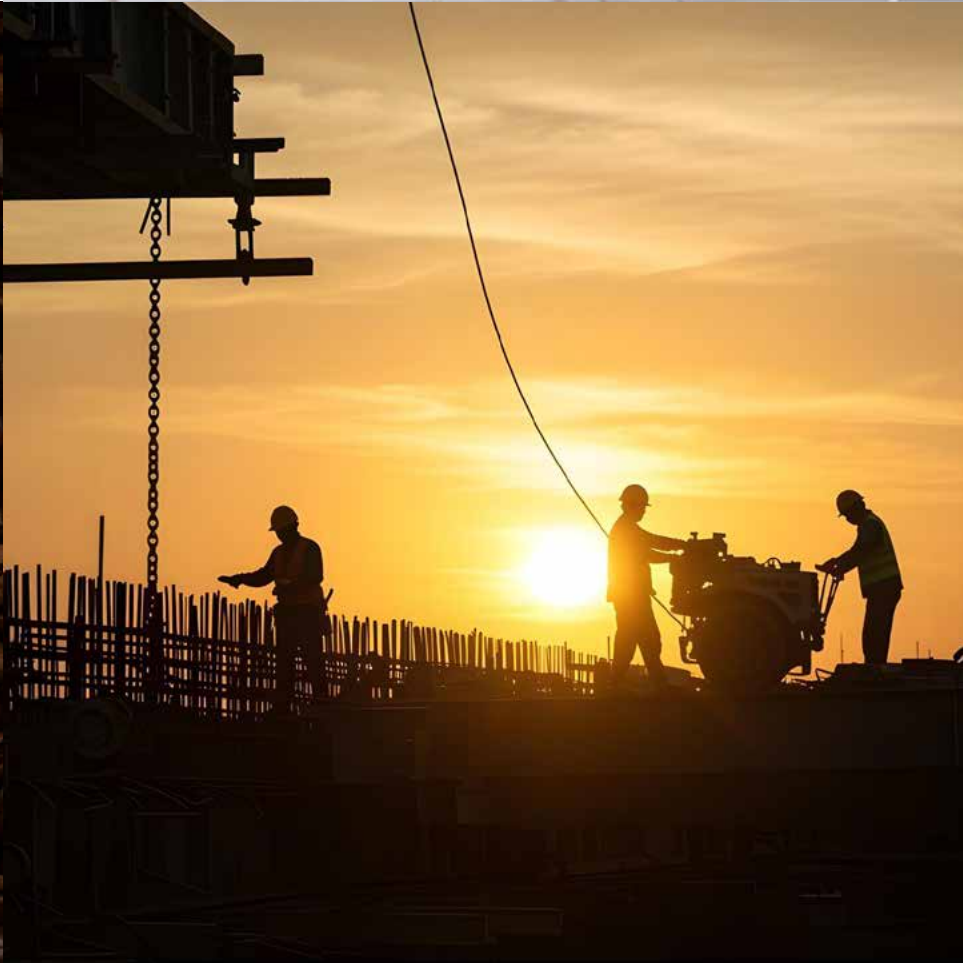
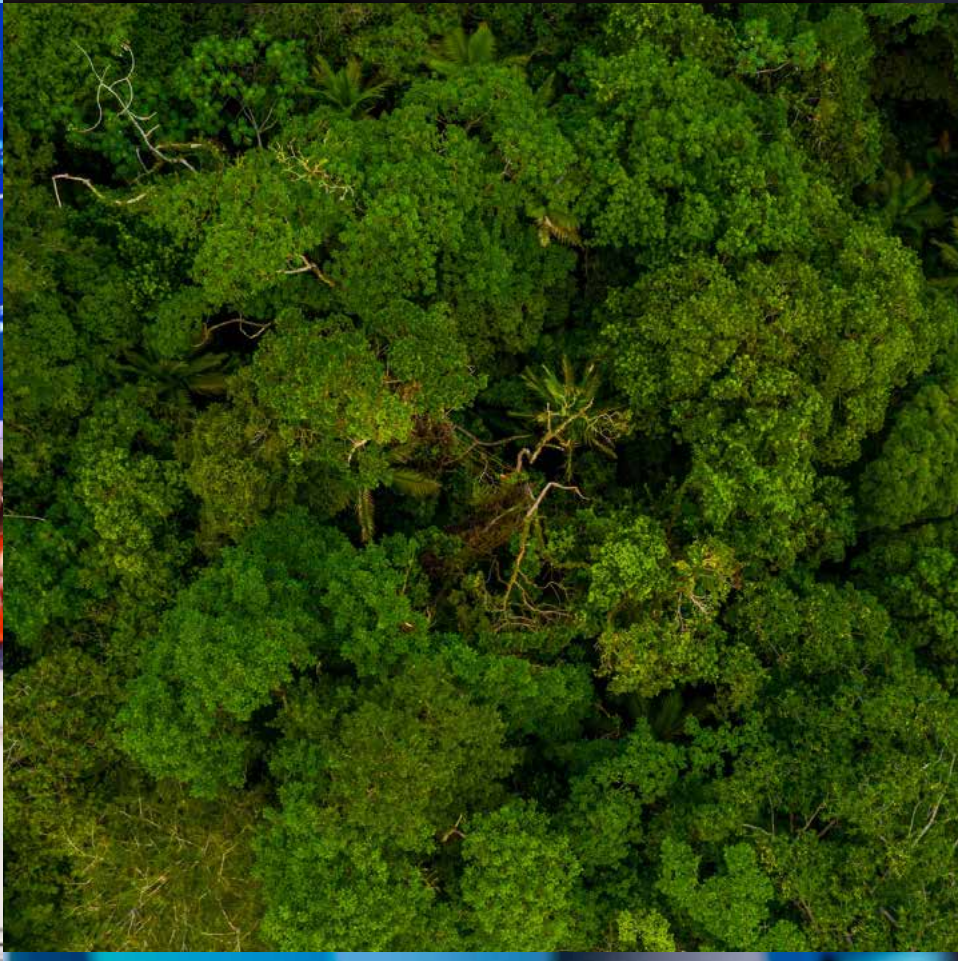




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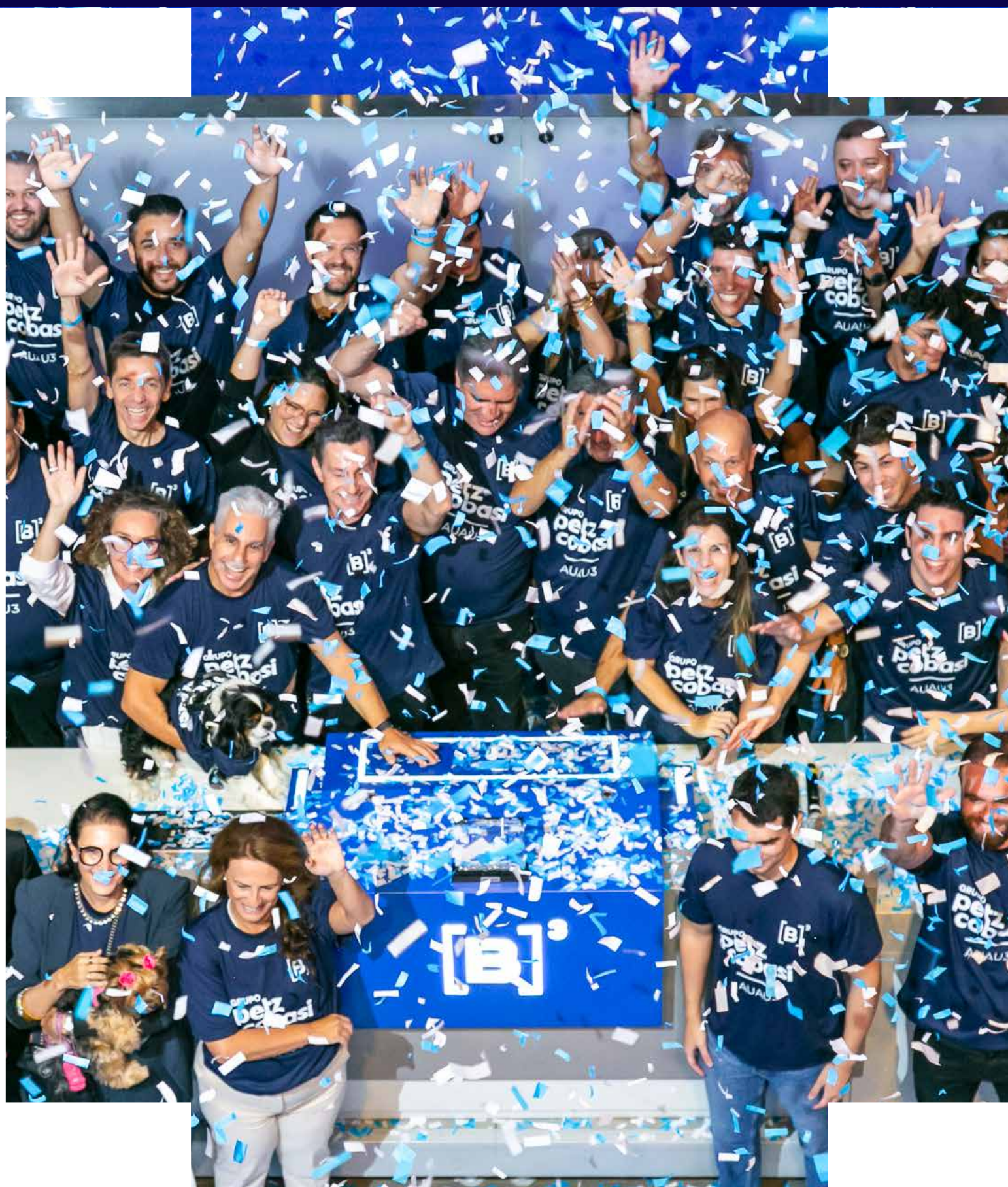
**MUCH MORE THAN
THE STOCK EXCHANGE
OF BRAZIL**

2025

ANNUAL REPORT

SUMMARY

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INTRODUCTION

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ABOUT THE REPORT

[GRI 2-1; 2-2; 2-3; 2-5; 2-14]

The **Annual Report** reflects our commitment to transparency and accountability. In this document, we provide an overview of our activities, integrating strategy, financial performance and environmental, social, and corporate governance factors.

The contents of this report cover B3 S.A. and its subsidiaries¹, referring to the period from January 1 to December 31, 2025. A comprehensive list of the entities included is available in the [GRI Content Index](#). The report is published annually, undergoes independent limited assurance, and is prepared with the participation of Senior Management.

Through meetings, the elaboration of the Annual Report is brought to the attention of the Chairman of the Board of Directors. The approval of the document is the responsibility of the Vice President for People, Brand, Communication, Sustainability and Social Investment, as well as the Communication and Sustainability Department.

With the objective of bringing consistency and comparability, the report has been structured in accordance with the following standards and frameworks:

- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB) – indicators specific to the Security & Commodity Exchanges – Financials Sector
- Sustainable Development Goals (SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD)

NAVIGATING THE REPORT

To facilitate reading and navigation, the document has been structured with features designed to guide the reader:

- Content is linked to the corresponding GRI and SASB indicators.
- An ESG Performance Table², including indicators and their historical data series, is available here

TALK TO US

If you have suggestions and comments, please contact us at sustentabilidade@b3.com.br

1. The specific coverage of each indicator is detailed in the [GRI Content Index](#) and in the respective chapters.
2. The content of the ESG Performance Table was not part of the limited assurance process.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



CAIO IBRAHIM DAVID
Chairman of the Board
of Directors

“

Throughout 2025, as Chairman of the Board of Directors, I had the privilege of actively participating in the evolution of the Company’s strategy, deepening my understanding of the unique role B3 plays in the Brazilian financial and capital markets.

B3 is a critical infrastructure for the operation of the entire national financial system. This position of relevance and leadership entails a responsibility that goes beyond operational excellence: it requires a long-term vision, institutional strength and a permanent commitment to the sustainable development of the market.

In 2025, the Company intensified its agenda of engagement with the external ecosystem, consolidating its role as a market developer and working in partnership with regulators, clients and other market participants to better respond to different macroeconomic cycles and to the transformations taking place in the financial environment.

This process of openness and connection with the broader ecosystem also served as an input for refining our strategic direction. In light of B3’s ambitions in this market context, the Board established four main priorities:

- **Sustainable growth**, based on strengthening our core businesses and expanding into adjacent areas such as data, analytics, technology and infrastructure for credit and fixed income;
- **Customer proximity**, aimed at developing higher value-added products and solutions that comprehensively address market needs, including leadership in high-frequency products;
- **Innovation**, supported by continuous investments in new technological solutions, automation and the strategic use of data, incorporating trends that enhance the efficiency of market infrastructure and sustain business evolution;

- **People and culture**, with a focus on leadership development, team strengthening and the consolidation of a more digital, entrepreneurial and genuinely customer-centric culture.

In the field of corporate governance, this agenda translated into relevant structural advances. In 2025, we established the Innovation and Technology Advisory Committee, created to discuss trends and strategic opportunities and, above all, to ensure their effective integration into B3’s business.

In the same direction, we expanded the participation of external experts in the advisory committees. This initiative reflects the growing complexity of our business and reinforces our commitment to technical excellence in governance, enriching discussions and strengthening our connection with the best and most up-to-date market practices.

As a result, topics associated with the strategic priorities mentioned above began to occupy a new level of attention, depth and recurrence in the Board's resolutions.

Building B3 for the future

Building B3 for the future requires strengthening from now on the capabilities that will allow us to sustain our leadership in an increasingly dynamic, technological and competitive environment. In this context, digital culture plays a central role.

More than technology, digital culture means a more entrepreneurial organization, capable of innovating responsibly and with adequate tolerance for error, without disregarding the discipline, rigorous risk management and reliability that have always been B3's characteristics.

This cultural transformation, which has been advancing consistently, is intrinsically linked to the human capital agenda. The longevity of our business depends on the ability to develop leadership, expand skills and prepare the organization for an environment of constant change. The investments made in people

development and cultural evolution have been decisive in sustaining our long-term strategy.

At the same time, this internal strengthening is an essential condition for facing a more challenging external environment. Increased competition is a global and structural reality, driven by new technologies and the reduction of entry barriers across various segments of market infrastructure.

Our strategic choice is to place clients at the center of decision-making, anticipating demands through the intelligent use of data and responding with agility and accuracy. This approach sets us apart by combining hard-to-replicate attributes such as scale, reliability, and continuous innovation, while strengthening constructive, long-term relationships with regulators and market participants.

By playing this role, B3 contributes to the development of the capital market in a safe and orderly manner, reinforcing its position as a reference in the Brazilian business environment.

This strategic agenda is also directly associated with value creation for shareholders. The solidity of our business model,

combined with disciplined capital allocation and a continuous focus on efficiency, has supported our ability to grow consistently and deliver attractive returns to shareholders. In 2025, we distributed R\$6.3 billion to shareholders through dividends and share buybacks, representing a payout of 137%.

Looking ahead, challenges remain relevant, but the opportunities are equally significant. We will accelerate the customer agenda, advance cultural transformation with greater speed, simplicity and clarity of priorities, and ensure the full execution of our strategy, with the expansion of our core businesses and the diversification of revenue streams into new segments with high growth potential, such as data.

With all these elements, I remain confident that B3 will continue to expand its leadership and strategic role in the long-term development of the financial market and society.

CAIO IBRAHIM DAVID
Chairman of the Board of Directors



MESSAGE FROM THE CEO [GRI 2-22]



GILSON FINKELSZTAIN
CEO B3

“

We closed 2025 with the conviction that we are moving in the right direction. Each year, B3 becomes a more complete and diversified company, capable of delivering strong performance across different economic scenarios – while at the same time becoming more agile and efficient in its businesses

For some time now, B3 has been much more than a stock exchange. We are a comprehensive market infrastructure that combines high technology, multiple services and data expertise to enable the development of the financial and capital markets by accelerating customer performance.

On the one hand, we continue to strengthen our core business through investments in infrastructure, innovation and an intense product launch agenda. On the other, we advance in diversification, by building a position in recurring and high-growth businesses, through a strategy that balances two revenue groups with complementary dynamics.

To advance in these two directions, we invested around R\$1 billion in projects from our portfolio over the past year, which was essential for the objective of sustaining and modernizing the business. In the core business, for example, we elevated standards across all critical dimensions, achieving consistent gains in operational robustness, product offering and responsiveness to market demands.

In this context, a relevant development was the way we moved closer to our clients. This movement involved both the reorganization of internal processes and concrete market initiatives. Key new initiatives included strengthening active listening and service mechanisms; creating a specialized sales area dedicated to supporting customers in the implementation of B3's new solutions; and launching the B3 App, which consolidates all investors' assets in a single environment.

This effort to strengthen customer proximity and modernization was also reflected in the evolution of our retail investor base. By the end of 2025, B3 had reached almost 5.5 million individual equity investors, with assets under custody totaling R\$636.2 billion in this asset class. We highlight the growth in the number of investors in real estate funds, which reached 3 million; BDRs, with 965.6 thousand investors; and ETFs, with more than 720 thousand.

Our product launch agenda followed this momentum, seeking to respond in a timely manner to the growing demand for sophistication and diversification from market participants. Throughout the year, more than 50 ETFs and 67 new BDRs were launched, expanding individual investor access to a wide range of assets.

Concerning the diversification strategy, one of the most important developments was the integration of Neoway and Neurotech into B3, acquired in previous years, as part of the expansion agenda

in new businesses. This integration led to the launch, in February 2026, of Trillia, the new B3 brand dedicated to applied intelligence, data, analytics, and AI. The structure also encompasses the PDtec, Data Stock and Financing Infrastructure Unit (UIF) businesses, thus grouping several solutions in an integrated portfolio. This new business increases our data processing and analytics capacity and strengthens our range of solutions focused on credit, risk, fraud prevention and market intelligence.

Solid results

Strategic and operational advances are reflected in increasingly solid financial results. In 2025, even in a scenario of high interest rates, we delivered gross revenues of more than R\$11 billion.

Among our recurring businesses, technology platforms and data analytics stood out, with revenues exceeding R\$550 million and growth of 17.5% compared to the previous year. The fixed income market also showed strong performance, with an increase in the outstanding balance of bank funding products, which rose from R\$4.1 trillion in 2024 to R\$4.7 trillion by the end of 2025.

As a result of these and other advances, for the first time since the merger that gave rise to the B3 brand, recurring and pro-cyclical businesses contributed equally to results, with approximately R\$5.5 billion each.

In the equities and listed derivatives segments, which are more sensitive to monetary policy, the performance reflected a still challenging environment, but with clear signs of stabilization. Equities showed resilience, with an increase in trading activity in BDRs, ETFs and real estate funds and with net inflows of more than R\$25 billion in foreign capital into the stock market.

Culture, coherence and preparation for the future

B3's evolution also involves our culture. In 2025, we revised our values and updated the brand expression so that both reflect what B3 seeks to become in the future and how it intends to operate in the next growth cycles – in essence, as a more agile, simple, and client-focused company.

In this context, we also reaffirmed our commitment to a responsible way of doing business, ensuring that our ESG agenda continued to evolve at the same pace and in the same direction we have always consistently proposed and planned – without hesitation and without setbacks. One of the most important initiatives in this area was the revision of our sustainability strategy, which reinforces our commitment to best practices both as a listed company and as a market mobilizer.

We advanced with concrete initiatives across all ESG dimensions. In governance, we strengthened the advisory structure

supporting the Board of Directors through the creation of a new committee dedicated to technology and innovation topics.

We also made progress in social issues, reaching 40% of women in the organization and 45.5% in the Board of Directors, in addition to allocating R\$ 55 million to social projects supported through B3 Social.

Finally, on the environmental dimension, we worked collaboratively with the market on relevant agendas related to carbon markets and standardization of ESG data at COP30, a decisive forum for the global climate agenda. In addition, we closed the year with the decision to be among the pioneering companies in Brazil to voluntarily report climate- and sustainability related financial information in accordance with the guidelines of the International Sustainability Standards Board (ISSB).

