



# Institutional Presentation 4Q21



**For further info**  
Point your mobile for  
MD&A 4Q21





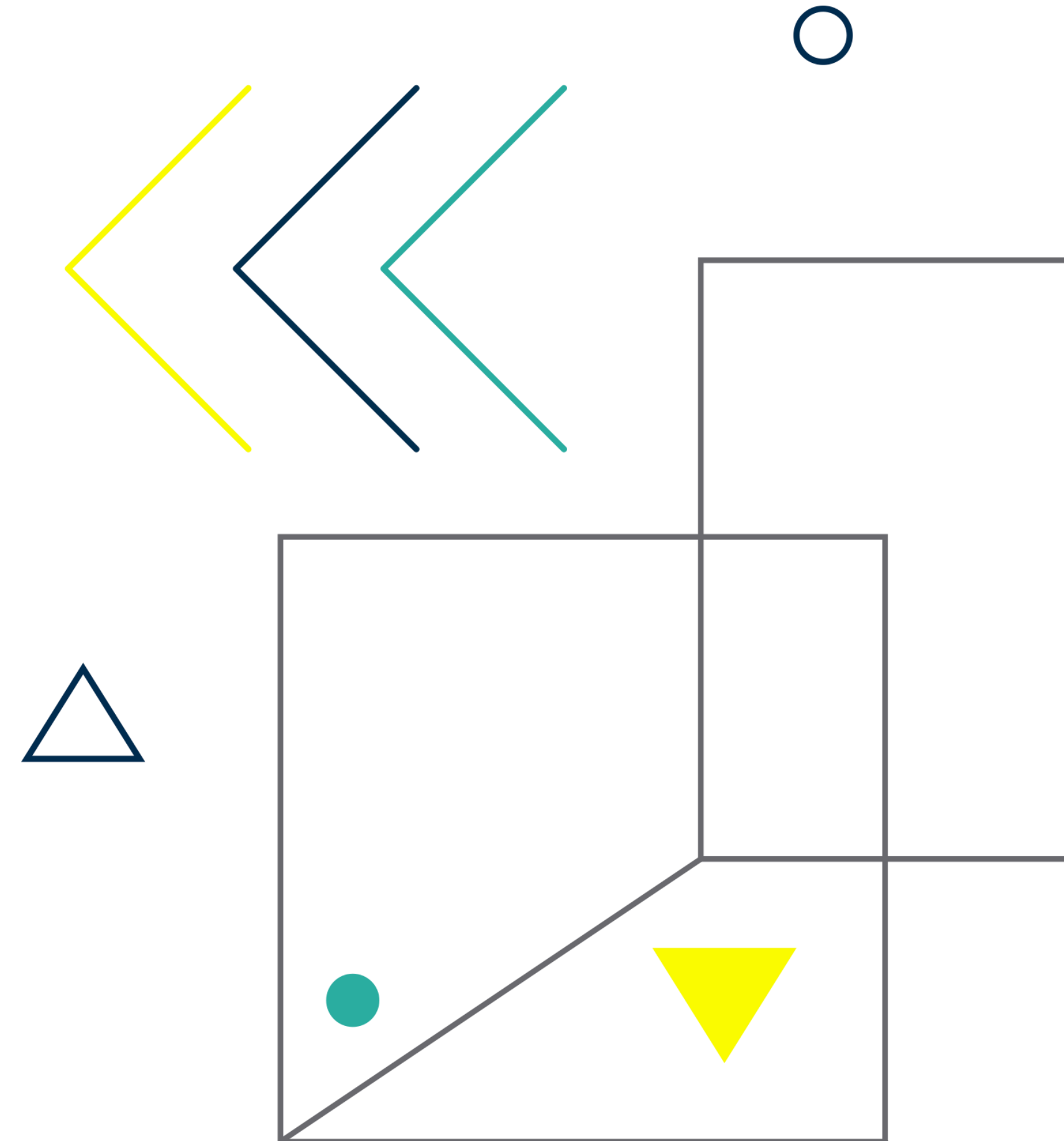
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# Company Profile

**04** We are Banco do Brasil

**05** Leaderships

**06** Wide Platform of Channels

**07** Ownership Structure

**08** Ratings





# We are Banco do Brasil

Founded in 1808



## Businesses Diversification



Banking Services



Insurance



Capital Market



Asset Management



Payment Methods

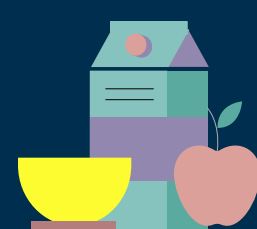


Solid Financial Performance



Funding Base Diversified and Stable

## Leadership in several segments



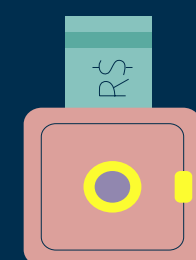
**Largest Agribusiness Portfolio in the Market**  
**R\$ 248 billion**

**54%** Market Share<sup>1</sup>



**Payroll Loans**  
**R\$ 107 billion**

**21%** Market Share



**Assets under Management<sup>2</sup>**  
**R\$ 1.362 billion** 

**25%** Market Share

# Offering services on a wide platform of channels



## Brazil

- Omnichannel
- Integrated channels and unique customer experience

## International

- Since 1941
- Service Units in 13 countries
- BB Correspondents in 94 countries

### Physical Service

Present in **96.8%** of brazilian municipalities

**3,979** Branches

**7,381** Service Posts

**19,860** Correspondentss

**78.3 million** customers

+ 5.2% over 2020

### Digital Service



Transactions through digital channels

**91.7%**

**22.2 million** Digital Customers

+ 4.4% over 2020





## Company Profile

# Ownership Structure

Total shares  
**2,865,417,021**

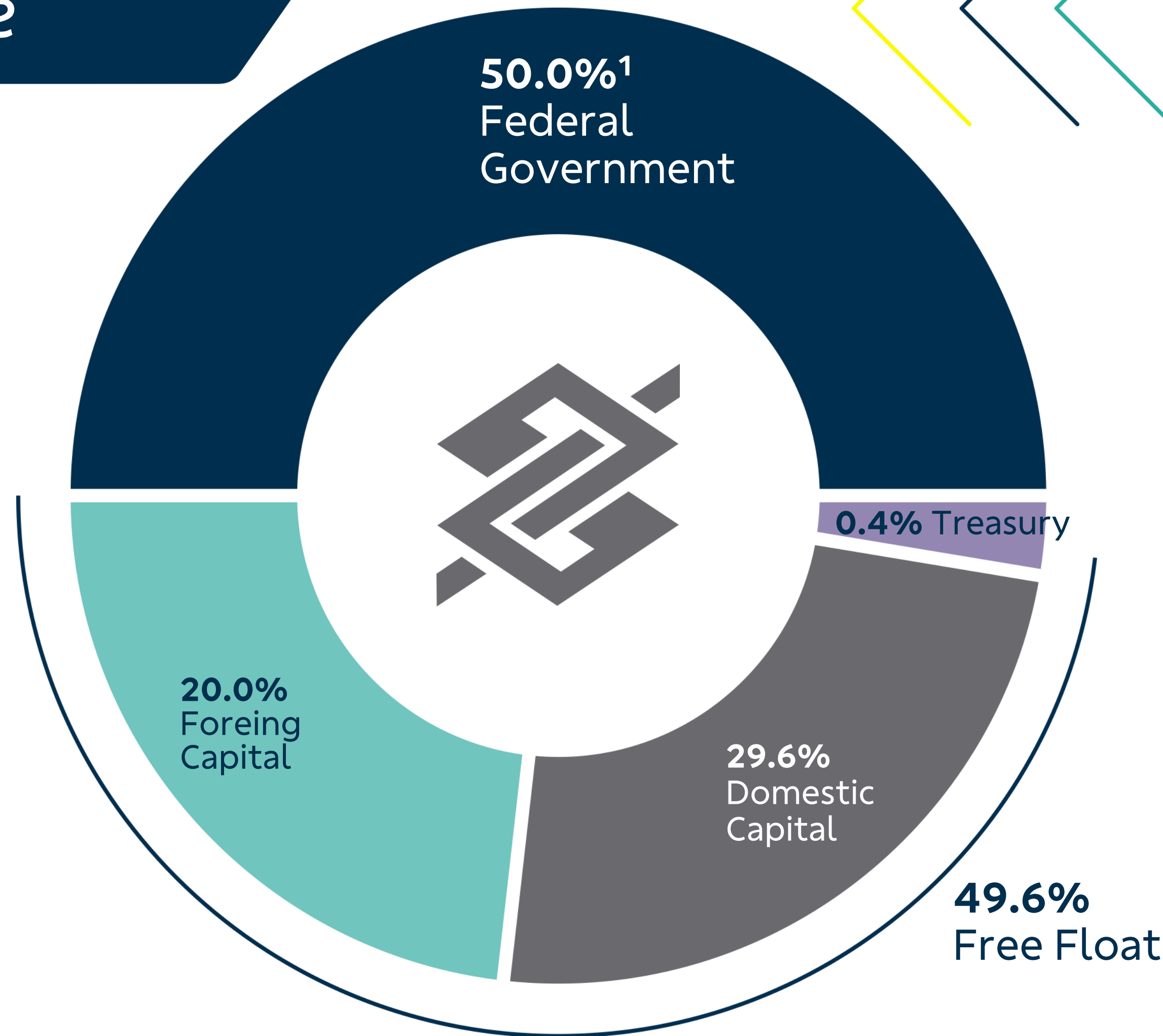
In 2021,

**R\$ 7.5 billion**

were distributed  
in dividends and  
IOC

Value per share:  
**R\$ 2.64**

2021 Payout : **40%<sup>2</sup>**



**1st Company**

Listed in the Brazilian  
Stock Exchange

**883 k**

Total Shareholders

**868 k**

Individuals  
Shareholders

There are no investors with  
more than 5% of the shares

(1) Federal Government controls BB with 50,0000011% of total shares. (2) For the year 2021, the percentage of 40% of the net profit was approved to be distributed via dividends and/or interest on own capital, based on the Bank's results, its financial condition, cash requirements, the Capital Plan and its targets and respective forecasts, the Statement of Appetite and Tolerance to Risks, prospects for present and potential markets of operation, opportunities for investment and the maintenance and expansion of operational capacity.



Dec/17      Dec/18      Dec/19      Dec/20      Dec/21

## Standard & Poor's

Long-term - Local Currency	BB-	BB-	BB-	BB-	BB-
Long-Term – Foreign Currency	BB-	BB-	BB-	BB-	BB-

## Moody's

Long-Term – Debt - Foreign Currency	Ba2	Ba2	Ba2	Ba2	Ba2
Long-Term – Deposits Local Currency	Ba2	Ba2	Ba2	Ba2	Ba2
Long-Term – Deposits - Foreign Currency	Ba3	Ba3	Ba3	Ba2	Ba2

## Fitch Ratings

Long-term - Local Currency	BB	BB-	BB-	BB-	BB-
Long-Term – Foreign Currency	BB	BB-	BB-	BB-	BB-

# Strategic Agenda

- 10 Corporate Strategy
- 11 Structuring initiatives
- 12 Where, How and When the customer wants
- 13 A Bank for each customer
- 14 Cultural Transformation
- 15 The World's Most Sustainable Bank
- 16 Looking to the future
- 17 Solutions Hub
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- 20 Everything we Imagine



# Corporate Strategy Building

Active participation of our stakeholders

## ECBB 2022 - 2026

End-to-end customer centrality, strengthening its relationship with the Bank

Sustainable results Generation

Strengthening the commitment to sustainability

Accelerating digital transformation and innovation

Evolution of skills and organizational culture



## Diagnosis

Analysis of Macroeconomic, Financial Industry and Internal Environment Scenarios and Senior Management's expectations and directions



## Trends and Uncertainties

Identification of trends and uncertainties for the coming years that most impact BB



## Scenario Formulation

Development of SWOT matrix



## Corporate Strategy

Definition of Purpose, Vision and Values of the Organization



## Strategic Map

Formulation of Strategic Objectives



## Indicators and Goals

Establishment of Indicators and Goals (Plano Diretor)



Structuring initiatives generates value and record result

Profitability  
Proximity  
Digital in practice

**Record Adjusted  
Net Income**  
R\$ 21.0 billion  
**+ 51.4%**  
2021/2020



# Where, how and when the customer wants

## Wide and optichannel platform



### We are digital...

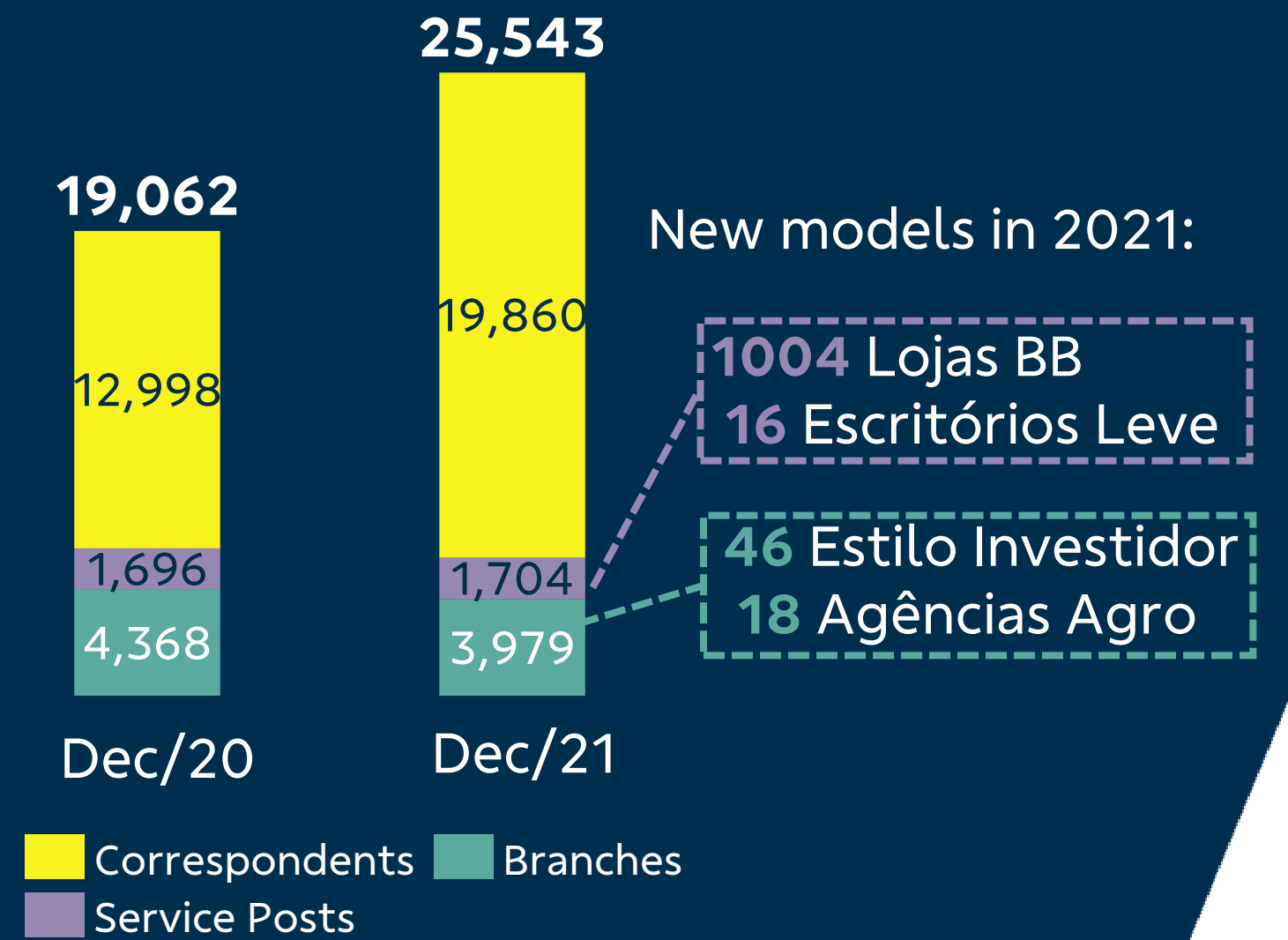
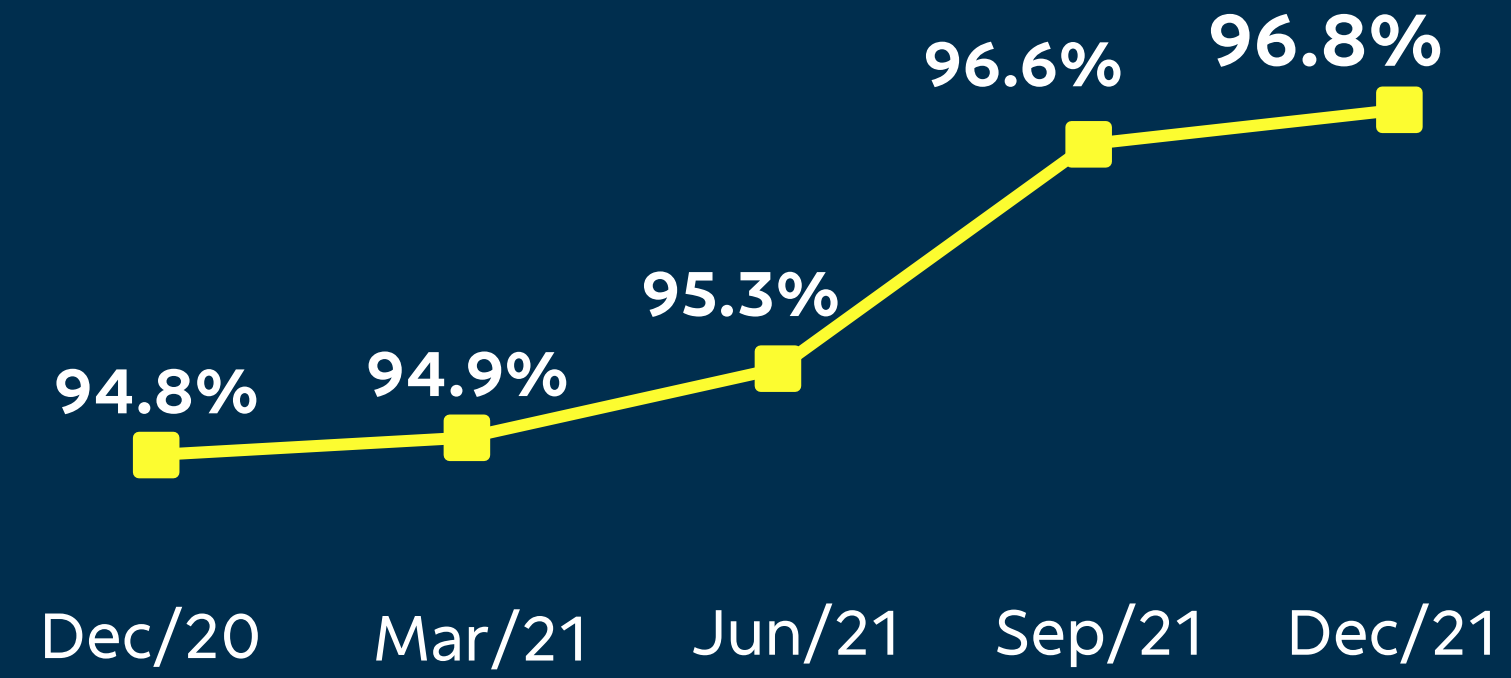
Virtual Assistants Resoluteness **93.2%** in the 4Q21  
+ 1,760 bps over 4Q20

Virtual Assistants Services **21.6 million** in the 4Q21  
+ 234.9% over 4Q20

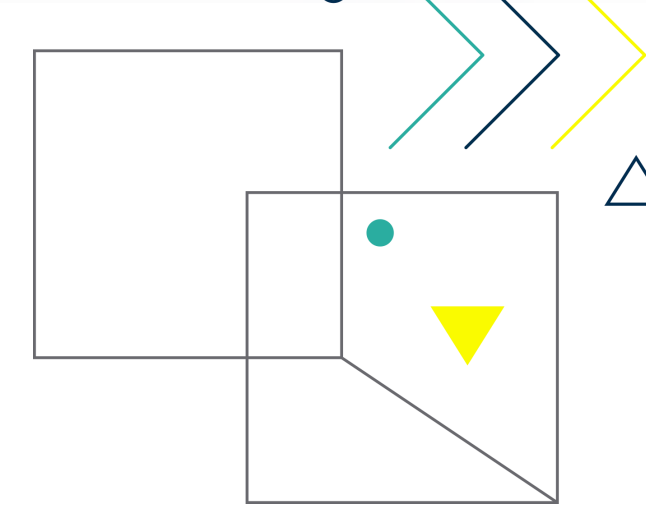
Digital Transactions **91.7%** in the 4Q21  
+ 514 bps over 4Q20

