence will help, and it will be intensified. And we have a video to show you how the app BB 5.0 will look like.

One of the most well-appraised apps in the market will become even better. Lighter, more personalized and simpler, and with embedded AI, which will remind us of things we need to do. The new app will be more personalized, the delivery in practice a bang for every client.

Shopping BB will continue to grow, analyze your behaviors and suggesting the best offers. With AI and personalization, our app will recommend, guide, and generate more and more business.

The new app BB is an app that is only yours, with your look and feel, and for everything you imagine.

Carla Nesi

All of that with great level of security.

Great, Marisa. I believe this is clear evidence that, when we leverage technology, data and intelligence in service of people, we are able to scale proximity, delivering value on a daily basis. Mass personalization is essential, as we are a retail bank, and delivering real value is imperative. This is how we have been building and strengthening the relationship, delivering a bank tailored to each client every day.

Marisa Reghini

This is the way we build Banco do Brasil, deeply digital, strategically complete, and essentially human. Thank you all very much.

Carla Nesi

Thank you. So that was the message we had for you today. Thank you.

Janaína Storti

Well, I think this last panel shows something very unique about Banco do Brasil, which is the relationship and the proximity we have with our clients. Whenever we talk about relationship, we also understand that this relationship steers trust, and trust brings more value. And in order for us to take a deeper dive in this regard and to talk about what will ensure the long life of Banco do Brasil, I would like to call Tarciana Medeiros, the bank's CEO.

Tarciana Medeiros – CEO of Banco do Brasil

Thank you, Jana. Good afternoon. Good afternoon, everyone. I know that you took some time to be with us. And thank you also for those with us online/ we

have more than 2,000 people with us here throughout this event, throughout our BB Day. And for me, I'm very pleased. We are still here, people.

I hope that all the previous panels presented by our vice-presidents, I hope their presentations made it very clear to you what is the bank's strategy. This is something that we never let go, and we've been talking about this since the beginning of our management. We often say that transparency can be translated into respect. If we act and operate with respect, we will be transparent. So I hope that today we were able to translate this in a very clear manner.

And now, still in this attempt to be very transparent, we already told you that 2026 is the year where we will resume growth. It will not be an easy year. It will not be an easy year. Gilson and Prince, during their presentation, they talked about the market, the risk, they also talked about what we see as credit risk for 2026. So, the first half of the year will be much tighter, and we've been telling you about this since last year, but we also understand that 2026 – and Gilson talked about the agribusiness portfolio –, so we hope that by the end of the year, we will have 95% of this portfolio's advance.

And this shows that we are reassessing our loan portfolio and this also translates how the process initiated in 2025 with a new resilience matrix, the adoption of new measures. When it comes to the collection process to recover credit, we will see how this will reflect in our portfolio in 2026. I also believe that, in 2025, we told you that it will be a year of adjustments, so all the adjustments we did last year will now go through the consolidation phase.

So 2026 for us, in terms of evolving our corporate strategy, is no doubt a very decisive year. We are building 2026 not thinking about this year, but we are thinking about the next decade of Banco do Brasil.

I usually say that the modern era of the bank is the year when I took over, back in the year 2000. I say that I've been with the bank 26 years, so 2025 was the most challenging year ever. I've never been through that situation. And the bank has gone through many different difficult cycles throughout its existence. But 2026 brought about an additional challenge, the challenge when we faced historical delinquency levels never seen before in the agribusiness portfolio. And Banco do Brasil was the first to feel that impact, and we started feeling its consequences in the last quarter of 2024 and throughout 2025.

So still in the first quarter of 2026, we are still experiencing the final tail of what we experienced in 2025. We've never seen anything similar in the history of the country. It's been more difficult and challenging. But again, I reinstate that Banco do Brasil remains the bank for agribusiness, and we remain in this industry because agribusiness accounts for a great part of the country's GDP, and it will continue to have this relevance, people will continue to need food, and Banco do Brasil and the country depends on agribusiness. Therefore, it's very strategic for the bank, the leading bank in this segment. It is just natural that this situation will remain the same.

