

A blurred background image of a corporate meeting. Several people are seated around a long wooden conference table in a modern office setting. The focus is on a man in a dark suit in the foreground, seen from the back, looking towards the other participants. The lighting is dim, with light coming from large windows in the background.

# Corporate **Governance Practices**



# Corporate Governance Practices

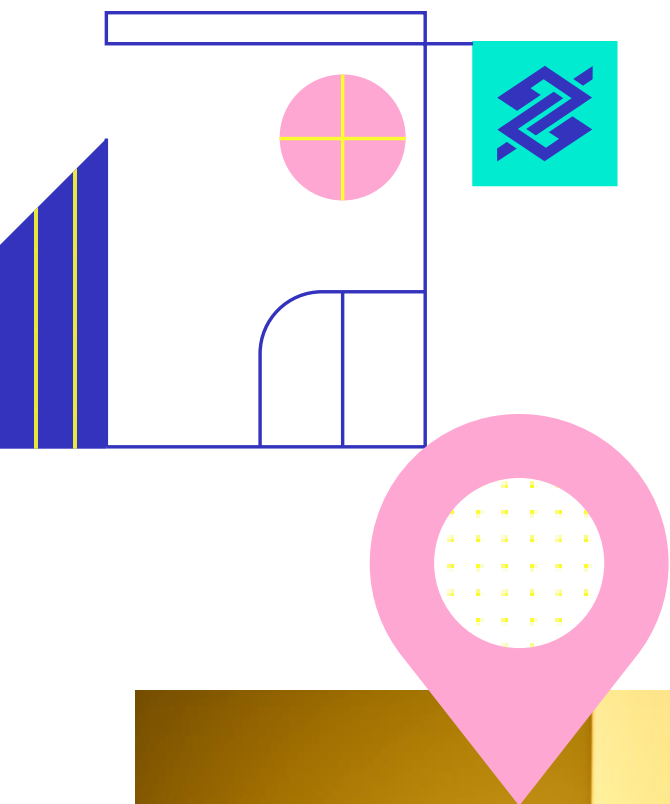
Banco do Brasil is among the largest financial institutions in the world and is considered one of the most sustainable banks on the planet. Considered one of the main agents of the country's economic and social development and present in 93.1% of Brazilian municipalities, BB plays a significant role in the financial system and the economy.

Adopting good corporate governance practices is part of our commitment to transparency, accountability, fairness and corporate responsibility. These practices are fundamental to reinforcing efficiency and solidity in decision-making, as well as consolidating the trust of our stakeholders. This is relevant for shareholders and investors, who see these procedures as a reflection of our commitment to excellence in corporate governance

This excellence is evidenced by BB's recognition in awards.

The actions of our governance are guided and limited by the Law of State-Owned Companies (Law 13.303/2016) and its regulating Decree (8.945/2016), our Bylaws and other regulations to which BB is subject. As a publicly traded company operating in the banking system, we are subject to the regulations of the Securities and Exchange Commission (CVM) and the National Monetary Council (CMN), among other rules that deal with various aspects of corporate governance.

It is worth noting that we are listed on the Novo Mercado of B3 - Brasil, Bolsa, Balcão, a segment that is recognized for being the most demanding in terms of corporate governance. Joining the Novo Mercado demonstrates our commitment to high standards of governance and transparency, contributing to the trust of our stakeholders and the sustainable development of the organization.





# Independence of the **Members of the Board of Directors of Banco do Brasil**

Banco do Brasil's Board of Directors (BofD) is an independent, collegiate decision-making body, responsible for setting the overall direction of the Bank's business and that of its subsidiaries and controlled companies. It performs strategic, guiding, elective and supervisory attributions, and does not encompass operational or executive functions. It is composed of eight members, elected by the General Meeting of Shareholders.

As provided for in our Bylaws, a minimum of 30% (thirty percent) of the members of the Board of Directors shall be Independent Directors, as defined in the Brazilian legislation and in the B3's Novo Mercado Regulation.