### ... with physical integration and lighter and optimized models

Presence in municipalities in Brazil



# A bank for each customer



## Specialized Service

**Individuals**  
more than 7 million customers  
with managed service

### Escritório Leve

more than 1.4 million customers  
16 offices

### Private

Offices in 79 cities  
6.5k Megaprodutor Rural

### Agribusiness

3,954 agribusiness service units  
In 5,393 municipalities

### SME

215 exclusive branches  
more than 7k qualified and  
dedicated professionals

### Corporate

89 offices  
more than 12k business groups

### Public Sector

41 offices  
more than 800 expert professionals



## Increased Satisfaction

### NPS – Constant evolution

**+8.5 points** over Dec/20

### Service Evaluation

**Grade 4.8 | 11 million evaluations**

In 2021 (grades from 1 to 5)

### Central Bank Complaints

**-33.8% of sustained claims** over Dec/20

The lowest amount in history

# Cultural transformation with investment in people



**7.9 million hours of training in 2021**

## UNIBB Corporate University

Partnerships for skills development with Alura, MIT, Gartner, FGV and Instituto Insper Brasil

3.5 million courses completed in 2021

## Focus on customer

Network capacitated for the best customer experience

## BB Contest 2021

The biggest contest in the Brazil's history

- **1.6 million applications**

We have the best employees, in the best place to work and at the best moment of the company

Recognized by **9th consecutive time as Top Employer**





# The World's Most Sustainable Bank

## Global 100 Ranking

### Sustainable Loan Portfolio

**R\$ 291.4 billion + 19.1%** over Dec/20

Social Loans



Best Socio-Environmental Practices



Low Carbon Agriculture



Companies



ESG Portfolio Validation Process

**Social Bond Issuance**  
in the amount of US\$ 500 million

**Compensation of 100% GHG**  
scope 1 and 2

**Creation of the Corporate Sustainability Committee**  
to strengthen corporate governance

**ESG Investments Offer R\$ 8.2 billion**  
growth of 144.5%  
over Dec/20

### 2022 Acknowledgments



Sustainability Award  
Silver Class 2022  
S&P Global



# Reinventing and looking to the future

## In 2021 we prepared and experienced



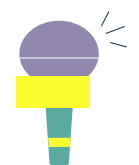
### Loja BB in the App

Amazon.com.br, GiftCards and Vantagens BB



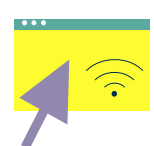
### Open Innovation

Corporate Venture Capital



### Open Banking - Connectivity

developers.bb.com.br - More than 6.000 applications in production



### Hybrid Cloud Use

Building agile solutions  
More than 270 million operations executed per day



## What's next:

### Accelerate and Escalate

- Labbs launch
- Loja BB in the app expansion
- Partnerships with startups
- New ecosystems

### Expand and diversify

- Consolidation with startups
- New models BaaP
- Partnership expansion BaaS



# Solutions Hub

## Availability of products, services and benefits

- New business models
- New customer segments
- New arenas

## Loja BB in the App

### Marketplace affiliates

Purchases through App and cashback in the account

### Giftcards

More than 1.5 million sold in 2021

## Plataforma de Benefícios

In 2021:

More than R\$ 95 million cashback with points

More than 900 promotions in Vantagens BB

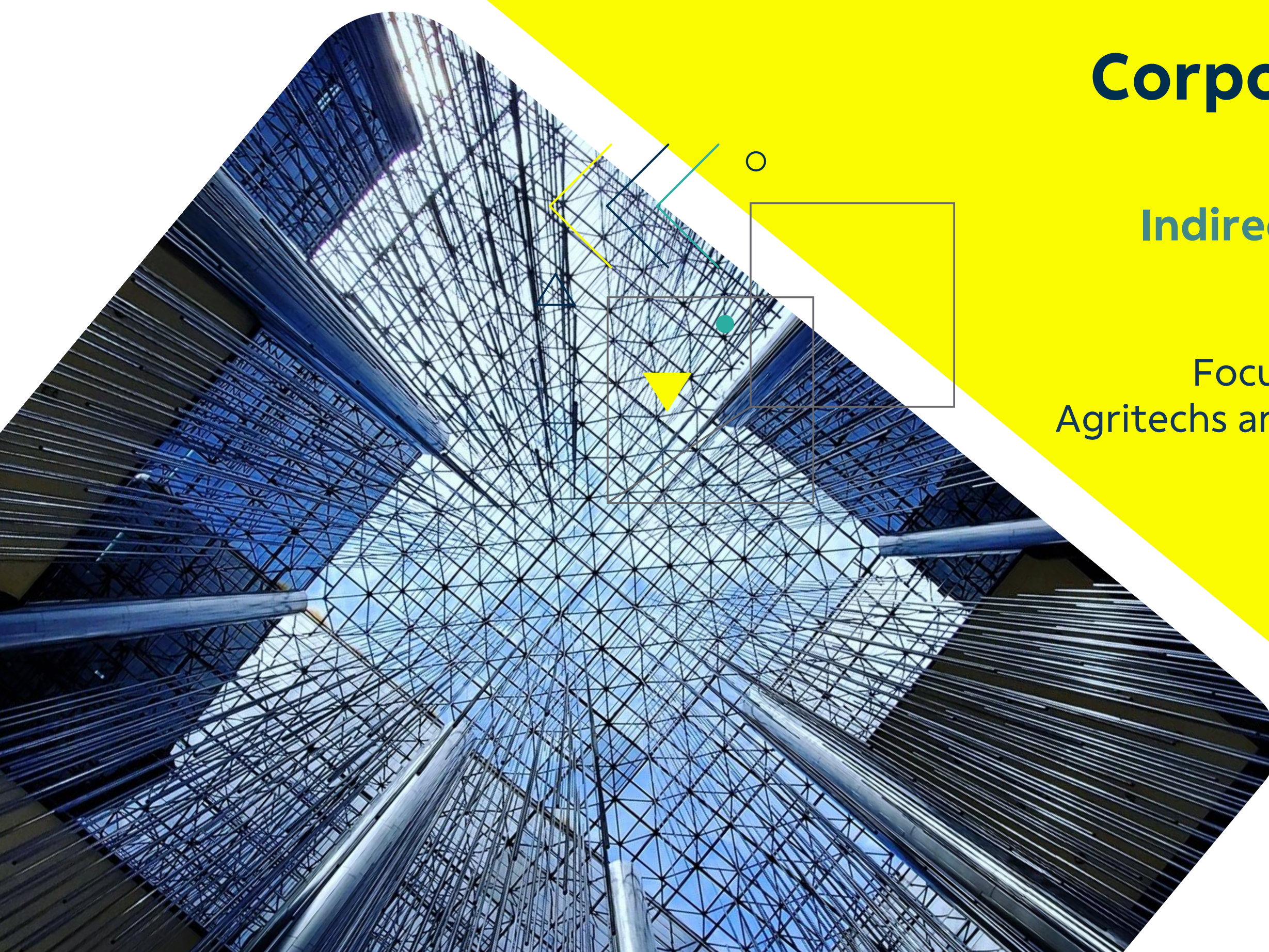
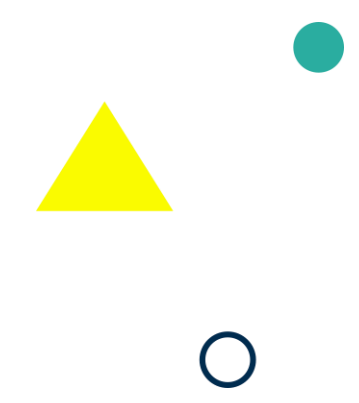
## Broto

Since launch:

543k hits and more than R\$ 1.3 billion in closed deals



# Boosting open innovation



Investment

## Corporate Venture Capital

Indirect investments in 29 startups in 2021

Focus in Govtechs, Fintechs, Agritechs and Customer Experience

Contributions started

Exclusive funds

Partnerships

## Solutions to generate value

Lasting collaborations, uniting technology and know-how



Climate intelligence and data science startup

To enhance gains in agro productivity



# BB is on

## Young Audience

Attracting actions focused on digital channels

### BB Universitário

More than 1 million customers in 2021  
+70% over 2020

Credit card hiring  
3 times more in 2021



### BB at Metaverse

Real world actions transported to the virtual city of the "Complex"  
Opening accounts, benefits, investments and others for the character

- + Gaming Investment Funds
- + BB Game Shares Fund
- + Gamer Consortium
- + Exclusive Partnerships

eSports  
#tamojuntonegame



Know more at [tmjnessegame.com.br](https://tmjnessegame.com.br)





# What brought us here strengthens us to conquer everything we imagine

- Strengthen customer centricity
  - Accelerate and expand digital transformation
  - Improve efficiency with network optimization, maintaining our extensive presence in the country
  - Reinforce protagonism in sustainability, generating positive impacts on the environment and society
  - Deliver increasingly and sustainable results



# Environmental, Social and Governance

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# ESG in BB's Corporate Strategy

## Principal Measures

**Customer**  
Be the bank with business platform and services most relevant to the customer providing the best experience;

**Financial**  
Ensurer sustainable value creation;

**Sustainability**  
Promote in each action the commitment to sustainability;

**Processes**  
Accelerate digital transformation and innovation;

**People**  
Be the reference company to work with a focus on customer, innovation and meritocracy

## BB Socialenvironmental Responsibility Policy

Reflected in all banking policies such as credit, purchasing, among other

**Sustainability indicators** are part of the performance indicators, from top management to the service network.

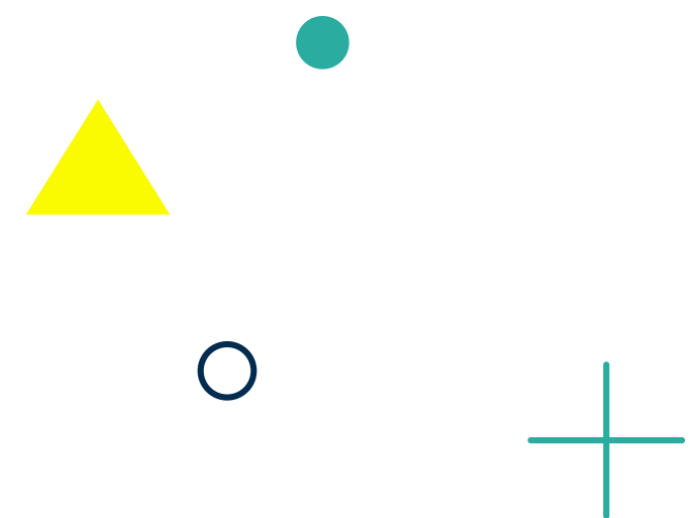
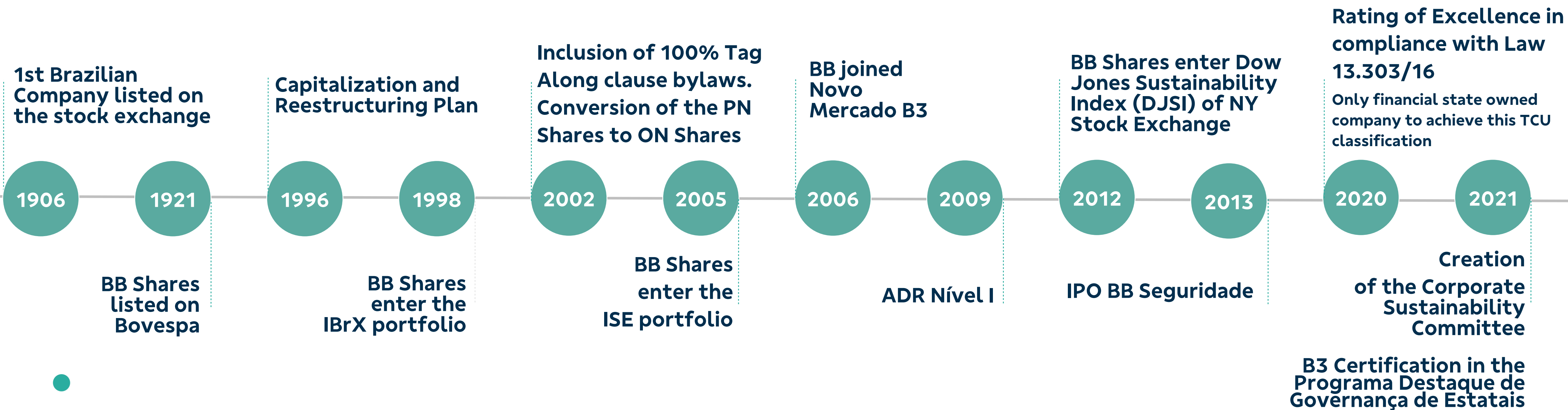
**Management compensation** linked to sustainability performance.



# Governance Timeline



## Governance Milestones

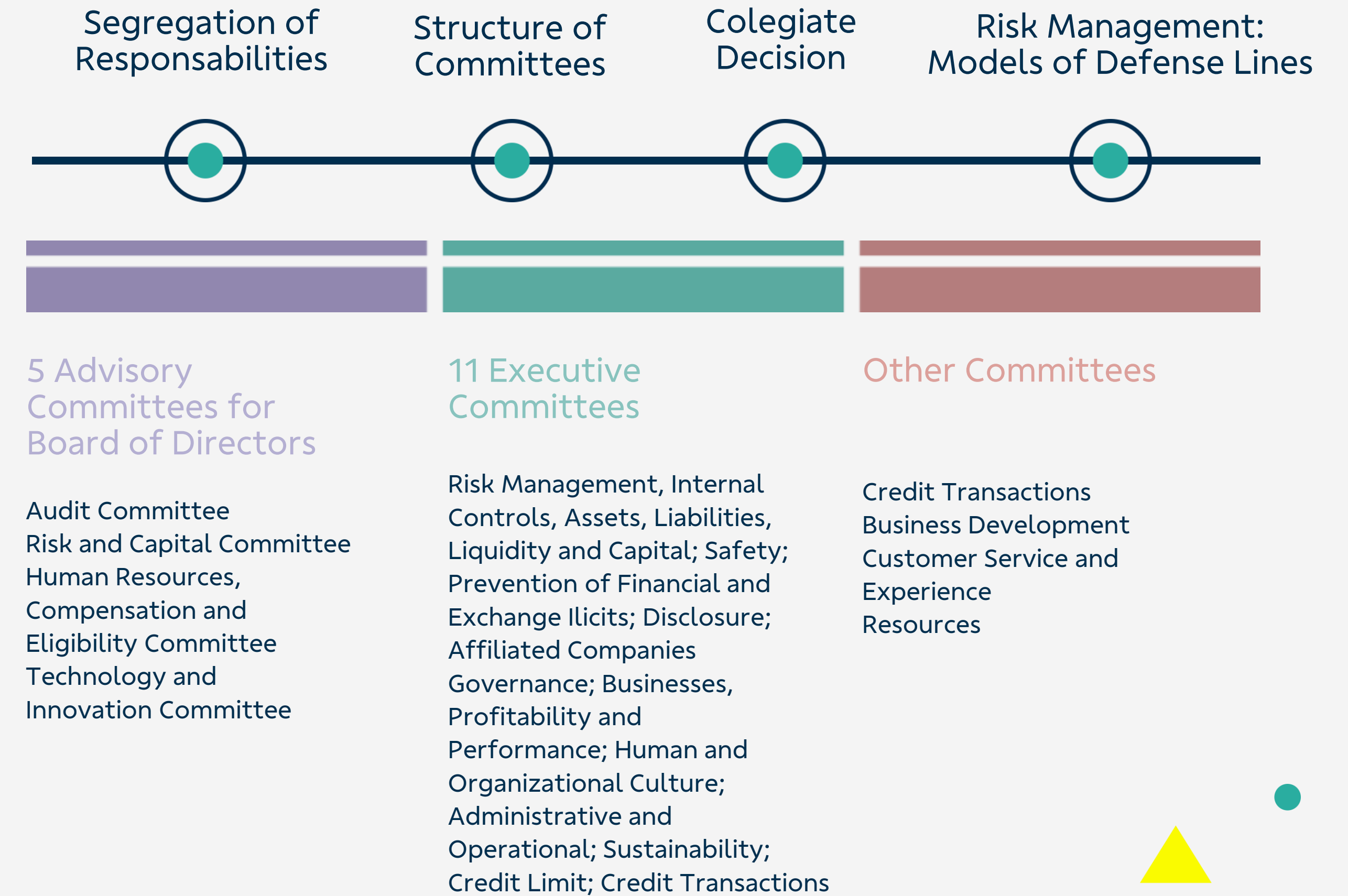




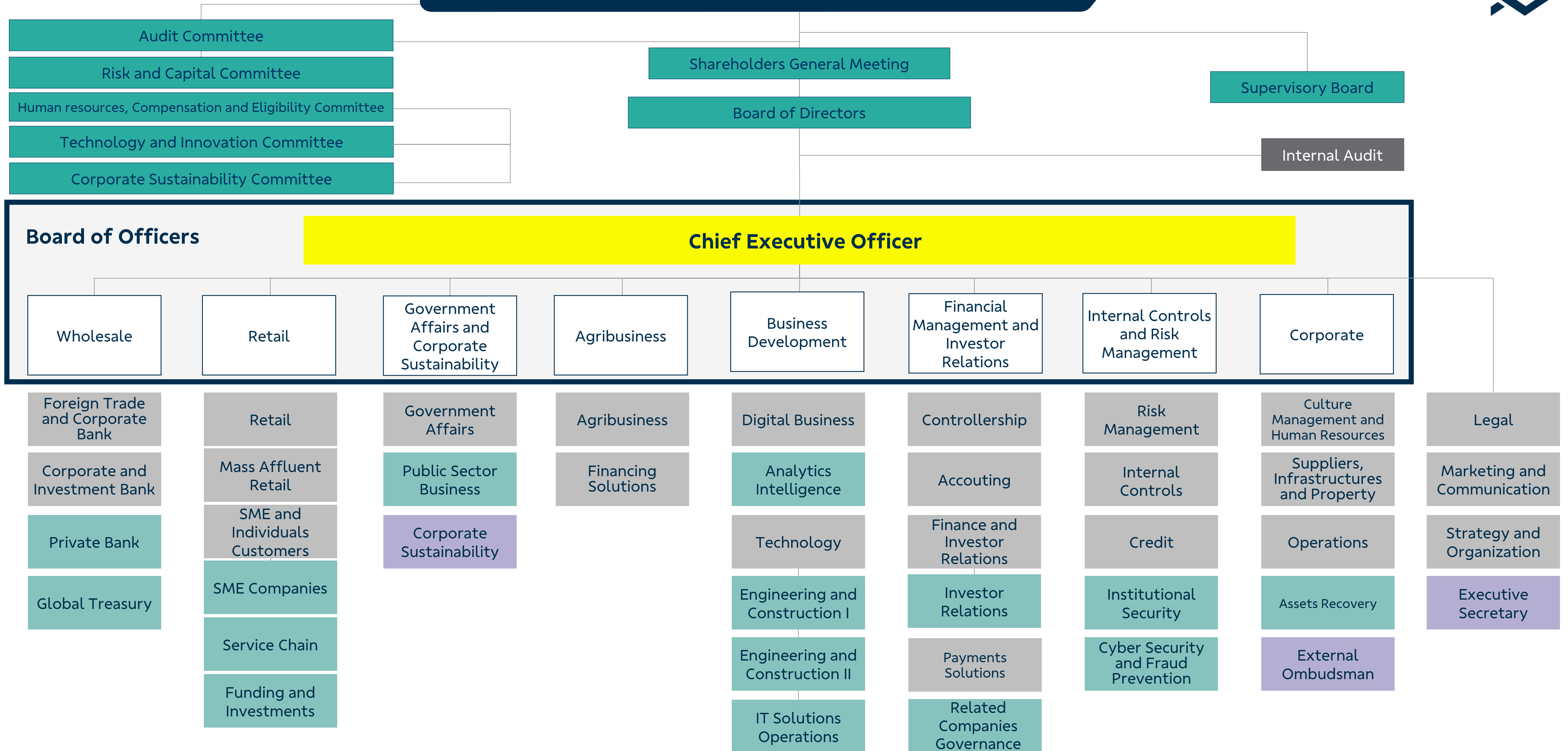
# Corporate Governance Structure



## Decision Making Process



(1) The position of Officer is restricted to active employees (BB bylaws, art. 24).