We therefore remain focused on investing in infrastructure, technology, products, people and culture to strengthen B3 and expand our growth capacity. Economic cycles may vary, but preparation is continuous. In 2026, we enter even better prepared to capture opportunities and advance our purpose to drive sustainable economic development for society to thrive.

GILSON FINKELSZTAIN

CEO



2025 HIGHLIGHTS

The past year was marked by a series of new developments at B3. Here, we highlight some of the most notable advances of the period.



Gross revenue exceeding R\$ 11 billion



More retail investors, with over 5.5 million CPFs in equities



Operations in technology hubs in Recife, Florianópolis, Campinas and Belo Horizonte



Achievement of the Sustainability-Linked Bond (SLB) target of 35% of women in leadership positions



84 thousand data points and over 3,900 users on the ESG Workspace platform



Recognition by GPTW in 7 categories, including the overall ranking



Over R\$55 million in donations allocated by B3 Social to social projects all over Brazil



Over 1.7 million student participants in the Tesouro Direto Financial Education Olympiad (OLITEF)

2025 RECOGNITIONS

PEOPLE MANAGEMENT Best Place to Work Company in: - In Brazil - In São Paulo - Among Financial Institutions - Among Information Technology companies - Recognition in the Women, Ethnic-Racial and LGBTQIA+ categories - Recognition for Mental Health GPTW Top Companies LinkedIn LinkedIn Top Employer Top Employers Institute	BUSINESS Elite Infomoney Infomoney Valor 1000 Valor Econômico 30 best companies in Brazil Época Negócios CLIENT RELATIONS Investment Digital Platforms Reclame Aqui	TECHNOLOGY 100+ Innovators in IT + IT Women in Spotlight + IT Executives of the Year IT Fórum Brazil's 10 Best CIOs Forbes INNOVATION Finalist on Inovativo Award Inovativos 3rd place in the Financial Services category of Valor Inovação Valor Econômico	COMMUNICATION AND MARKETING Company of the Year Aberje Winner in the Endomarketing Category Caio- Events Industry Award PR Excellence and Innovation Award Jatobá ENTREPRENEURSHIP Intrapreneurship Award Aevo	SUSTAINABILITY Sustainability Yearbook 2026 S&P Zero Landfill Award and Certification Zero Resíduos
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MUCH MORE THAN THE STOCK EXCHANGE OF BRAZIL

PROFILE

BUSINESS STRATEGY

CUSTOMER RELATIONSHIPS

RELATIONSHIP WITH THE MARKET AND REGULATORS

FINANCIAL PERFORMANCE

“

We have a clear purpose: “to drive sustainable economic development for society to thrive”. To achieve this, we have adopted a diversified business model, which goes far beyond the stock exchange: we are an exchange, we are an over-the-counter market, we are a provider of technology and data solutions, and much more. We are comprehensive market infrastructure aimed at accelerating the performance of our customers.

”

PROFILE

[GRI 2-1; 2-6]

We are B3 – Much more than the stock exchange of Brazil, a company with over a century of history, whose trajectory is deeply intertwined with the evolution of Brazil’s financial and capital markets.

Although our original purpose was to operate as a stock exchange, over the years we have expanded our activities and today we operate as the main market infrastructure in the country.

Based on technology platforms, we provide the market with equities and fixed income trading environments, financing infrastructure, data solutions and systems services (see more in [Business Strategy](#)).

B3 on the stock exchange

We are a publicly held corporation with a widely dispersed shareholder base. As of December 2025, 95.5% of our shares were outstanding in the market, while 4.5% were held in treasury.

In the stock market, our shares are listed under the ticker B3SA3 on Novo Mercado, a listing segment that brings together companies that adopt best corporate governance practices.

Our locations

HEADQUARTERS: São Paulo, SP, Brazil

REPRESENTATION OFFICES: London, Shanghai, Singapore and Chicago.

Our purpose

To drive sustainable economic development for society to thrive

Our ambition

To accelerate the performance of clients and B3

BUSINESS STRATEGY

[GRI 2-6, SASB FN-EX-000.A; 000.B]

Our strategy is guided by the principle of ambidexterity and is structured around two complementary fronts: on one side, the strengthening of our core business, aimed at expanding its potential and making the market infrastructure more resilient and better prepared to keep pace with economic growth cycles; on the other side, expansion into adjacent businesses, which seeks to diversify revenue sources and broaden the reach of the ecosystem.

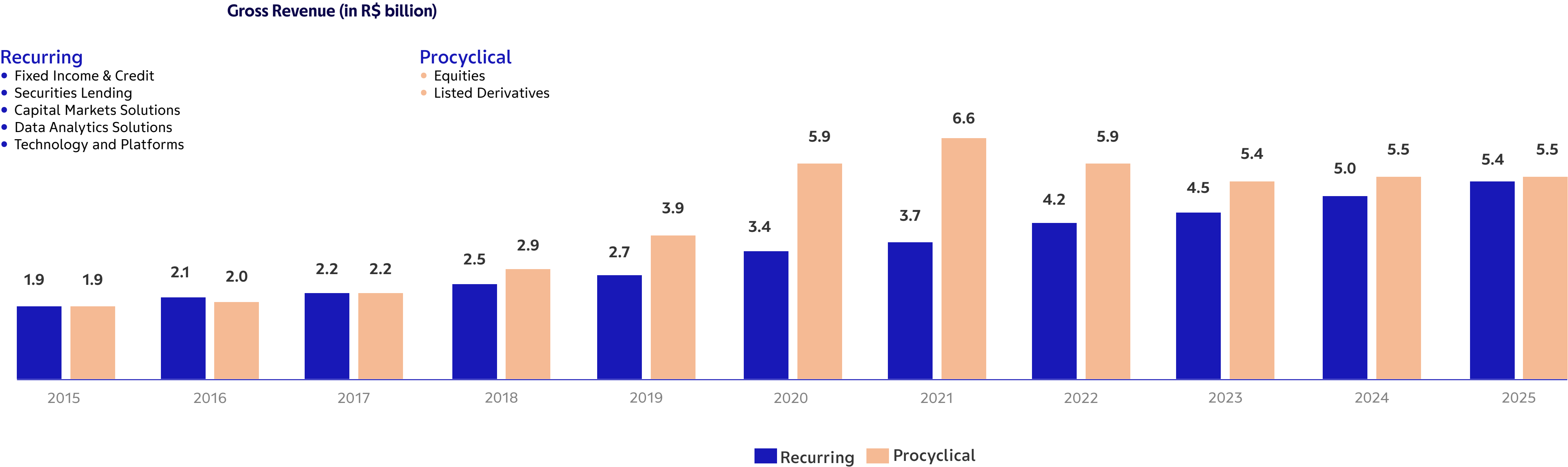
We want each customer to see B3 not only as a market infrastructure, but as a strategic partner that drives performance and delivers real value.

In 2025, we reaffirmed our position as a leading player in the Brazilian financial market, demonstrating that ambidexterity is capable of generating value even in the face of challenging macroeconomic scenarios.

Our business model, characterized by a balance between recurring and pro-cyclical revenues with complementary dynamics, proved to be fundamental to the Company’s resilience in the face of a challenging environment in 2025, marked by high interest rates and global volatility.

To drive growth, we pursued a few growth avenues, such as the Fixed Income market, the Retail segment, the Data & Analytics area and the Credit Journey. These are comprehensive markets with expansion potential, aligned with B3’s capabilities and able to accelerate results and have a positive impact on the B3 ecosystem.

BUSINESS MODEL CHARACTERIZED BY A BALANCE BETWEEN TWO REVENUE STREAMS WITH COMPLEMENTARY DYNAMICS IN RESPONSE TO DIFFERENT MACROECONOMIC SCENARIOS



PILLAR 1

TO STRENGTHEN AND MAXIMIZE THE CORE BUSINESS

The core business – trading, post-trading, registration, and depositary, over-the-counter, custody and associated services – encompasses the Equities, Derivatives, Over-the-Counter and Fixed Income segments, and remains the foundation of our value proposition.

Throughout the year, we launched new products on all our business fronts. Our deliveries, in addition to contributing to the stability of revenues, also provide the market with greater diversification in the products available for trading, bringing more flexibility and enabling new investment strategies. Among the main business advances of the year, the following stand out:

Equities

Despite a high-interest-rate environment, we remained resilient in terms of revenues by launching new products, such as dividend-paying Real Estate Investment Funds (REIFs), hybrid Exchange-Traded Funds (ETFs) combining fixed income and equities, and instruments providing exposure to other markets, including new crypto ETFs and Argentine Brazilian Depositary Receipts (BDRs), while also strengthening relationships with retail investors.

We also revised and simplified the pricing of loans to stimulate market liquidity.

In the Retail segment, the “Investor Area” app has been improved to integrate investment consolidation features, news and AI for portfolio analytics. The Retail investor base exceeded 5.5 million tax IDs (CPFs) (+4% compared to 2024), which demonstrates the segment’s growth potential.

Derivatives

The segment stood out for the expansion of its product offering: in 2025 there were 19 new products. Among them, the highlights include cryptocurrency futures, such as Ethereum and Solana, weekly options on the Bovespa Index with expirations on all days of the week, gold futures contracts, and derivatives indexed to the S&P/B3 Bovespa VIX.

Over-the-Counter Market

In the over-the-counter market, we expanded our product and service offering, with emphasis on the integration of digital platforms and instant settlement solutions. The acquisition of Shipay allowed payments via Pix for retailers, allowing real-time credit operations and trade receivables. The *Central de Registro de Direitos Creditórios (CRDC)*, on the other hand, brought the Company closer to the end of the commercial chain, expanding access to the real economy and integrating small and medium-sized businesses. See more about these acquisitions below, within the [Credit Journey and Trade Receivables](#) section under Pillar 2.

Fixed Income

The growth of issuances and the extension of maturities in the private debt market guarantee recurring revenue for the future. In 2025, we recorded an average outstanding balance of R\$ 9.3 trillion in fixed income instruments. During the year, the segment’s revenues totaled R\$ 1.4 billion. The strategy of strengthening the electronic trading of federal and private government securities increased liquidity and market share, supported by advances in the trading platform, which reached R\$ 4.2 trillion in trading volume in the fixed-income secondary market in 2025.

To consult the average daily volume and average daily number of trades for Equities and Derivatives access the [SASB Content Index](#) or the [ESG Performance Table](#). [SASB FN-EX-000.A; 000.B]

Technology and Infrastructure

In 2025, we intensified technological modernization, a movement accelerated through strategic partnerships with companies such as Microsoft, Nasdaq, and Vermiculus, enabling new functionalities and more agile digital experiences across our services and providing gains in resilience and scalability, with reduced latency (from 1ms to 250µs) and the adoption of microservices, open APIs, and cloud integration. These technological modernizations, combined with investments in co-location expansion, set the stage for a cycle of high volatility and growth, in addition to encouraging the presence of large market makers (global HFTs), which drive trading volumes.

AN INTENSE PRODUCT LAUNCH AGENDA

Here are a few highlights from 2025:



Weekly options of the Bovespa index with expirations on all days of the week

Further flexibility for investors to adopt different strategies with greater precision in the main stock index of the Brazilian market. Click [here](#) to learn more.



Futures contracts, rollovers, and listed options linked to the Bovespa B3 BR+ Index

The launch of derivatives linked to the index expands investment alternatives for those seeking exposure to Brazilian companies listed in Brazil and overseas. Click [here](#) to learn more.



Gold futures contracts

Reduced contract size of one ounce, cash settlement and international reference, which expands access for retail and institutional investors. Click [here](#) to learn more.



Cryptocurrency futures contracts (Ethereum and Solana)

Intended to meet the growing demand from investors. Click [here](#) to learn more.



Futures contracts, rollovers and listed options linked to the S&P/B3 Bovespa VIX index

Investors can gain exposure volatility as measured by the index in a simple and direct way. Click [here](#) and learn more.



New BDRs

67 new assets were listed, such as the first Argentine BDR and the first ETP (Exchange Traded Products) BDRs, totaling 1,140 BDRs available and expanding access to international assets through B3. In addition, in November, the market reached a historic record of more than R\$ 1 billion in average daily trading volume.



Innovation in the Real Estate Investment Fund (REIF) market

The number of investors reached almost 3 million, with a record outstanding balance of more than R\$ 180 billion distributed across more than 420 assets.



Expansion of the ETFs offering

More than 50 new ETFs with varied strategies are now listed, including crypto assets, fixed income, commodities and equities. In addition, new formats have emerged, such ETFs linked to REIFs and Fixed Income ETFs with income distribution and hybrid ETFs, which combine fixed income and equities in a single portfolio.



Boosting the ETF market

In 2025, we held two events to foster this market: ETF Week SP and ETF Day BSB, bringing together approximately 500 participants. In addition, we launched ETF Connect, a partnership that connects B3 and the Shanghai and Shenzhen Stock Exchanges to enable the launch of Chinese ETFs in Brazil and Brazilian ETFs in China.



New Indices

Launch of fixed income indexes and historic record of index launches in 2025. The main driver of this growth was the consolidation of the fixed income index family, with the launch of B3's first debenture and government bond indices. Click [here](#) to learn more.

PILLAR 2

DIVERSIFY INTO ACTIVITIES THAT LEVERAGE OUR UNIQUE CHARACTERISTICS

The second pillar expands our presence beyond the core business, leveraging distinctive skills such as technology, proprietary data, a comprehensive customer base and recognized governance. B3's strategy is also driven by acquisitions and partnerships that expand critical skills and accelerate entry into new markets. In 2025, this strategic pillar evolved in multiple avenues:

Data & Analytics as a strategic differentiator

Throughout the year, B3 made significant progress in the data area, consolidating an important milestone by completing the integration of the companies PtDTec, Neoway, Neurotech, DataStock and the Financing Infrastructure Unit (UIF).

This integration resulted in the strengthening of the competitive advantage of the products, increased data processing and analysis capacity, and improvement of solutions focused on credit, risk, fraud prevention and market intelligence. High value-added products were launched, such as the health reimbursement assessment solution, which uses Artificial Intelligence to process images, merges information with a comprehensive public and proprietary database, and prepares generative recommendations for operators.

Financial performance followed this evolution: in 2025, the Data Analytics & Solutions business recorded revenues of R\$ 551.4 million, representing a growth of 17.5% compared to the previous year.

Credit Journey and Trade Receivables

The expansion as an infrastructure in the credit journey is part of our diversification strategy. In 2025 two acquisitions were announced to accelerate and strengthen the Company's position in the trade receivables market.

Shipay, in which we made an investment of R\$ 37 million for 62% equity stake in October, aims to accelerate the development of settlement and payment solutions, enabling the development of high value-added products and services in the book-entry trade receivables market. With this acquisition, we reinforce our commitment to innovation and ensure that our customers have access to a robust and flexible infrastructure capable of meeting the demands of an ever-changing market.

In September, we entered into an agreement for the acquisition of 60% of CRDC for R\$ 15 million. Subject to the fulfillment of all customary conditions precedent for this type of transaction, including approval by the Brazilian Antitrust Authority (CADE) and compliance with the regulatory requirement of notification to the Brazilian Securities and Exchange Commission (CVM), the transaction will enable B3 to offer solutions across the origination of the credit value chain, as well as to provide products and services for the new book-entry trade receivables market. With CRDC's expertise in technology for Credit Rights Investment Funds (FIDCs) and the real economy, we will be

Trillia: B3's new data intelligence business

In February 2026, B3 launched Trillia, the group's new company dedicated to data intelligence, analytics, and Artificial Intelligence. The initiative consolidated, under a single brand, the products and skills that B3 had been developing on this front, organizing a portfolio that brings together big data solutions, analytical models, structured information and technologies applied to decision-making.

The company was born from the integration of five businesses that make up our data solutions ecosystem: PtDTec, Neoway, Neurotech, DataStock and the Financing Infrastructure Unit (UIF).

Learn more about the new company by clicking [here](#).

able to integrate new capabilities into our platform, connecting different stages of the value chain and accelerating the development of products and services.

Innovation and emerging technologies

At the forefront of the technological transformation of the Brazilian capital market, we advanced with concrete deliveries and a systemic vision of the future. In 2025, we consolidated progress in initiatives such as Artificial Intelligence, tokenization, and DLT (Distributed Ledger Technology)-based solutions, paving new avenues for innovation, preparing the depository to custody tokenized assets, and enabling use cases such as 24/7 settlement and smart contracts. Three strategic fronts stand out:

- **Artificial Intelligence:** expansion of the use of AI beyond operational efficiency, with a focus on generating revenue through innovative products and services such as generative AI reporting, claims recommendation diagnostics, fraud detection, predictive risk analysis, and elevating digital experiences for our customers.

- **Multi-asset infrastructure:** evolution of the infrastructure to support not only traditional and tokenized financial assets, but also alternative assets, such as environmental assets (carbon credits, CBIOS), digital assets (NFTs, stablecoins), and even real-world assets (RWA – Real World Assets). The introduction of stablecoins scheduled for 2026 — digital currencies backed by stable assets, such as the Brazilian Real — represents a fundamental step towards enabling instant settlement, 24/7 operations, and integration between traditional and digital environments, expanding the reach and efficiency of the B3 ecosystem. The Company is already preparing to launch, in 2026, its tokenization platform for traditional assets, starting with equities. In this model, each share will be locked in the depository, and B3 will issue a twin token that can be traded in the exchange environment.

- **Innovation:** our innovation program aims to enable innovation in line with B3's strategy, through adequate practices, processes and structures, bringing to the Company the latest innovation in the market and creating conditions for innovation to be part of our day-to-day. The program's objectives are made possible with hackathons, partnerships with startups, acceleration programs to attract talent and disruptive solutions to the ecosystem. Additionally, through investments in innovation funds such as L4, a Corporate Venture Capital fund, we invest in startups and emerging technologies, anticipating trends and capturing innovation at the source. This approach allows us to accelerate experimentation, incorporate innovative solutions into the portfolio, and expand our presence in adjacent segments and international markets.

Understanding the digital ecosystem

DLT is a kind of distributed digital notary. In other words: a shared registry technology in which different institutions maintain, at the same time, the same database, in a synchronized, secure and immutable way, without depending on a single central system.

In this model, all authorized participants operate on the same information, which reinforces trust in the registry. For the capital market, DLT reduces operating costs, accelerates settlements, reduces risks of error and reconciliation, and enables new asset and transaction models. It is an evolution of the market infrastructure.



CUSTOMER RELATIONSHIPS

[GRI 2-25]

In 2025, B3 once again advanced the customer-centricity agenda by consolidating a culture that connects active listening, close relationships, data-driven decisions, and faster value-delivery.

This evolution is the result of a process that began a few years ago and that, in this cycle, has become more mature. In the last year, in addition to listening to our customers carefully, we have expanded our ability to transform each interaction into high-quality information, allowing for more informed decisions and a more transparent relationship with our audiences.

Listening mechanisms

In 2025, we strengthened our active listening strategy by adopting an integrated approach to capture our customers' perceptions, needs, and opportunities.

This evolution is supported by market participation mechanisms, such as working groups, validation forums, and Advisory Chambers. These forums bring together representatives from different segments to discuss needs and opportunities throughout the customer journey.

In addition, we further integrated data generated from the use of our products and services, customer service and relationship interactions, and operational indicators. The combination of these data points enabled the creation of an index with proprietary methodology — the Customer Satisfaction Index (CSI).

The CSI expanded our ability to monitor and distinguish between isolated situations and consistent trends, guiding more predictive and accurate decisions regarding priorities and investments. All from the perspective of continuous improvement of our customers' satisfaction.

Service and relationship

Throughout the year, B3 further deepened the initiatives launched in 2023 aimed at enhancing customer service. The integration of service channels resulted in faster responses to requests and feedback, providing greater clarity in the resolution of customer demands. Our service channels, available via email and telephone, were designed to ensure accessibility and ease of contact for all customers.

One of the highlights was the expansion of Close the Loop meetings, which now take place more frequently and are increasingly data driven. These meetings foster open and proactive dialogue between customers and B3's customer service leadership, enabling more precise alignment of priorities and expectations.