[See more](#)



Below, we present the framework of our members of the Board of Directors regarding the independence criteria in accordance with the legal and regulatory requirements to which BB is subject and the requirements of the Dow Jones Sustainability Index (DJSI) of the New York Stock Exchange:



# Dow Jones de Sustainability Index (DJSI)

Conselheiro de Administração	Dario Carnevalli Durigan	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Paulo Roberto Simão Bijos	Marcelo Gasparino da Silva	Robert Juenemann	Kelly Tatiane Martins Quirino
	(Chairperson)	(Vice- Chairperson)	(CEO)					(Employee representative)
Independent according to DJSI	X	X		X	X	X	X	X
The Member must not have been employed by the company in an executive role in the last year	X	X		X	X	X	X	X
The Member shall not accept or have a "family member who accepts payments from the company or any parent company or subsidiary of the company in excess of US\$60,000 during the current business year", except those permitted by the SEC Rule 4200, including i) payments arising solely from investments in company securities; or ii) payments under nondiscretionary charitable contribution matching programs. Payments that do not meet these two criteria are prohibited.	X	X	X	X	X	X	X	X
The Member must not be a "member of the family of an individual who is or has been employed by the company or by any parent or subsidiary of the company in the role of executive director"	X	X	X	X	X	X	X	X
The Member should not be (and should not be affiliated with a company that is) an advisor or consultant of the company or any member of the senior management of the company	X	X		X	X	X	X	X
The Member should not be affiliated with a significant customer or supplier of the company.	X	X	X	X	X	X	X	X
The Member must not have a personal service contract with the company or be a member of the company's senior management.	X	X		X	X	X	X	X
The Member must not be affiliated with a non-profit organization that receives significant contributions from the company.	X	X	X	X	X	X	X	X
The Member must not have been a partner or employee of the company's external audit during the last year.	X	X	X	X	X	X	X	X
The Member must not have any other conflict of interest that the board itself determines not to be considered independent.	X	X	X	X	X	X	X	X



# Regulation of B3'S Novo Mercado Listing Segment

Conselheiro de Administração	Dario Carnevalli Durigan	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Paulo Roberto Simão Bijos	Marcelo Gasparino da Silva	Robert Juenemann	Kelly Tatiane Martins Quirino
	(Chairperson)	(Vice- Chairperson)	(CEO)					(Representante dos funcionários)
Independent according to the Novo Mercado						X	X	
The Member is not a direct or indirect controlling shareholder of the company	X	X	X	X	X	X	X	X
The exercise of the Member's voting rights at meetings of the board of directors is not bound by a shareholders' agreement that has matters related to the company as its object.	X	X	X	X	X	X	X	X
Is not a spouse, partner or relative, in direct or collateral line, up to second degree of the controlling shareholder, a company director or a director of the controlling shareholder	X	X	X	X	X	X	X	X
The Member has not, in the last 3 (three) years, been an employee or director of the company or of its controlling shareholder.						X	X	
Is not a relative up to the second degree of the controlling shareholder, of a director of the company or of a director of the controlling shareholder	X	X	X	X	X	X	X	X
Has not been an employee or director of a related, controlled or jointly controlled company in the last 3 years.	X	X	X	X	X	X	X	X
It has no commercial relations with the company, its controlling shareholder or affiliated, controlled or jointly controlled companies.	X	X	X	X	X	X	X	X
Does not hold a position in a company or entity that has commercial relations with the company or its controlling shareholder that has decision-making power in the conduct of the activities of said company or entity.	X	X	X	X	X	X	X	X
He does not receive any other remuneration from the company, its controlling shareholder, affiliated companies, subsidiaries or companies under common control other than that relating to his work as a member of the board of directors or committees of the company, its controlling shareholder, affiliated companies, subsidiaries or companies under common control, except for cash income from participation in the company's share capital and benefits arising from supplementary pension plans.						X	X	