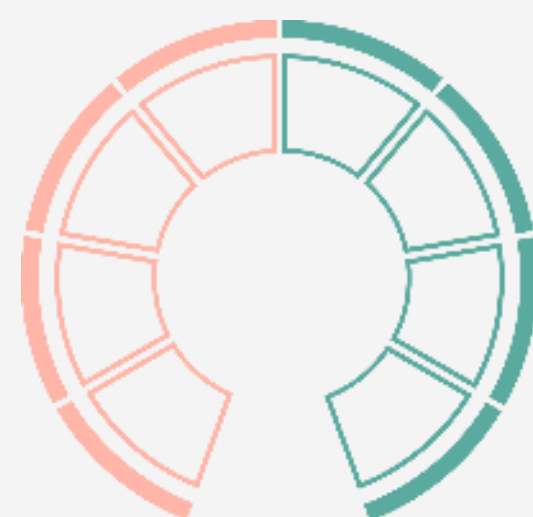


# Plural Board of Directors and Supervisory Board

## Board of Directors

### Independent Members

**Iêda Aparecida de Moura Cagni**  
Chairperson  
Ministry of Economy

**Walter Eustáquio Ribeiro**  
Independent Member  
Ministry of Economy



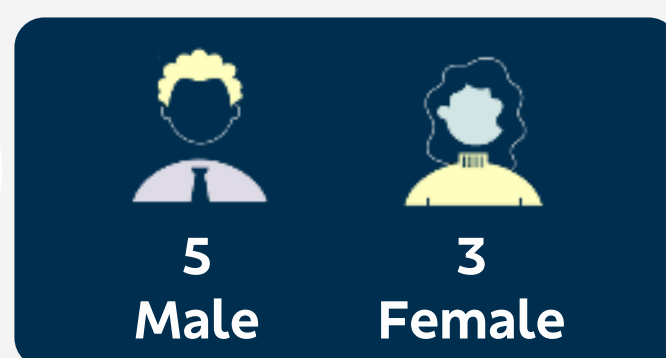
**Fausto de Andrade Ribeiro**  
CEO  
Banco do Brasil



**Rachel de Oliveira Maia**  
Independent Member  
Minority shareholders



**Débora Cristina Fonseca**  
Banco do Brasil  
Employees

**Paulo Roberto Evangelista de Lima**  
Independent Member  
Minority shareholders



**Ariosto Antunes Culau**  
Ministry of Economy



**Aramis Sá de Andrade**  
Independent Member  
Ministry of Economy



## Supervisory Board

### Independent Members

**Rafael Cavalcanti de Araújo**  
Chairperson  
Ministry of Economy




**Aloísio Macário Ferreira de Souza**  
Incumbent - Independent  
Minority shareholders



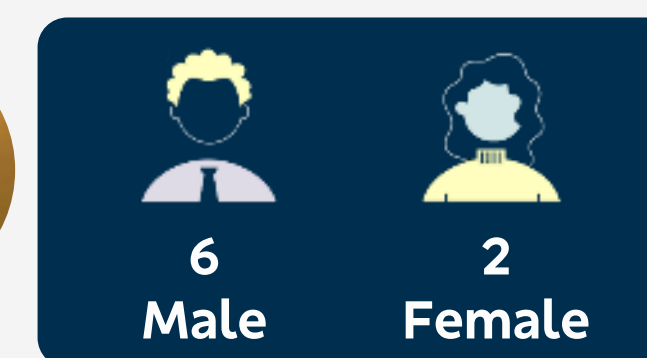
**Lucas Pedreira do Couto Ferraz**  
Incumbent  
Ministry of Economy



**Carlos Alberto Rechelo Neto**  
Incumbent - Independent  
Minority shareholders



**Samuel Yoshiaki Oliveira Kinoshita**  
Incumbent  
Ministry of Economy

**Sueli Berselli Marinho**  
Alternate - Independent  
Minority shareholders



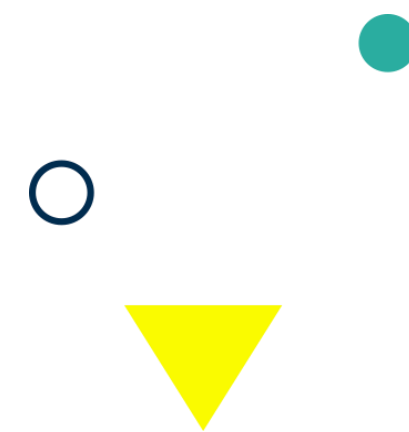
**Lena Oliveira de Carvalho**  
Alternate  
Ministry of Economy



**Tiago Brasil Rocha**  
Alternate - Independent  
Minority shareholders

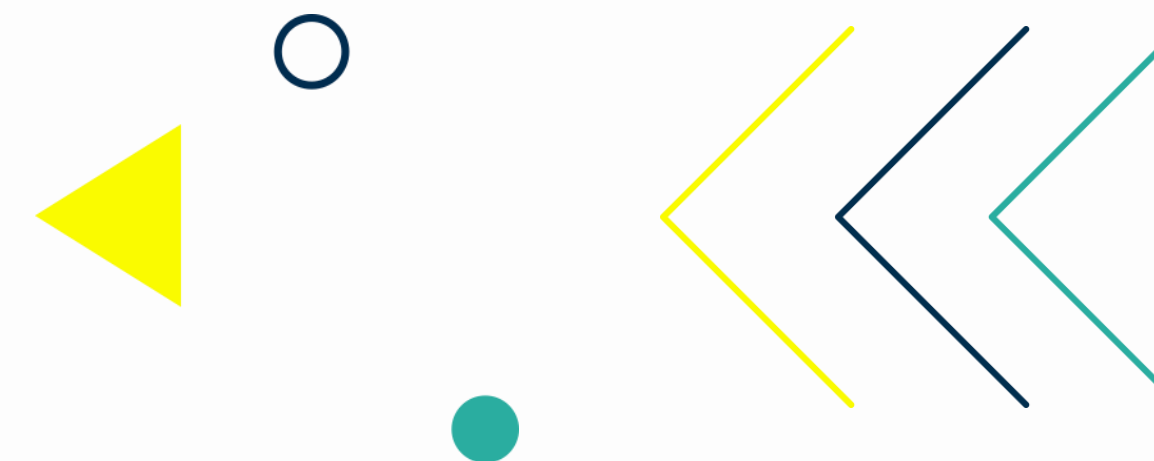


# Board of Directors - Skills



	Business	Public Administration	Communication	Accounting	Law	Economy and Finance	Human Resources	Technology
Iêda Aparecida de Moura Cagni		✓			✓			
Fausto de Andrade Ribeiro	✓				✓	✓		
Rachel de Oliveira Maia	✓			✓		✓		
Ariosto Antunes Culau		✓				✓		
Débora Cristina Fonseca			✓			✓	✓	
Walter Eustáquio Ribeiro	✓		✓				✓	
Paulo Roberto Evangelista de Lima	✓					✓		
Aramis Sá de Andrade	✓				✓	✓		✓

# Board of Directors – Profile



**Iêda  
Aparecida de  
Moura Cagni**



Lawyer. Joined the Attorney General of the National Treasury in 2008, where she served as Head of Defense of the 1st Region, General Coordinator of Administration, Director of Corporate Management and currently holds the position of General Secretary of Administration at AGU. Participated in the Supervisory Board of VALEC Engenharia, Construções e Ferrovias, of BB DTVM and as an alternate member of the Supervisory Board of Banco do Brasil. Participated in the Board of Directors of Serpro and Embasa.

**Fausto de  
Andrade  
Ribeiro**



Career employee at Banco do Brasil since 1988. Served as Chief Executive Officer at BB Consórcios. He was Executive Manager of the Accounting Office and the Channels Unit. He also served as General Director of the Banco do Brasil unit in Spain and represented BB on the Transition Committee with the Executive Board of Banco Patagônia.

**Aramis  
Sá de  
Andrade**



Retired BB employee, where he served as General Manager in the Technology Office. He is currently also Coordinating Member of the Statutory Audit Committee of Infraero, member of the Human Resources, Eligibility, Succession and Compensation Committee of Infraero, member of the Supervisory Board at Metalúrgica Gerdau and member of the Supervisory Board (alternate) at Norte Energia.

**Ariosto  
Antunes  
Culau**



Career employee at the Ministry of Economy, currently holds the position of Federal Budget Secretary, having previously held several positions in the finance area in federal and state public administrations.

# Board of Directors – Profile



**Rachel de Oliveira Maia**



Founder and CEO of RM Consultings, former CEO of Lacoste Brasil. Served as Senior Financial Controller at 7-Eleven, Senior Business Controller at Novartis Pharmacy, CFO at Tiffany & Co. Brazil and CEO at Pandora Brazil. Member of the General Council of the Danish Consulate and the Danish Chamber of Commerce, as well as a member of the President's Committee of the American Chamber of Commerce, the Institute for Retail Development, the Brazilian Women's Group and the Economic and Social Committee Development Council.

**Paulo Roberto Evangelista de Lima**



He worked at BB for 34 years, where he was executive manager, Officer of internal controls and risk management, member of the Technology Committee, coordinator of the Risk Committee, member of the Supervisory Committee of BB in Japan and board member of BB Securities NY and London. He was CEO of BRB, where he served as member of the Board of Directors, chairman of the Board of Directors of Cartão BRB, board member at Cadan and Celesc. He also served as member of Supervisory Board at PREVI, CASSI, Rio Grande Energia, CPFL Distribuição and CPFL Geração, Distribuidora de Produtos de Petróleo Ipiranga and Usiminas. He is currently a member of the Supervisory Board of Cecrisa Revestimentos Cerâmicos and an alternate member of the Board of Directors of TUPY S.A.

**Walter Eustáquio Ribeiro**



He was a career employee at Banco do Brasil for over 30 years, working in various managerial roles in the areas of human resources, commercial, controllership, internal audit and advisory to the CEO..

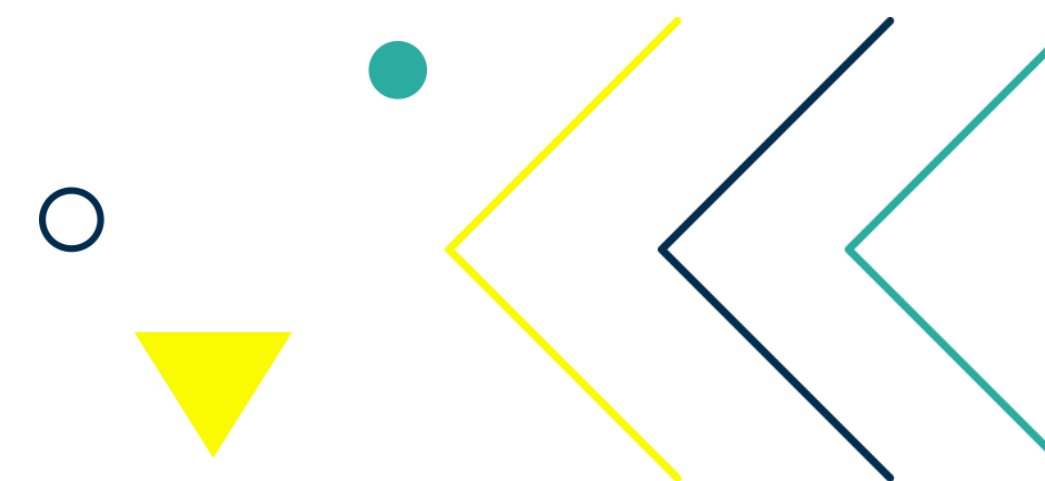
**Débora Cristina Fonseca**



Employee of Banco do Brasil since April 2009. She worked as assistant and manager of services at a Large Corporate Agency, in the wholesale pillar of BB, and is currently an advisor at the Large Corporate Superintendence.

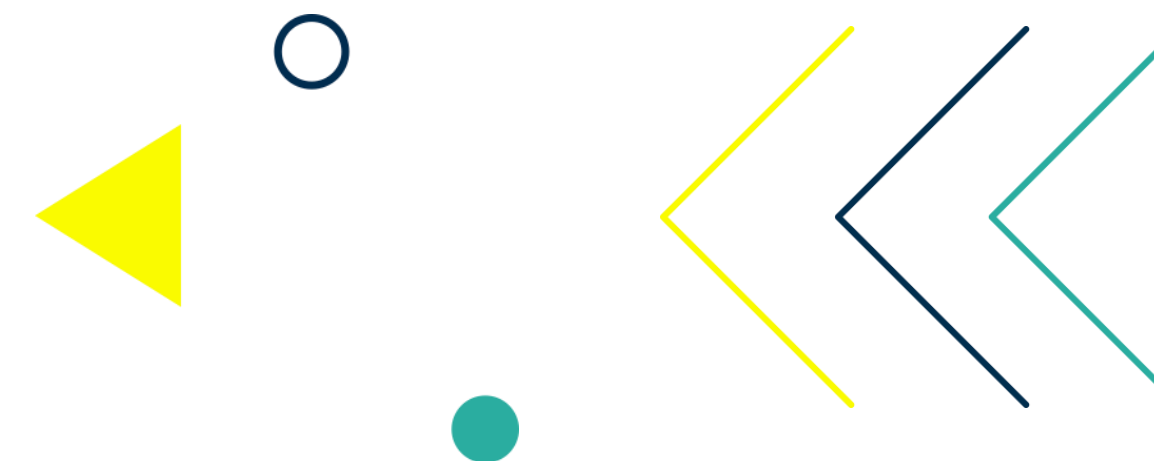


# Supervisory Board – Skills



	Business	Accounting	Economy and Finance	Engineering	Math and Statistics
Rafael Cavalcanti de Araujo	✓		✓		
Lena Oliveira de Carvalho			✓		
Samuel Yoshiaki Oliveira Kinoshita			✓		✓
Lucas Pedreira do Couto Ferraz			✓	✓	
Carlos Alberto Rechelo Neto	✓		✓	✓	
Sueli Berselli Marinho	✓		✓		✓
Aloísio Macário Ferreira de Souza	✓	✓			
Tiago Brasil Rocha	✓		✓		

# Supervisory Board – Profile



**Rafael  
Cavalcanti  
de Araujo**



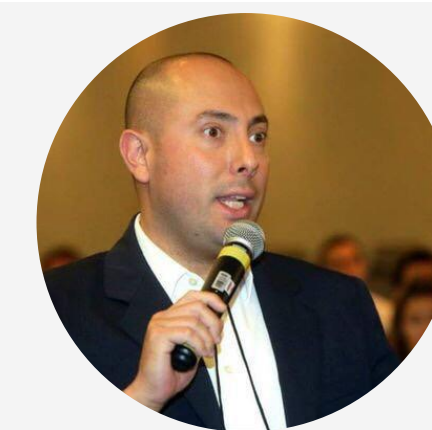
He is federal auditor for finance and control of the National Treasury, where he currently holds the position of Adjunct Secretary. Previously, he held the following positions in Public Administration: fiscal policy coordinator, general coordinator of fiscal policy and chief of staff at the Economic Policy Secretariat, secretary for fiscal governance and lottery regulation at the Fiscal Monitoring, Energy and Lottery Secretariat, and general coordinator of economic-fiscal studies at the National Treasury. He participated in the Supervisory Board of Caixa Seguradora.

**Lena  
Oliveira de  
Carvalho**



She works at the National Treasury, having held the position of Investor Relations Manager and Research and Development Manager in the Public Debt Strategic Planning Coordination, where she currently holds the position of Coordinator. She participated in the Supervisory Board of FINEP and Banco Popular do Brasil. She currently sits on the BBCor Supervisory Board.

**Samuel  
Yoshiaki  
Oliveira  
Kinoshita**



He was a partner and chief economist at Bozano Investimentos and investment manager at Kapitalo Investimentos. He is currently a special advisor to the Ministry of Economy

**Lucas  
Pedreira do  
Couto Ferraz**



Professor of the permanent staff of the School of Economics of São Paulo (EESPFGV), coordinator of the Modeling Nucleus of CCGI-FGV, coordinator of the Chair of Brazil at the World Trade Organization and founding member of BRICS-TERN. He was a senior consultant on international trade for the World Bank and UNCTAD.

# Supervisory Board – Profile

**Carlos  
Alberto  
Rechelo Neto**



Started his career at Petrobras, in the area of asset risk management and Gas & Energy business. He served as chairman of the Supervisory Board at Braskem, as an officer at Petrobras Europe Limited and as a board member at POG BV (JV of E&P assets headquartered in Rotterdam). He is the current CFO of Transportadora Brasileira Gasoduto Bolivia Brasil S.A.

**Sueli  
Berselli  
Marinho**



Worked in the development, coordination and management of new projects and the installation process of companies. Participated as a member of the boards of the following companies: Deliberative Council of PREVI, Board of Directors of Bandeirante Energia, CPFL Energia, Serra da Mesa, Celesc, Hospital Santa Marina, FG2 Participações S.A.; Vice-Chairman of the Supervisory Board of CPFLPiratininga e Aldeias Infantis (international NGO); and Supervisory Board of Odontoprev

**Aloísio Macário  
Ferreira de  
Souza**



Served as chief officer of human resources and information technology at Usiminas, coordinator of the Rio chapter of the IBGC, manager of corporate governance and minority holdings at PREVI, manager of the analysis and asset valuation division at BB DTVM, advisor in the international area of BB, member of board of directors of Usiminas and CPFL Energia; member of the supervisory board of Eternit, Eletrobrás, Celesc and Ambev. He is currently a member of supervisory board of Usiminas and a member of the Statutory Audit Committee of Celesc.

**Tiago  
Brasil  
Rocha**



He was an executive in the financial and investor relations areas of Suzano Papel e Celulose and Suzano Petroquímica, Kimberly Clark Corporation in Brazil and Headquarter Global in the United States, and Klabin S.Z. He was a member of the Board of Directors of Gotchosen Inc – Orlando, is founder of Built from Scratch, a company focused on the growth of new technologies – scale up and sustainable finance. He is a partner at the Greentech Latin America event with the Green Innovation Group (Denmark), and head of the Alumni at Said Business School – Oxford University in England.