Speaking about change, what are we working on now or since the beginning of 2026? We are taking a different look at the loan portfolio; we are now focusing on the quality of the portfolio and how we are growing that portfolio. I think that the guidance for this year states that very clearly, we are growing prudently, still granting credit, but understanding that we have to have more

modern risk mitigators that have to be added to the portfolio. And this is what we've been doing; we're adding more risk models. But it will take some time until we see the results.

Still talking about agribusiness challenges, let me tell you what we are talking about. In 2025, the result was 20.7 billion BRLs, whereas in the last 10 years, the provisions for agribusiness was 200 million per quarter. So, we went from provisions of 800 million per quarter to 8 billion of provisions per quarter. So that 20.7 billion BRLs in this kind of scenario can only be done by a company with a very sound balance sheet, a bank that is very quick at reacting to changes. And we already showed our capacity, a bank with a lot of resilience and very disciplined to pursue the strategy drawn up by the bank. So, we were the only ones that were robust enough to do what we did. I would like to thank all of you. I would like to thank the CEOs of different companies.

And Geovanne, at the beginning, talked about Banco do Brasil's ecosystem, he showed BB's galaxy, because this is what we are talking about, we are talking about that galaxy that integrates several planets, and the orbit is perfect to generate results. That's part of what we talk about when we talk about generating revenue from different areas. Every area of the bank is bringing results to the bank.

And whenever we talk about our evolution strategy, I would also like to mention what happened in the past three years. In the last three years, our focus was mainly on reinventing ourselves. Rodrigo, one of our officers, has an expression that I like a lot, he says that Banco do Brasil is a start-up that is 217 years old. We are a 217-year-old start-up, because we can reinvent ourselves very quickly, we readjust very quickly, and we are quick to adjust our route whenever necessary.

So, in this reinvention process of a company of the size of Banco do Brasil, we have to keep an eye on our value, we cannot lose sight of the essence of Banco do Brasil. We cannot reinvent ourselves without being Banco do Brasil. And we made important progress here. We grew without losing our essence.

And to Geovanne's note, when he talked about the galaxy that encompasses several planets generating different sources of revenue, we took a very attentive look at every single area where we are present. In my 26 years at the bank and having been through several of the companies in the bank, I must say that we have the best team of CEOs of all of the companies that are part of this ecosystem. I'm very certain about that. I'm very proud of, today, preside over Banco do Brasil, when I can certainly introduce you to this ecosystem saying that we have the best technical team that we could possibly have.

We have companies and CEOs of these companies that are very knowledgeable about the businesses that they manage, and this helps us enhance our results. So, back in 2023, we started to pay closer attention to all of these companies and also understand what contribution they pay to the entire ecosystem, and this involved a lot of work from our strategic teams.

And now, speaking about some changes that occurred during this period, I would like to mention some that gave us impressive results. The bank structure is adjusting to our needs also in a very strategic way, so the governance part of the bank is now a unit called Strategic Participation. I mean, it sounds like something very subtle, from UGE to UTT in the Brazilian acronym. This

evolution was so important to the bank that this unit ended up becoming a separate unit of strategic participation.

In this corporate strategy that looks at the next five years means that we want to increase the stake of every area in the entire conglomerate of Banco do Brasil. By operating as an ecosystem, our expanded loan portfolio was up by 30%. We had approximately 19 billion of investments in technology.

I think Marisa said that in the last 10 years, we invested 44 billion BRLs in technology, and I would like to highlight that 20 billion was invested in the last three years. So, half of all of our technology investment of this decade occurred in the last three years because it was necessary and it was important. We could, in a shorter-term view, we should choose not to invest but just turn that into more results. But that's not the reason why we work every day. We don't think about the bank only this quarter, we think about the bank for the next 217 years.

In this period, we distributed 33 billion in dividends, we work towards having sustainable results, long-lasting results, they should be there for many decades to come. Geovanne and Mr. Bassi were here with us at the beginning of this event, I would like to really thank all our shareholders for their trust and thank Mr. Bassi for this long-lasting relationship.