# LAW 13.303/2016 - STATE-OWNED ENTERPRISES LAW

Conselheiro de Administração	Dario Carnevalli Durigan	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Paulo Roberto Simão Bijos	Marcelo Gasparino da Silva	Robert Juenemann	Kelly Tatiane Martins Quirino
	(Chairperson)	(Vice- Chairperson)	(CEO)					(Representante dos funcionários)
Independent according to the State-Owned Enterprises Law						X	X	
Holding no link with Banco do Brasil, except for equity participation.	X	X		X	X	X	X	
Being not married to or relative by blood or similar, up to the third degree or by adoption, of the head of the Federal Executive Branch, a Minister of State, or a director of the Bank.	X	X	X	X	X	X	X	X
For the last three years, have had no link of any nature with the Bank, or its controller, that could compromise his/her independence.						X	X	
Not being or have been, in the last three years, an employee or officer of the Bank or its controlled, affiliate or subsidiary companies.	X	X		X	X	X	X	
Be not a direct or indirect supplier or purchaser of the Bank's services or products, which could imply loss of independence	X	X	X	X	X	X	X	X
Be not an employee or manager of a company or entity that is offering or demanding services or products to the Bank, which could imply loss of independence.	X	X	X	X	X	X	X	X
Do not earn from Banco do Brasil any compensation other than that related to the role of Board member, except for money earnings related to equity participation	X	X		X	X	X	X	

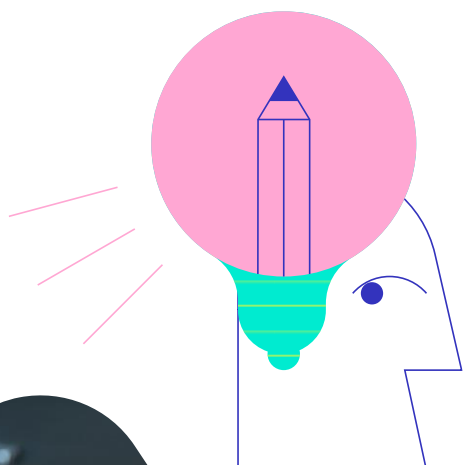
## Independence of the Chairperson

As shown in the table above, the Chairperson of the Board of Directors meets the independence criteria required by DJSI. Over the past 14 years, the Chairmen have met the DJSI's independence criteria, namely:

- Dario Carnevalli Durigan (atual);
- Gabriel Muricca Galípolo ;
- Iêda Aparecida de Moura Cagni;
- Hélio Lima Magalhães;
- Waldery Rodrigues Júnior;
- Júlio César Costa Pinto;
- Fabrício da Soller;
- Eduardo Refinetti Guardia;
- Tarcísio José Massote de Godoy;
- Nelson Henrique Barbosa Filho.



# Profile of the Board Members



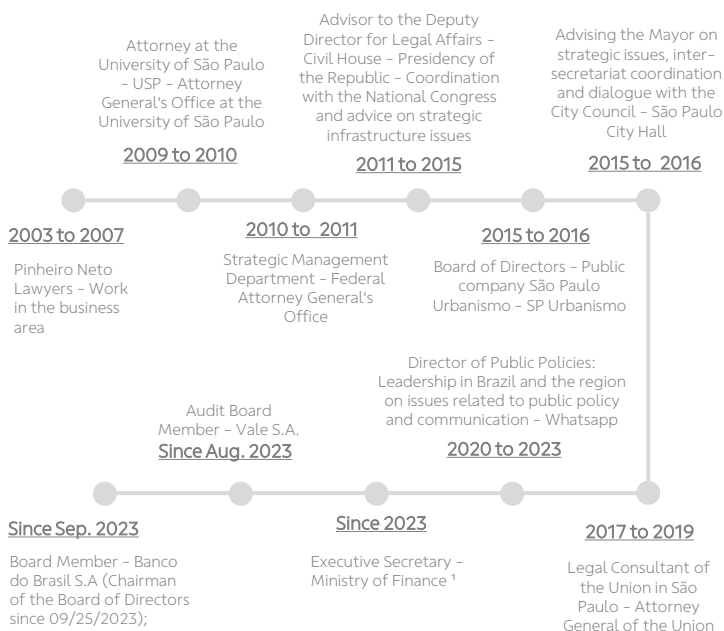
In accordance with our Appointment and Succession Policy, Banco do Brasil's Board members meet the mandatory requirements for administrators of state-owned companies set forth in Brazilian law, which apply even to representatives of employees and minority shareholders.