# Advisory Committees to the Board of Directors

## Audit Committee

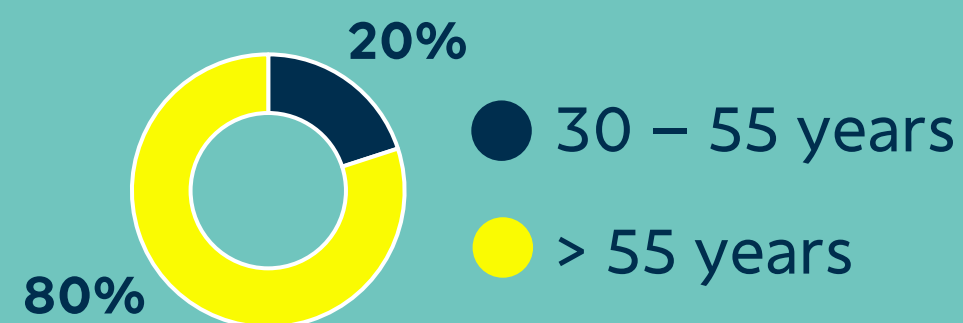
Audit and supervision

 02 Female

 03 Male

**100%** Independents

Age %



## Human Resources, Compensation and Eligibility Committee

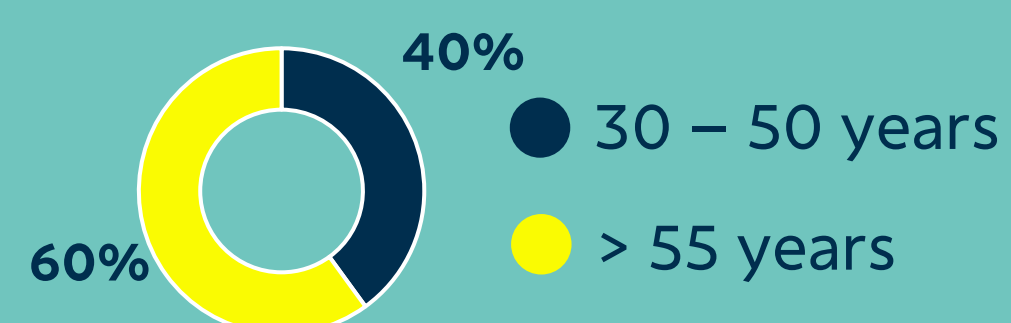
Policies on human resources management, remuneration, appointment and succession of directors

 01 Female

 04 Male

**60%** Independents

Age %



## Risk and Capital Committee

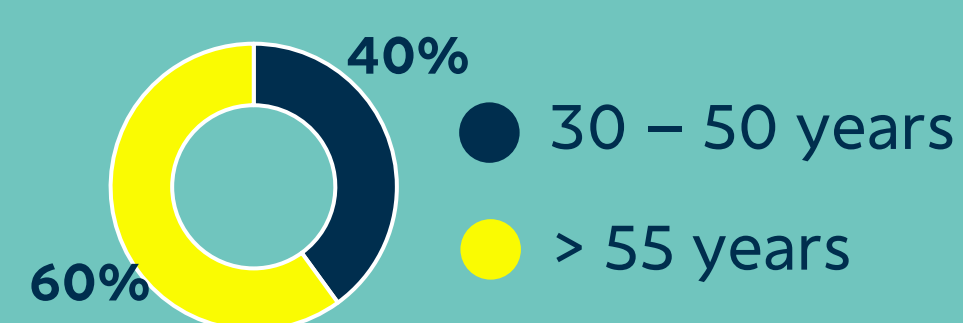
Risk and capital management for institutions that are part of the Prudential Conglomerate

 01 Female

 04 Male

**40%** Independents


Age %



## Technology and Innovation Committee

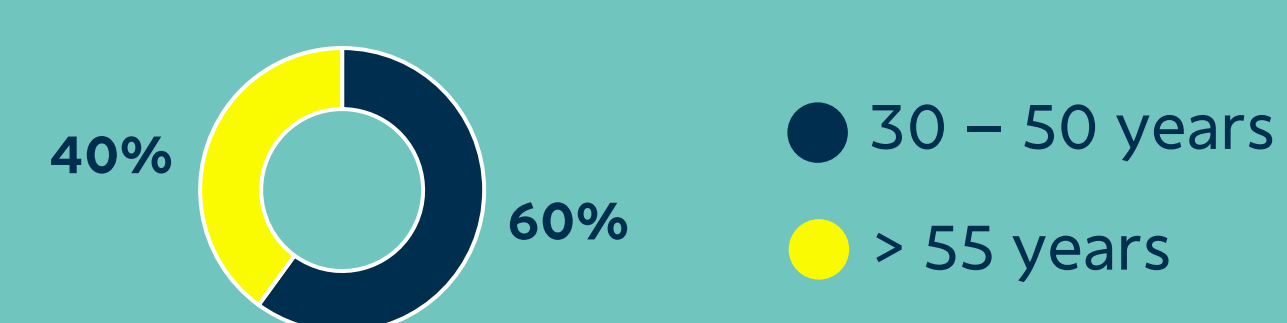
Technological trends, new business models and projects or initiatives of innovation

 01 Female

 04 Male

**40%** Independents

Age %



# Corporate Sustainability Committee



## In 2021:

**Creation of the Corporate Sustainability Committee**  
to strengthen corporate governance

## Corporate Sustainability Committee

Topics related to sustainability in BB, considering the best market practices and the commitments voluntarily made by the Bank

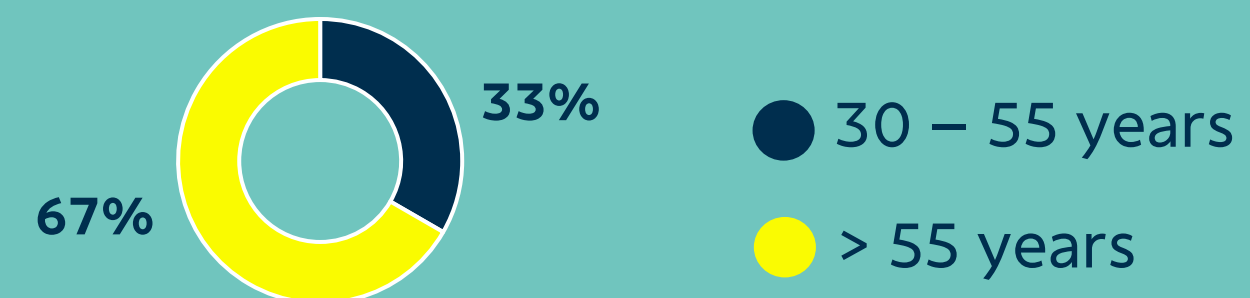


02 Female



01 Male

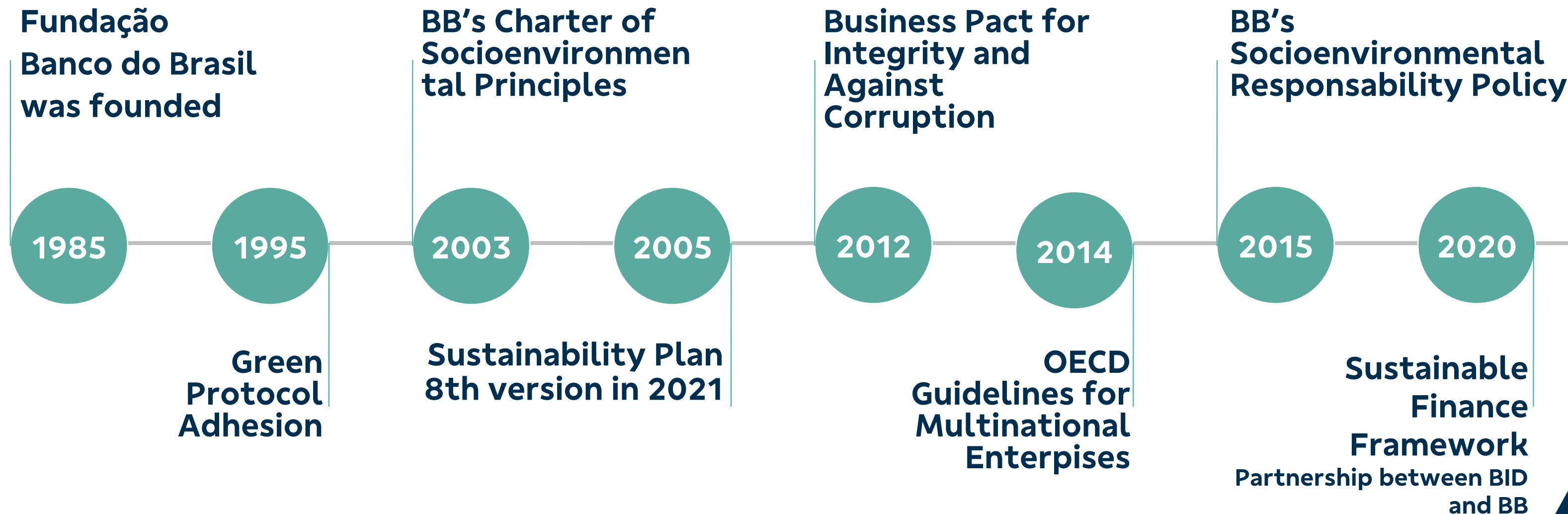
Idade %





# The Most Sustainable Bank in the World

Committed to sustainability for over 30 years



## 2021 Highlights

- 10 Commitments for the future
- Committed to TCFD
- Social Bond Issuance
- 100% GHG Direct Emission Compensation (scope 1 and 2)
- The most sustainable Bank in South America
- The most sustainable Bank in the world

**cfi.co**

**GLOBAL100**





# Sustainable Guidelines for Credit

## Goals

Give visibility to the business and administrative practices

Mitigate social and environmental risks

Reduce the negative impacts

Leverage positive externalities

Identify new business opportunities

## Main Assumptions

Update to trends and emerging issues

Compliance in ESG

Usage of technology

Disclosure

+ More than  
**52 Guidelines**  
by sector



### Exclusion List

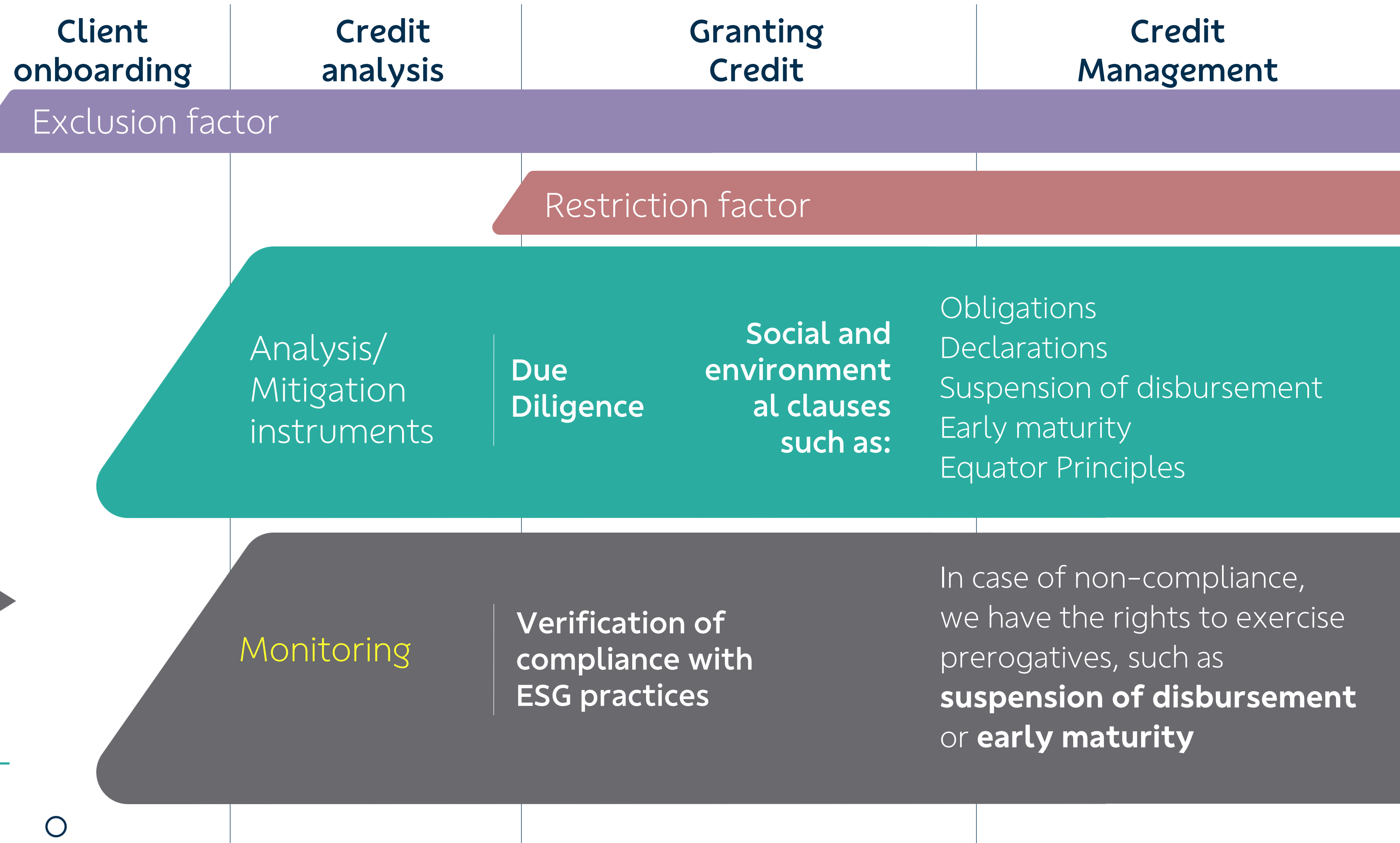
Consider excluded those activities in which the Bank does not assume credit risk due to legal impediments or because they are not in line with BB's guidelines



### Restricted List

Activities in which the Bank assumes credit risk under certain conditions

# ESG in the credit process



## Segregation of processes

ESG assessments is made internally by a specialized team which is independent and segregated from the commercial area. This assures an unbiased analysis.

# BB Sustainable Finance Framework

## Fundraising

International standards and taxonomies

Focus on **productive sectors**

Specific ESG Requirements **compliance**

**Exclusion criteria**  
tobacco / firearms / alcohol  
fossil fuels, among others



Aligned with:



## Eligible Green Categories

Environmentally Sustainable Management of Natural Resources and Land Use

Renewable energy

Energy Efficiency

Green Buildings

Clean Transportation

## Eligible Social Categories

Affordable Housing

Micro and Small Business Financing and Microfinance

Socioeconomic Advancement and Strengthening

Access to Essential Services

## Green Agricultural Time Deposits (LCA Verde)

Launched in June/21

### R\$ 1.2 billion

Total captured up to Dec/21

## Social Bond

### US\$ 500 million

## Sustainable Repo

### US\$ 100 million



# Environmental Care

## Renewable Energy

29 solar and biomass plants | 2 solar plants in operation, 3 biomass plants under construction and 5 being hired

19 more with scheduled bidding up to 2023

39 administrative buildings with energy from renewable sources through ACL (Free Contracting Environment)

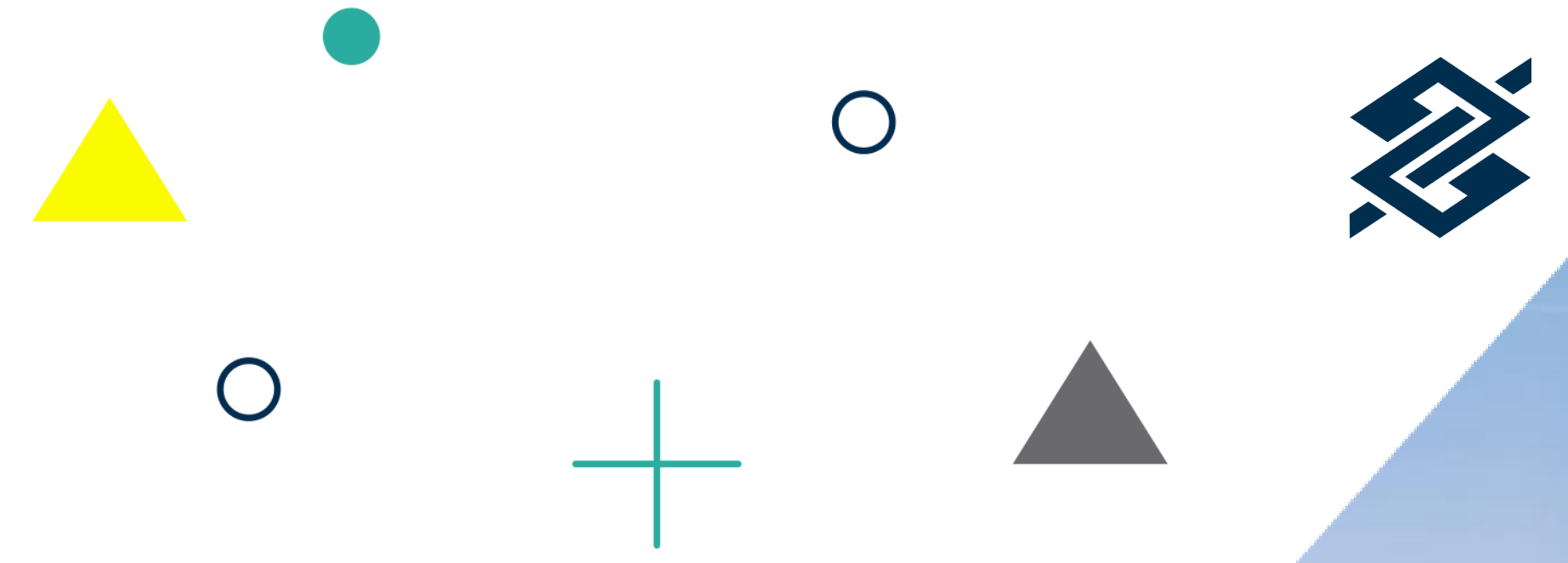
**By 2024, 90% of energy supply from renewable sources**

## GHG Emissions

GHC emissions (scopes 1 and 2) fully offset in 2021

30% reduction of GHG emissions (Scopes 1 and 2) by 2030

BB started project to measure and to reduce financed GHG emissions from its loan portfolio (Scope 3)



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



# Social: for over 35 years transforming lives



## Fundação Banco do Brasil 35 years of social transformation

With 35 years of history, Fundação Banco do Brasil has contributed to the social transformation and sustainable development of the country, focusing on serving the most vulnerable segments of society, from north to south, from east to west, in the city and in the countryside.

In the last 10 years, R\$ 2.7 billion were made in social investment and more than 3.6 million people had their lives valued and their realities transformed.

In 2021, the social investment made by Fundação BB amounted to R\$ 161.5 million, with the participation of more than 250 partners from the private, public and third sectors. There were more than 200 projects supported that served 1.9 million people from north to south of Brazil.



# 10 ESG commitments for the future

## Sustainable Businesses

Renewable Energy R\$ **15** billion<sup>1</sup> by 2025

8.5 bn

Sustainable Agriculture R\$ **125** billion<sup>1</sup> by 2025

121.5 bn

Entrepreneurship **1** million by 2025<sup>3</sup>

901 k

State and Municipal Efficiency<sup>4</sup> R\$ **20** billion<sup>2</sup> by 2025

4.9 bn

## Responsible Investment

ESG Evaluation for **100%** AuM<sup>5</sup> by 2022

93.1%

ESG Investments

R\$ **20** billion<sup>1</sup> by 2025

8.2 bn

Sustainable Resources R\$ **30** billion<sup>2</sup> by 2030

8.3 bn

## ESG Management

Direct emissions of GHG

Offset **100%** since 2021

100%

Reduce **30%** by 2030

8.4%

Renewable Energy **90%** by 2024

22.5%

Diversity in leadership positions

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

22.0%

**30%** of women by 2025

23.2%

Digital Heavy users

**17** million by 2025

8.5 mm

Fundação BB<sup>6</sup>

R\$ **1** billion by 2030

114.2 mm

(1) In Balance. (2) In disbursements. (3) Entrepreneurs. (4) Agriculture, culture, civil defense, education, energy efficiency and public lighting, sports and leisure, road infrastructure, public cleaning, environment, urban mobility, health, safety and health surveillance. (5) Applicable AuM. (6) Education, environment, socio-productive inclusion, volunteering and social Technologies.



# BB Figures

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# Earnings Highlights

2021 / 2020

**Growing and sustainable results**

## Adjusted Net Income

**R\$ 21.0 billion**

Growth of **51.4%**

Market ROE of **15.8%**

## Loan Portfolio<sup>1</sup>

**R\$ 874.9 billion**

Growth of **17.8%**

NPL +90d of **1.75%**

## Dynamics of fee income and expenses

NII: **+4.9%**

Fee Income: **+2.2%**

Administrative Expenses: **+1.4%**

Cost to income ratio: **35.6%**

**CET 1  
11.9%**

(1) Loan Portfolio Expanded View.