Our relationship, the relationship of a shareholder, is for the long run, and that's why we are talking a lot about the future to you today. It's important that we highlight what this company will be in the future. What we've done so far is what we brought us to this moment, but what we are doing now is what will lead us to the future. And it's important that I stress that and we talk about this trajectory, present and future, and Banco do Brasil is living proof that profitability and social commitment do not compete among themselves. These are two things that walk hand in hand, they do not compete, but they are complementary to one another. And this is what makes a company last forever or last for a long time. And this is the responsibility of everyone that is part of this company.

And speaking about Banco do Brasil, this is the responsibility that also involves the entire Brazilian society, and we play a crucial role in this process, because I think Banco do Brasil is a very important example for other companies. Whenever we fund a small farmer in the smallest municipality of the country, when we fund agribusiness and when we are delivering solutions to a farmer that was going through dire straits, I think we are also fulfilling our social role. When we keep branches in municipalities where Banco do Brasil is the only financial institution in that geography, we are there not only keeping the economic dignity of that municipality, but we are also looking to be the principal relationship or the principal bank of that area. This is part of our lives, and for the client, this principality is translated into loyalty.

Some of our clients have been with us for several generations. We have several generations of clients. And whenever we talk about loyalty, we are also talking about long-term relationships. And I believe that when you have a corporate strategy that is translated into long-term relationship, then you're also talking about perennity. And perennity and purpose, responsibility, and results, these are not competing things.

We are now going through a deep transformation in our financial system. This is the era of artificial intelligence. We are constantly getting information about

a new AI tool that was recently developed, and then with that comes new risks. We see new possibilities to get results through AI, and certainly the bank is not going to be out of that process, and our investment in technology is proof of that. Banco do Brasil is a pioneer when it comes to investing in analytical intelligence, and today, artificial intelligence.

I always like to repeat that when the models were only statistical, we already had a model that delivered the best offer to the client. The difference today is that we know how, when, and what to deliver to the client. This is a process that is being around in the bank for over 20 years, and so being here for 26 years, I'm living proof of that. The difference is that today I can talk about that to everybody.

We also have, as an assumption, that trust and people are the true competitive edge. We are now in an era where everybody can offer the same thing. We launched our beautiful card, Altus Liv – I think it's outside. If you go outside, you'll see it –, and so soon after that, another organization launched another credit card offering the same benefits. So what do you do when you are in a market when everybody's offering the same thing? What is your differential? A product is a commodity; a banking product today is merely a commodity. The differential is who delivers that commodity and how the product is delivered, if the product is delivered in a convenient way, I mean, to those who need it.

We have a belief that what will move the needle or will make the difference when somebody's choosing an organization or whether I stay there or not, is trust. Whether you trust that organization or not, in times when information change every second, and information comes from different sources and in different ways, and you get different information about the same thing, what will make a difference is having someone that tells you which way to go, because, in fact, it's the best way to go. And when we think about this process of trust, we do understand that Banco do Brasil is a player that is very well-positioned in the market. When we talk about trust, credibility, soundness, the brand Banco do Brasil delivers all of that. Our strategy delivers all of that.

I mean, we are here in a very transparent way telling you about how we are building the results of the bank and how do we see the bank going forward. This also is full of trust and credibility. We also understand that technology is just the means and not the end. Technology is the means through which we will deliver the most encompassing information, because it's important that they advise our clients on the best possible way when they need it. We want our digital agent or our AI (curated by people) to be able to deliver the best solution to the client in the right channel and at the right time. We also understand that trusting people will be the true differentials of the bank, and we are working with these assumptions.

When we speak about artificial intelligence and technology, it's no use having data and not knowing what to do with them. Turning data into information and translating information into business is something that BB knows how to do, and we do it really well. And we're investing to do this even more and even better.

For us to truly deliver to our clients a technology that transforms data into financial guidance, that builds solid ties, ties that are built with trust and credibility, we are working to invest in specialized service, to have this more and more adequate to each client profile.

I think that Carla Nesi and Marisa spoke about this, and they did a very good job. We have 90 million clients. Every client has their own story. I might have a client base with similar consumption habits. I might have a database of clients that consume very similar products. But every client is unique. I learned from a colleague that we needed to work with a segment of just one person. Since that day, we've been focusing on delivering a different BB to every client. Evolving in our hyper-personalization processes.