[See more](#)

The following is a profile of our current board members, showing their academic backgrounds and main professional experiences, as well as other relevant activities performed.

## Dario Carnevalli Durigan (Chairperson)

### Professional experience



### Academic background

- 2003 to 2007**: Bachelor of Law – Faculty of Law of the University of São Paulo – USP
- 2018**: Master's Degree in Law – Faculty of Law of the University of Brasília

### Others

- 2012 to 2015**: Language reviewer for the Legal Magazine of the Presidency of the

<sup>1</sup> The assignments of the Executive Secretariat are set out in Article 13, of Decree 11.907/24, among them: art. 13, item b) Federal Financial Administration.



## Anelize Lenzi Ruas de Almeida (Vice President of the Board of Directors)



### Professional experience

Fiscal Council member of Banco do Brasil

**2011 to 2013**

Board Member of Caixa Econômica Federal – CEF

**2016 to 2018**

Presidency of the Republic – Economic Policy Adjunct to the Subcommittee for Legal

**2021**

**2014 to 2016**

Audit Committee member at Caixa Econômica Federal – CEF

**Since 2021**

Fiscal Counselor – Serenas – Non-profit, cross-party organization to guarantee the rights of girls and women in Brazil (volunteer)

**2020 to 2021**

Union Attorney General – Union Consultant

**Since 2023**

General Attorney of the National Treasury – since 2023, serving in this institution since 2006 in the following positions:

- Deputy Attorney General of the National Treasury – 2022.
- Chief of Staff of the Attorney General – 2019.
- **General Coordinator of Financial Affairs – 2017 to 2018:** Consulting in tax and financial law
- Deputy Attorney General for the Union's Active Debt – 2014 to 2017.

**Since Jun. 2023**

Member of the People, Remuneration and Eligibility Committee – Banco do Brasil S.A.

**Since Abr. 2023**

Member of the Board of Directors – Banco do Brasil (Vice-Chairperson of the Board of Directors since 05/12/2023).

**Since 2023**

Member of the Risk and Capital Committee – Banco do Brasil S.A.

### Academic background

**1998 to 2003**

Bachelor of Law – University Center of Brasília –

**2005 to 2007**

Post-graduation in Public Law – University Center of the Federal District

**2011 to 2013**

Graduate in Public Administration – Fundação Getúlio Vargas

**2019 to 2020**

Masters in Public Policy – University of Oxford – United Kingdom

## Elisa Vieira Leonel



### Professional experience

Secretary of Planning and Management of the Government of Minas Gerais – Specialist in Public Policy and Government Management

**2003 to 2005**

Presidency of the Republic – Advisor in the Personal Cabinet of the President of the Republic

**2008 to 2011**

National Telecommunications Agency – ANATEL – Consumer Relations Superintendent

**2013 to 2022**

**2005 to 2008**

Agency – ANATEL – Specialist in Regulation of Telecommunications Services; Universityization Manager Representative of Anatel, for the formulation of the National Broadband Program in Schools, coordinated by the Civil House of the Presidency of the Republic.

**2011 to 2013**

Ministry of Communications – Special Advisor to the Executive Secretary

Ministry of Management and Innovation in Public Services – Secretary for Coordination and Governance of State-owned Companies<sup>2</sup>

**Since 2023**

### Academic background

**2003**

Graduated in Public Administration – School of Government of Fundação João Pinheiro/MG

**2010**

Master in Administration and Public Policy – University of Brasília

**2004**

Postgraduate in Public Law – Superior School of the Public Ministry of Minas Gerais

**2018**

PhD student in Police Science – University of Brasília

**Since Jul. 2023**

Member of the Corporate Sustainability Committee – Banco do Brasil S.A.

**Since Abr. 2023**

Member of the Board of Directors – Banco do Brasil S.A.