# Earnings

## Adjusted Net Income

**R\$ 21.0 billion**  
in 2021

**+ 51.4%**  
2021/2020

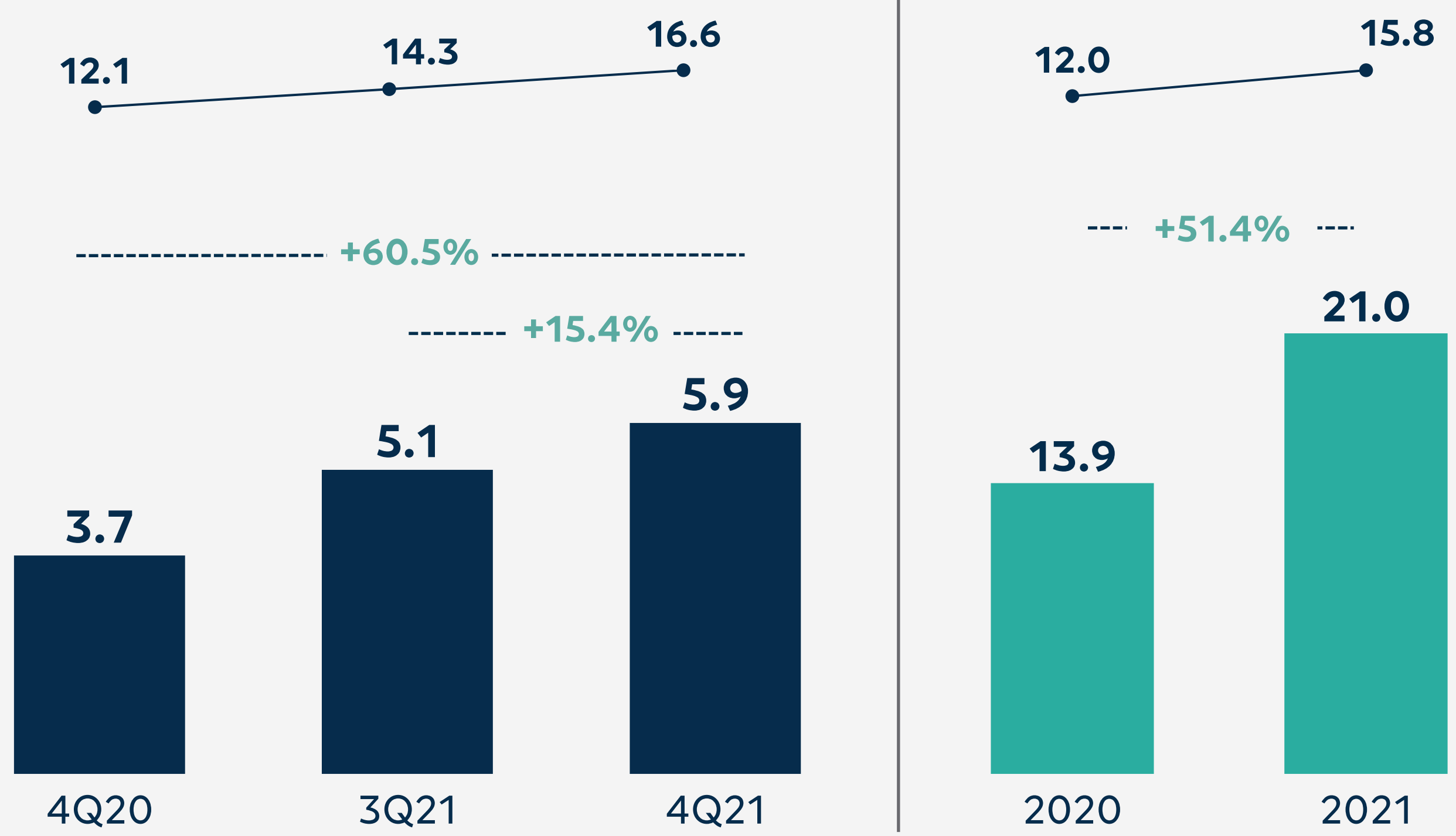
**R\$ 5.9 billion**  
in the 4Q21

**+ 15.4%**  
4Q21/3Q21

### Adjusted Net Income

R\$ billion

Market ROE<sup>1</sup> %

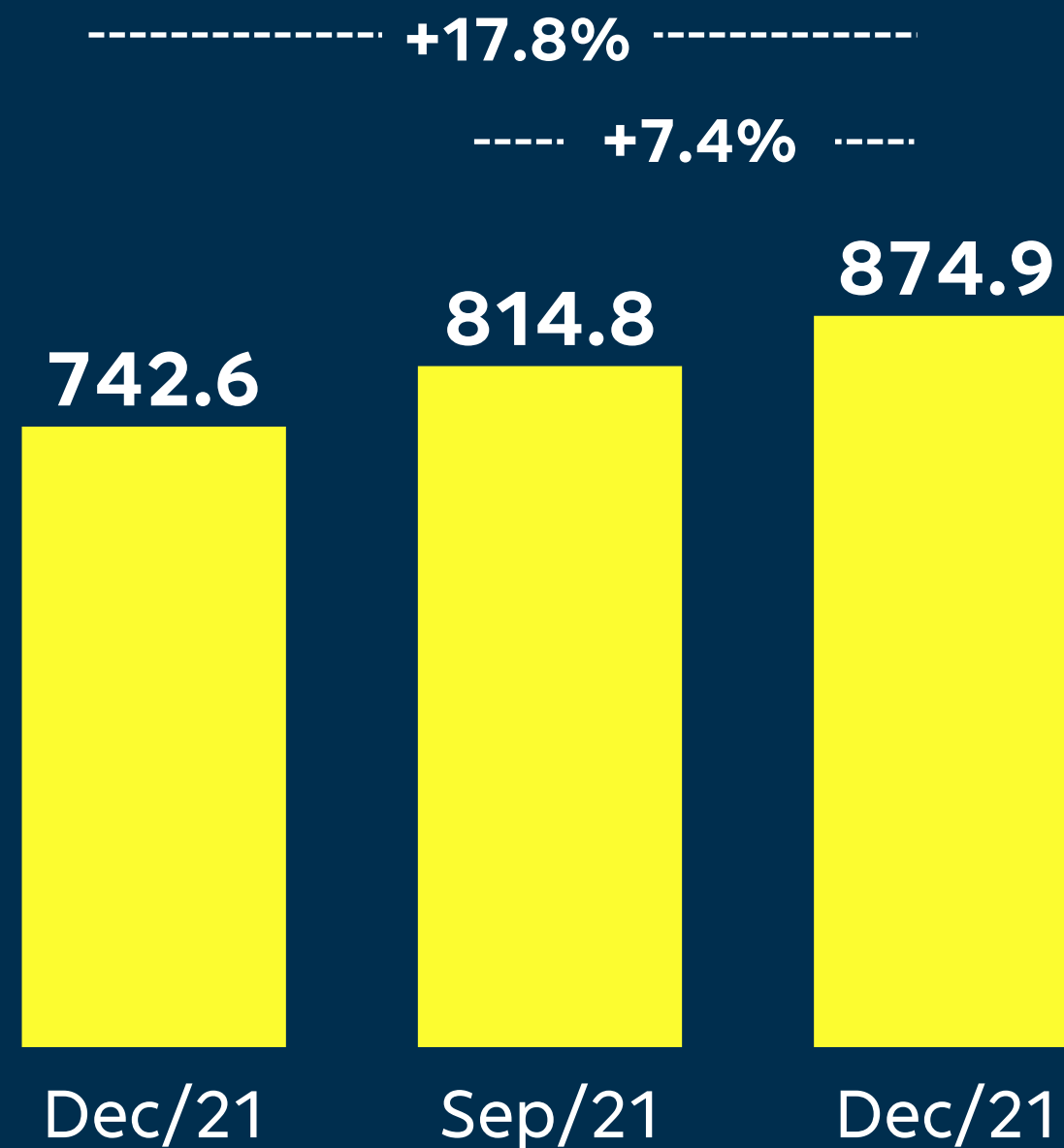


(1) Market ROE: metric that the main market analysts use to project results. The index is annualized using the linear method.

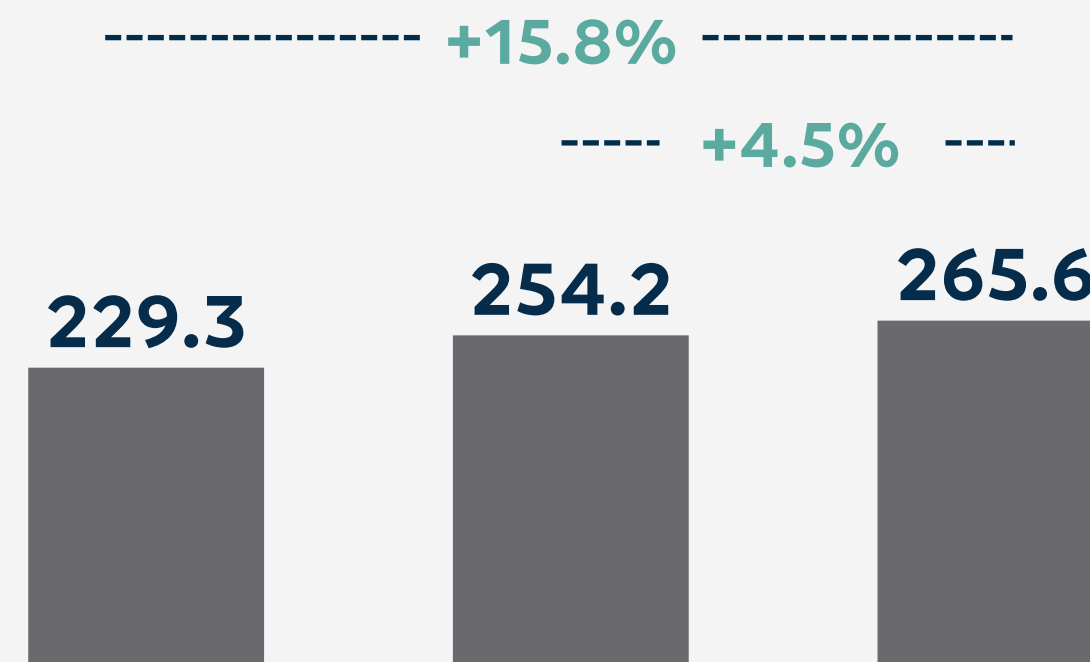


# Loan Portfolio

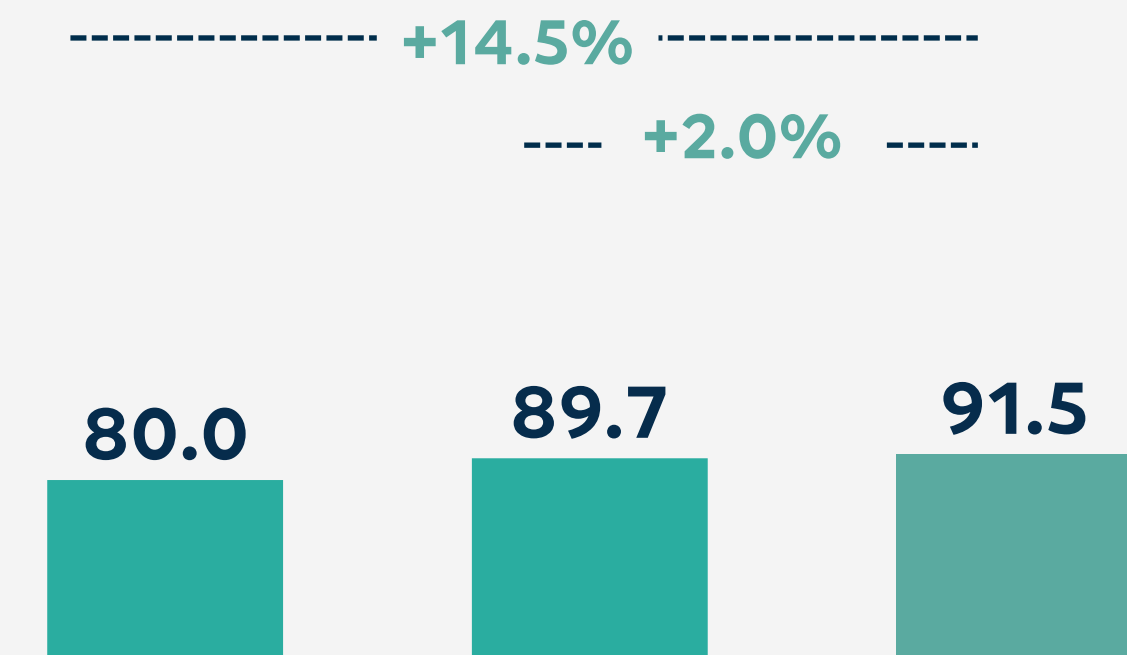
## Expanded Loan Portfolio R\$ billion



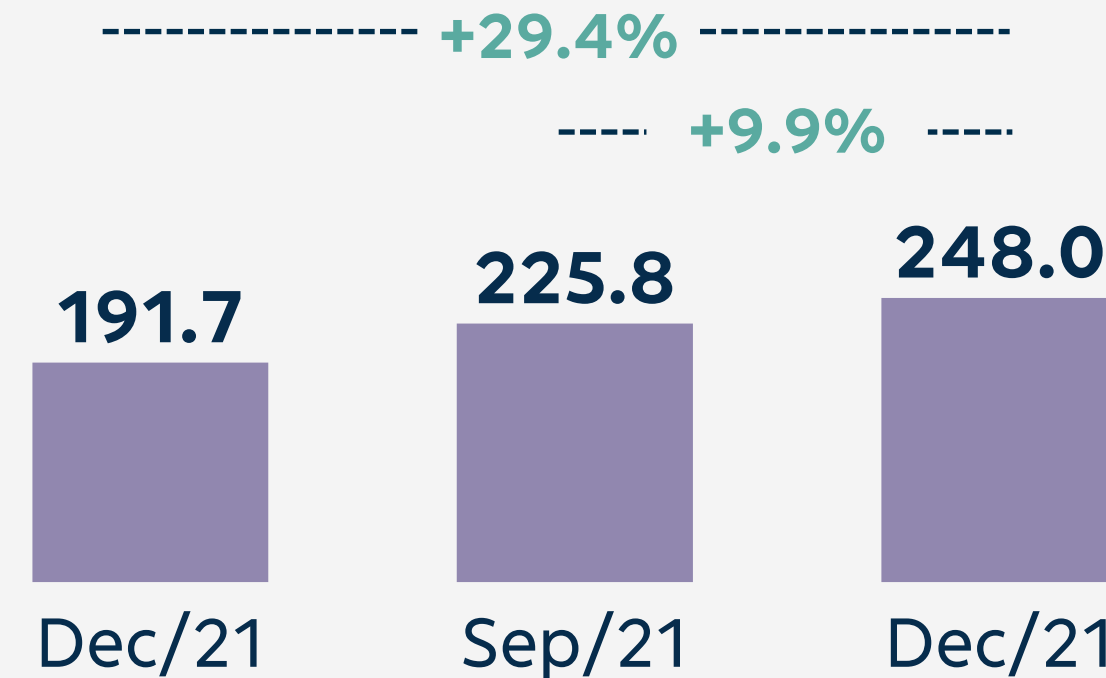
### Individuals



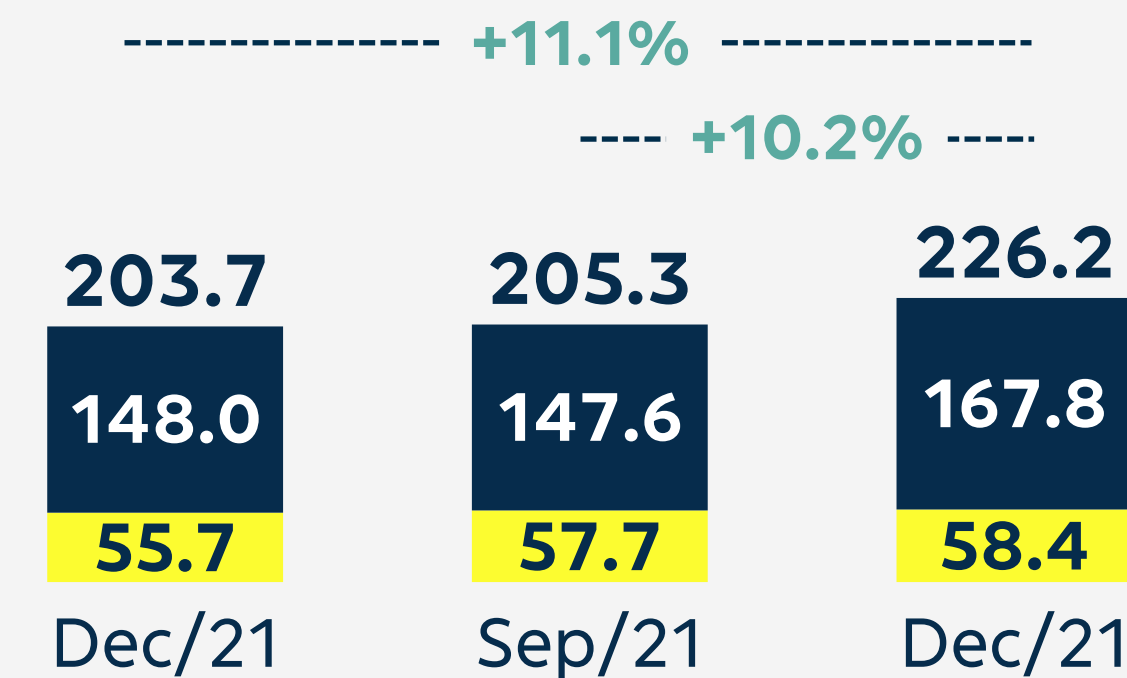
### SME



### Agribusiness



### Corporates + Government



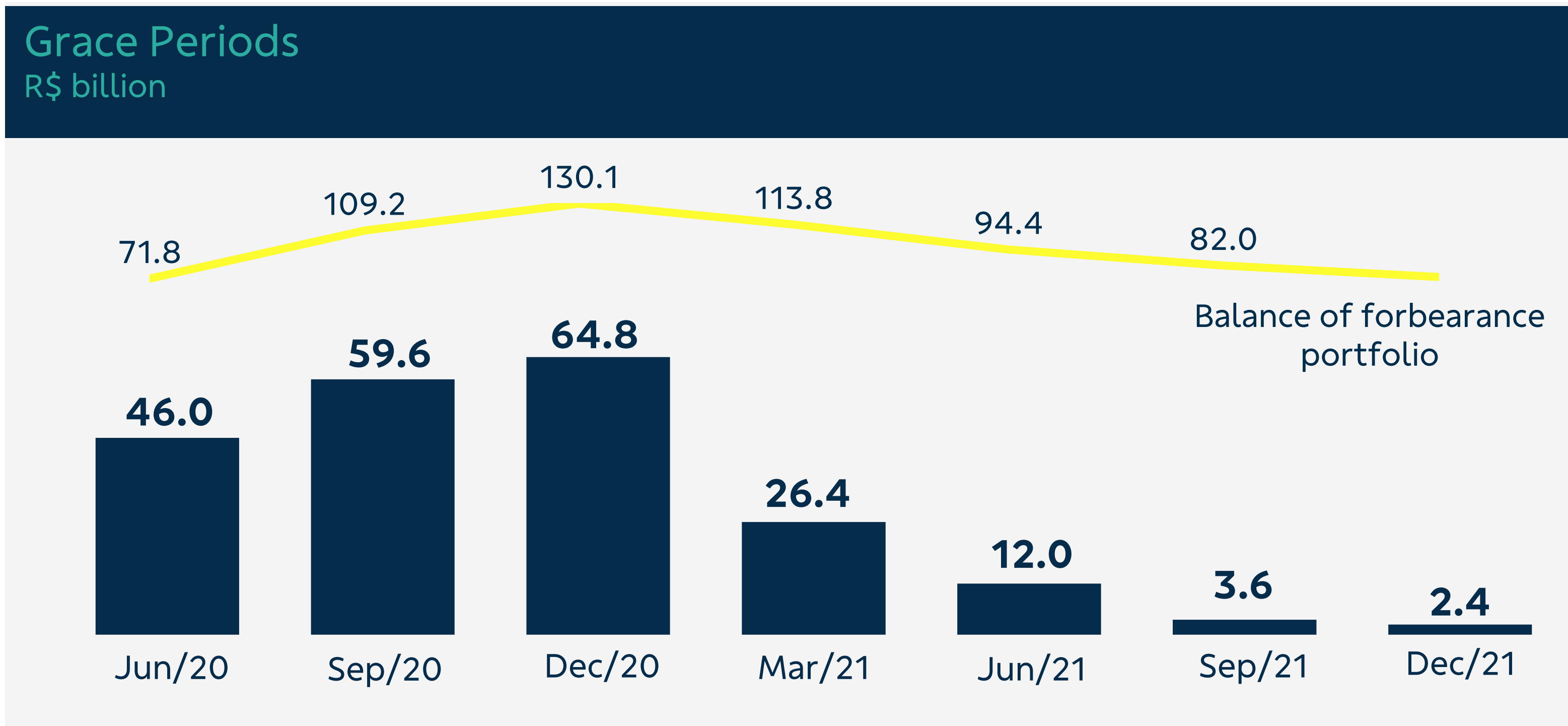
■ Corporates ■ Government

(1) It includes private securities and guarantees provided.