We like to repeat this. It sounds so cliche, right? In a moment that we're evolving so much with AI to still focus on hyper-personalization. But hyper-personalizing is doing the basics in a very good way. The differentiation between banking institutions will be the one that delivers the basics but in a very well-done way. We have to deliver the client what they need, and they each need different things, but nothing, you see, technology, personalization, nothing replaces the branch manager. Because when you need help, you need to be able to have access to a person.

So, if a client needs to look a bank manager in the eye, they'll be able to do it. If the client needs to sort an issue digitally, they'll be able to do it. If clients need to use their relationship manager to help them solve an issue, they'll manage to do it, whatever the channel they choose to do so. And this is care. Technology potentializes care if used in the right way. And we are trying to use technology in the most adequate way.

Using technology in the most adequate way requires not giving up on people. BB, unlike other banks, trains our workforce at work. All of us, part of the Board and the top management of BB, were trained in this company. It is important to underscore that we don't give up the more than 80,000 employees of BB. They all go through the same skill building process. The process to readapt in a world which is constantly changing, in a financial system which is always changing. We are prepared.

Marisa spoke about AcademIA. We are working on the second edition of AcademIA. We are working so that all colleagues are at the same level of knowledge regarding the new tools and new technologies. And when we talk about technology, these strategies, and everything else, the market always asks me: “What about the footprint strategy of Banco do Brasil?”. The moment that the financial system as a whole decided to leave many municipalities close their brick-and-mortar branches in many municipalities, well, we chose to go against that trend. We stayed. We stayed where the real Brazil exists, so we remained. But we didn't remain just for the sake of remaining, we remained and got better.

In all our operations, in which Banco do Brasil decided to remain physically present, we decided to improve our presence. In this process of being physically present, we want to be the primary bank for our clients. In a moment where they have many possibilities to choose many, many financial institutions, having primacy, banking primacy, is something very dear to us, and it's very expensive. And we have this expensive asset. It's in the hands of BB.

So, we're never thinking about the short-term results. We're always thinking about the long run. A trusted relationship is not built in one quarter, in one year of earnings. A relationship of trust is built over time. And when we choose to stay, this is a strategic and well-thought strategy. And it was well-thought, based on a long-term view of the business.

We have been monitoring the efficiency ratio of our POSs, all of them. Today, the budget of every branch matches the possibility of that branch creating value. The efficiency ratio, the value generation of every branch is measured all the time. So it's a combination between the physical and digital, and this combination brings us the convenience to choose to stay. Staying was a strategic choice for us.

And we stayed, and we're getting better and better. We are choosing to stay where clients need us, where clients demand our service, where clients demand that we are present. And presence today is physical. It's physical plus digital whenever clients require service. And we are there for the clients wherever they need.

Carla mentioned our new app. The one we have is very well evaluated, very well rated, we have the best rated app in the market. And this is not new. It's happened for many decades. And it will get even better. It will bring everything that we do well and bring all of these new experiences that we are working on delivering. We understand that the bank will continue to be deeply digital because this is a market movement, it's a movement everywhere in the world. We cannot go back on that process; we cannot try to be different in that regard. The world is digital, and the bank will be deeply digital, but the bank will remain deeply human. It will be driven by people, people who are dedicated to people.

What will be the differential of financial institutions from now on? It will be a bank with AI and humans in a bank with AI, because just AI will not manage a financial institution. AI alone is just AI. And yes, it will be digital, we'll be a bank with AI, but also a bank with humans, with people. When we speak about a bank that is 217 years old (that has existed for 217 years), we have to speak about our responsibility as managers of this bank. We are not just managers; we are guardians of this company; we are guardians of a history that is 217 years old. And guardians don't look at just the period of the next 90 days. Guardians care for that company to continue to exist forever. We are working to make BB an infinite company, a company which is not an end in and of itself, but a perennial company with sustainable results, but also a company that evolves, that modernizes, a company that transforms, but that never loses sight of what the company really is. Not a company for the sake of being a company.