In addition, customer journey analysis generates opportunities for innovation, offering service solutions with AI powered chatbot service solutions for issuers and buy side clients, while preserving the availability of human service whenever necessary.

Another area of progress refers to communications; we are continuously evolving in this process, aligning ourselves with customer expectations and standardizing communication models in a transparent, assertive way. These advancements reinforce consistency of service and commitment to customer experience, while enabling the incorporation of customer feedback into the creation and enhancement of our products and services.

B3 Way

B3 Way is our platform dedicated to supporting customers throughout their journey with us. It brings together, in a single environment, services, contents and relationship channels. The initiative organizes access to technical information, operational guidance, educational materials, and regulatory updates. Thus, it facilitates navigation through the B3 ecosystem, brings efficiency to the day-to-day lives of the teams that use our products and infrastructure, and provides a closer, more transparent and value-oriented relationship

Work model and prioritization

The evolution of customer-centricity has transformed the way we organize our work and allocate resources. The teams currently operate in an agile model, with most of the professionals allocated to projects and 100% of the initiatives following this format. This structure allows for rapid testing, course correction, and the prioritization of efforts toward what generates the greatest value for customers.

Prioritization has also changed. Decisions now combine data from the Customer Satisfaction Index, operational analyses, relationship information and evidence of product usage. The definition of deliverables takes place through annual planning and quarterly reviews, which establish what will be implemented in the short term. The annual roadmap, on the other hand, provides predictability for ongoing developments.

All this information is publicly disclosed on our [website](#).

Another important advancement was the focus on capturing benefits and the real impact generated — such as greater efficiency, increased product usage, closer customer relationships, or gains in market share. This change has made our work more results oriented and aligned with what customers truly value.

Relationship with retail investors

In 2024, we defined retail investors as one of our growth avenues and segmented this audience into four profiles — digital, sophisticated, trader, and non resident — establishing the foundations for a more targeted approach. In 2025, this strategy advanced through specific initiatives tailored to each group.

For the digital profile, the focus was on strengthening *Tesouro Direto*, which gained prominence in B3's communication strategy. A milestone was the program's first national TV campaign, created in partnership with the National Treasury.

The campaign used a meme with an iconic image from Brazilian television, known for conveying bewilderment and confusion, to explain in a simple and accessible way the concept of mark-to-market pricing and the daily price fluctuations of bonds — topics that often raise questions among new investors.

The message reinforced that, despite the short-term variations, the bonds maintain predictability when held to maturity. With a presence both on TV and digital distribution, the campaign expanded *Tesouro Direto*'s reach and reinforced its position as a gateway for new investors.

In the fourth quarter of 2025, the volume invested in *Tesouro Direto* was R\$ 202.4 billion, an increase of 10.24% compared to the same period of the previous year.

As a natural outcome of this evolution, the Company launched a dedicated mobile application, the B3 App, which brings together the platform's main services and provides greater autonomy to those who closely follow the market. In December 2025, the month of its launch, the app reached 251,780 unique users.

Among sophisticated investors, we made progress in improving the Investor Area, which underwent improvements in navigation, organization of information and presentation of positions and documents, such as ReVar, an automatic income tax calculator on equities operations integrated into the platform.

strengthened our presence at Expert XP, one of the largest events in the financial market. The expanded participation enabled closer engagement with high activity investors and helped us more precisely understand the specific needs of this segment. Another initiative focused on this audience was a day trading championship with simulated trades, aimed at helping these investors better understand market dynamics and gain experience without real financial impact.



To learn more about the Investor Area, REVar and the B3 App in the [Financial Education and market access](#) chapter.



For non-resident investors, the strategy advanced with the entry of a major international brokerage firm that began offering assets traded on B3 through its global distribution platform. This move expands our reach among foreign investors and reduces access barriers by placing the Brazilian market on the shelf of global distributors.

Conexões de Valor program (Value Connections)

Conexões de Valor is our relationship program with companies (both publicly held and privately held) and offering structurers. The initiative aims to support the market through actions that foster networking, knowledge exchange, educational content, and the adoption of more efficient practices.

The program is structured around five pillars: IPOs and Capital Raising; Public Company Challenges; Corporate Governance and Best Practices; ESG; and Innovation and Technology.

In 2025, Conexões de Valor promoted 26 initiatives, which impacted more than 1,200 participants from different companies. In order to expand the reach and support companies with their daily challenges, we have gathered and made available the program content on the [Conexões de Valor](#) page.

Within the ESG pillar, we promoted preparatory webinars aimed at supporting participation in sustainability index selection processes. We also carried out the B3 IFRS Track, a training initiative on international standards that guide financial and sustainability reporting and will become mandatory as of 2027 (IFRS S1 and S2). The initiative focused on preparing professionals from listed companies across the involved areas, strengthening the quality and consistency of the information reported. The track had an average participation of 225 people, with clients acting as promoters of the initiative. All training sessions are available on [TV B3](#).

Communication and marketing: evolution connected to strategy

The evolution of our relationship strategy also includes changes in the way we communicate with the market. In line with the ambition to “accelerate the performance of clients and B3” and with the diversification of our businesses, we enhanced our Communication and Marketing strategy to make it more targeted to the audiences that use our services and more closely integrated with its growth objectives.

In 2025, the area deepened the use of data — from CRM, transcripts, and indicators — to guide decisions on user needs and behavior. In addition, we have deepened our approach to marketing, which was previously focused on institutional messages, and began to explore product marketing, focused on conversion and solution usage. Specialized teams started to work on the entire customer journey, applying growth marketing practices in segmentation, acquisition, engagement, usage, and retention.

RELATIONSHIP WITH THE MARKET AND REGULATORS

[GRI 413-1]

We contribute to the development of financial and capital markets through continuous dialogue with regulators, policymakers and other stakeholders. This relationship includes active participation in regulatory agreements, public consultations, working groups and innovation fronts that impact the functioning of the market. Learn more about our instruments of operation in conjunction with the market in 2025.

Participation in public consultations

We participated in several public consultations in 2025, reinforcing our role in the evolution of the Brazilian market. We contribute to national and international agendas by providing technical analyses and suggestions for regulatory improvement.

We have presented, for example, a statement regarding the public consultations published by the CVM on the disclosure of material facts (SDM Public Consultation No. 01/2025); regulatory changes related to public offerings of primary or secondary distribution of securities and the trading of securities offered in regulated markets (SDM Public Consultation No. 03/2025); and rules for publicly-held companies trading shares issued by them (SDM Public Consultation No. 04/2025).

Within the scope of the Central Bank of Brazil (BCB), we contributed with our statement on the reduction of the settlement cycle of the deferred settlement systems by the net value that are part of the Brazilian Payment System – SPB to D+1, in the context of Social Participation Notice No. 125/2025.

Market Arbitration Chamber

The Market Arbitration Chamber administers arbitration proceedings related to disputes in companies listed in the Novo Mercado and Level 2 segments and in business disputes. In approximately 25 years, it has conducted more than 315 arbitrations, involving approximately R\$ 83 billion.

Advisory Chambers [GRI 413-1]

We maintain advisory chambers that bring together market participants and offer recommendations on products, services, and opportunities for improvement. Topics include: Equities; Interest and Currencies; Risk Analysis; Standards; Transactions; Post-Trading; Over-the-Counter Post-Trading; and Financing. These forums strengthen the technical dialogue and bring B3 closer to market players.

Novo Mercado

Between May 2024 and July 2025, B3 conducted a comprehensive public consultation cycle with the market to assess improvements in the Novo Mercado regulation. The proposals included limits on the accumulation of positions, an increase in independent directors, greater transparency in complaints and the creation of statutory audit committees. There were:



More than 60 meetings



with 120 companies and



76 contributions were received.

After public consultations and restricted hearing, the companies decided to keep the regulation unchanged.

Fácil Regime

Facilitating Access to Capital and Incentives for Listings

In 2019, within the scope of the Capital Market Initiative – IMK, the Brazilian Securities and Exchange Commission (CVM) operated as a coordinator and B3 as rapporteur of the bill that resulted in the introduction of Articles 294-A and 294-B into Law 6.404/76, in 2021. Among other aspects, these provisions provided the CVM with authority to establish a differentiated, simplified regulatory regime for smaller companies, aiming to promote the access of such companies to the capital market.

In 2025, the CVM launched the Regime for Facilitating Access to Capital and Incentives to Listings – Fácil, regulated by CVM Resolutions No. 231, 232 and 236, with effective date scheduled for March 16, 2026. This initiative is an important milestone for the Brazilian capital market as it focus on simplifying market access and reducing costs for smaller companies, defined as those with consolidated annual gross revenue of less than R\$500 million.

B3 supported the CVM during the Fácil normative process, and publicly expressed its opinion in the context of its public hearing. With the entry into force of Fácil, we are prepared to receive smaller companies as of 2026, providing technical and operational support to facilitate the process of listing and raising funds for these companies. The initiative democratizes access to capital markets and promotes economic growth by offering such companies an effective alternative to finance their projects and expand their operations.

FINANCIAL PERFORMANCE

[GRI 2-6; 3-3; 201-1]

In a scenario of high interest rates, moderate inflation, and currency appreciation, B3 delivered solid results in 2025. Performance reflects the Company's ambidextrous strategy: the core business remained resilient, with fixed income offsetting the deceleration in listed equities and derivatives, while new businesses continued to expand and gained relevance in the revenue mix.

Revenues totaled R\$11.1 billion, up 5.2% compared to 2024. The growth was supported by the increase in issuances and outstanding balances in fixed income, the advancement of *Tesouro Direto*, and the performance of data, technology, and analytics solutions. Despite the decline in equity trading volumes, it is worth highlighting the performance of products such as BDRs, ETFs, and listed funds, which increased their share of the spot market.

GROSS REVENUE PER SEGMENT (IN R\$ MILLIONS)			
	2025	2024	2025/2024
Markets	7,415.4	7,195.6	3.1%
Derivatives	3,572.2	3,628.4	-1.5%
Equities	2,162.0	2,214.3	- 2.4%
Fixed Income and Credit	1,373.2	1,116.9	22.9%
Securities Lending	307.9	236.0	30.5%
Capital Markets Solutions	672.4	610.6	10.1%
Data for Capital Markets	327.1	283.7	15.3%
Depository for Cash Equities	206.2	187.9	9.7%
Listing and Solutions for Issuers	139.2	138.9	0.2%
Data Analytics Solutions (Trillia)	1,123.6	1,018.4	10.3%
Vehicles and Real Estate	572.1	549.3	4.2%
Platforms and Analytics	551.4	469.1	17.5%
Technology and Platforms	1,909.3	1,663.7	14.8%
Technology	1,272.3	1,157.6	9.9%
Market Support Services	555.4	434.3	27.9%
Other	81.6	71.9	13.5%
Reversal of provisions and recovery of expenses	0.8	84.4	-99.0%
Total Gross Revenue	11,121.5	10,572.7	5.2%

Expenses, excluding depreciation and amortization and those linked to revenues, increased by 5.1% in the period, equivalent to IPCA + 0.8%, reinforcing disciplined cost control despite an intense agenda of developing new products and solutions. Net income reached R\$ 4.6 billion, in line with 2024, while earnings per share increased by 5.7%, supported by the execution of the share buyback program.

Statement of Value Added (SVA)

The value added by B3 in 2025 totaled R\$ 11.5 billion. Of this amount, R\$ 3.0 billion was allocated to the distribution of Interest on Equity – IoE (Juros sobre Capital Próprio – IoC) to shareholders, R\$ 1.6 billion was allocated to personnel expenses and related charges, and R\$1.6 billion was allocated to the constitution of statutory reserves. The distribution of value added among our various stakeholder groups is presented in the table below.

Consolidated SVA (in R\$ thousands)		
	2025	2024
Revenues	11,243,972	10,717,880
Distribution of value added	11,524,774	10,296,770
Taxes, charges and contributions	3,425,706	2,758,742
Personnel and charges	1,590,899	1,369,264
Shareholders*	3,025,253	1,615,760
Third parties **	1,921,297	1,592,073
Reserves constitution	1,561,619	2,960,931

* The calculation of the “Shareholders” line results from the subtraction of the “Equity Compensation” line, less “Reserves constitution” as disclosed in the 2025 Financial Statements. ** The calculation of the “Third parties” line results from the sum of the “Third party capital compensation” and “Board and committee members’ compensation” lines, as disclosed in the 2025 Financial Statements.

B3’s 2025 results reflected diversification, resilience, and value creation for both shareholders and society.

Economic Value Generated and Distributed [GRI 201-1]

The economic value generated and distributed by B3 in 2025 amounted to - R\$ 1.7 billion. A total of R\$ 6.3 billion was distributed to shareholders, representing 137% of Net Income. The payout exceeded B3’s projected earnings distribution range (between 110% and 130% of Net Income), of which R\$ 3.3 billion relates to the share buyback program in force in 2025. The table below presents the generation and other distributions of economic value.

Economic Value Generated and Distributed (in R\$ thousands)		
	2025	2024
Economic Value Generated	13,268,793	12,217,562
Operating Revenue	11,127,174	10,568,154
Financial Revenue	2,141,618	1,649,408
Economic Value Distributed	14,976,637	12,948,801
Operating and Personnel Costs	3,435,819	3,462,981
Payments to Government	3,412,347	2,606,570
Payments to Shareholders*	6,294,719	5,307,931
Payments to Creditors	1,833,753	1,571,319
Economic Value Generated and Distributed	-1,707,845	-731,239

*Value calculated considering the full accounting effect .

Distributions to shareholders

Distributions to shareholders for the 2025 fiscal year totaled R\$ 6,293.1 million (R\$ 3,024.0 million in IoC and R\$3,269.1 million in share buybacks). Over the past five years, the Company has returned R\$ 27.9 billion in distributions to its shareholders, with an average payout ratio of 126%. Regarding the fiscal year 2025, B3’s payout ratio stood at 137%. The execution of the 2025/2026 share buyback program resulted in the acquisition of 4.6% of the Company’s share capital. Over the past five years, buybacks totaled R\$ 13.7 billion, representing 18.1% of the Company’s share capital.

Income tax and social contribution

The income tax and social contribution line totaled R\$ 2,359.0 million in 2025, impacted mainly by (i) the extraordinary net negative effect of R\$ 1,043.9 million, with no cash impact, resulting from the accounting update of deferred taxes due to the increase in the social contribution tax rate, and (ii) the distribution of R\$ 3,024.0 million in interest on capital, including R\$ 1,500.0 million in extraordinary IoC . As a result, the effective tax rate for the year was 33.2%. Excluding both the deferred tax effect and the tax benefit from the extraordinary IoC, the effective tax rate would have been 25.5%. Lastly, the income tax and social contribution line were also impacted by the hedge structure, as explained in more detail in the [2025 Financial Statements](#).

Find more the details on the year’s results on the [Investor Relations website](#).



SUSTAINABILITY MANAGEMENT

MATERIALITY

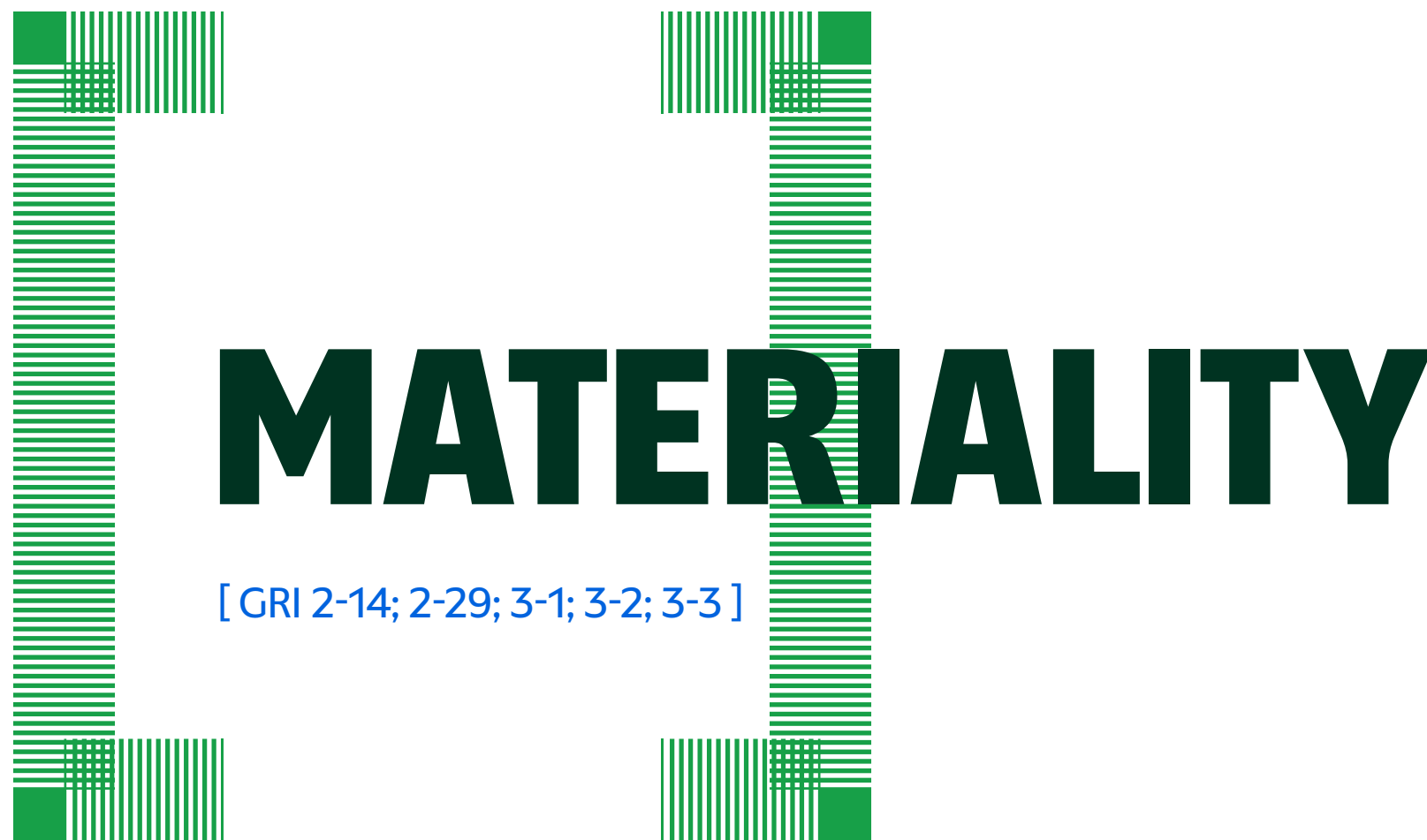
STRATEGY

ESG GOVERNANCE

RATINGS

PACTS AND COMMITMENTS

“ B3 moves the market because it understands that, in order to drive long-term value and prosperity for community, we have to operate with a clear vision, responsibility and a real impact, inside and out. To do this, we have a strategy based on a dual role: as a market infrastructure, we act as a bridge and lever; as a listed company and part of the market, we seek to improve our sustainability practices each year. ”



The double materiality construction process

The double materiality process was conducted in stages that combined technical analysis with involvement of internal and external stakeholders. The study, carried out by an independent external technical partner, was structured as follows:

At B3, we follow the practice of reviewing our materiality assessment every two years. In line with this cycle, our most recent update was conducted in 2024. On that occasion, the assessment was structured based on the concept of double materiality, which integrates two complementary perspectives:

Impact Materiality

Assesses how our activities impact the environment, society and people, including aspects related to human rights and other externalities.

Financial Materiality

Identifies ESG topics that influence financial performance and investors' decision-making, with a focus on risks and opportunities that may affect cash flows, access to financing and cost of capital in the short, medium and long term.

1. 1. MAPPING OF POTENTIAL TOPICS

We identified 25 topics based on global, national and sector-specific trends, as well as benchmarking.

2. STAKEHOLDER CONSULTATION

We conducted both direct consultations, through interviews and online surveys, and indirect consultations, through document reviews and secondary research carried out as part of our ongoing dialogue and engagement processes. We engaged ten stakeholder groups — for example, customers, shareholders, suppliers, employees, investors, regulators, civil society and industry peers. This phase involved more than 580 individuals and 37 organizations and resulted in the identification, among the 25 potential topics, the ones considered most relevant for B3.