# Forbearance Portfolio

NPL +15d: **3.36%** | NPL +90d: **2.05%**



**91.4%** with rating **AA-C**

**73.5%** with **guarantees**

**97.6%** were **due transactions**<sup>1</sup>

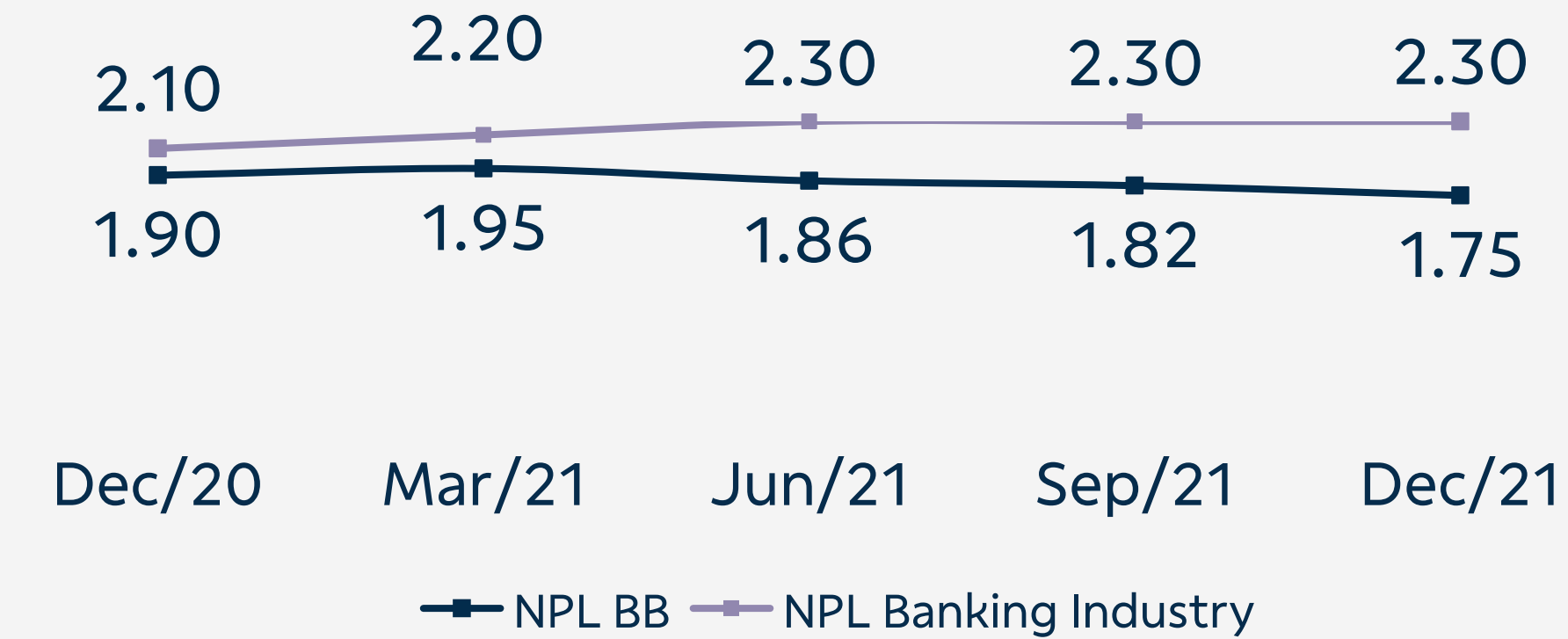
**17.7 years** average relationship time

(1) In the last 12 months.

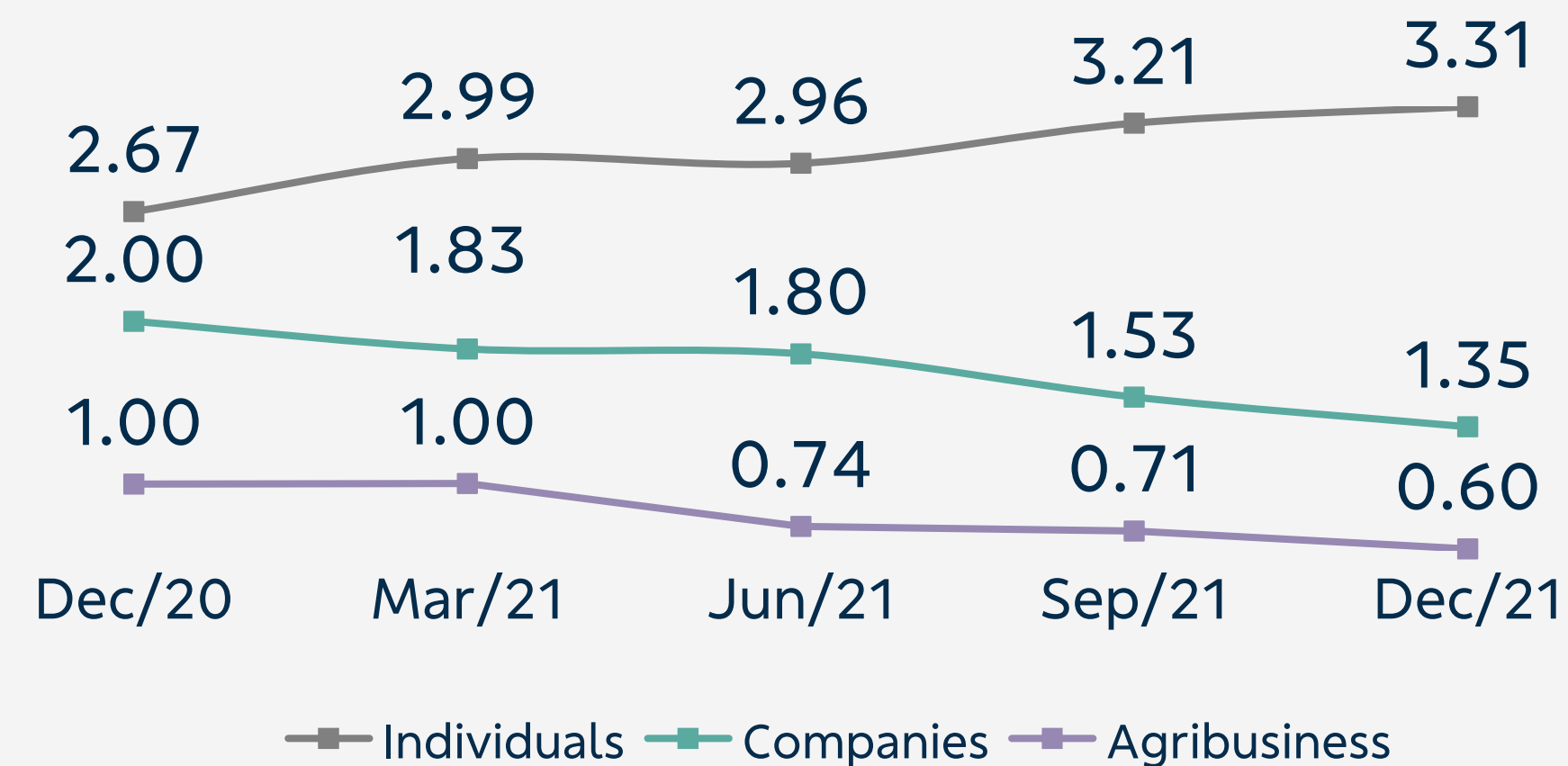


# Credit Quality

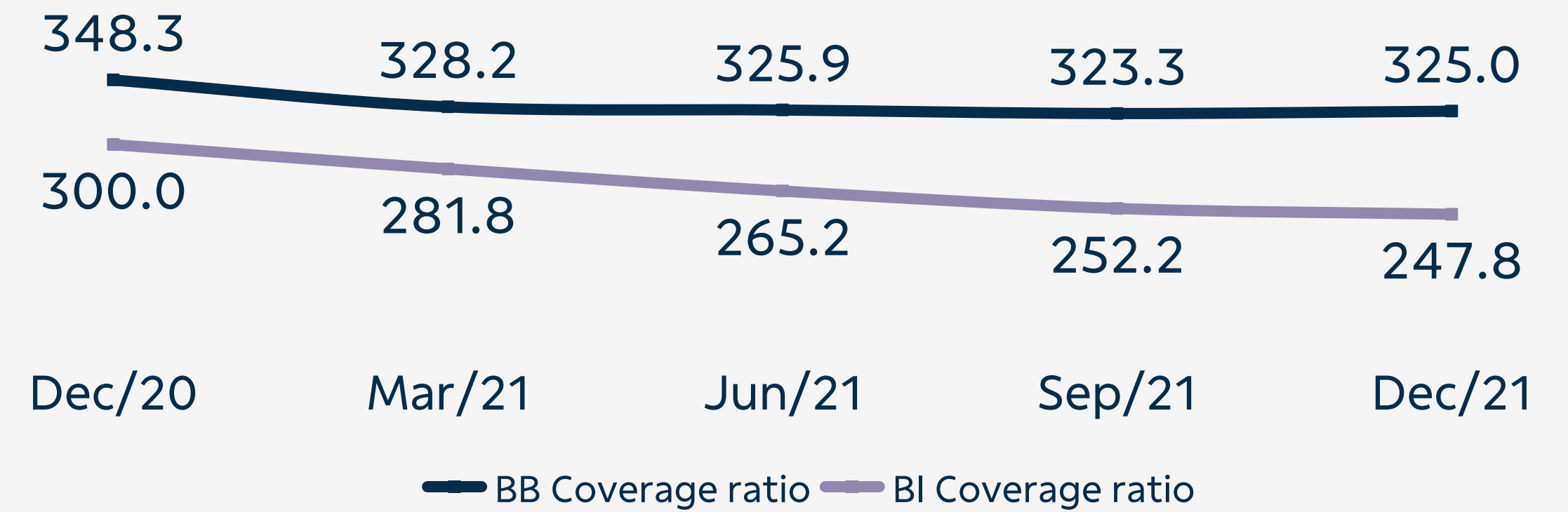
## NPL +90d (%)



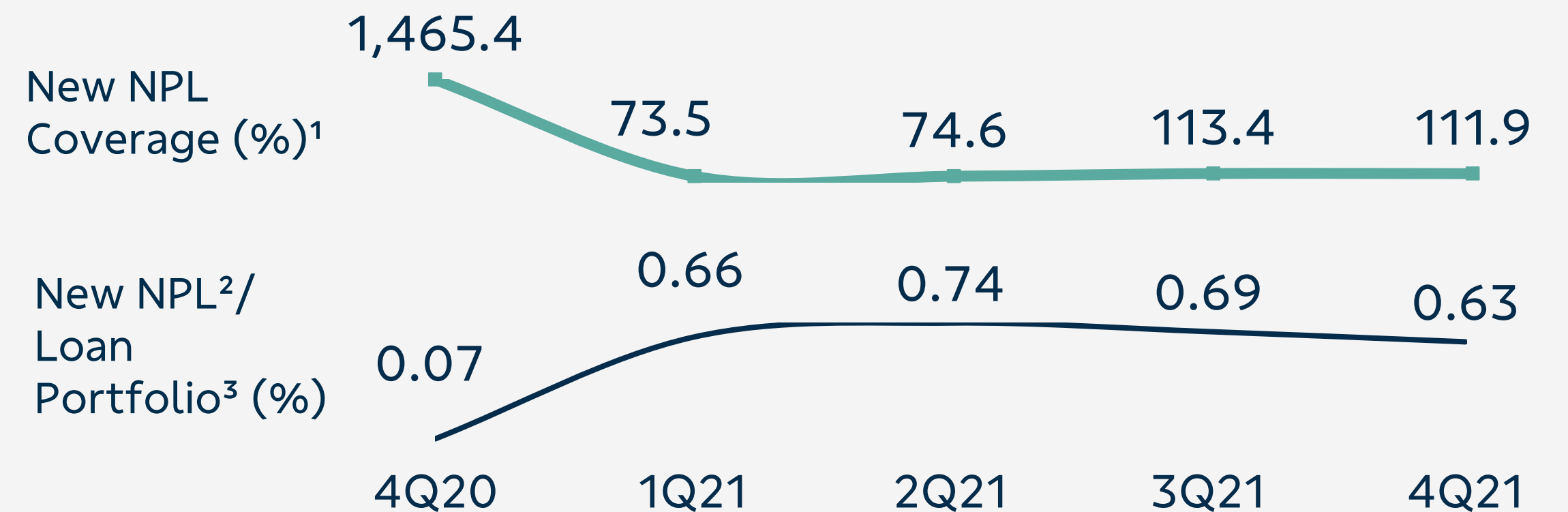
## NPL +90d – by segment (%)