And in this behavior as guardians, we need to make decisions. And we do make decisions. Not always are they the most comfortable decisions. Not always are decisions made in a linear fashion. But I am absolutely sure that we made consistent decisions looking at our earnings, monitoring our numbers, verifying our forecasts. We are sure that the decisions we made were consistent, and they were responsible decisions. They were decisions made with an eye on building the foundations for the future. Every branch that we chose to remain open, every point of service that we chose to remain open, that point of service, that decision is a declaration of commitment to society. It's a commitment to building perennial results and banking primacy. And primacy leads to results for decades to come.

We have a track record that proves that. When we decided to invest in our workforce, for every BRL invested in the development of the workforce, that decision was strategic. It was well thought of. Thinking of having a perennial company, this is not a cost. This is long-term investment. For every BRL invested, we see it as a seed for a future that will bring us fruits to reap. This is

how this bank is being built and how it's evolving, and we understand that this is how the bike will remain strong and will continue to deliver excellent results.

When we make a decision regarding risk, every risk decision made, like I said, BB will never sell a risk modeling until I became a CEO, because I thought it was something to be sold until I became a CEO, now I know that we could never give up our risk models and sell them, because they were conceived in an evolutionary approach. And it was very interesting to realize this process during the year 2025. We lived through a change in a process that brought us many lessons learned, but we experienced that change in a continuous fashion. We continued to evolve something that we already did really well.

So, coming out of 2025 and starting 2026 and saying that 2026 is a year of resumption of results, this is only possible because we made very assertive risk management decisions. This evolution in the framework of collaterals with now having better collaterals and other mitigating factors more adequate to the loan book profile and to the moment in which regulation is evolving, all of that proves that we are working to deliver these investments in a solid fashion that we're working to deliver these results with high quality.

When we decide to accelerate a business driver, to accelerate the analysis of a company belonging to the conglomerate that can bring us more results, that decision, again, is well thought of, it's a strategic decision. We make each of these decisions thinking about the future, how things will be in the future, thinking about the results in the next five years or ten years. And when we speak about that, we need to have a structure that matches this process. Our structure has been following this evolutionary process of the bank, and we just disclosed to the market a process of a rotation of the top management. This was a strategic and well-thought decision. It was not a rotation to move one person from one seat to another so they can spend some time in a new role. No. We chose to put the best professionals deliver in each department what is exactly what the bank needs, what is necessary for the conglomerate to continue to evolve.

We aimed at allocating the bank's professionals so that the knowledge acquired over their career will truly deliver to BB what is best, both for the bank and for the companies in the galaxy. And these changes brought some strategic changes. I'll highlight two: This is in the process of approval by the bank that we would have a Department of Applied Intelligence. We understand that we already have very good client relationship on digital, we understand that we already have analytical maturity and advanced AI maturity, but we thought that perhaps these processes were fragmented, and in order to decide better and better, we'll have an Applied Intelligence Department that will be like the brain behind this whole process for the organization. We will start deciding faster and faster, but better and better.

We'll have an integration of our AI models, integration of our several risk and control models, and all of that will be executed, this whole intelligence, will be executed through our CRM, our Martech, that will be integrated with the Applied Intelligence Department. And after approval of the top management, when we disclosed earnings of the bank, we'll bring you more on that.

Another strategic change was the creation of, in addition to having a credit recovery unit that dealt with part of the credit process and that was shadowed

by some other departments, we understand that the credit process needed to be fully integrated from the period of pre-loan granting all the way to the end.

Now, we needed to understand the credit process way before the client applied for a loan. And now we have a Credit Management Department. This department is already functional. Felipe Prince, is the manager of that department, and that department includes the whole process of credit, from pre-analysis of credit limit all the way to actually granting loans. We have a totally fluid workflow that we process, which is neurologic for the bank at a moment when the legislation is changing.