3. CONSOLIDATION AND APPROVAL

We organized and prioritized the results and submitted the study for approval by Executive Board, with the participation of the CEO. The materiality assessment is integrated into B3's strategic sustainability planning.

Stakeholder map and dialogue and engagement channels [GRI 2-29]

OUR STAKEHOLDERS AND EXAMPLES OF ENGAGEMENT AND DIALOG CHANNELS AND PRACTICES ³		
Stakeholders	Engagement and Dialogue Channels and Practices	Frequency
Customers	Events	Continuous
	Atende B3	Continuous
	Advisory Chambers	Annual, monthly, bimonthly or quarterly, depending on the chamber
	Public consultations	Ad hoc
	Customer Satisfaction Index (CSI)	Monthly
	Social Media	Continuous
Investors	Engagement with ESG rating agencies and market indices	Continuous
	B3 Day	Annual
	Conference Calls	Quarterly
	Annual General Meeting	Annual
Employees	Engagement Survey	Annual
	Volunteering Program	Continuous
	Intranet	Continuous
	Internal Communications (Comunica)	Weekly
Society	Participation in forums and working groups	Continuous
	HuB3	Continuous
	Education Hub	Continuous
	Social Media	Continuous
	Bora Investir website	Continuous
	B3 App	Continuous
Regulators	Participation in Public Consultations	Ad hoc
	Participation in forums and working groups	Continuous
Suppliers	ESG Good Practice Questionnaires	Continuous
	ESG Newsletter	Weekly

3. Our reporting channel “Alô Compliance!” is continuously available for all audience.



Priority material topics

The application of double materiality allowed us to identify and prioritize topics that are critical or significant, both from an impact and a financial perspective. We have identified 12 topics with high relevance across both lenses:

To consult the correlation of the material topics with the sustainability strategy, the performance indicators, the positive and negative externalities and the UN Sustainable Development Targets (SDGs), refer to the [ESG Performance Table](#).⁴ [GRI 2-12; 2-13; 2-22; 3-3]

MATERIAL TOPICS [GRI 3-2]



Developments of the Double Materiality Study

Based on the study results, we moved forward with the following developments:

- We assessed the extent of positive and negative impacts in our value chain and on the company’s sphere of influence;
- We reviewed the externalities associated with each topic and their relevance in relation to existing internal policies;
- We cross-reference these topics with the mapped sustainability and climate-related risks and opportunities, with the objective of prioritizing risks and opportunities that are material to the business;
- We presented the results to teams whose performance is related to the material issues;
- We integrated these topics into the 2026 strategic sustainability planning process.

4. The Social, Environmental, and Climate Responsibility Policy (PRSAC) includes guidelines covering all issues identified in the materiality assessment and is available on the [Investor Relations website](#). To review all our policies, please refer to the Bylaws, Codes, and Policies section. To prevent and mitigate impacts, we rely on risk management procedures detailed on [page 89](#). Actual and potential impacts, as well as negative and positive ones, when identified, are listed in the [ESG Performance Table](#).



SUSTAINABILITY STRATEGY

In 2025, we revisited our sustainability strategy to reflect the evolution of our maturity in the topic and to follow a dynamic scenario, marked by new regulatory agendas, growing investor expectations and advances in the integration of ESG factors into the capital market.

The strategy review considered interviews with executive leadership from various departments, benchmarking with other stock exchanges and working sessions with technical teams. This approach ensured that the final model reflected both market expectations and the Company’s internal priorities, preserving coherence with our institutional positioning.

Our sustainability strategy is now organized into two complementary pillars:

1. AS A LISTED COMPANY

Reinforces our commitment to continuously improving internal processes through the adoption of best practices in governance, transparency, diversity, climate management, and social and environmental responsibility. Within this pillar, B3’s role is to act with diligence to continuously improve its ESG management, as it is also a part of the market.

2. AS A MARKET INFRASTRUCTURE

Translates B3’s role as a bridge and lever: a bridge by connecting companies, investors, regulators and other market participants; and a lever by mobilizing the market through capacity building and products such as indices, data and technology solutions, creating the conditions for impact and performance to advance together.

Axes of action: strategy in practice

These pillars unfold into four axes, which organize our ESG activities:

Conduct

Represents B3’s commitment to integrity and responsibility as the basis of our internal ESG management. It is through transparency and solid governance that credibility is built and an environment where business thrives is created.

Business

This axis shows how B3 integrates sustainability into its financial logic. Platforms, indices and solutions demonstrate that economic return and responsibility go hand in hand, multiplying competitiveness and social relevance.

People

Values diversity, inclusion, well-being, and employee development as living forces. People are the energy that drives innovation, legitimizes processes and makes B3 a reflection of the country it represents.

Society

Translates our connection with society. Financial education expands access and market participation, seeking to make the market present in people’s lives and making growth a shared common legacy. Social investment focused on supporting education also reflects this aspect.

Transversal Axis: Clients

The sustainability strategy is permeated by a transversal axis: customer centricity, in line with the company’s strategic ambition. For more information, see the [Customer Relationships chapter](#).

With this architecture, we reinforce our role as an institution that learns, evolves and acts collaboratively. We are an institution that is part of and bridge to the market, strengthening its ability to make ESG a circulating value - that is, a vision that can be shared through companies, investors, products, data points and people, expanding the capacity of the Brazilian markets to thrive.

In December 2025, B3 declared its early voluntary adoption of the standards issued by the Brazilian Sustainability Pronouncements Committee (CBPS) based on the ISSB’s IFRS S1 and S2 standards.

Making ESG the value that elevates the Brazilian potential

PILLARS

As a listed company

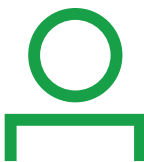
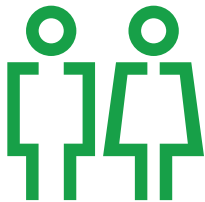
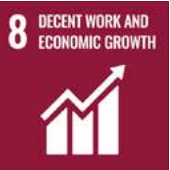
Continuous improvement of our ESG management, investing in the adoption of best market practices

As a market infrastructure

Collaborative actions to mobilize the market in generating value for business and society

TRANSVERSAL AXIS

CLIENTS

Strategic axes	 CONDUCT	 BUSINESS	 PEOPLE	 SOCIETY
	The trust that legitimizes B3's strength is rooted in ethics, responsibility and transparency.	The true value of the market lies in uniting and leveraging performance, innovation, results and positive impact.	Elevating the potential of our people means fostering care, diversity and engagement, so that everyone can deliver their best.	Prosperity gains meaning when it is built through collective value.
Material topics	• Corporate governance and transparency • Ethics and integrity • Risk management and continuity • Data privacy and security • Climate change	• ESG products and services • Innovation and Artificial Intelligence	• Employee development • Diversity, equity and inclusion • Occupational health and safety • Employee well-being	• Financial education and market access
SDG	 13 CLIMATE ACTION  16 PEACE, JUSTICE AND STRONG INSTITUTIONS  17 PARTNERSHIPS FOR THE GOALS	 8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 3 GOOD HEALTH AND WELL-BEING  4 QUALITY EDUCATION  5 GENDER EQUALITY	 4 QUALITY EDUCATION  8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES



ESG GOVERNANCE

[GRI 2-9; 2-12; 2-13; 2-22; 2-23]

Our sustainability performance is based on a governance model that connects the topic with our leader's day-to-day life with business decisions. This structure ensures that social, environmental and climate issues are a part of management processes, guide priorities and sustain the way the Company creates value in the long term.

The main governance body responsible for the ESG agenda is the Internal Sustainability Committee (CIS), composed of the CEO, the Vice President of Products and Customers, the Vice President of People, Brand, Communication, Sustainability and Social Investment, and two members of the Board of Directors (BoD).

This Committee guides the Company's strategy in relation to sustainability and climate change, approving the annual plan and initiatives. The Committee's activities are reported at least once a year to the Board of Directors and/or to the Governance and Nomination Committee (CGI), who advises the Board of Directors directly. In 2025, ESG topics were discussed in four Board of Directors ordinary meetings.

The discussions held in 2025 exemplify the Internal Sustainability Committee's role in guiding this agenda. During the year, CIS discussed topics such as carbon markets, COP30, the implementation of IFRS S1 and S2 standards, methodological reviews of the ISE B3 and the ESG Workspace data platform.

At the Executive level, the topic is led by the Vice Presidency of People, Brand, Communication, Sustainability and Social Investment, specifically through Communication and Sustainability Department. These structures have the responsibility of connecting sustainability and climate issues to our businesses.

In 2025, we continued the preparation of our ESG governance to guarantee compliance with IFRS S1 and S2 standards, which will become mandatory in Brazil in 2027. This work included diagnostics and benchmarking with market peers and can result in potential revisions in our sustainability governance, seeking to improve the way we monitor sustainability and climate risks and opportunities. This revised governance will be presented in 2026 through our sustainability financial information report aligned with the IFRS S1 and S2 standards.

Sustainability targets

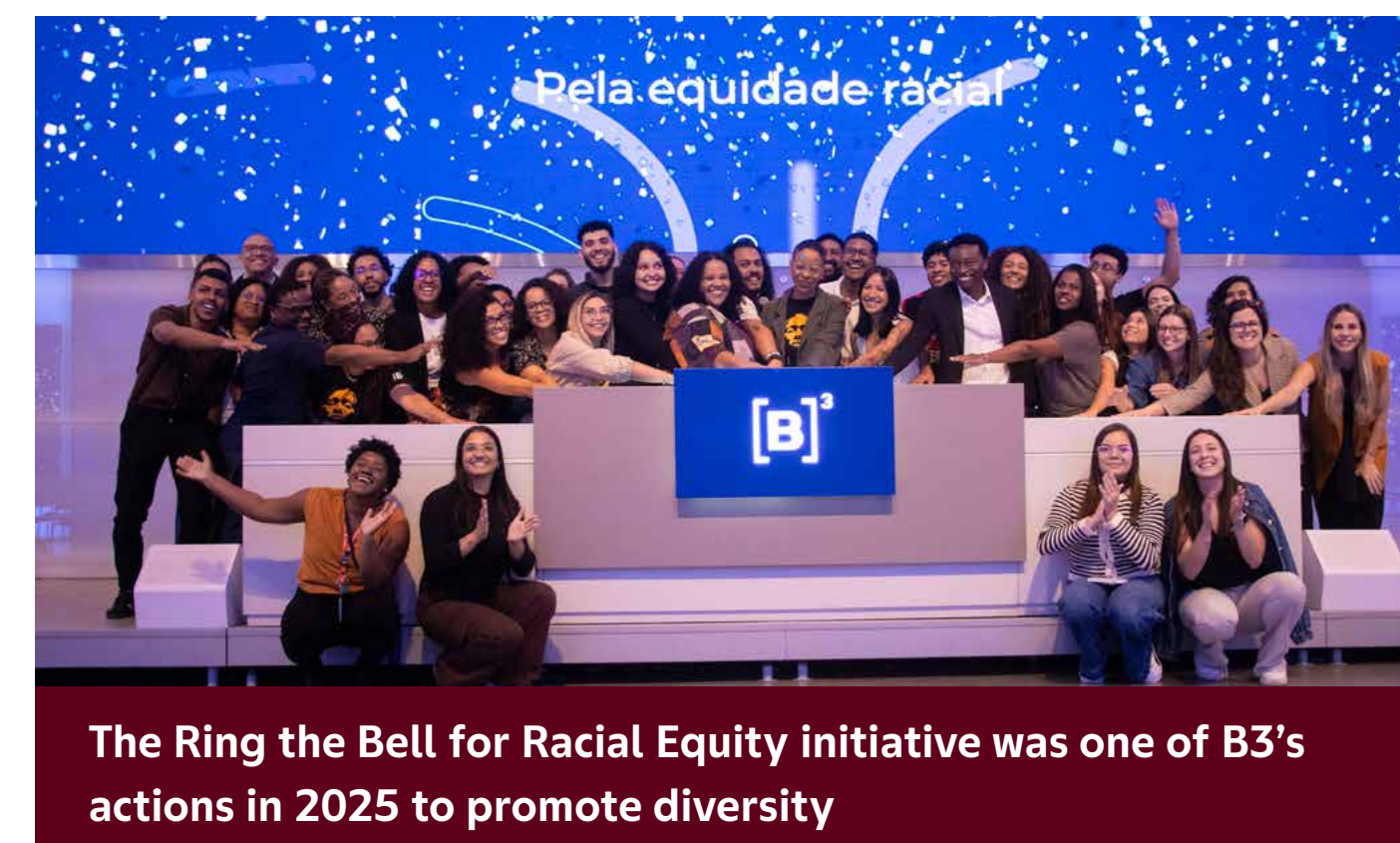
We have ESG targets that are linked to short-term variable compensation, which are segregated into three dimensions:

Company Targets

A set of targets approved by the Board of Directors and the People and Compensation Committee that represent the Company's main challenges for the year. These targets impact the annual compensation of the President/CEO, Statutory and Non Statutory Officers, as well as the entire Company.

The ESG pillar carries a weight of 5% and has the objective of maintaining the continuous improvement of the Company's sustainability and climate practices, encompassing the implementation of action plans to improve practices in areas such as governance, people management, data security, climate change, environmental management and transparency.

In 2025, the metric used was our performance in two relevant sustainability indices: the ISE B3 and the Dow Jones Best in Class Index, measured through the Corporate Sustainability Assessment (CSA) score. The target sought to increase scores in both methodologies through the implementation of improvements in



The Ring the Bell for Racial Equity initiative was one of B3's actions in 2025 to promote diversity

sustainability and climate practices. More than 20 action plans were implemented, resulting in significant improvements in both metrics and exceeding the established target.

Department Targets

Targets that impact specific teams. They can be related to projects, products, processes, and operational improvements. In 2025 the ESG topic was incorporated into the Communication and Sustainability Department's target, as well as into the Corporate Portfolio with the objective of leveraging and improving ESG products and services.

Individual Targets

These are agreed between employees and managers to reflect the annual priorities of each individual and team. For the leadership level, diversity targets were established for specific leaders, with a focus on increasing the representation of underrepresented groups. In the last year, we exceeded the target and worked to increase representation in four groups: women in leadership, women, people with disabilities and Black people.

ESG Institutional Policies

[GRI 2-23]

Our performance in sustainability is guided by corporate policies that establish principles, responsibilities and processes. The primary policy is the Social, Environmental and Climate Responsibility Policy (PRSAC), which defines guidelines for topics such as the environment and climate change, corporate governance, risk management, diversity, equity and inclusion, and social investment.

The PRSAC also details processes aimed at mobilizing the market to adopt best ESG practices. The policy was developed based on market benchmarks and our materiality assessment, ensuring that all material topics were fully integrated. It received formal approval from the relevant departments and the Board of Directors.

This policy is in line with the Company's purpose of "driving sustainable economic development for society to thrive", as defined in B3's sustainability strategy, which combines responsible internal management and mobilization of ESG practices in the market.

The PRSAC policy states: The company seeks to be in line with the best sustainability and corporate governance practices, relying on a social, environmental and climate management structure at different levels of the organization and valuing transparency in the availability of information.

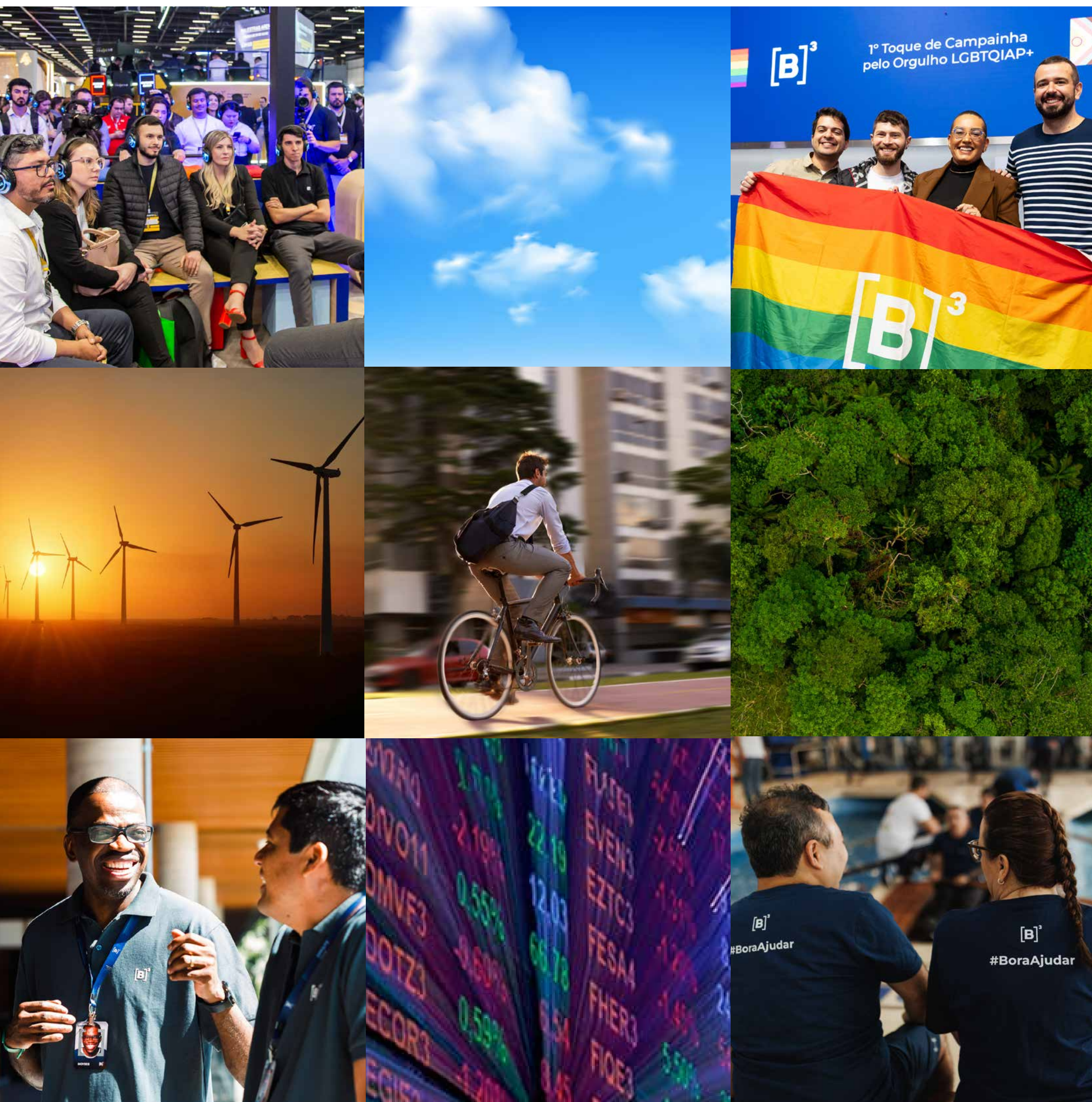
Furthermore, it establishes the Company is aware of its transformative role and growth inducement potential as it seeks to promote market engagement, develop and make available products and services with environmental, social and governance characteristics.

Through its policies and governance architecture, B3 builds a sustainable operation, based on responsibility, transparency and long-term commitment, both internally and in its influence with investors and other companies.

PRSAC AT BANCO B3: SCOPE, CONTROLS AND AUDIT

Banco B3 (bank) is one of the subsidiaries covered by PRSAC. In this case, the policy also follows the guidelines of the Central Bank of Brazil, including those provided for in the Resolution of the National Monetary Council (CMN) No. 4.945/2021. The document is available on the [Investor Relations websites of B3](#) and [Banco B3](#). B3's environmental and people management initiatives, which seek to make the PRSAC effective, are also applicable to Banco B3, including those related to the mitigation of social risks.

Click this [link](#) to refer to the report on Social, Environmental and Climate Risks and Opportunities (GRSAC), which consolidates how the institution manages these risks in its activities, as required by the Central Bank.



SUSTAINABILITY RATINGS

As a listed company committed to ESG practices, we participate in several sustainability indices and assessments conducted by national and international institutions.