## Coverage(%)



## NPL Formation



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

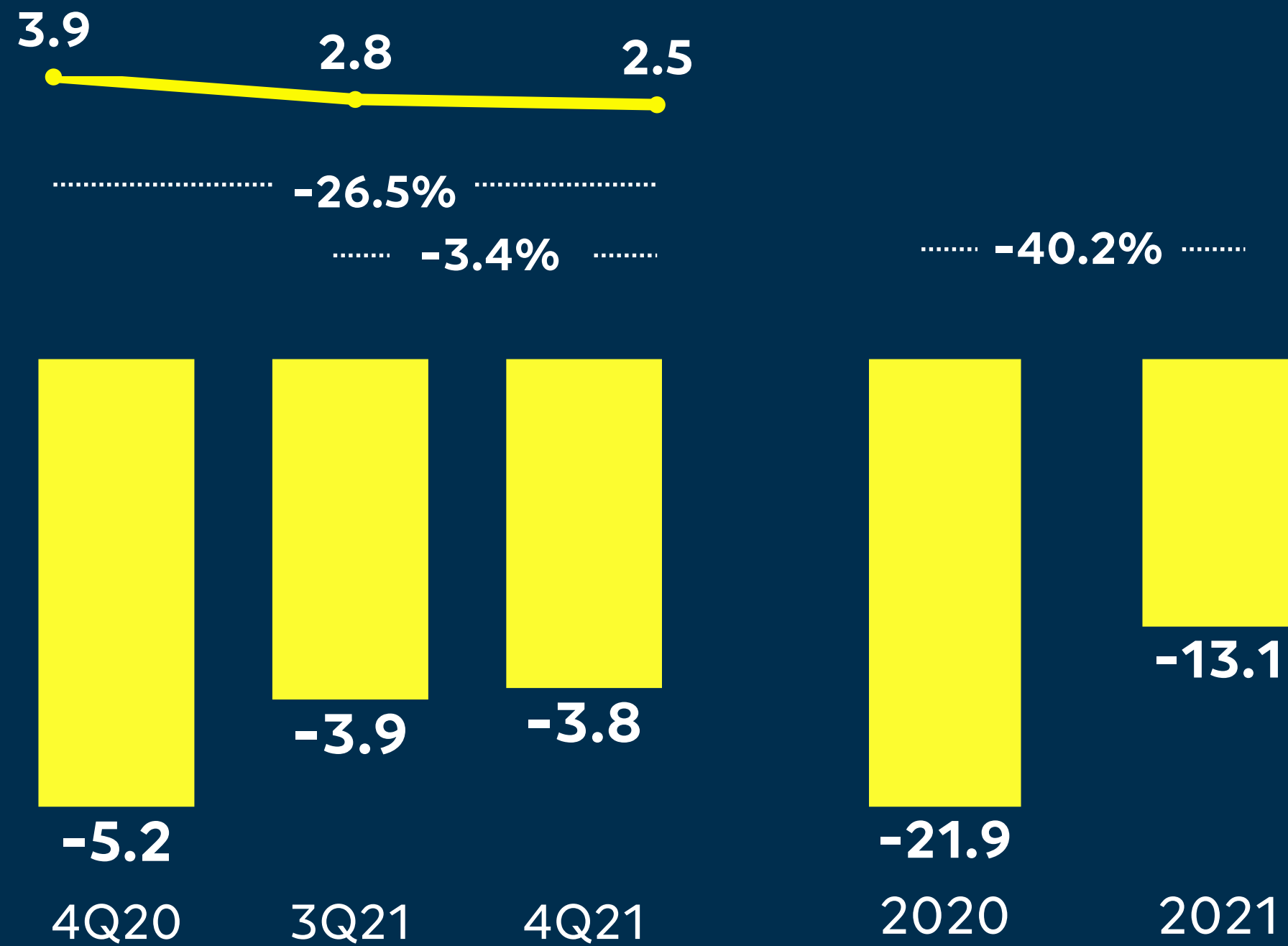


# ALL Expenses

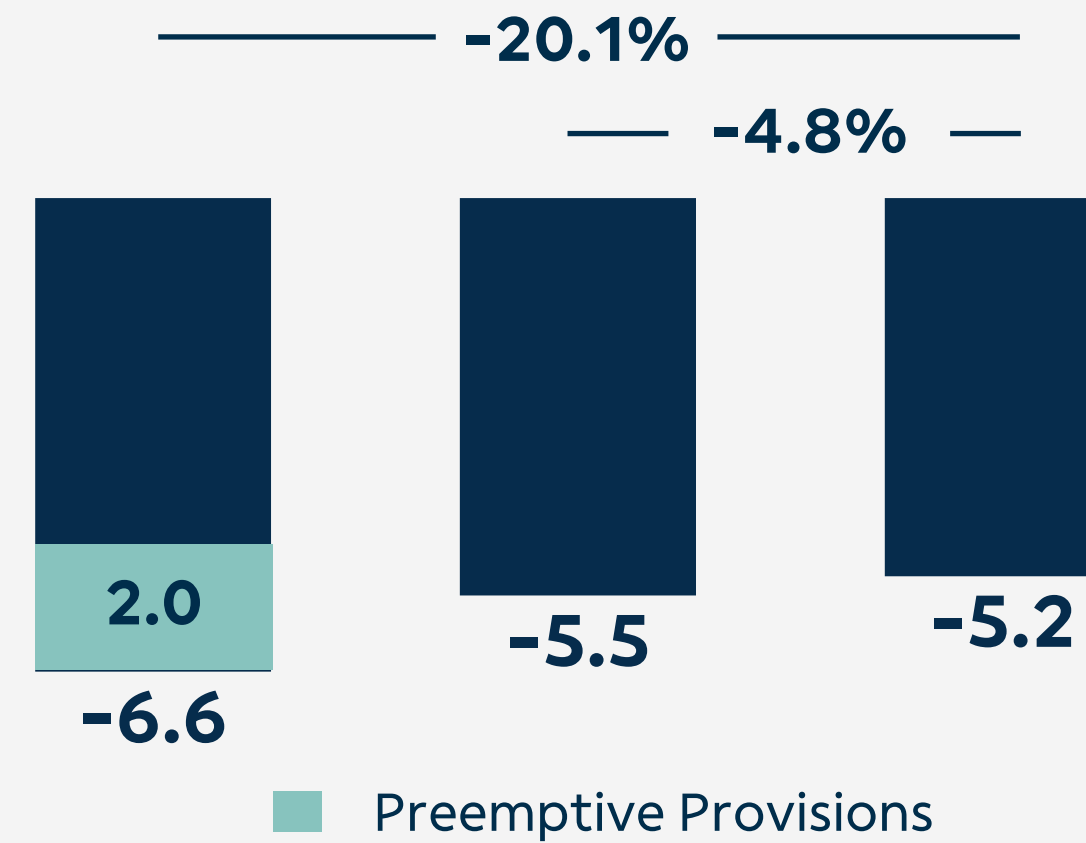
## ALL Expanded View

R\$ billion

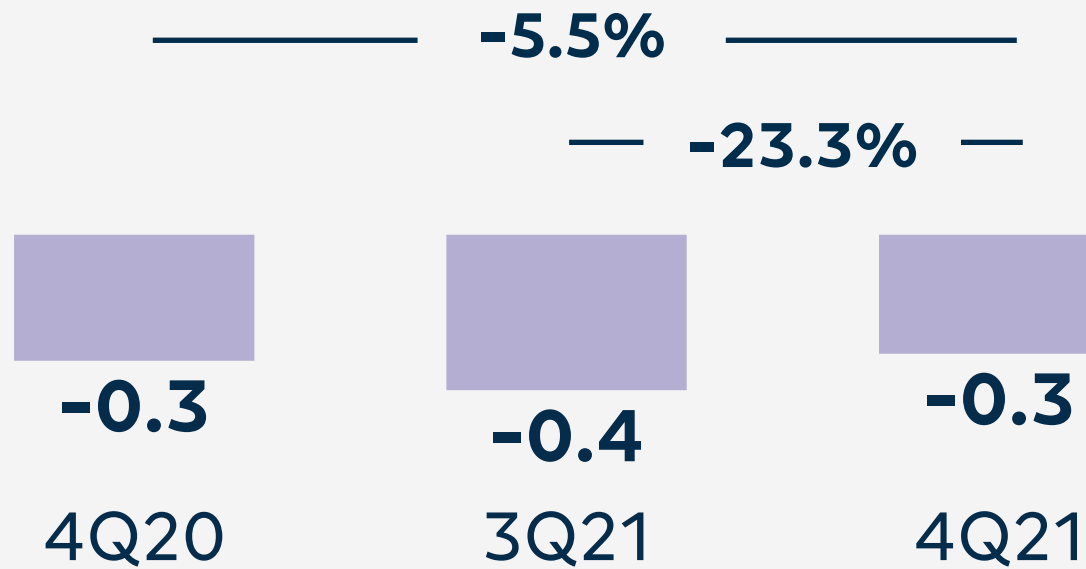
Cost of Credit (%)<sup>1</sup>



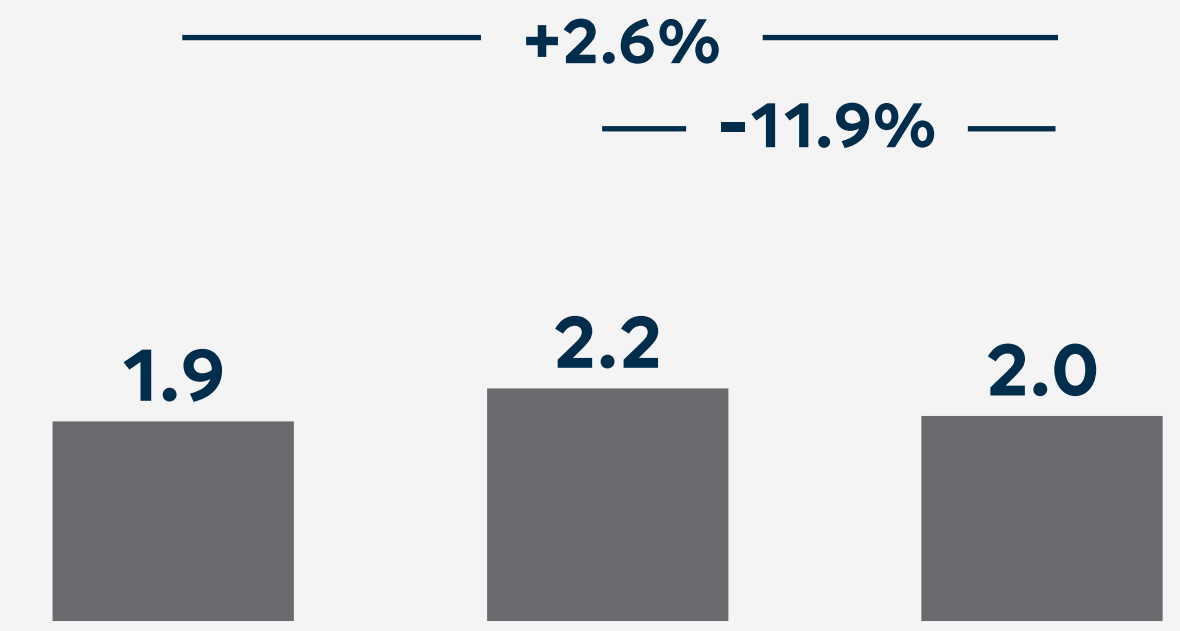
### Credit Risk



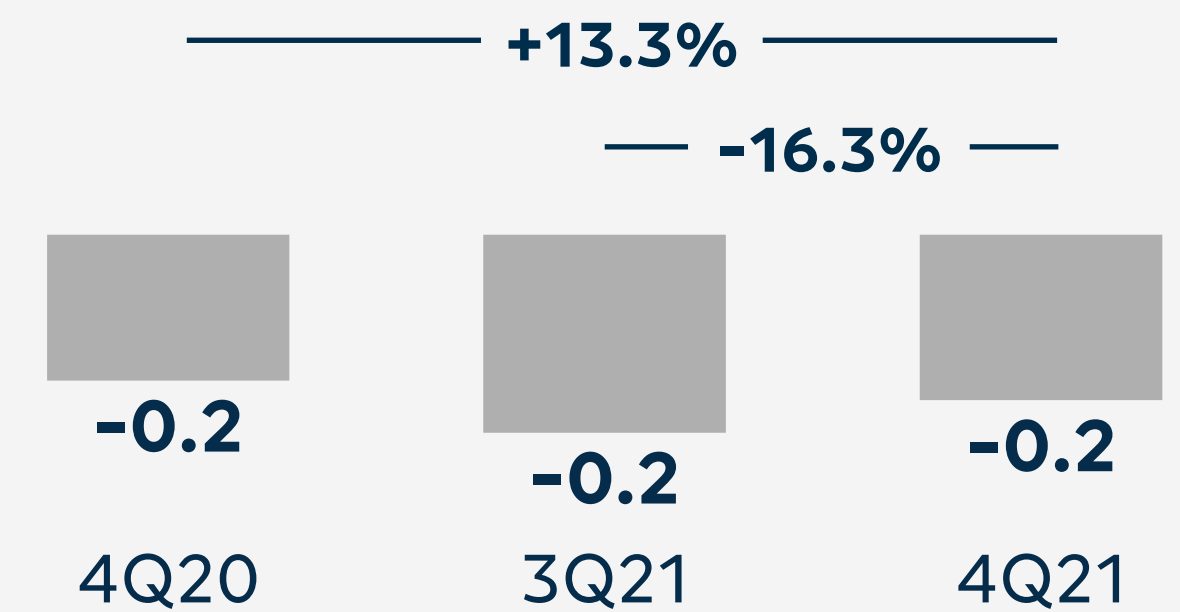
### Discounts granted



### Recovery of Write-offs



### Impairments

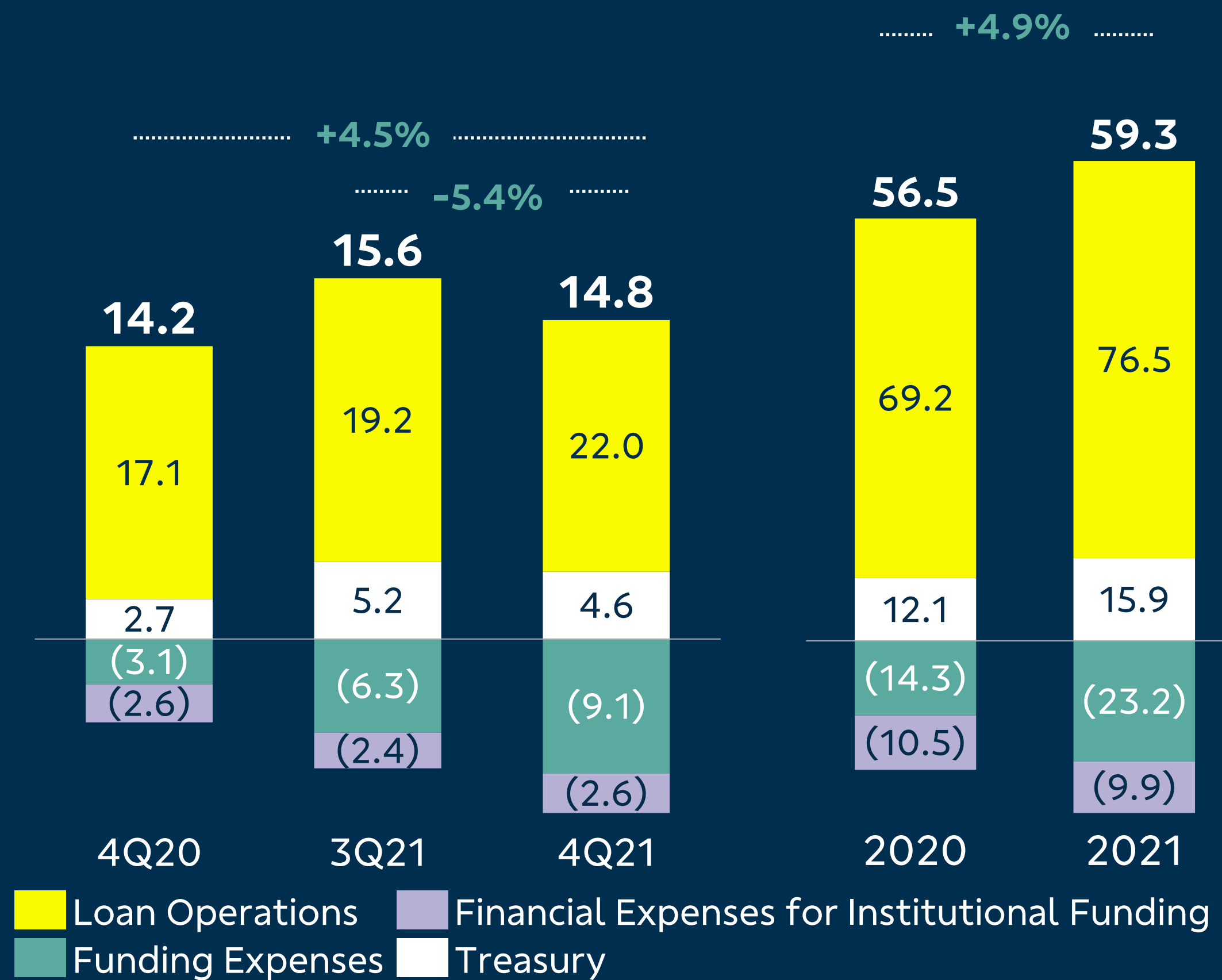


(1) ALL Expanded View 12 months / Medium Classified Loan Portfolio.



# NII and NIM

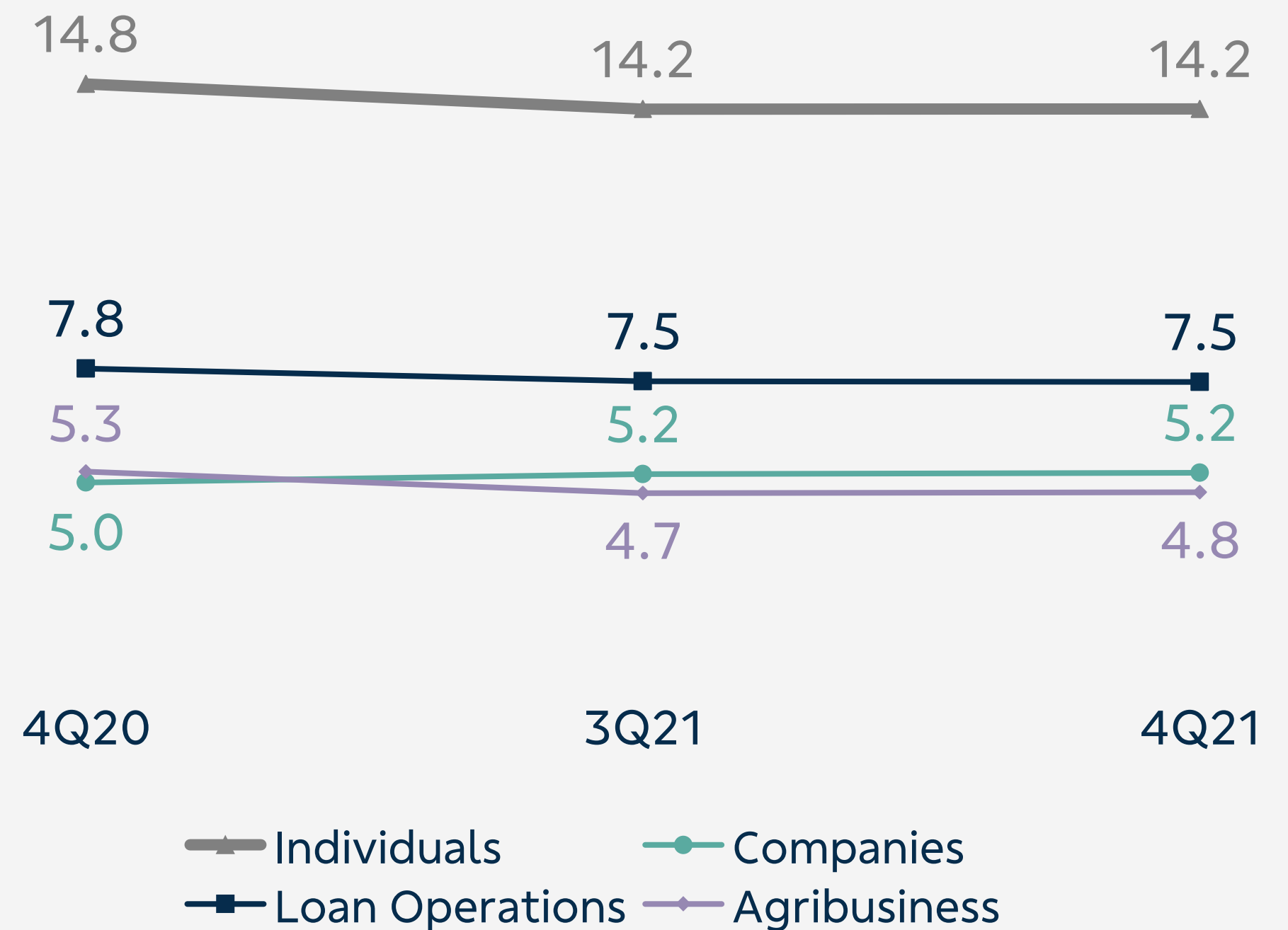
## Net Interest Income R\$ billion



## NIM<sup>1</sup> (%)



## NIM by Segment<sup>2</sup> (%)

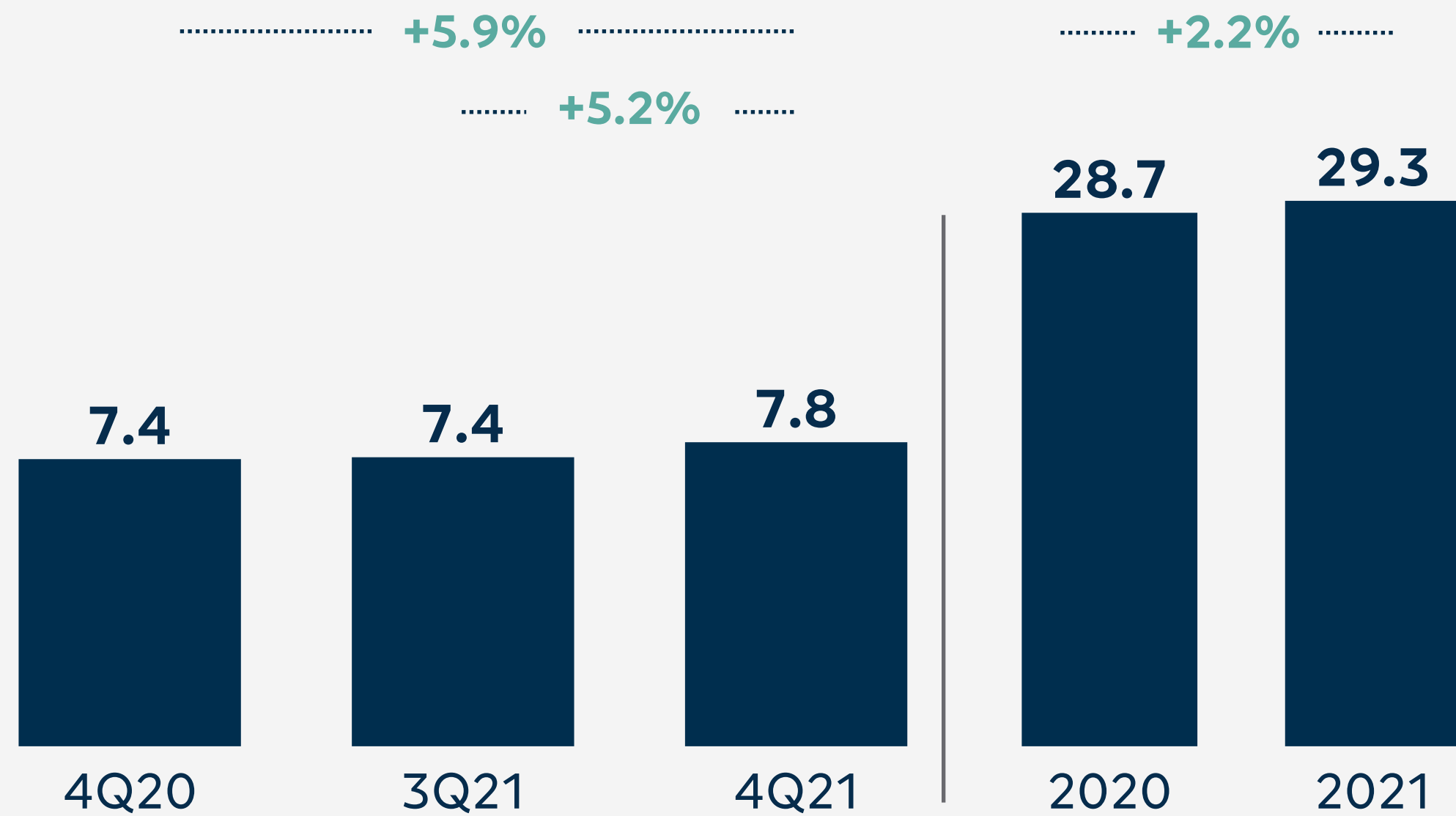


(1) NII/Earning Assets average, annualized. (2) Results from the managerial financial margin divided by its average balances. Does not include loan with the Government.