**2022 to 2023**

Director of Corporate Relations and Responsible Business – DialMyApp

<sup>2</sup> The assignments of the Secretariat are set out in Article 36 of Decree 11.437/23, among them: IV – process and make available economic and financial information forwarded by state-owned companies.





## Kelly Tatiane Martins Quirino

### Professional experience

**2017 to 2021**  
**2011 to 2015**

Banco do Brasil  
Foundation  
Junior Advisor

**Since 2021**

Advisor III –  
Banco do Brasil  
S.A

**Since Abr. 2023**

Member of the  
Board of Directors –  
Banco do Brasil S.A

**Since Ago. 2023**

Member of the  
Corporate  
Sustainability  
Committee –  
Banco do Brasil  
S.A

### Others

**Since 2019**

Professor of Communication –  
Graduation in Organizational  
Communication – University of  
Brasília

**2019**

Professor – Social Service –  
Catholic University of Brasília

**Since 2021**

Professor –  
Communication – Catholic  
University of Brasília

### Academic background

**2006**

Bachelor's Degree in Social  
Communication –  
Journalism Qualification –  
Paulista State University –  
UNESP

**2010**

Master in Media  
Communication –  
Paulista State  
University – UNESP

**2015 to 2016**

Visiting Scholar –  
Tulane University

**2013 to 2017**

PhD in Communication  
– University of Brasília  
UNB

## Marcelo Gasparino da Silva

### Academic background

**1995**

Degree in Law – Federal  
University of Santa  
Catarina – UFSC

**2000**

Specialization in Business Tax  
Administration – Fundação –  
UNICA/ESAG

### Others

Professor at Fundação ENA – School of  
Government for certification of directors of  
state-owned companies and government-  
controlled companies.

**2010**

CCApplus Certified Board Member – IBGC

**2019**

Component of the Bank of Counselors and  
CCle Communication

### Professional experience

Chairperson of the  
Legal and Audit  
Committee –  
Eletrobrás

**2013 to 2014**

Member of the  
Audit Committee –  
AES Eletropaulo

**2016 to 2018**

Board Member – Eletrobrás  
Since August 2022, where he is also Vice-Chairperson  
of the Statutory Strategy, Governance and  
Sustainability Committee;

**Abr. 2016 to Abr. 2017**

Member of the  
Financial and Strategy  
Committee – CEMIG

**2017 to 2022**

Board of  
Directors –  
Kepler Weber

**2017 to 2020**

Fiscal Council  
Member –  
Braskem

**2018 to 2019**

**2015 to 2016**

Chairperson of the  
Board of Directors –  
Usiminas

**2016 to 2028**

Board Member  
– Eletropaulo

**Abr. 2016 to Jul. 2022**

Board Member – CEMIG

**Abr 2017 to Mar 2023**

Chairperson of the Board  
of Directors – Eternit S.A

**2018 to 2019**

Board Member  
– CELESC

Member of the  
Audit Committee –  
Banco do Brasil S.A  
**Nov. 2023**

Conselheiro de  
Administração –  
Banco do Brasil S.A

**Abr. 2023**

Member of the Board of Directors – Vale  
S.A – since April / 2020, where he is Coordinator of  
the Sustainability Committee and Member of the Nomination  
and Governance and Member of the Nomination and  
Governance Committee

**Abr. 2020**

Member of the  
Fiscal Council –  
Petrobras  
**2019 to 2021**

**Jun. 2023**

Member of the Board of Directors  
– Banco do Brasil S.A.

**Ago. 2021**

Member of the Board of Directors – Petrobras – since  
August/2021, onde é Presidente do Comitê Estatutário de Saúde, where  
he is Chairperson of the Statutory Health, Safety and Environment  
Committee and of the Minority Shareholders Committee; and Member of  
the Audit Committee of the Conglomerate companies, the Investment  
Committee and the Personnel Committee;

**2020 to 2021**

Board Member –  
Gasmig

**2019 to 2020**

Board Member –  
Casan



## Paulo Roberto Simão Bijos



### Professional experience

Planning and Budget Analyst – Federal Budget Secretariat – Ministry of Planning, Budget, and Management

**2004 to 2008**

Budget, Inspection and Control Consultant (Legislative Consultant) – Federal Senate

**2014 to 2016**

Federal Budget Secretary – Ministry of Planning and Budget <sup>3</sup>

**2023 to 2024**

Member of the Technology and Innovation Committee – Banco do Brasil S.A.