In 2025, we made progress in several of these assessments. We also participated, for the third time, in the selection process of the Corporate Sustainability Index (ISE B3), once again integrating the theoretical portfolio that brings together publicly traded companies with the best sustainability practices in Brazil. We also entered the portfolio of the Dow Jones Best in Class Emerging Markets Index.

In this section we provide a complete table with our results in ESG market assessments.

PERFORMANCE IN ESG ASSESSMENTS			
INSTITUTION	PREVIOUS	CURRENT	REFERENCE
CDP Climate Change	B	B <i>December 2025</i>	A até D- <i>The closer to A, the better</i>
Sustainalytics	16.6 points <i>Risk rating: low</i>	16.0 points <i>Risk rating: low</i> <i>August 2025</i>	Negligible (0-10); low (10-20); medium (20-30); high (30-40); severe (40 +). <i>The lower, the better</i>
FTSE4Good	4.2 points	4.3 points <i>September 2025</i>	0 a 5 points <i>The higher, the better</i>
MSCI	AA	AAA <i>October 2025</i>	AAA (best) for CCC
S&P Global Corporate Sustainability Assessment (CSA)	56 points	70 points <i>October 2025</i>	0 a 100 <i>The closer to 100, the better</i>
ISS ESG	C+ Prime	C+ Prime <i>September 2025</i>	A+ (best) to D-
ISE B3 - Corporate Sustainability Index	81.5 points	83.5 points <i>May 2025</i>	Score ISE B3 <i>The closer to 100, the better</i>

ESG Indices we are included in

B3 Indices:

- ISE B3 - Corporate Sustainability Index
- ICO2 B3 - Carbon Efficient Index
- IDIVERSA B3 - B3 Diversity Index
- S&P/B3 Brazil ESG Index
- Teva Women in Leadership Index
- IGCT B3 - Corporate Governance Trade Index
- IGC-NM B3 - Novo Mercado Corporate Governance Equity Index
- ITAG B3 - Special Tag Along Stock Index
- IGPTW - Index aligned with the Great Place to Work (GPTW) survey

Other Indices:

- FTSE4Good Index Series
- Dow Jones Best in Class Emerging Markets Index
- MSCI Emerging Markets Extended ESG Focus Index B3 and other ESG indexes in this family

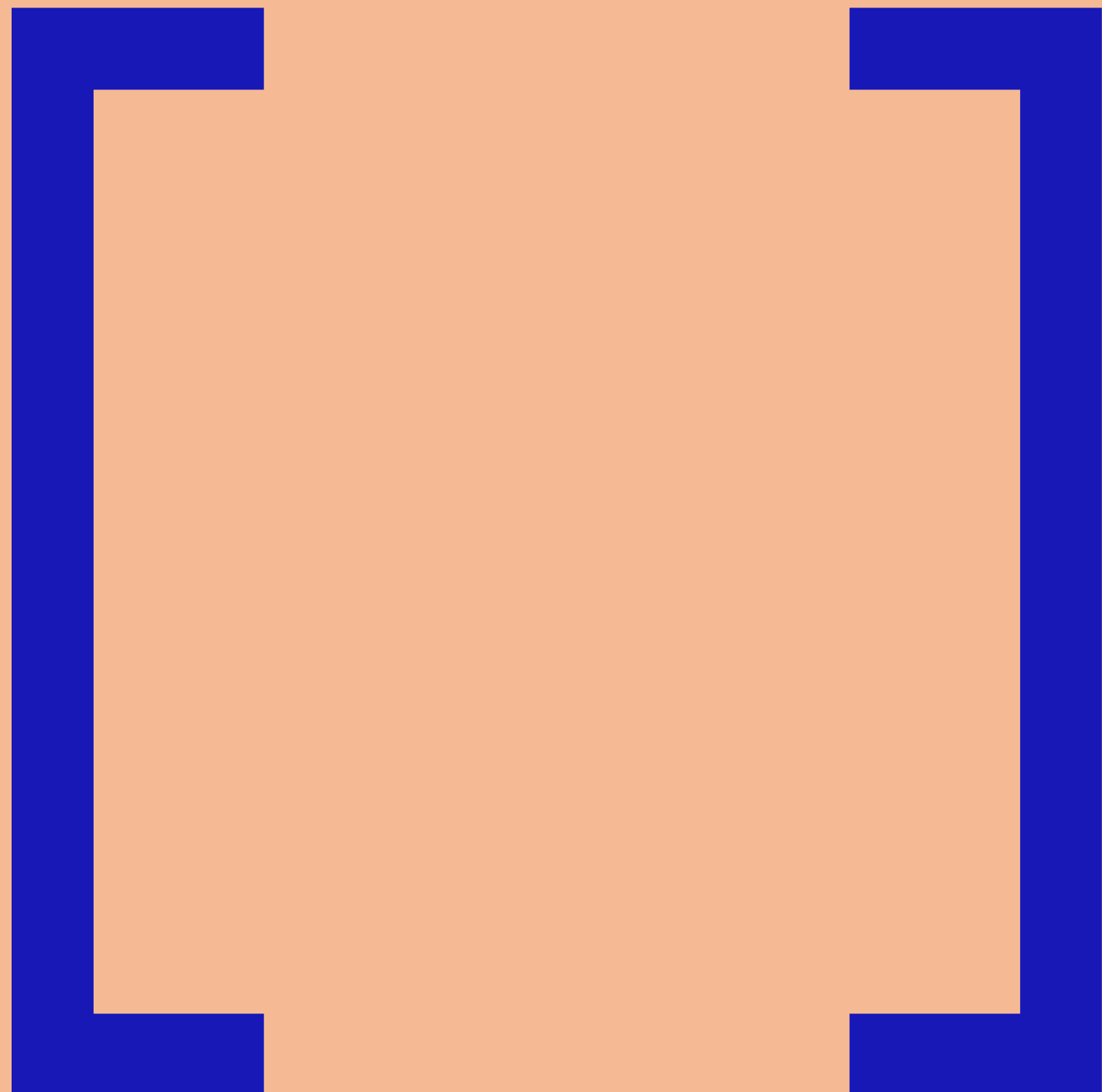
PACTS AND COMMITMENTS

[GRI 2-28]

As a company committed to sustainability, we participate in groups, networks, and commitments on the ESG agenda. We aim to contribute to and keep track of trends and potential regulations that may impact our operations and stakeholders, as well as to use these discussions as inputs for the creation of sustainable products and services. Engagement in sustainability initiatives also reinforces our role in mobilizing ESG best practices in the market.

Check out below some of the commitments we are part of:

- First stock exchange to join the UN Global Compact, in 2005;
- Signatory of the Principles for Responsible Investment (PRI), since 2010;
- Founding signatory of Sustainable Stock Exchanges Initiative (SSE), in 2012 and Official Supporter of the initiative since 2024;
- Member of the Sustainability Working Group of the World Federation of Exchanges (WFE), since 2014;
- Member of the Green Finance Working Groups of the Financial Innovation Laboratory (LAB), coordinated by the Brazilian Securities and Exchange Commission (CVM), since 2021.
- Supporter of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a task force of the Financial Stability Board (FSB), since 2017;
- Member of the Executive Committee and the Working Committee of Ibero-American Federation of Exchanges (FIAB);
- Member of the Thematic Chambers of Climate and Sustainable Finance of the Brazilian Business Council for Sustainable Development (CEBDS) since 2021;
- Member of the International Emissions Trading Association (IETA) since 2025.



CONDUCT

CORPORATE GOVERNANCE AND TRANSPARENCY

ETHICS AND INTEGRITY

RISK MANAGEMENT AND CONTINUITY

DATA PRIVACY AND SECURITY

CLIMATE CHANGE

“Conduct is the foundation that sustains B3’s transformation. It is what drives the engine and ensures the functioning of the system with clarity, responsibility, and non-negotiable ethics. Governance is the axis of stability that structures our impact with legitimacy and ensures the credibility of the market.”

CORPORATE GOVERNANCE AND TRANSPARENCY

[GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-17; 2-18; 2-19; 2-20; 2-21; 2-23; 3-3; 405-1]

At B3, we have a corporate governance model that is structured around three pillars: the General Shareholders' Meetings, the Management Bodies, and the Inspection and Control bodies.

General Shareholders' Meetings

As we are a company with dispersed capital, without a controlling shareholder, the meetings become even more important as forums for participation and decision-making. In these meetings, shareholders have space to express their opinions and deliberate on matters within their scope of authority. It is also at the meetings that Management reports on the Company's results and that the members of the Board of Directors and of the Fiscal Council are elected.

In 2025, we held the Annual General Shareholders' Meeting (AGM) in April, exclusively remotely, as authorized by the Brazilian Securities and Exchange Commission (CVM). On the same date, we also held the Extraordinary General Shareholders' Meeting (EGM) to resolve on changes to B3's Bylaws and the Stock Option Plan. In addition, in March, we held an Extraordinary General Shareholders' Meeting (EGM), also exclusively remotely, to deliberate on the merger by B3 of two of its controlled companies.

Management Bodies

[GRI 2-9; 2-10; 2-11; 2-13; 2-23]

Our Corporate Governance structure includes a Board of Directors (BoD), advisory committees of the Board of Directors, the Executive Board (DC) and advisory committees of the Executive Board (DC). Members are elected according to the Management Nomination Policy, whose primary objective is to establish guidelines for nominating, selecting and engaging candidates to join these bodies.

At B3, all members of the Board of Directors and the advisory committees (Audit, Innovation and Technology, Governance and Nomination, Products and Pricing, People and Compensation, and Financial and Risk committees) are independent in accordance with the criteria set forth for the Novo Mercado, the segment in which we are listed.

Our Board of Directors has a diverse composition, which includes five women and one LGBTQIAP+ member.

Board of Directors [GRI 405-1]

The Board of Directors (BoD) is the body responsible for protecting and maximizing the Company’s value and ensuring its continuity. To fulfill this mission, it guides business, establishes guidelines and deliberates on strategic issues.

The responsibilities of the Board of Directors include the definition of business targets and guidelines, the updating of our strategic plan and the supervision of the Company’s activities and processes to ensure ethical and responsible operation.

We ended 2025 with 11 members on the Board of Directors, all of whom were independent members in accordance with the Novo Mercado Regulations. None of them have executive functions in the Company or in its subsidiaries. Of the total, eight are non-employee directors, including the Chairman of the board.

This structure meets the CVM’s requirements for market infrastructure companies and is aligned with our Bylaws.

Directors may be elected by a slate system or individually, as resolved by the Board and in accordance with the Bylaws. In recent years, B3 has elected for the slate system. Board members serve unified two-year terms and are eligible for reelection.

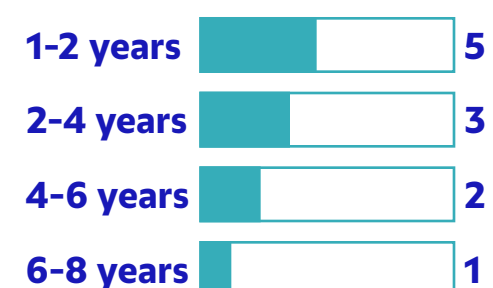
Following this schedule, in 2025 a new slate was elected, whose term will end in 2027. All elected members have significant knowledge in their areas of expertise. We also prioritize diversity of experience as a key criterion for our Board composition.

To this end, we take into consideration a set of skills and minimum experiences for our Board of Directors and have drafted a diversity matrix that considers whether the body has members with the necessary skills, which includes topics such as corporate governance and human capital, as well as aspects relating to gender diversity, among others considered relevant by the Board of Directors.

In addition to these skills, the Board of Directors and the Governance and Nomination Committee (CGI) seek to ensure that candidates represent B3’s values and commitment to the long-term interests of shareholders. Find below all the competencies of the Board of Directors in the Table of Competencies on the next page.

With regard to professional experience in social, environmental and climate issues, five of the eleven members of the Board of Directors have experience on these topics.

[GRI 405-1]

[illegible]

Advisory Committees' Structure

Our Board of Directors is supported by advisory committees that review specific technical topics, adding greater dynamism and quality to its decision-making process.

The activities of each Committee are directly or indirectly related to the oversight and management of the Company's impacts on the economy, the environment and society.

The composition, operation and compensation of the members of the Committees are regulated by the Board of Directors, which also resolves on their respective internal regulations. On the next page we present more details about each of the Committees:

Audit Committee (COAUD)

Responsible for monitoring the quality and integrity of B3's financial statements, as well as our internal control and risk monitoring systems. The duties of the Audit Committee are: to discuss and take appropriate measures in cases involving non-compliance with legal and regulatory rules that jeopardize B3's continuity, in addition to fraud perpetrated by management or our employees, as well as errors that result in material inaccuracies in our financial statements. The committee is made up of exclusively independent members.

People and Compensation Committee (CPR)

Monitors actions related to the people management strategy and practices for disseminating the values of human rights and diversity to all our stakeholders. CPR is also responsible for proposing, reviewing and monitoring the parameters, guidelines and remuneration policy and other benefits to be attributed to the officers and members of the advisory bodies of the Board of Directors. The CPR also supports the Board of Directors in the process of assessing the performance of the CEO and in monitoring the assessments of the vice presidents and executive officers.

Governance and Nomination Committee (CGI)

Supports the Board of Directors and the Chairman of the Board of Directors in the process of selecting, nominating and assessing directors and members of the committee's advisory committees and contributes to the selection and nomination of the Chairman, Vice-Chairmen and other statutory officers, even with regard to potential conflicts of interest existing at the time of the nominations of officers and during their terms in office. The CGI also proposes to the Board of Directors the succession plan for B3's CEO and manages matters related to the sustainability agenda and the adoption of practices for the company's continuity, considering regulatory, economic, social and environmental aspects.

Financial and Risk Committee (CRIF)

The primary objective of this Committee is to monitor and assess the risks inherent to B3's activities, with a strategic and structural focus, among other issues

Products and Pricing Committee (CPP)

Responsible for assessing our price structures, comparing them to the prices charged by the main international exchanges. It is made up mostly of external members chosen from among individuals with recogni expertise in treasury products, credit operations and asset management and who represent national and international financial institutions.

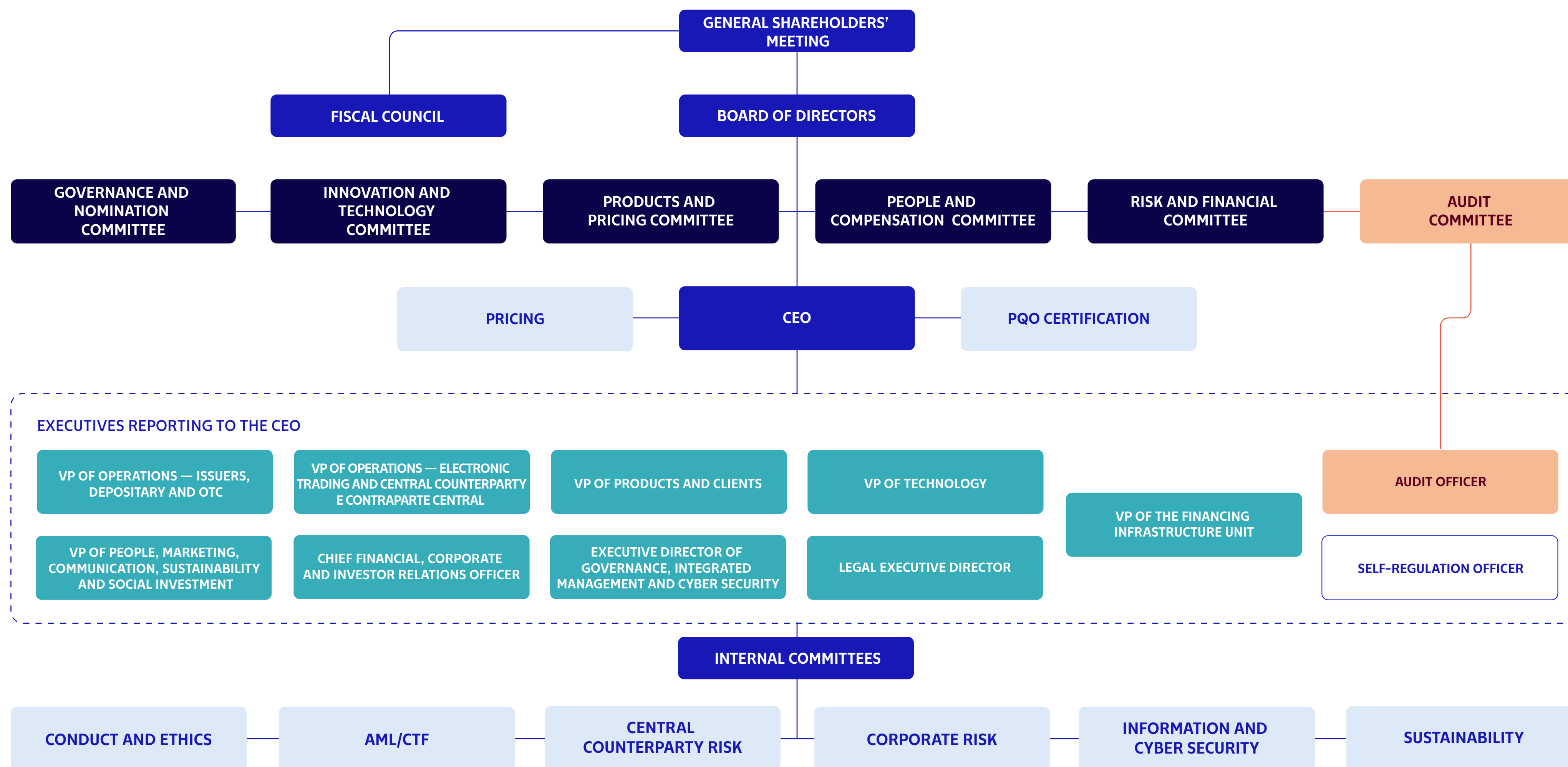
Innovation and Technology Committee (CIT)

Supports the Board of Directors in reviewing and implementing innovative initiatives, with a focus on emerging technologies, such as Artificial Intelligence. It also monitors relevant policies and regulations and encourages an innovative environment focused on customer experience and business agility.



Learn more about the composition of the Advisory Committees in the [ESG Performance Tables](#) and on the [Investor Relations website](#).

Corporate Governance Structure [GRI 2-9]



Executive Board

The Executive Board is our representative body responsible for managing our business in compliance with the guidelines set by the Board of Directors. This includes the responsibility of overseeing operational, social, economic and sustainability-related activities. This board is composed of the CEO, Vice Presidents and Executive Directors appointed by the Board of Directors.

It is the responsibility of our Board of Directors, as recommended by our CEO, to designate the members of the Administration who will be part of the Executive Board – which must be composed of the CEO and Company’s Vice Presidents.

According to the Bylaws, the Executive Board may create internal advisory committees to support its activities. At the end of 2025, six internal committees advised the Executive Board:

- Conduct and Ethics;
- Corporate Risks;
- Monitoring of Operations and Prevention of Money Laundering and Concealment of Assets, Rights and Values, Terrorist Financing and Financing of the Proliferation of Weapons of Mass Destruction;

- Sustainability (see more in [ESG Governance](#));

- Central Counterparty Risk; e

- Information and Cyber Security.

According to the Bylaws, our CEO may also create committees, commissions and working groups to advise on strategic and technical issues within his exclusive authority. In 2025, two internal committees directly supported the CEO:

- Internal Certification Committee of the Operational Qualification Program; and

- Internal Pricing Committee

As disclosed in a Material Fact released on March 19, 2026, B3 announced the step down of CEO Gilson Finkelsztain. The executive will remain in the position until the end of the first half of 2026.

Training and engagement of the Board of Directors

[GRI 2-17]

The members of the Board of Directors participate periodically in training on topics such as anti-corruption practices; prevention of money laundering, terrorist financing and the financing of the proliferation of weapons of mass destruction; diversity, equity, and inclusion; Code of Conduct and Ethics, information and cyber security and data protection. Additionally, knowledge-sharing sessions are conducted as needed, which are conducted depending on emerging market trends and demands.