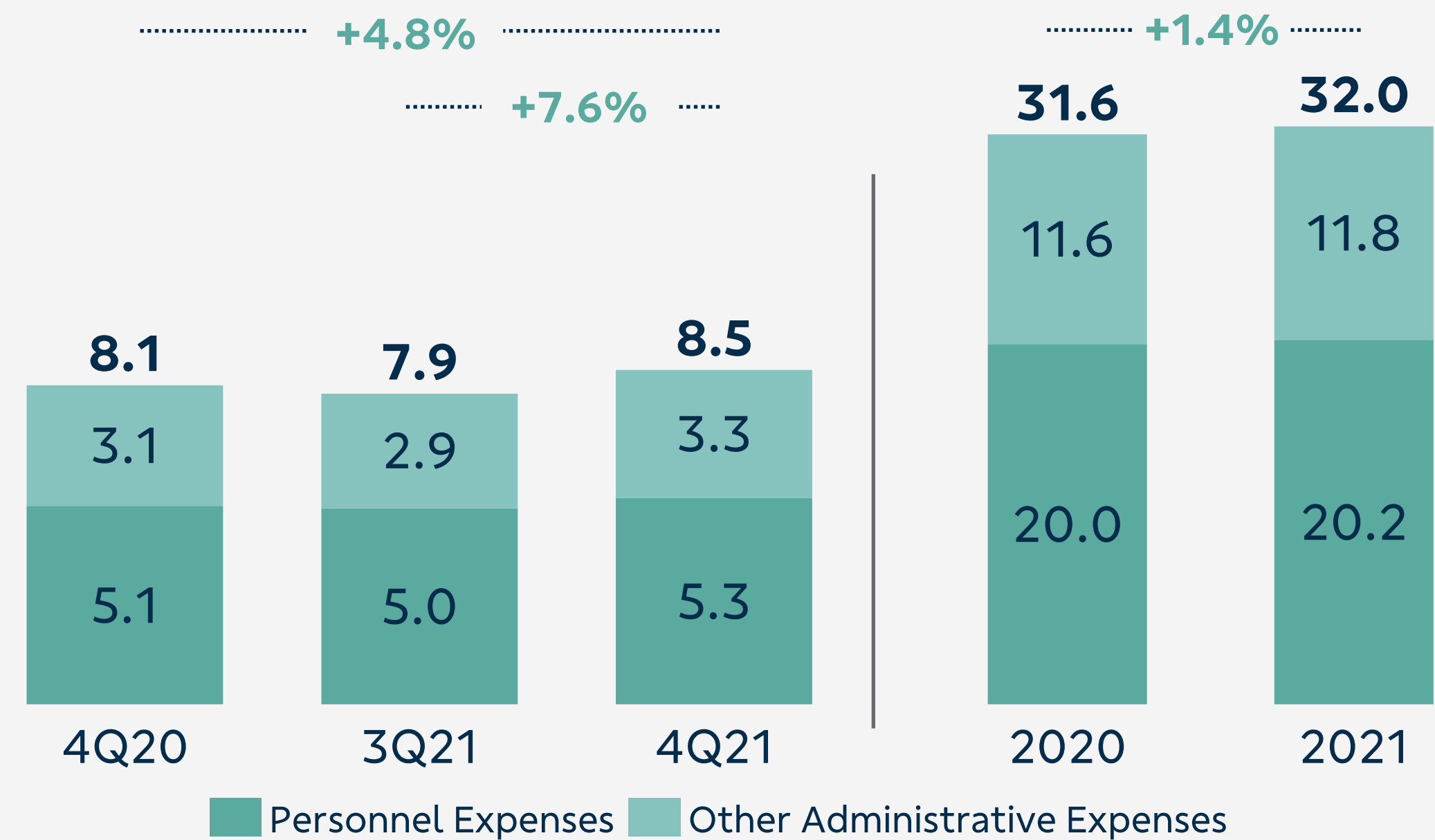


# Dynamics of fee income and administrative expenses

Fee Income  
R\$ billion

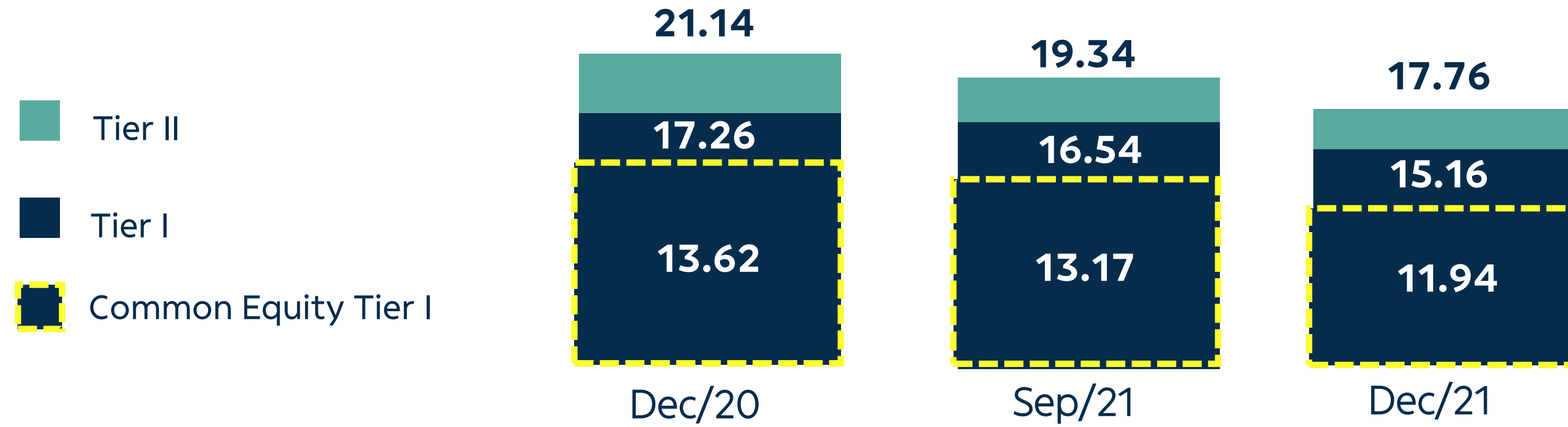
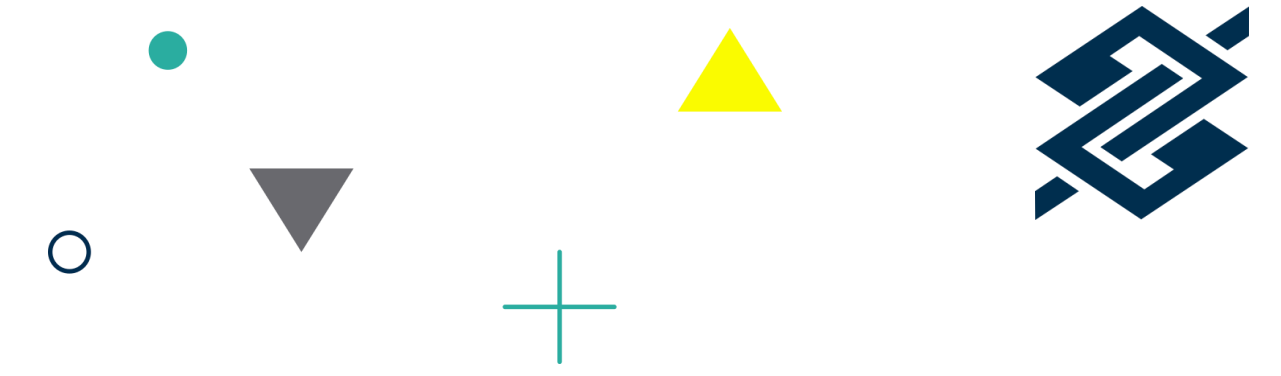


Administrative Expenses  
R\$ billion

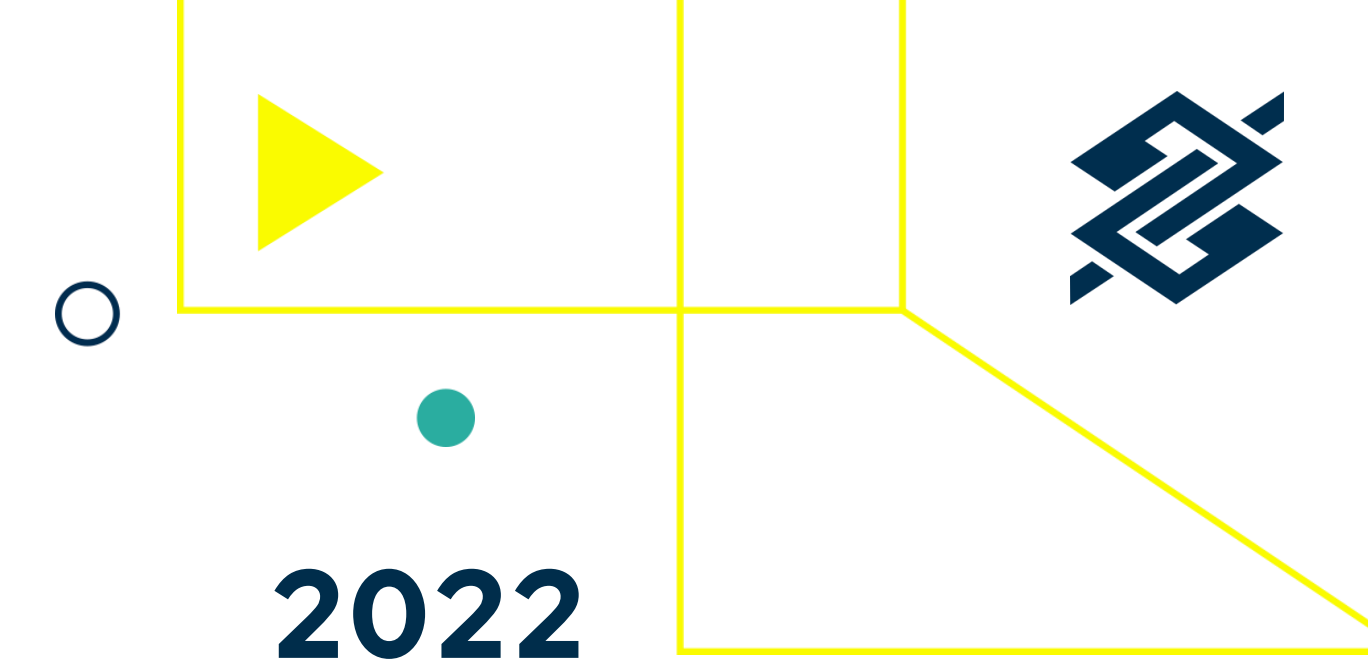








Cost to Income Ratio (12 months): **35.6%**

# Capital Adequacy Ratio



# BIS III – Current Requirements

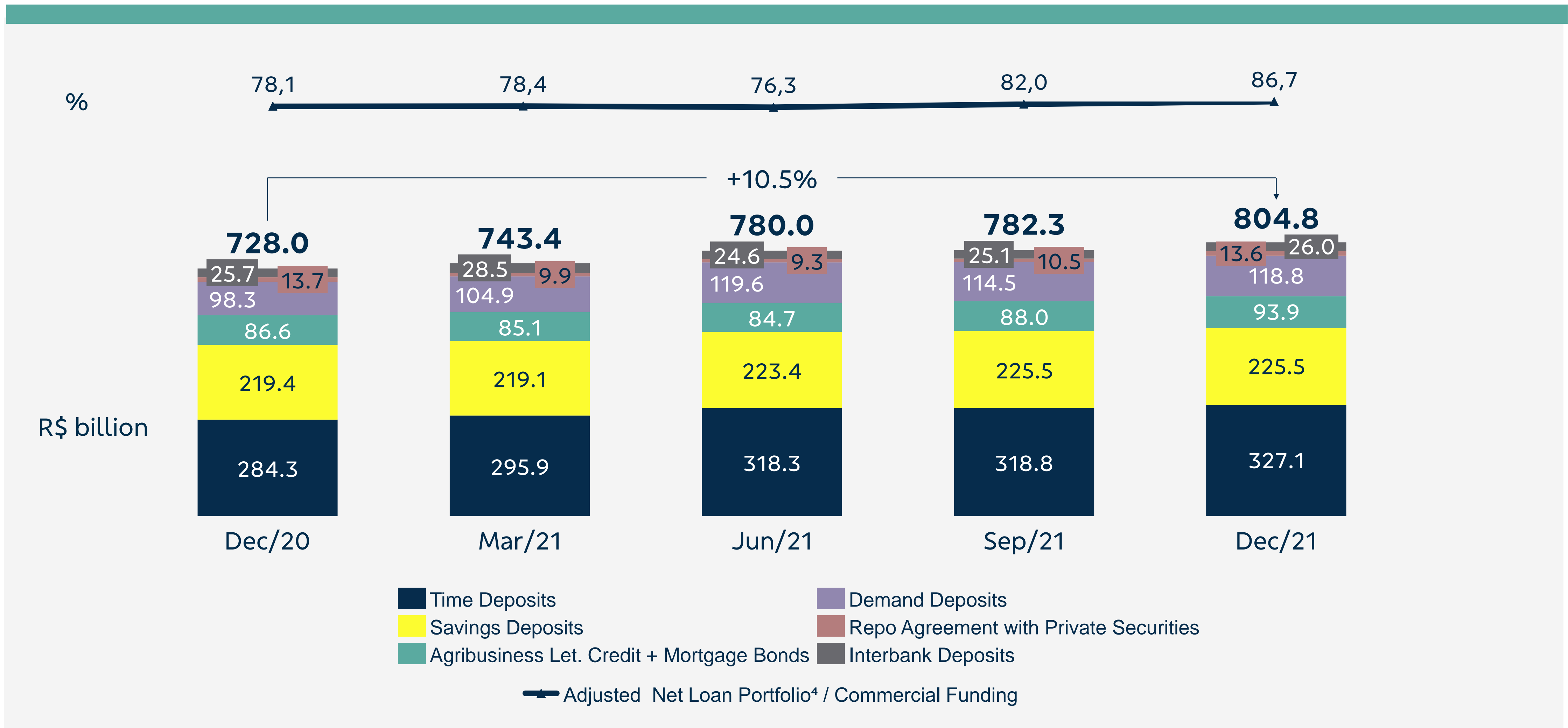


	<b>CET 1</b>	<b>4.5</b>
	<b>TIER I</b>	<b>6.0</b>
	<b>BRAZILIAN BIS RATIO</b>	<b>8.0</b>
	<b>CAPITAL CONSERVATION BUFFER<sup>1</sup></b>	<b>2.5</b>
	<b>ADDITIONAL CET1 COUNTERCYCLICAL BUFFER (SUPERIOR LIMIT)<sup>2</sup></b>	<b>2.5</b>
	<b>ADDITIONAL CET1 SYSTEMIC (D-SIB) BUFFER</b>	<b>1.0</b>
<b>CET 1 + BUFFERS<sup>2</sup></b>		<b>10.5</b>
<b>TIER I + BUFFERS<sup>2</sup></b>		<b>12.0</b>
<b>BRAZILIAN BIS RATIO + BUFFERS<sup>2</sup></b>		<b>14.0</b>

(1) According to CMN Resolution No. 4,783 / 2020, the Main Capital Conservation Additional Rate (ACCP) was reduced from 2.5% to 1.25%, for a period of one year, with a gradual reversal until March 2022. In this context, it should be noted that the total minimum regulatory capital in force until 03/31/2021 will be 6.75%. (2) The Additional CET1 Countercyclical buffer is not activated and is limited to 2.5%. Any change should be communicated 12 months in advance by Banco Central do Brasil.



# Commercial Funding



## BB Figures

# Bonds Issued abroad

## January/2022: Social Bond US\$ 500 million

Maturity 01/11/2029  
Cupon 4,875 A

Issue Date	Maturity	Call Date	Issued Amount (US\$ thousand)	Outstanding Amount (US\$)	Cupon (%) <sup>1</sup>	Issue price	Return for Investor (%)	Spread over Treasury	Currency	Rating S&P/Moody's/Fitch
<b>Banco do Brasil Issues</b>										
05/26/2011	01/26/2022		1,500,000	1,490,000	5.875 S	98.70	6.04	287.5	USD	SR / Ba3 / SR
01/20/2012	PERPETUAL	04/15/2023	1,000,000	535,950	9.250 S	100.00	9.25	732.7	USD	CCC+ / SR / SR
03/05/2012	PERPETUAL	04/15/2023	750,000	750,000	9.250 S	108.50	8.49	-	USD	CCC+ / SR / SR
06/19/2012	01/19/2023		750,000	741,115	5.875 S	99.02	6.00	434.1	USD	B- / Ba3 / SR
10/10/2012	10/10/2022		1,925,000	1,085,133	3.875 S	98.98	4.00	237.5	USD	BB- / Ba2 / BB-
01/31/2013	PERPETUAL	04/15/2024	2,000,000	1,950,000	6.250 S	100.00	6.25	439.8	USD	CCC+ / SR / SR
06/18/2014	PERPETUAL	06/18/2024	2,500,000	2,150,000	9.000 S	100.00	9.00	636.2	USD	CCC+ / B2 / SR
10/23/2017	01/15/2025		1,000,000	1,000,000	4.625 S	99.55	4.70	250.9	USD	BB- / Ba2 / BB-
04/19/2018	04/19/2023		750,000	750,000	4.875 S	100.00	4.88	219.9	USD	BB- / Ba2 / BB-
03/20/2019	03/20/2024		750,000	750,000	4.750 S	100.00	4.75	232.0	USD	BB- / Ba2 / SR
09/30/2021	09/30/2026		750,000	750,000	3.250 S	100.00	3.25	244.5	USD	BB- / Ba2 / BB-
<b>Issues in Special Purpose Company</b>										
07/02/2019	06/15/2024		100,000	83,333	1.20 Q	100.00	1.20 + 3mL	NA	USD	BBB
07/02/2019	06/15/2024		100,000	83,333	1.20 + 3mL Q	100.00	1.20 + 3mL	NA	USD	BBB
07/02/2019	06/15/2026		200,000	180,000	3.70 + 3mL Q	100.00	3.7	NA	USD	BBB
12/09/2014	11/01/2034		500,000	500,000	2.50 + 6mL S	100.00	2.50 + 6mL S	NA	USD	AA-
12/23/2015	12/16/2030		320,000	320,000	3.20 + 6mL S	100.00	3.20 + 6mL S	NA	USD	AA-

(\*) A: Annual; S: Semestral; Q: Quarter. (1) As of 12/31/2021



## BB Figures

# Summarized Statement of Income

R\$ million				Chg. %				Chg. %
	4Q20	3Q21	4Q21	4Q20	3Q21	2020	2021	2020
<b>Net Interest Income</b>	14,164	15,641	14,801	4.5	(5.4)	56,539	59,305	4.9
<b>ALLL Expanded View</b>	(5,157)	(3,924)	(3,790)	(26.5)	(3.4)	(21,923)	(13,108)	(40.2)
ALLL Expenses - Credit Risk	(6,567)	(5,512)	(5,246)	(20.1)	(4.8)	(25,561)	(17,884)	(30.0)
ALLL Expenses - Recovery of Write-offs	1,901	2,213	1,950	2.6	(11.9)	7,359	7,808	6.1
ALLL Expenses - Discounts Granted	(325)	(401)	(307)	(5.5)	(23.3)	(1,086)	(2,135)	96.5
ALLL Expenses - Impairment	(166)	(224)	(188)	13.3	(16.3)	(2,635)	(897)	(66.0)
<b>Net Financial Margin</b>	<b>9,007</b>	<b>11,717</b>	<b>11,010</b>	<b>22.2</b>	<b>(6.0)</b>	<b>34,616</b>	<b>46,198</b>	<b>33.5</b>
<b>Fee income</b>	<b>7,389</b>	<b>7,438</b>	<b>7,822</b>	<b>5.9</b>	<b>5.2</b>	<b>28,702</b>	<b>29,343</b>	<b>2.2</b>
<b>Administrative Expenses</b>	<b>(8,128)</b>	<b>(7,915)</b>	<b>(8,517)</b>	<b>4.8</b>	<b>7.6</b>	<b>(31,583)</b>	<b>(32,026)</b>	<b>1.4</b>
<b>Legal Risk<sup>1</sup></b>	<b>(1,760)</b>	<b>(1,696)</b>	<b>(1,318)</b>	<b>(25.1)</b>	<b>(22.3)</b>	<b>(4,207)</b>	<b>(6,264)</b>	<b>48.9</b>
<b>Other Operating Income<sup>2</sup></b>	<b>(2,065)</b>	<b>(1,186)</b>	<b>(231)</b>	<b>(88.8)</b>	<b>(80.5)</b>	<b>(7,272)</b>	<b>(5,898)</b>	<b>(18.9)</b>
<b>Income Before Taxes</b>	<b>4,443</b>	<b>8,359</b>	<b>8,766</b>	<b>97.3</b>	<b>4.9</b>	<b>20,256</b>	<b>31,352</b>	<b>54.8</b>
<b>Income and Social Contribution Taxes</b>	<b>22</b>	<b>(2,189)</b>	<b>(1,609)</b>	<b>-</b>	<b>(26.5)</b>	<b>(3,093)</b>	<b>(6,080)</b>	<b>96.6</b>
<b>Corporate Profit Sharing</b>	<b>(398)</b>	<b>(633)</b>	<b>(733)</b>	<b>84.1</b>	<b>15.7</b>	<b>(1,702)</b>	<b>(2,645)</b>	<b>55.4</b>
<b>Adjusted Net Income</b>	<b>3,695</b>	<b>5,139</b>	<b>5,930</b>	<b>60.5</b>	<b>15.4</b>	<b>13,884</b>	<b>21,021</b>	<b>51.4</b>
<b>One-Off Items</b>	<b>(496)</b>	<b>(530)</b>	<b>(578)</b>	<b>16.6</b>	<b>9.2</b>	<b>(1,186)</b>	<b>(1,311)</b>	<b>10.5</b>
<b>Net Income</b>	<b>3,199</b>	<b>4,609</b>	<b>5,352</b>	<b>67.3</b>	<b>16.1</b>	<b>12,697</b>	<b>19,710</b>	<b>55.2</b>
<b>Market ROE - %</b>	<b>12.1</b>	<b>14.3</b>	<b>16.6</b>			<b>12.0</b>	<b>15.8</b>	
<b>Adjusted ROE - %</b>	<b>10.8</b>	<b>14.3</b>	<b>16.3</b>			<b>10.4</b>	<b>14.8</b>	
<b>Shareholders' ROE - %</b>	<b>12.9</b>	<b>15.1</b>	<b>17.5</b>			<b>12.9</b>	<b>16.8</b>	

(1) Group containing the balance of the line 'Civil, Tax and Labor Claims'; (2) Group containing the result of the lines' Other Provisions', 'Result of Investments in Subsidiaries, Affiliates and JV', 'PREVI - Benefit Plan 1', 'Previ - Update of Utilization Fund', Tax Expenses, 'Other Income / Operating Expenses' and 'Non-Operating Result'; (3) Adjusted net income is net of the result of 'Minority Interest'.



# Guidande 2021

Guidance	Projected	Accomplished
Adjusted Net Income – R\$ billion	19.0 to 21.0	21.0
Net Interest Income - %	4.0 to 6.0	4.9
Loan Portfolio - %	14.0 to 16.0	19.1
Retail Business - %	12.5 to 14.5	15.4
Wholesale - %	0.0 to 2.0	8.6
Rural - %	29.0 to 31.0	34.3
Fee Income - %	-1.5 to 1.5	2.2
Administrative Expenses - %	-1.5 to 1.5	1.4
PCLD Ampliada – R\$ bilhões	-15.0 to -13.0	-13.1

**Loan Portfolio:** Organic domestic loan portfolio. It includes Securities and Guarantees -Does not consider credit to Government.

**Retail Business:** Considers the Individual and SME portfolio, with annual revenues of up to R\$ 200 million.

**Wholesale:** Considers Companies with annual revenues exceeding R\$ 200 million and Agroindustrial Credit.




# Guidance 2022

Guidance	2022
Adjusted Net Income – R\$ billion	23.0 to 26.0
Net Interest Income - %	11.0 to 15.0
Loan Portfolio - %	8.0 to 12.0
Individuals - %	10.0 to 14.0
Companies - %	3.0 to 7.0
Agribusiness - %	10.0 to 14.0
Fee Income - %	4.0 to 8.0
Administrative Expenses - %	4.0 to 8.0
ALL Expanded View – R\$ billion	-16.0 to -13.0

**Loan Portfolio:** it considers domestic classified portfolio added of Private Securities and Guarantees. Government operations are not included.

**Retail:** Government operations not included.



This presentation may include references and statements, planned synergies, estimates, projections of results, and future strategy for Banco do Brasil, its Associated and Affiliated Companies, and Subsidiaries.

Although these references and statements reflect the management's belief, they also involve estimates and unforeseen risks.

Consequently, results may differ from those anticipated and discussed here .

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



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