**Since Feb. 2024**

**2008 to 2014**

Federal External Control Auditor – Federal Audit Court – TCU

**Since 2016**

Budget and Financial Inspection Consultant – Chamber of Deputies

**Since Jul. 2023**

Board of Directors – Banco do Brasil S.A.

### Academic background

**1996 to 2000**

Degree in Accounting Sciences – Pontifical Catholic University of São Paulo – PUC/SP

**2001 to 2002**

MBA Capital Markets – University of São Paulo – USP

**2018 to 2020**

Professional Master's Degree in Legislative Power – Training, Training and Improvement Center of the Chamber of Deputies – CEFOR

**2021**

PhD in progress – Political Science – University of Brasília – UNB

### Others

**2010**

Budgetary Law in the Federal Constitution of 1988 – 1st Edition: 2010.

<sup>3</sup> The assignments of the Federal Budget Secretariat are set out in Article 20 of Decree 11.353/23, among them: XVII – coordinate and manage the Federal Planning and Budget System, involving the guidance, coordination and technical supervision of the sectoral budget agencies.

## Robert Juenemann



### Academic background

**1988**

Law – Pontifical Catholic University of Rio Grande do Sul – PUC/RS

**1995**

Post-Graduation – Civil Procedural Law – PUC/RS

### Others

**2016 to 2020**

Member of the International Council on Ethical Practices for the Accounting and Auditing Profession – IESBA ;

Board Member – IBGC, having been Coordinator of the People Committee and Member of the Audit Committee;

Founding partner of Robert Juenemann Advocacia in 1999.

Corporate and family governance consultant. Conflict Mediator certified by CEDR – Center for Effective Dispute Resolution – London.

Specialist in Arbitration – UNISC – University of Santa Cruz/RS;

### Professional experience

Member of the Fiscal Council – CELESC

**2013 to 2014**

Member of the Fiscal Council – Eletrobrás

**2015 to 2016**

Alternate Fiscal Council Member – Banco do Brasil S.A.

**2019 a 2021**

Member of the Audit Committee – Raia Drogasil S.A.

**2020 to 2021**

Member of the Technology and Innovation Committee – Banco do Brasil

**Since 2021**

Alternate Member of the Fiscal Council – Petrobras

**Since 2021**

Member of the Board of Directors – Banco do Brasil S.A.

**Since Abr. 2023**

**2013 to 2016**

Member of the Audit Committee – Eternit

**2018 to 2019**

Member of the Fiscal Council – JBS S.A.

**2019 to 2020**

Member of the Fiscal Council – AES Tietê Energia S.A.

**2020 to Mai. 2022**

Member of the Board of Directors and Coordinator of the Audit Committee – Cortel Holding S.A.

**Since 2021**

Alternate Fiscal Council Member – Eletrobrás

**2022**

Member of the Fiscal Council – Vale S.A.

**Since Jun. 2023**

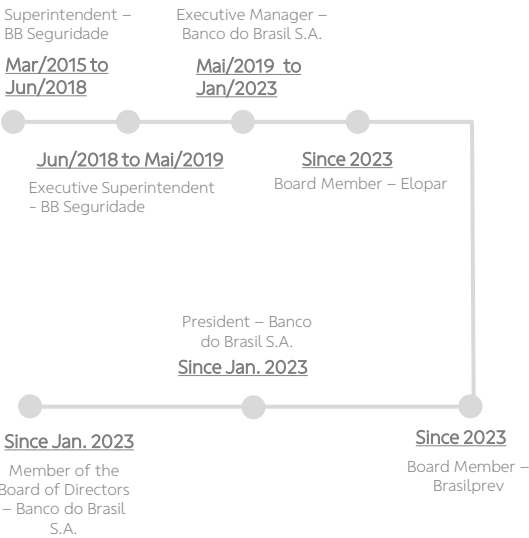
Member of the Corporate Sustainability Committee – Banco do Brasil S.A.