Inspection and Control Body

Our Fiscal Council is responsible for independently inspecting the accounting and actions of the Management, in addition to complying with legal and statutory duties. In 2025, the Company implemented a Fiscal Council as resolved at the Annual General Shareholders’ Meeting held in April.

Performance evaluation and compensation of the Board of Directors

[GRI 2-18; 2-19; 2-20]

Performance evaluation

The Board of Directors annually carries out a formal and structured assessment process, conducted by the Chairman of the body with the support of the CGI and the Corporate Governance area. The model includes two pillars: an overall assessment of the Board and an individual assessment of its members, which combines self-assessment and peer assessment.

The global pillar reviews topics such as strategic focus, composition and independence, meeting dynamics, group culture, relationship with the Executive Board, and effectiveness of the committees. The individual dimension, on the other hand, considers participation in meetings, interaction with other board members, contributions of knowledge and level of preparation. During the annual assessment process, the directors fill out a questionnaire that includes the pillars mentioned above, whose answers are consolidated confidentially and restricted by the corporate governance area.

After consolidation, the Chairman of the Board conducts feedback conversations and, based on the conclusions, the Board defines action plans.

The annual assessment of the Board of Directors can be carried out with the support of external consultants, which, historically, has occurred every two years and in a period coinciding with the definition of the candidates for the Board of Directors to

be proposed by the management for the General Shareholders' Meeting. Thus, the results of the work of external consultants can also serve as input for the composition of the Board of Directors. In these assessments, the consultants themselves usually propose action plans resulting from their analyses, which are assessed by the Governance and Nomination Committee and the Board of Directors.

For more details on the methodology, steps and criteria adopted in the performance assessment process and a summary of the action plans identified in 2025, see item 7.1 of the [Reference Form](#).

Compensation of the Board of Directors

The remuneration model for the Board of Directors comprises fixed fees and a long-term component, as set out in the table below.

The long-term component represents approximately 20% of total remuneration and is intended to promote the alignment of directors with our long-term objectives. Unlike the Board of Directors, the long-term component of board members' remuneration is not tied to any individual or company performance metrics.

BOARD OF DIRECTORS COMPENSATION STRUCTURE		
PILLAR	DESCRIPTION	
FIXED FEES	Board of Directors' Fees	Fees paid monthly, according to the role of each member
	Advisory Committees' Fees	Fees paid monthly, according to the role and committees in which the director may participate, regardless of the frequency of meetings
LONG-TERM COMPONENT (CLP)	Stock-based remuneration, awarded annually, at the beginning of each term in office, vesting two years after the end of the term	



Further details, such as the proportion of compensation components, can be found in item 8 of the [Reference Form](#).

The remuneration of the Board of Directors and the Executive Board is assessed annually by the People and Compensation Committee. After this analysis, the Committee submits a recommendation to the Board of Directors – which, in turn, makes the proposal of the global amount to the General Shareholders’ Meeting.

Based on the guidelines of the People and Compensation Committee and the overall amount proposed to the General Shareholders’ Meeting, the Board of Directors establishes the individual remuneration of its members and the CEO – who, in turn, is responsible for establishing the individual remuneration of the members of the Executive Board.

Compensation linked to ESG targets

The Board of Directors and the People and Compensation Committee approved, for 2025, a Company Target related to People and ESG, that impacts the variable compensation of the CEO and the entire Company, which includes the implementation of sustainability action plans aimed at continuously improving our performance in the main ESG market ratings.



Learn more about this target and its achievement in the no [ESG Governance topic](#).

Governance of controlled companies

Our group is made up of B3 S.A. and controlled companies, which requires adjusting the governance of each entity to its level of risk appetite. To address this challenge, we have adopted specific governance models by type of entity, ensuring best practices aligned with the needs and contexts of each one.

Since 2022, these models have considered factors such as the degree of control exercised by B3 and the level of integration of operations and systems. Therefore, we ensure that all companies follow governance standards compatible with the market and B3 guidelines, while preserving the autonomy of the controlled companies and the agility of the business.

Policies

[GRI 2-12; 2-23; 3-3; SASB FN-EX-410a.4]

Our Corporate Governance practices and processes are guided by policies and standards approved by the Board of Directors. These guidelines must be observed by officers, employees, interns and, when applicable, suppliers, service providers and partners.

Among these instruments we highlight the Social, Environmental and Climate Responsibility Policy (PRSAC), which defines principles, guidelines and corporate practices that guide our social, environmental and climate actions (learn more in the [ESG Governance](#) section).



Learn about all policies and the composition of our governance bodies on our [Investor Relations website](#).

ETHICS AND INTEGRITY

[GRI 2-6; 2-8; 2-15; 2-16; 2-23; 2-24; 2-25; 2-26; 2-27; 3-3; 205-1; 205-2; 205-3; 308-1; 404-1; 406-1; 408-1; 409-1; 413-1; 414-1; 415-1; SASB FN-EX-510a.2]

At B3, ethics is a guideline for action. The senior leadership, especially the Board of Directors, oversees the topic closely and guides the Company's conduct through institutional policies.

The Code of Conduct and Ethics is among the instruments for prevention, correction and accountability in cases of corruption, fraud and other illegal conduct.

Updated every two years, the document establishes the standards and rules of behavior expected of officers, employees and interns — both in the work environment and in the relationship with customers and others.

We believe that individuals who are a part of our day-to-day activities and operations must understand and apply the guidelines established by the Code. To ensure this adherence, we adopt practices for disseminating its contents. For example:

- From the moment they join the Company, employees are introduced to contents of the Code and must formally acknowledge them by signing a form in which they commit to comply with the guidelines;
- New hires must participate in a onboarding training in which the Code is addressed, in addition to taking mandatory training specific to the topic;
- We frequently promote training and communication actions to reinforce awareness of the importance of the Code and ask all employees must re-sign their acknowledgement form whenever changes are made to the document.

At B3, ethical guidelines also apply to the supply chain and partners. Learn more about our Code of Conduct for Suppliers on [page 61](#).

Preventing Corruption and Fraud

[GRI 205-1, 205-2; 205-3]

Promoting an upright and ethical environment also involves mechanisms to prevent corruption and fraud. To this end, we adopt actions and principles formalized in documents that employees, third parties, suppliers and partners, as applicable.⁵ The following stand out:

Anti-corruption policies:

- [Anti-corruption and Fraud Prevention Policy](#);
- [Enterprise Risk Management Policy](#);
- Partner Risk Assessment Standard and governance process for reputational review of suppliers and service providers;
- Anti-Corruption Standard, which covers, among other topics, guidelines regarding our relationship with public officials;
- Corporate Policy on Combating Money Laundering, Concealment of Assets, Rights and Propriety, the Financing of Terrorism and the Financing of the Proliferation of Weapons of Mass Destruction (AML/CTF). The [document](#) establishes the prevention program for all these topics;
- Supplier Risk Assessment Procedure.

Processes to prevent and combat corruption and fraud

Regarding the risk assessment processes related to fraud and corruption in B3’s operations, we highlight the following processes:

- Periodic assessment of corporate risks related to the occurrence of unethical practices, fraud or theft committed by agents and their respective controls;
- Evaluation of potential conflicts of interest with the roles and responsibilities of the members of the Board of Directors, the Advisory Committees to the Board of Directors, the Fiscal Council, the statutory officers of B3 and the officers of the B3 Controlled Companies and their possible reputational risks;
- Reputational review throughout the approval process of suppliers, service providers and partners and prior to making sponsorships and donations;
- Guidelines for interactions with public officials;
- Guidelines for the Company’s accounting records to fully and accurately reflect its transactions for prompt drafting and reliability of our reports and financial statements;
- Specific procedures to prevent fraud and unlawful acts in bidding processes, in the execution of administrative contracts or in any interaction with the Government;

By December 2025, 96,8%⁶ of directors, employees and interns had completed Anti-Corruption training.

- Existence of whistleblowing channels for reporting irregularities, which are open and widely disseminated to the Company, partners and service providers and specific mechanisms for handling complaints;
- Online training on anti-corruption, money laundering prevention and concealment of assets, rights and values, the financing of terrorism and the financing of the proliferation of weapons of mass destruction, in which we provide details of actions that must be taken in situations that are not in accordance with our policies, rules and processes, as well as with current legislation;
- Monitoring of tolerance indicators related to unethical practices, fraud, theft and potential conflicts of interest, under the responsibility of the Internal Corporate Risk Committee and the Financial and Risk Committee, the latter who advises the Board of Directors.
- Recurring internal communication initiatives guiding employees on how to interact with regulators and public officials and on how to deal with the receipt of gifts;
- Sharing fraud and corruption prevention guidelines with all suppliers and business partners through the Code of Conduct for Suppliers, Service Providers and Partners.

5. The scope of these documents applies to all directors, officers, employees, and interns of B3 S.A. – Brasil, Bolsa, Balcão, including our controlled companies in Brazil and overseas, BSM, Banco B3, Cetip Info Tecnologia S.A., B3 Social, and other associations where B3 is a supporting, honorary, or founding member (“Company”), as applicable and provided in the document.

6. Percentages have been calculated based on the active headcount for the month, considering those in ‘regular active’ status.

Handling of corruption complaints

In accordance with our Corporate Governance, whenever a complaint demonstrates a potential case of corruption, bribery or fraud, the case is forwarded to the Conduct and Ethics Committee and the Audit Committee, which are responsible for determining the appropriate measures after the investigation. When applicable, the Audit Committee must also report the case to the Central Bank of Brazil and define the communication strategy to mitigate reputational risks.

In 2025, B3 and its controlled companies were not subject to any judicial proceedings related to corruption. No cases of corruption were confirmed, and no disciplinary or contractual measures were imposed on employees or business partners. The total amount paid in fines related to corruption or fraud cases was zero.

Anti-bribery certification

In 2025, one of the B3 controlled companies in the data business, Neoway (which in 2026 was merged into Trillia, B3’s new business) renewed its ISO 37.001 certification, an international standard that provides requirements and guidelines for the establishment of an anti-bribery management system.

Compliance with laws and regulations

[GRI 2-27; 205-3; FN-EX-510a.1]

B3 and its controlled companies have not been subject to significant fines or sanctions for non-compliance with legislation and/or regulations regarding social, economic, environmental and corporate governance laws and regulations. Nor were any cases of non-compliance or indications of non-compliance with such laws and/or regulations identified that had not been remedied. Information on relevant proceedings is available in the [Company’s Reference Form](#), item 4.3 – Non-confidential and relevant judicial, administrative or arbitral proceedings.

WHISTLEBLOWING CHANNEL BEST PRACTICES

- Enables identification of occurrences of internal fraud and other misconduct;
- Can be used by any external stakeholder – suppliers, customers and other third parties;
- Has an English version, with specific telephone service for the United Kingdom, the United States and Singapore;
- Is managed by a fully independent third-party company;
- Is available 24 hours a day, 7 days a week.

Whistleblowing Channels

[GRI 205-1; 2-16; 2-25; 2-26; 413-1]

Our whistleblowing channel, Alô, Compliance!, receives reports — identified or anonymous, according to the whistleblower’s choice — about conduct by officers, employees, interns or legal representatives that violate the Code of Conduct and Ethics, the Bylaws, internal rules or laws, regulations and regulatory provisions.

Reports are monitored on a daily basis. The Conduct and Ethics Committee conducts the investigations and takes the necessary measures to stop improper practices, prevent new occurrences and remediate impacts. In cases that constitute a civil, administrative or criminal offense, the Conduct and Ethics Committee may refer the matter to the regulatory bodies and the competent authorities.

In 2025, all controlled companies of the B3 Group began using the Alô, Compliance! whistleblowing channel as a tool to submit reports regarding conduct by officers, employees, interns or legal representatives that violate the Code, the Bylaws, internal rules, or applicable legal and regulatory provisions.

How we handle complaints received on the channel

- 1. The information is received by an outsourced and specialized firm of whistleblowing channels, fully independent and segregated from B3. This firm reviews the report beforehand and then makes the report available to our Compliance team.
- 2. Then, the Internal Audit, Legal and People teams are involved, depending on the case, and together with the Compliance team, when applicable, investigate the reported case.
- 3. When engaged, the Internal Audit team conducts technical and forensic investigations to assess whether there is evidence to confirm the complaints received. Together with the other teams involved in the process, it participates in the recommendations on how to resolve the complaint for later resolution by the Conduct and Ethics Committee.
- 4. Once the investigations are complete, the case is submitted to the Conduct and Ethics Committee. With the results of the investigation, the Committee deliberates on the appropriate measures for the complaint.
- 5. After the conclusion of the Committee’s deliberation, the case is closed or dismissed, and the complainant is notified of the resolution.

In 2025, the channel received 82 complaints and imposed 20 sanctions

Accountability and referrals
[GRI 2-16]

Any non-compliance with our Code of Conduct and Ethics, policies, rules and internal procedures are assessed and addressed by the Conduct and Ethics Committee. It must be highlighted that non-compliance is subject to disciplinary measures. Any conduct that may constitute retaliation is also considered a violation, subject to the same disciplinary measures.

Any cases related to suspected internal fraud and acts of corruption are referred to the Audit Committee, which reports them directly to the Board of Directors and, when applicable under the terms of the relevant regulations, to the Central Bank of Brazil.

The Conduct and Ethics Committee also reports annually, among other topics, indicators on the complaints received and the respective handling to the Governance and Nomination Committee. It must be emphasized that both the Audit Committee and the Governance and Nomination Committee directly advise the Board of Directors.

The channel’s management processes and the handling of complaints are also subject to internal audit, according to the area’s annual planning, which is prepared by the Audit Department and approved by the Audit Committee and the Board of Directors.

Disciplinary measures for confirmed violations

For complaints in which a violation of the Code of Conduct and Ethics is confirmed after investigations, penalties such as verbal or written warning, suspension, dismissal or termination of the contractual relationship may be taken.

Complaints can be filed through the following channels:

- 0800-202-2863, Monday to Saturday, from 8 a.m. to 8 p.m. (on other days and times, the service is available via answering machine);
- Through the form, available [here](#).

CODE OF CONDUCT BREACHES IDENTIFIED		
TOPIC	2024	2025 ⁷
Corruption	0	0
Discrimination	2	0
Customer privacy data	0	0
Conflicts of interest	1	1
Money laundering	0	0
Moral harassment	2	3
Inappropriate management conduct	7	7
Sexual harassment	0	0
Inappropriate conduct of a sexual nature	3	1
Other misconduct	5	8
TOTAL	20	20

7. Includes complaints made in 2025 and resolved by February 12, 2026.

Other methods of reporting

B3 has different channels for receiving complaints, each focused on specific situations.

1. B3’s internal channels

Although Alô, Compliance! is the primary channel for receiving complaints, two other channels can also be used for that purpose: e-mails of the [Code of Conduct and Ethics](#) and the [Audit Committee](#).

2. Specific channel for market players

Complaints involving players in the markets managed by B3 must be forwarded to BSM Supervisão de Mercados, responsible for the self-regulation of the markets we manage, by e-mail denuncia@bsmsupervisao.com.br

3. Specialized channel of the Audit Committee

For cases related to the quality and integrity of financial statements, transactions with related parties, conflicts of interest or any fraud or suspicion of operational and/or administrative fraud, there is a dedicated channel: comitedeauditoria@b3.com.br

4. Channels for clarifications and complaints

For questions, complaints or other information about products and services related to market supervision, our stakeholders can use our [B3’s customer service](#) and [BSM Supervisão de Mercados’ customer service](#). Regardless of the channel chosen, B3 guarantees the confidentiality of all information received. The information is accessed only by the areas responsible for the investigation and resolution.

Contributions to candidates or political parties and advocacy

[GRI 415-1]

Political contributions

The Code of Conduct and Ethics prohibits any financial contribution to candidates or political parties by B3, in line with the applicable legislation (Law No. 9.504/1997). In accordance to this guideline, in 2025, B3 did not make any donations to political parties or political campaigns.

Any contributions made by employees and interns must observe the limits and procedures provided for by law. The CEO, vice presidents, statutory officers and the Chairman of the Board of Directors are prohibited from making any financial contributions to candidates, political campaigns or political parties.

In 2025, there was no report to the Conduct and Ethics Committee related to this issue.

POLITICAL CONTRIBUTIONS (R\$ MILLION)	2025
Lobbying, interest representation or similar	0.00
Local, regional, or national political campaigns/candidates/organizations	0.00
Total political contributions or expenses	0.00

Advocacy and associative contributions

As a financial market infrastructure with broad operations, we recognize our role of influence, which goes hand in hand with our purpose of driving economic development so that society can thrive. To this end, we work with civil society organizations and trade associations that are aligned with our values and objectives, and that have no partisan or political affiliation.

In total, we contributed approximately R\$ 22 million in 2025 to institutions and associations that seek to influence public policies. In 2025, the two main focus areas were:

1. **Public Education:** Through B3 Social, we established partnerships with civil society organizations that seek the structural improvement of Brazilian public education. These entities work in partnership with municipal, state and federal governments to strengthen public education policies, with the aim of reducing inequalities. In this area, we contributed approximately R\$ 17 million in 2025*. Learn more about this work in the [Social Responsibility](#) chapter.
2. **Capital Markets:** We work jointly with, and are members of, associations and institutions that seek to promote the development of capital markets and coordination among companies, regulators and government. In this area, we contributed approximately R\$ 4 million in 2025.

*Only includes organizations whose primary objective is to influence and implement national or local public policies related to public education.

Below, we detail the three most relevant contributions made in 2025, related to influence on public policies in public education:

Associação Bem Comum: Since 2021, we have supported Associação Bem Comum, a civil society organization that provides technical support to states and municipalities to ensure effective, equitable and sustainable quality education throughout the entire educational cycle, with an emphasis on literacy up to the age of 7. In 2025, B3, through B3 Social, allocated R\$ 4 million to the organization.

Fundação Itaú: Since 2022, we have been partners in the initiative aimed at expanding and strengthening public policies for Technical and Vocational Education, led by Fundação Itaú Educação e Trabalho. In 2025, we also supported a project to strengthen mathematics teaching practices in partnership with state governments. In total, B3, through B3 Social, allocated R\$ 3 million to the organization in 2025.

Instituto Reúna: In 2025, we supported the development of the Pact for Mathematics Education, an advocacy initiative that fostered a national movement to strengthen the teaching and learning of mathematics in the public education system. The project also contributed to the approval of an amendment to the National Education Plan that reinforces mathematics as a priority area, providing for a specific national policy, targets focused on equity, and pedagogical strategies aimed at overcoming learning stagnation in the country. In total, B3, through B3 Social, allocated R\$ 1.5 million to the organization in 2025.

Lobbying

[GRI 415-1]

Lobbying is an activity not regulated by the Brazilian legal system. In accordance with our commitment to the principles of ethics, honesty and transparency, all direct and indirect interactions with the national and foreign public administration, regardless of sphere and hierarchical level, must comply with our Code of Conduct and Ethics, our [Policy for Preventing and Combating Corruption](#) and Fraud and our Anti-Corruption Standard. Thus, in 2025, no financial contribution was made to entities that engage in lobbying.

Conflicts of interest

[GRI 2-15; FN-EX510a.2]

To prevent conflicts of interest, we strictly follow the Brazilian Corporation Law (Law No. 6.404/76). Thus, directors must declare, prior to their election, compliance with the eligibility requirements. This includes the requirement of not holding positions in competing companies and not having interests conflicting with those of the B3.

Our Bylaws reinforce this guideline by preventing people in situations of potential conflict from being elected to positions in the management of B3 or B3’s controlled companies. These situations are assessed by the Governance and Nomination Committee, which determines possible conflicts in the process of selecting candidates for the Board of Directors and its advisory committees — and throughout the term in office of those elected.

No member of the Board of Directors and its advisory committees, statutory officers, employees or interns of B3 may participate in decision-making processes related to topics in which they have a conflict of interest. In these cases, the professional must be absent from the discussions, and refrain from voting.