So, I just wanted to give you these two examples to tell you that our structure will remain constantly evolving, and other changes will come as needed, as we need to evolve, as we need to change. And we are making these changes, we are working even provoking our workforce internally, because management is moving. If the company is sitting still, it's not evolving, something is wrong. So more and more, you will follow changes to our structure as we need to deliver results, as we realize that there's something that requires more of our attention, that requires that we evolve our strategy. If that happens, we'll create new structures, and we'll evolve as soon as we understand that a change is necessary to deliver more and more sustainable results.

And to end, I would like to say that the question that actually matters now, that truly matters, is not the quarterly earnings that we post. I think that the question that truly matters is whether Banco do Brasil is now more prepared for the future than it was three years ago, if BB of now is more prepared to deliver perennial results and more prepared than it was in the beginning of 2025. And the answer is yes; Banco do Brasil is more prepared. The loan book is more qualified, the digital platform is more robust, our service model is more and more integrated, our social environmental commitments are more solid, the org culture is more and more mature.

We are convinced that we are capable of delivering results and growing without losing sight of who we are, and it is all based as a value for the bank. So, yes, we are prepared and we are preparing ourselves more and more for the future to come.

This is what we built in the last three years, this is how we're thinking about building BB for the next decade at least, this is how we're thinking about evolving this company in a faster, integrated, technological, modern way. Being a deeply digital company but also profoundly human; this is how we are thinking about delivering results to our more than 1,600,000 shareholders. This is what we are working on, building the foundation of BB, a bank that belongs to all Brazilians, to Brazilian society. The bank that will deliver results not only now, but in the next decades. Banco do Brasil, who's been around for 217 years, but it will also be around when we are no longer here, and we are working to the end.

So, thank you very much. Thank you very much, and now, to conclude, Jana is coming, because here comes a very important moment as well.

Janaína Storti

Don't leave. I would like to call Ricardo Tadeu, head of APIMEC. We have a long-standing partnership with them, we've been with them for over 32 years, so he

will come to deliver the seal.

Tarciana Medeiros

We are very honored to partner with you. We've been with you for many years. APIMEC plays a very important role to the capital markets. And for us, we are very proud, it's my third year being the recipient of the seal. We are very honored to be here to receive another seal for 32 years of partnership.

Ricardo Tadeu – CEO of APIMEC

Thank you, Tarciana, our CEO. And on behalf of which I also say hello to all of those that are here. And thank you so much for so many years of partnership with Geovanne and Janaína when it comes to our purpose. APIMEC started as ABAMEC, and throughout its 55 years of existence, our mission has always been that of conveying transparent information and information that is very accessible by all analysts, and we see how the work permeates the entire market, be it investment, the investment universe, and also advisors, and this is also very important to the capital markets.

We are very proud to be a part of this journey with the bank for 217 years. I mean, we contributed with 32 years of the journey, because to analyze a bank or evaluate a bank, is not as simple as in any other industry, but we were growing together and we were part of many different details of the bank. I used to say that when you were responsible for an area where there are not too many flares, the risk is always bigger, because the landscape changes all the time, and I believe that economies always work with three scenarios, but I think now they are operating with the most pessimistic scenario. But let's see how things will evolve, because certainly it does not depend on us entirely.

But information demands transparency. Therefore, I think it's important that information is widely available, especially to those that are analysts. This information should not only be in the hands of those who cover the company, but it should flow throughout the market. Especially, it has to go all the way to the clients of the bank, and this is crucial. Relationship for over 32 years just shows that information is not just a checklist, but it involves trust and value, because sometimes we could even penalize the relationship when the information is not conveyed properly. Therefore, this information is important. And I hope this can be a role model, it can be a role model for other companies. Banco do Brasil has a very good relationship with us, and this can be translated into a much better market. Thank you very much!

Tarciana Medeiros

Thank you. But before I leave, let me just do something. For all the analysts that are here with us today, for all the journalists that are also present here today, we have private banking managers here today, so remember to bring your investments to Banco do Brasil!

Janaína Storti

Well, we are now at the end of our BB Day. I would like to thank you so much for joining us. And our next meeting is already scheduled, the earnings release for the first quarter is coming soon, and we will have our live event to discuss the results with you.

So thank you again, and I hope to see you soon.