# Tarciana Paula Gomes Medeiros

## CEO

### Professional experience



### Academic background







# Diversity in the Board of Directors

The processes of appointment and succession of the members of BB's governance bodies, including the Board of Directors, are structured in a transparent manner, based on the merits and variety of skills and experiences required for the organization to function.



Banco do Brasil recognizes the importance of diversity in the composition of its governance bodies and, therefore, seeks to ensure that management positions are filled by prepared and experienced people, familiar with the Bank's activities and able to implement the company's strategy, taking into account the diversity of backgrounds, qualifications and experiences, as well as in relation to gender, age, race and education e generation.

Currently, the BB's Board of Directors has 4 women (50%), being one of them the Vice-Chairperson of the Board.





# Attendance of the Members in Meetings of the Board of Directors

BB's Board of Directors ordinarily meets at least eight times a year, and extraordinarily whenever called by its President, or at the request of at least two directors.

As provided for in the Bylaws, the person who fails to attend, with or without justification, three consecutive ordinary meetings or four alternate ordinary meetings during the term of office will lose the position of director.

In the 2023 financial year, the average attendance rate of the members in the meetings of the Board of Directors in the period was 91,46%, above the minimum of 87,5%. required by Banco do Brasil. The members of the Board of Directors during the 2023 financial year were

Board Member (last fiscal year: 2023)	Iêda Aparecida de Moura Cagni <sup>(1)</sup>	Walter Eustáquio Ribeiro <sup>(2)</sup>	Aramis Sá de Andrade <sup>(3)</sup>	Ariosto Antunes Culau <sup>(4)</sup>	Débora Cristina Fonseca <sup>(5)</sup>	Paulo Roberto Evangelista de Lima <sup>(6)</sup>	Rachel de Oliveira Mala <sup>(7)</sup>
Number of Board Meetings Attended	4	4	7	4	4	4	4
Total ordinary meetings in the period	4	4	7	4	4	4	4
Average Attendance at Board Ordinary Meetings (%)	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%

Conselheiro de Administração (último exercício fiscal: 2023)	Dario Carnevalli Durigan <sup>(8)</sup>	Anelize Lenzi Ruas de Almeida <sup>(9)</sup>	Elisa Vieira Leonel <sup>(10)</sup>	Gabriel Muricca Galípolo <sup>(11)</sup>	Kelly Tatiane Martins Quirino <sup>(12)</sup>	Marcelo Gasparino da Silva <sup>(13)</sup>	Paulo Roberto Simão Bijos <sup>(14)</sup>	Robert Juenemann <sup>(15)</sup>	Tarciana Paula Gomes Medeiros <sup>(16)</sup>
Number of Board Meetings Attended	3	7	8	1	8	7	4	8	10
Total ordinary meetings in the period	4	8	8	2	8	8	5	8	12
Average Attendance at Board Ordinary Meetings (%)	75,00%	87,50%	100,00%	50,00%	100,00%	87,50%	80,00%	100,00%	83,33%

(1) Board member Iêda Aparecida de Moura Cagni held office from 28/04/2021 to 27/04/2023 (term of office 2021/2023).

(2) Board member Walter Eustáquio Ribeiro held office from April 28, 2021 to April 27, 2023 (term of office 2021/2023).

(3) Board member Aramis Sá de Andrade held office from April 28, 2021 to July 12, 2023 (term of office 2021/2023).

(4) Board member Ariosto Antunes Culau held office from 04/08/2021 to 27/04/2023 (term of office 2021/2023).

(5) Board member Débora Cristina Fonseca held office from 26/04/2019 to 27/04/2021 (2019/2021 term) and from 28/04/2021 to 27/04/2023 (2021/2023 term).

(6) Board member Paulo Roberto Evangelista de Lima held office from 26/04/2019 to 27/04/2021 (2019/2021 term) and from 28/04/2021 to 27/04/2023 (2021/2023 term).