The guidelines related to the topic are formalized in the [Policy for Transactions with Related Parties and Other Situations of Potential Conflict of Interest](#), which guides the processes of preventing and mitigating conflicts at the highest levels of governance — BoD, advisory committees, CEO, vice presidents and statutory officers. It also applies to B3’s officers, employees, interns, suppliers, service providers and partners and, where applicable, to our controlled companies in Brazil and abroad. In addition to this policy, the treatment of situations of conflict of interest is provided for in a set of documents that guide our performance: Bylaws, Internal Regulations of the Board of Directors and its Advisory Committees, and the Code of Conduct and Ethics.

Mandatory business ethics training

[GRI 2-24; 205-2; 404-1]

We continue to deepen our training agenda aimed at promoting responsible and ethical conduct within B3. Through this initiative, we reinforce the principles established in internal codes and policies, as well as the guidance issued by regulatory authorities.

The topics covered include the Code of Conduct and Ethics (encompassing Human Rights-related matters), Anti-Corruption, Anti-Money Laundering, Information Security and Data Privacy, among others.

Training is mandatory for all statutory officers, employees and interns and must be completed at least once a year, or whenever content is updated. New training sessions are rolled out periodically, according to the need for dissemination and reinforcement of the topics.

EMPLOYEE PARTICIPATION IN MANDATORY TRAINING		
TRAINING TOPIC	% OF EMPLOYEES WITH COMPLETED COURSES	
	2024	2025
Anti-corruption	98.2%	96.8%
Information security	90.3%	97.6%
Anti-money laundering	90.7%	97.6%
Data privacy	90.4%	97.4%
Code of Conduct and Ethics	98.1%	96.9%

The percentages were calculated based on active employees for the month, considering the status “active employment.” Some percentages are not 100%, as there may be newly hired employees, who have up to 30 days to complete the training, as well as employees on leave or on vacation.



Value Chain

[GRI 3-3; 2-23; 205-2; 308-1; 408-1; 409-1; 414-1]

The development of a responsible market infrastructure must involve the entire value chain. For this reason, we have established rules of conduct and processes to ensure that all parties interacting with B3 adopt best governance practices.

This premise helps us address and mitigate externalities and impacts that may arise from these contractual relationships. We recognize that shortcomings in supplier management can directly affect our reputation and, ultimately, the market and society.

With this understanding, we seek to continuously advance the promotion of ESG best practices throughout our supply chain. We assess risks and opportunities related to social, environmental and Human Rights aspects both prior to engagement and throughout service delivery, ensuring that our suppliers meet the standards of responsibility we expect for the ecosystem in which we operate.

Relationship Model

Our supplier relationship management is structured around four key pillars:

- Supplier onboarding and approval process, which includes Supplier Risk Assessment covering, among other aspects, registration, tax, financial and reputational reviews;
- Code of Conduct for Suppliers, Service Providers and Partners;
- Preventive training programs;
- Periodic reassessments.

Further details on each of these pillars are presented below.

Onboarding and approval process

Our supplier onboarding and approval process requires, as a prerequisite, the formal commitment of companies to the Code of Conduct for Suppliers, Service Providers and Partners. The standard contracts also include clauses addressing labor, social, environmental and social security matters.

As an additional layer of due diligence, we conduct reputational screening to identify critical risk factors, such as the presence of politically exposed persons (PEPs), adverse media, related-party relationships and former employees.

Depending on the procurement category and the nature of the contractual relationship, suppliers are required, as part of the approval and onboarding process, to complete a specific questionnaire on compliance and adherence to ESG and climate-related best practices.

In 2025, 100% of new suppliers have gone through the approval process. All of them meet the criteria for registration, reputational, financial, labor, social, environmental and social security due diligence. In the process of approving new suppliers in 2025, no indications of significant risks related to forced labor or child labor were identified, based on the reputational assessment procedures and questionnaires applied.

[GRI 308-1; 408-1; 409-1; 414-1]

Code of Conduct for Suppliers, Service Providers and Partners [GRI 2-23; 2-24]

The Code of Conduct for Suppliers, Service Providers and Partners is used in the approval and onboarding process to establish guidelines to be observed in partnerships with suppliers. It covers the following topics:

- Disrespect for human rights, such as the existence of child labor, forced labor, situations of modern slavery and offense to the rights of migrant workers and traditional communities, or non-compliance with labor and social security obligations — any of these events may result in immediate unilateral termination of the contract entered into with us;
- Compliance with collective bargaining agreements;
- Management of overtime with the assumption that it must be voluntary and required in a responsible manner;
- Alignment of salaries and benefits with standards established by the country and/or category;
- Promotion of diversity;
- Combating prejudice, discrimination and harassment;
- Occupational health and safety;
- Attention to the environment and compliance with environmental legislation;
- Promoting the adoption of sustainable practices;
- Combating and preventing corruption, money laundering, terrorist financing, arms proliferation and fraud;
- Proper management of information security and intellectual property.

Preventive Training [GRI 2-23; 2-24]

Since 2021, we have also applied AML/CTF (Prevention of Money Laundering, Terrorist Financing and Proliferation of Weapons) training to service providers classified as relevant. In addition, we advise all our suppliers to have anti-corruption policies and programs in place to check whether their operations are compliant.

Data Protection and Information Security training for relevant service providers began to be applied in 2023, in accordance with CVM Resolution No. 135.

We also demand the training of the SESMT (Special Safety Engineering and Occupational Medicine Services) on Occupational Safety and Health standards. This is a condition for the supplier's admission that is formalized in procurement and contractual agreements.

Periodic reassessments [GRI 408-1; 409-1]

During the provision of services, we carry out periodic reassessments of the engaged companies. In this analysis, we consider criteria such as registration status, financial health, reputational history, and any occurrences of negative media. The service providers that operate in B3's buildings also undergo an environmental management assessment. These practices apply equally to the supply chain of the B3 controlled companies that were merged in 2025. During the year, no current suppliers were identified with cases of child or slave labor.

Profile of our value chain [GRI 2-6; 2-8]

Our main suppliers are companies that operate in segments related to the development of products and technologies. Those include providers of links, hardware and software — such as servers and network equipment — as well as companies responsible for equipment maintenance, technical support and specialized labor for specific projects.

We ended 2025 with an assessment of 431 suppliers, of which 89% are local (operating in Brazil). In 2024, there were 384 assessments. We also have 1,796 service providers working in person or remotely, with no relevant changes compared to the previous year.

According to the criticality of the service, these partners receive at the time of engagement the “General Conditions for the Provision of Services and/or Execution of the Work”. The document establishes that the company is responsible for the organization and cleaning of the work areas and for the management of the solid waste generated, following the disposal criteria provided for by law.

Stakeholder engagement

In addition to the approval process, we provide critical suppliers with an ESG Newsletter that includes issues related to climate change. We also promote events, guides and meetings to disseminate best practices on the subject.

Human rights

[GRI 2-23; 2-30]

Respect for and the unconditional protection of Human Rights are non-negotiable principles at B3. It is no coincidence that we are the first stock exchange to sign the UN Global Compact – a commitment we made in 2005.

The initiative aims to mobilize the international business community so that companies align their business strategies and operations with the Ten Principles of the UN Global Compact, in the areas of Human Rights, Labor, Environment and Anti-Corruption, in addition to developing actions that contribute to facing these challenges.

As members of the Global Compact, we are also committed to contributing to the achievement of the Sustainable Development Goals (SDGs). Find more details on how to address each SDG prioritized on the Materiality tab of the ESG Performance Table.

Policies and practices

Our commitment to complying with internationally recognized Human Rights is a cross-cutting guideline at B3 confirmed by the following policies, as approved by the Board of Directors:⁸

- Social, Environmental and Climate Responsibility Policy (PRSAC);
- HR and Compensation Policy);
- Purchasing of Goods and Services Policy;

8. The scope is provided in the polices.

- Code of Conduct and Ethics;
- Code of Conduct for Suppliers, Service Providers and Partners

Through these policies, we commit to:

- Respect freedom of association and their right to collective bargaining agreements, with 100% of employees covered by collective bargaining agreements;
- Combat any form of degrading work (child labor, forced labor, or work involving physical or psychological abuse, etc.);
- Ensure a safe and harassment-free environment, combating any type of prejudice and discrimination (color, race, creed, gender, sexual orientation or age group);
- Promote a work environment with psychological safety;
- Promote ethical and transparent supplier management, complying with the principles of the Global Compact.

To ensure that the guidelines on the subject are widely known to employees and officers, we invest in training that addresses our approach to human rights. . This is the case of training on the Code of Conduct and Ethics, Diversity, Equity and Inclusion, and Harassment-Free Environment, which is mandatory for all individuals, including members of the Board of Directors.

In addition to engaging our teams, we also look beyond our own operations. We regularly assess and have preventive measures in place in our supply chain to mitigate risks related to respect for human rights.

Advances in human rights management

We conducted a study that identified, based on the value chain, the sphere of influence and the results of materiality, the impacts and externalities that also involved the subject of human rights.

Internally, we mapped actions to address each negative impact identified by the study in order to mitigate its materialization. This work was also correlated with B3’s impact on the UN Sustainable Development Goals (SDGs).



To learn more: read the chapters [Ethics and Integrity](#), [People](#) and [Social Responsibility](#).



RISK MANAGEMENT AND CONTINUITY

[GRI 2-23; 2-24; 2-25; 201-2; 205-1; 207-1; 207-2; 3-3; SASB FN-EX-550a.3]

Risk management is a pillar of B3's governance. We work to preserve the integrity of our markets, protect our participants, and ensure business continuity. To this end, we adopt practices aligned with international standards and an integrated view of risks — which cover strategic, operational, financial, regulatory, social, environmental, climate, and emerging risks.

This systemic view allows us to anticipate vulnerabilities, respond to changes in the external environment, and strengthen our internal controls. The structure that supports this approach is organized in four lines, a model recognized by the market and consistent with the complexity of our operations.

We provide below each of these lines and their roles within the Company:

1ST LINE – Business Areas

They are directly responsible for managing risks and internal controls. They work to ensure that operational and strategic processes follow internal policies and achieve defined objectives.

2nd Line – Governance Executive Department

It defines guidelines, conducts assessments and implements actions related to internal controls, corporate risks, crisis management, business continuity and compliance. It provides technical support to business areas and officers in decision-making processes.

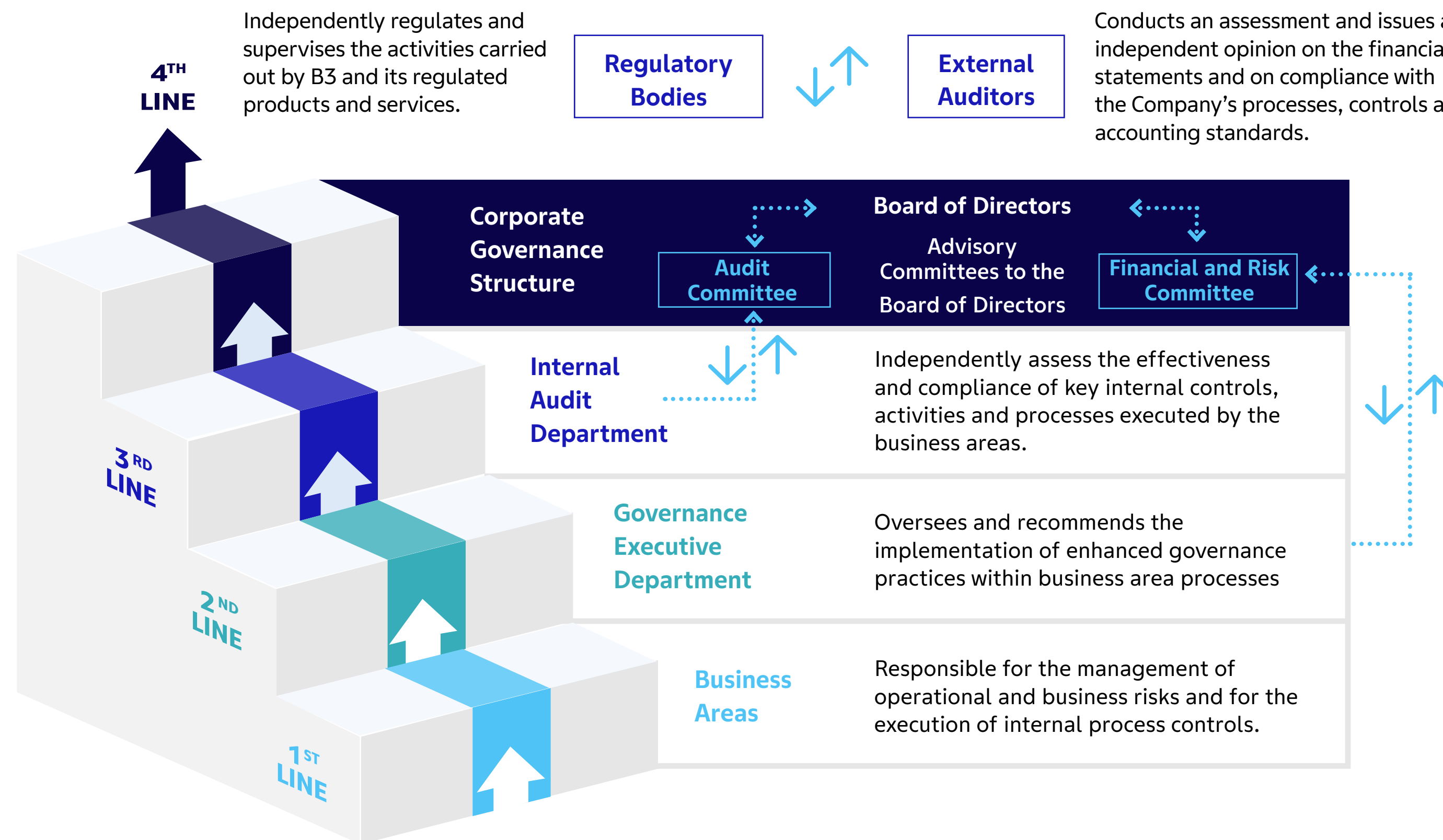
3rd Line – Internal Audit Department

It provides the Board of Directors, the Audit Committee and the Executive Board with independent assessments and insights on the effectiveness of risk management, controls and governance processes, as well as compliance with rules and regulations.

4th Line – Independent External Audit and Regulatory Bodies

The external audit reviews the financial statements to ensure that they are properly prepared and without material misstatements. Regulatory bodies — such as the Central Bank, CVM and SUSESP — oversee whether we have adequate infrastructure, robust controls, and compliance with applicable regulations.

Our risk management framework



B3's Enterprise Risk Management framework is based on recognized market best practices and international frameworks, including COSO Enterprise Risk Management – Integrating with Strategy and Performance (2017) and ISO 31000:2018. In 2025, an independent firm conducted

an assessment of B3's risk management processes against ISO 31000:2018 guidelines and issued a formal statement confirming the Company's alignment with the standard, reinforcing the credibility and robustness of the risk management framework adopted by the Company.

Corporate risks

[GRI 205-1]

Corporate risk management at B3 is conducted by the Governance Executive Department, which reports directly to the Company’s CEO. This structure reinforces the importance of the topic in the business strategy and ensures that critical decisions are made with an integrated view of risks, since it is aligned with B3’s strategic directions and objectives.

The guidelines that guide this action are gathered in the Enterprise Risk Management Policy, a document that defines principles, responsibilities and monitoring criteria adopted throughout the organization, approved by different governance bodies including the Board of Directors.

To organize our exposure and strengthen decision-making based on best market practices, we classify corporate risks into four macro categories:

STRATEGIC

It involves the possibility that relevant initiatives will not be implemented, will be executed late, or will prove ineffective. It includes topics related to business objectives, institutional image, human capital, and ethical and conduct standards. Since 2023, ESG risks have been incorporated into this macro category through a specific ESG related category.

REGULATORY

It refers to impacts resulting from changes in regulations and legislation, as well as actions by national and international regulatory bodies that may affect the management of our business.

OPERATIONAL

It covers losses associated with failures, deficiencies or inadequacies of internal processes, people and technology, as well as external events. It includes legal risks, damage to physical assets that compromise the continuity of activities, and failures in information technology systems and infrastructures.

FINANCIAL

It contemplates risks of preparing incomplete, inaccurate or untimely financial, managerial, regulatory, fiscal, statutory, socio-environmental and sustainability reports, which may give rise to penalties and other sanctions. It also covers credit, liquidity and market risks related to the management of our own cash.

We monitor these macro categories considering both traditional and known risks as well as emerging risks, which reflect changes in the business environment that are not yet fully understood. To identify and assess these risks, we use two complementary approaches:

Top down: it identifies high-level risks that may impact the achievement of our strategic objectives, from the point of view of senior management — the CEO, vice presidents and executive management.

Bottom up: it considers risks associated with the execution of operational processes, projects, new products and services, as well as corporate transactions, allowing for the identification of vulnerabilities close to the operation.

B3 has a risk appetite statement, which provides guidance for risk-taking in each mapped category. In this statement, our risk appetite scale is divided into four levels: Prone, Tolerable, Averse and Intolerable. The Intolerable level represents the least willingness to take risks — here, we avoid any exposure that could compromise the integrity of the business. At the opposite extreme, the Prone level aims to capitalize on uncertainties or risks to leverage opportunities.

Examples of Corporate Risks

To exemplify the treatment of corporate risks, we provide below two risks classified as Strategic. It is possible to consult the complete description of all our risks in Chapter 4.1 of the [B3 Reference Form](#).

For 2025, we conducted a corporate risk mapping process, from which the following risks stood out:

Changes in the legislative and regulatory environment that may impact B3’s performance

Risks related to changes in laws, regulations and rules that may affect our processes and objectives, as relevant business segments of B3 operate in a highly regulated environment. In case of materialization, there is the possibility of sanctions, official government letters and penalties for non-compliance. According to the methodology used at B3, the impact is classified as significant, but of reduced probability, due to our existing processes and controls. Among them, the continuous monitoring of changes that may impact B3, which includes periodic monitoring of laws, regulations and notices issued by regulatory bodies.

These risks are periodically assessed in terms of their alignment with the defined risk appetite. Qualitative review considers the identification of materialized and potential events related to risk, which can influence its materialization or mitigation, through interviews, surveys, reviews, and interactions with the areas involved.

The quantitative review is carried out based on risk indicators, using previously established tolerances to check compliance with the elements that make up the risk in relation to the defined appetite.

Macroeconomic and political context

Risks related to variations in economic policy and the instability of macroeconomic factors, which may reduce the attractiveness of certain products and impact our revenues. In case of materialization, the impact is classified as significant, as well as the probability of occurrence, according to the methodology used, considering the financial effect on our revenues. To reduce the probability of materializing this risk, B3 adopts an ambidextrous strategy, which has two complementary fronts: the strengthening of the core business by providing new products, and the diversification of revenues by expanding adjacent businesses.

Emerging Risks

The management of emerging risks is carried out in conjunction with B3’s other risks, according to the same process mentioned on this page and described in detail in our corporate risk framework. In 2025, we identified two risks in this category:

- In the economic and social risk category, we identified the competition for financial resources from individual investors with betting platforms, a market that has gained relevance in Brazil over the past year. If materialized, this risk could lead to strategic and financial impacts for B3. For mitigation, we have been monitoring the betting market trends closely, studying consumer behavior and assessing how this market is understood by retail investors and individuals.
- In the environmental category, carbon pricing mechanisms and changes in Brazilian legislation on this were identified as emerging. This risk, if materialized, could cause an increase in direct costs and indirect financial impacts for B3, given that the legislation could impact several sectors of the economy and the capital market as a whole. As a mitigation strategy, B3 has been closely following the discussions of legislation and implementing actions to reduce its emissions, in preparation for potential costs related to this topic .

Sustainability Risks [GRI 2-24; 2-25]

In addition to the corporate risks described above, we have mapped ESG risk factors using both top-down and bottom-up approaches, classifying them as Strategic risks.

For social and environmental risks, failure to comply with regulatory requirements, non-compliance with pacts or reporting requirements, and insufficient corporate practices that guide our responsible performance in these areas may be detrimental to B3's reputation.