(7) Board member Rachel de Oliveira Mala held office from 28/04/2021 to 27/04/2023 (term of office 2021/2023).

(8) Board member Dario Carnevalli Durigan has held office since 01/09/2023 (term of office 2023/2025).

(9) Anelize Lenzi Ruas de Almeida has held office since 28/04/2023 (term of office 2023/2025).

(10) Board member Elisa Vieira Leonel holds office since 28/04/2023 (mandate 2023/2025).

(11) Board member Gabriel Muricca Galípolo held office from 28/04/2023 to 02/07/2023 (term of office 2023/2025).

(12) Board member Kelly Tatiane Martins Quirino has held office since 28/04/2023 (term of office 2023/2025).

(13) Marcelo Gasparino da Silva has held office since 28/04/2023 (term of office 2023/2025).

(14) Paulo Roberto Simão Bijos has held office since 13/07/2023 (term of office 2023/2025).

(15) Robert Juenemann has held office since April 28, 2023 (term of office 2023/2025).

(16) Board member Tarciana Paula Gomes Medeiros held office from 19/01/2023 to 27/04/2023 (term of office 2021/2023) and has held office since 28/04/2023 (term of office 2023/2025).





## Election of the **Board Members**

At Banco do Brasil, board members are elected individually, by majority vote, for a unified two-years term, allowing up to three consecutive reappointments.

[See more](#)

## Other **Mandates**

Pursuant to Law No. 13,303/2016 (article 20), members of the public administration are prohibited from direct or indirect remunerated participation on more than 2 (two) boards of directors/supervisory boards, of state-owned enterprises, mixed-economy companies or their subsidiaries.

## Average tenure of the **Board Members**

The average tenure of the current Board of Directors is 1.19 years.

The average tenure of the members on the Board of Directors in the last 10 years is 1.44 years.

Note: For the calculation of the current CA, we consider the period until 07/19/2024. For the calculation of the last 10 years, we count the average period of all directors between 06/01/2014 and 05/31/2024.

## Evaluation of the **Board Members**

In addition to the performance evaluation process already applied internally by the Bank, in 2024 BB implemented the independent annual evaluation of the individual and collective performance of the members of the Board of Directors, carried out by an external company contracted in the market. In addition to being considered a good governance practice, with transparency and impartiality, the independent evaluation has, among its objectives, to assess the degree of maturity of the collegiate and identify points for improvement to reinforce the performance of the members.



# Senior Management Variable Compensation (RVA)

In the 2023 Edition, the indicator considered for the corporate level was the achievement of the Bank's Master Plan (PD). In this way, the program is aligned with BB's corporate strategy. In the period, senior management's variable compensation was impacted by financial indicators and metrics such as, for example, Return on Equity Market (RSPL); Adjusted Efficiency Ratio; Extended RAR and the Dow Jones Sustainability Index, which covers financial, social and environmental aspects and which is evaluated on a comparative basis with the sector's performance.

In addition to financial metrics, indicators and targets related to the three most material topics in sustainability defined by BB in the materiality process carried out in 2022 are present in the Master Plan, as shown in the table below:

Material theme	Indicator	Target	Target year
Sustainable Business	Sustainable Business Volume (BRL billion)	355	2024
Attraction, Retention, Satisfaction and Talent Development	Employee Engagement Index	70	2024
	Employee Experience (%)	61	2024
Innovation and Technology	Master Plan Digital Maturity Index - IMD/PD (%) <sup>1</sup>	20	2024

1 - The concept and calculation formula of the indicator have changed for 2024, measuring the percentage increase in the Digital Maturity Index (IMD) of the prioritized products

## Last result History

Indicator	Target	Target year	Results	Month/Year	Achievement
Sustainable Business Volume (BRL billion)	355	2024	359,1	03/2024	101,2%
Employee Engagement Index (%)	68	2023	67,11	12/2023	98,7%
Master Plan Digital Maturity Index - IMD/PD (%)	20	2024	15,48	03/2024	77,4%



Corporate  
**Governance  
Practices**