This risk was monitored throughout 2025 and was assigned a Tolerable risk appetite. The monitoring of this risk is based on B3's performance in ESG rating agencies and indices, as well as on the monitoring of certifications and regulatory compliance related to environmental practices and people management.

To mitigate this risk, an annual review of our ESG practices is conducted, with the aim of identifying action plans for improvement in ESG rating agencies and indices. In addition, ongoing engagement with internal areas is carried out to ensure continued compliance with reporting and regulatory requirements, including the pursuit of new certifications whenever possible. We also monitor discussions related to changes in regulatory requirements and trends in reporting and transparency in both the Brazilian and international markets.

Climate-related risks and opportunities are also integrated into corporate risk management. They are detailed in the chapter Climate Change, on page [79](#) of this report.

In December 2025, B3 announced its [voluntary early adoption](#) of the ISSB's IFRS S1 and IFRS S2 requirements, which will be mandatory in Brazil starting in 2027. Throughout 2025, the Company conducted a comprehensive review and prioritization of sustainability-related risks in alignment with these standards.

Risk training [GRI 2-24]

At B3 we conduct annual workshops and interviews with senior leadership to disseminate the corporate risk framework and scenario analysis, in addition to capturing the perception of leaders about the risks to which the Company may be exposed.

Regarding operational risks, the Corporate Risks team conducts regular risk training and educational meetings with non-executive leaders and department heads to share the methodology, provide technical knowledge and present the results from the risk mapping and management activities.

In addition, institutional training is also conducted to address risk management disciplines of the second line of defense, such as Anti-Corruption, Code of Conduct and Ethics, Data Protection and Information Security.

These aspects strengthen a fundamental step in our risk appetite process, based on the enterprise risk framework, by promoting greater alignment between the perception of leadership and the established strategic parameters. In addition, they contribute to the consolidation of the risk management culture, ensuring that critical decisions are made based on well-structured scenarios and practices that reinforce governance, compliance, and sustainability. This approach allows us to mitigate risks and identify opportunities, promoting organizational resilience and adherence to established risk appetite.

Risk criteria for developing new initiatives [GRI 2-24]

In addition to monitoring corporate and procedural risks, the Governance Department is responsible for identifying, assessing and monitoring the risks associated with the development of new initiatives, products and services.

Based on a risk-driven prioritization approach, initiatives classified as priorities — either because of their strategic relevance or because of their operational or regulatory complexity — are monitored by the Board of Directors from the beginning of the operationalization phase until their conception, from the perspectives of technical, market and user risks. This performance is recorded in the process management system of the second line of B3.

Internal Controls

The Internal Controls team is responsible for assessing and monitoring B3’s control system, ensuring that they are sufficient, effective and efficient in mitigating risks and preventing fraud. The area’s performance follows the guidelines of the Compliance and Internal Controls Policy. Its activities include:

- Mapping and assessing the controls that mitigate corporate risks;
- Assessing specific controls to mitigate fraud scenarios;
- Reviewing our processes to ensure adherence to the rules and procedures defined by regulators and B3’s Management;
- Monitoring and testing the implementation of the action plans resulting from the assessments carried out;
- Preparing and making available to the Central Bank and the CVM the Internal Controls Report.

Business continuity and crisis management

As an infrastructure provider for the capital market, B3 cannot stop. Therefore, the Business Continuity and Crisis Management areas works to minimize financial, operational, legal and regulatory impacts arising from the unavailability of critical human, material or technological resources, taking operational measures to monitor and respond to possible scenarios that may impact B3’s operations.

The Operational Resilience team, guided by the Business Continuity and Crisis Management Policy, is composed of two fronts:

Business Continuity Management (BCM)

Aims to safeguard B3’s operations during adverse scenarios. The department continuously evaluates critical processes, business continuity requirements, and contingency strategies to ensure the resilience of B3 and the effectiveness of its Business Continuity Plans (BCP). This framework guarantees the recovery of essential processes while mitigating the impact of potential crises. To ensure these strategies remain robust, we conduct regular tests and exercises to validate our maturity and operational readiness.

Crisis Management (KM)

Operates to reduce impacts, keep stakeholders informed, preserve the institutional image, offer rapid response to incidents, and prevent recurrence. Whenever a crisis occurs, we activate a management flow that defines responsibilities and the technical, tactical, and operational levels to be activated.

In 2025, we conducted crisis simulation exercises, including cyberattack scenarios, to test and improve our protocols. The work also included media training for the organization’s spokespersons.

In addition, B3 underwent an assessment conducted by the Brazilian Federation of Banks (Febraban), which confirmed B3’s high level of maturity in business continuity and crisis management.



To learn more: about our Business continuity Pla access: [link](#)

Tax non-compliance risk management

[GRI 207-1; 207-2]

Tax management is a strategic responsibility of our Company, guided by full compliance with tax obligations and transparent and regular relationships with customers and partners.

To sustain this pillar, we continuously monitor legislative and jurisprudential changes that may impact our operations. Our internal teams, together with internal and external legal advisors, ensure compliance with applicable legislation, mitigating risks and strengthening the sustainability of the business.

In 2025, we advanced this commitment by consolidating the Tax Conduct Guidelines, a document that establishes the principles and guidelines for our tax conduct and was approved by the Board of Directors. These guidelines have five fiscal commitments:

- Compliance with legislation tax obligations
- International tax responsibility
- Transparency and economic substance
- Transfer pricing in accordance with the arm’s length principle
- Maintaining a robust internal controls and tax governance structure

The full Tax Conduct Guidelines is available on B3’s IR website. [Access it here.](#)

Tax contingencies and provisions

As for risk mitigation, internal teams keep track of tax contingencies and provisions in a process management system. Our teams assign and monitor the risk prognosis associated with each lawsuit or matter, as applicable, in addition to controlling judicial deposits and attorneys’ fees.

The information related to contingencies and provisions is reported by the Legal team to the Accounting (Financial Department) for inclusion and recognition in the Financial Statements. Subsequently, this information is submitted to validation by internal and external audits.

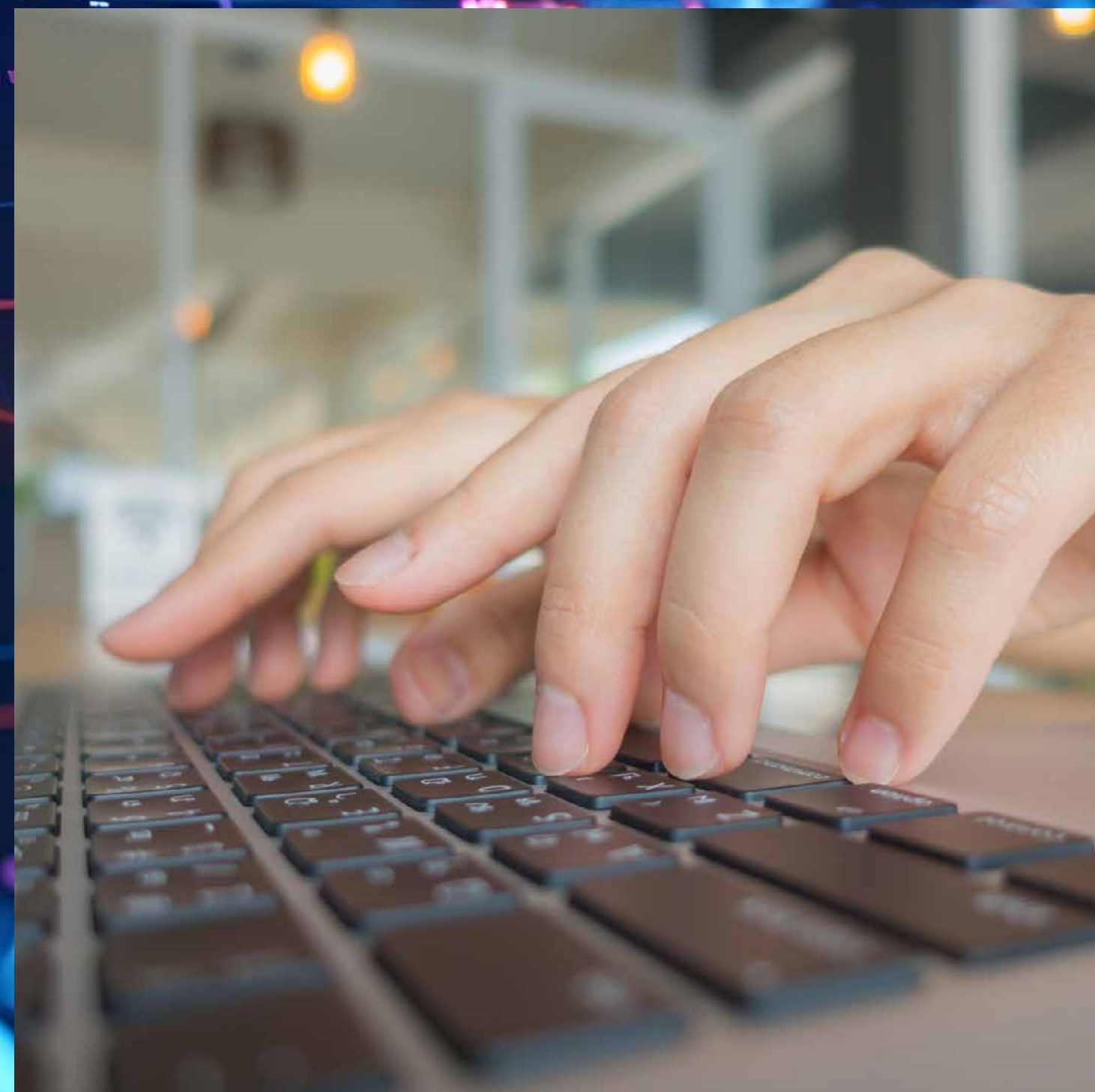
Our Financial Statements are audited by independent third parties and provide comprehensive disclosure of taxes paid, deferred tax assets and liabilities, and tax provisions and contingencies.

Monitoring the topic

From time to time, we reassess our tax procedures to identify flaws or points for improvement. Whenever there is a need for adjustments, we create action plans with goals and deadlines. Issues related to Tax Law matters are submitted to the review of specialized professionals, members of the Legal Department, which report directly to our CEO.

All consultations, questions, subpoenas, administrative and judicial tax proceedings, as well as other matters that require interpretation or application of tax legislation, are conducted under the guidance and monitoring of the Legal Department, with the support of external tax legal advisors.

The calculations of the taxes due, as well as the control and transmission of ancillary obligations, are the responsibility of the Financial Department, which operates in accordance with the legal guidelines established by the Legal Department.



DATA PRIVACY AND SECURITY

[GRI 3-3; 418-1; SASB FN-EX-550a.3]

Information security is one of the pillars of our strategy to ensure market integrity, confidence of participants and business continuity. The topic — which covers the protection of the Company's systems and the privacy of personal data — is treated as a priority, through governance that has institutional policies, specialized teams and adherence to the best practices in the market and regulatory requirements.

Information security and cyber risk management

[SASB FN-EX-550a.3]

We work to ensure the availability, integrity, confidentiality, and traceability of our systems and data. To support this commitment, capability building, awareness, and training of our teams, as well as in the modernization of our technology platforms,

Information security governance

Governance of information security and cybersecurity is embedded in B3’s enterprise governance structure and is overseen by the Governance, Integrated Management and Cybersecurity Executive Department, whose head reports directly to the Company’s CEO. This structure reinforces the integration of cyber and information security risks into enterprise risk management.

Within this framework, the Privacy and Data Security Department is responsible for the implementation of security controls and execution of cybersecurity initiatives.

The Board of Directors (BoD) and the Information Security Committee (CSI) also play a central role in the governance of cyber security and information security, especially through the Security and Privacy Master Plan, which consolidates guidelines, priorities, and the strategic vision of senior leadership on the subject. The Plan guides the performance of the areas, structures the strategic fronts and establishes the basis for the continuous monitoring of cyber and privacy risks.

Under this framework, the CSI oversees the Master Plan’s implementation, assesses security and data protection controls, and prioritizes strategic actions.

The Security and Privacy Master Plan is approved by the Board of Directors, following a recommendation from the Financial and Risk Committee, ensuring alignment with the

Company’s governance guidelines and enterprise risk management practices.

To monitor the execution of these initiatives, we prepare monthly reports on the Master Plan’s progress and maintain a strategic cybersecurity and information security dashboard which shows the status of our main performance indicators.

INFORMATION AND CYBER SECURITY GOVERNANCE



Participation of the Board of Directors

Information security and cyber security are topics also addressed by the Board of Director, which is responsible for:

- Assessing and managing Enterprise risks;
- Establishing high-level guidelines for risk management activities;
- Approving the Corporate Risk Management Policy and the Enterpeise Risk Management Framework;
- Approving the Information Security Policy
- Approving the Personal Data Protection Governance Policy; and
- Approving the risk appetite and tolerance of the risk categories.

The Board of Directors also receives, upon request, a dashboard of indicators that allows the monitoring of the evolution of risks and threats related to the topic. In addition, it has access to a report regarding risks and threats related to cyber security. The Board also has three members who have expertise in cyber security.

Information Security policies and commitments

Our activities follow a normative framework anchored in the Information Security Policy and a set of standards that detail specific guidelines for each security domain. This framework guides our processes and ensures consistency across the organization. The rules that make up this structure are:

- Information Classification and Ownership Standard;
- Information Retention and Disposal Standard;
- Security Standard for Information Systems;
- Information Security Incident Handling Standard;
- Credentials and Access Standard;
- Standard for the Protection and Use of IT Assets;
- Sensitive Electronic Spreadsheet Management Standard;
- Personal Data Protection Governance Standard; and Vulnerability Management Standard.

This set of documents includes a series of commitments that cover our operations, suppliers and our controlled companies. We highlight our commitments to:

- Legal and regulatory compliance;
- Improve our information security procedures on a continuous basis;

- Ensure the integrity and protection of the information collected and stored;
- Monitor and respond to information security threats.

The guidelines mentioned above support routines that restrict access to information to authorized persons only when necessary, ensure its integrity and protect against unauthorized changes throughout its life cycle.

The Information Security Policy is available on our Investor Relations website. [Access it here.](#)

Risk mitigation actions

Our information security risk mitigation approach combines technical controls with ongoing security awareness initiatives, and takes into account technology, processes, and people to reduce vulnerabilities and strengthen data protection controls over time.

On the operational level, we adopt internal and external security audits, regular vulnerability assessments, and penetration testing applied to our systems, products, and practices. These activities allow us to identify weaknesses, prevent incidents, and strengthen the resilience of the critical infrastructure under our responsibility.

We also have business continuity plans for the risk of data breaches and unauthorized system access, which are periodically tested and reviewed. In 2025, there have been no confirmed cases or substantiated complaints of customer or employee data leakage or loss. [GRI 418-1]

Engagement and training

The controls are complemented by actions focused on employee behavior and training. To consolidate a security culture on a daily basis, we combine guidance, continuous communication, and team mobilization.

This effort materializes in engagement and internal communication actions on safe behaviors, which include monthly phishing campaigns and mandatory training for all employees. In 2025, we reached 97.6% adherence to mandatory information security training, with continuous monitoring by the People team to increase engagement.

The work is reinforced by Atitude B3, an annual event that promotes reflections and practices aligned with our values. The 2025 edition, with the topic “Our security generates the future”, encouraged the team to discuss ethics, cyber security, safe behavior, anti-corruption and personal data protection.

In total, we registered about 1,650 participants in a single day, an increase of 27% compared to the opening lecture held in 2024.

Main advances in 2025

- Strengthening security awareness among B3 leaders through cyber security training;
- Cyber Week initiative with the participation of 575 people in the lecture on security in everyday life and 900 attendants in the face-to-face action.
- Launch of the new mandatory Information Security training, made available to all employees and suppliers;
- Restructuring of strategic security indicators to reflect changes in the threat landscape, improve the view of the current security posture and measure the impacts on B3’s business;
- Increased maturity and adherence to the NIST Cybersecurity Framework 2.0 from 3.62 to 3.79;
- Implementation of the new cloud-based security information and event management platform that gave us autonomy and agility in the automation of incident responses;
- Conducting a simulation with the technology and business areas in a response and recovery exercise against a ransomware incident;
- Increased backup and recovery coverage for data from systems classified as Orange HappySocks, increasing our resilience to an eventual ransomware attack;

- Integration of the new platforms into the access management ecosystem, resulting in a decrease in the SLA of new accesses and allowing the team to dedicate more time to priority projects in the area (Single Login);
- Improved application micro segmentation coverage, decreasing the risk of lateral movement of attackers from a compromised system to other platforms.

Information security in products and services

In addition to taking all these actions, we invest significantly in the integration of cyber security into the product development cycle, evolving into the practice of security by design. This means that security is now involved in the conception of products, not just in the final check-up phase, ensuring that new digital products emerge with built-in security protection.

In 2025, we achieved ISO/IEC 27001 certification for our Security Operations Center (SOC) processes for the first time.



Protection of personal data

We are committed to always adopting the best practices for the protection of personal data that is processed in our environments. To this end, we have the Personal Data Protection Governance Policy, approved by the Board of Directors. The document presents the principles and guidelines that guide the Personal Data Processing activities carried out by B3, applicable to our operations, suppliers and partners.

Data protection commitments:

- Maintaining dedicated channels for data subjects, customers, and regulators to exercise their statutory rights;
- Prompt notification to the National Data Protection Authority (ANPD) and affected data subjects regarding any security incidents that may pose significant risk or damage, in cases where B3 acts as the Data Controller;
- Lawful and transparent data collection, ensuring personal data is obtained exclusively through legitimate means and with explicit consent where required;
- Purpose limitation, ensuring that the collection and processing of personal data are strictly confined to disclosed and legitimate purposes;
- Timely communication to data subjects regarding any material changes to privacy policies or the occurrence of data breaches;
- Implementation of industry-leading data protection standards across all operational levels;

- Transparency in data usage, adopting clear terms for the collection, use, sharing, and retention of data, including transfers to third parties;
- Third-party compliance, requiring all partners with whom data is shared to adhere to the Company's privacy policies and security standards; and
- Commitment to human rights, ensuring that data management practices respect fundamental rights and freedoms.

The topic of data privacy is also covered in other corporate policies, such as the Code of Conduct and Ethics, which establishes the responsibility of all employees for protection of confidential information – B3 and third parties – and defines guidelines for the treatment and sharing of this information.

Data protection processes

The processes that ensure data protection are also integrated with the Risk Management and Business Continuity strategies, explained in more detail in the previous chapter. We work together to adopt security strategies, formalize contingency plans and monitor the evolution of risks and the main technological evolutions that can increase the probability of occurrence and potential impact.

We operate in compliance with the General Data Protection Law (LGPD) and have the support of a multidisciplinary team formed by Compliance, Legal, Data Governance and Cyber Security. The Governance and Privacy team is responsible for managing

the privacy issue and receives and manages cases of potential violations. This team reports directly to the Governance, Integrated Management and Cyber Security Officer.

Data protection culture

On a day-to-day basis, we maintain recurring internal communications and provide support materials so that everyone is up to date on topics related to data protection.

To strengthen this culture, we intensified awareness actions on the intranet, with posts and lectures dedicated to the topic. We also provide specific training for Privacy Champions, who are professionals responsible for disseminating the best data protection practices in all areas of B3. These specialists support the teams in the necessary adjustments and contribute to the development of new products, businesses, or contracts in compliance with the LGPD.

In addition, we conduct regular privacy risk assessments and audits on technologies and practices that may impact user data. This work includes periodic internal security audits, vulnerability assessments, and penetration testing applied to the systems, products, and processes that handle personal information.

LGPD incident management

At B3, we follow a specific standard that guides our professionals in the Incident Management process in a production environment. In addition, we maintain clear and accessible mechanisms for data subjects to raise privacy-related concerns.

When a company needs to report an incident involving information handled by B3, we provide an exclusive channel: incidente.seguranca@b3.com.br.

For data subjects, we offer a dedicated service channel, through a specific support page.

We also have a process for crisis management and the adoption of corrective actions. Every critical incident — understood as an unexpected event capable of affecting B3's image, reputation, operational capacity or human rights — is assessed by the Continuity team.

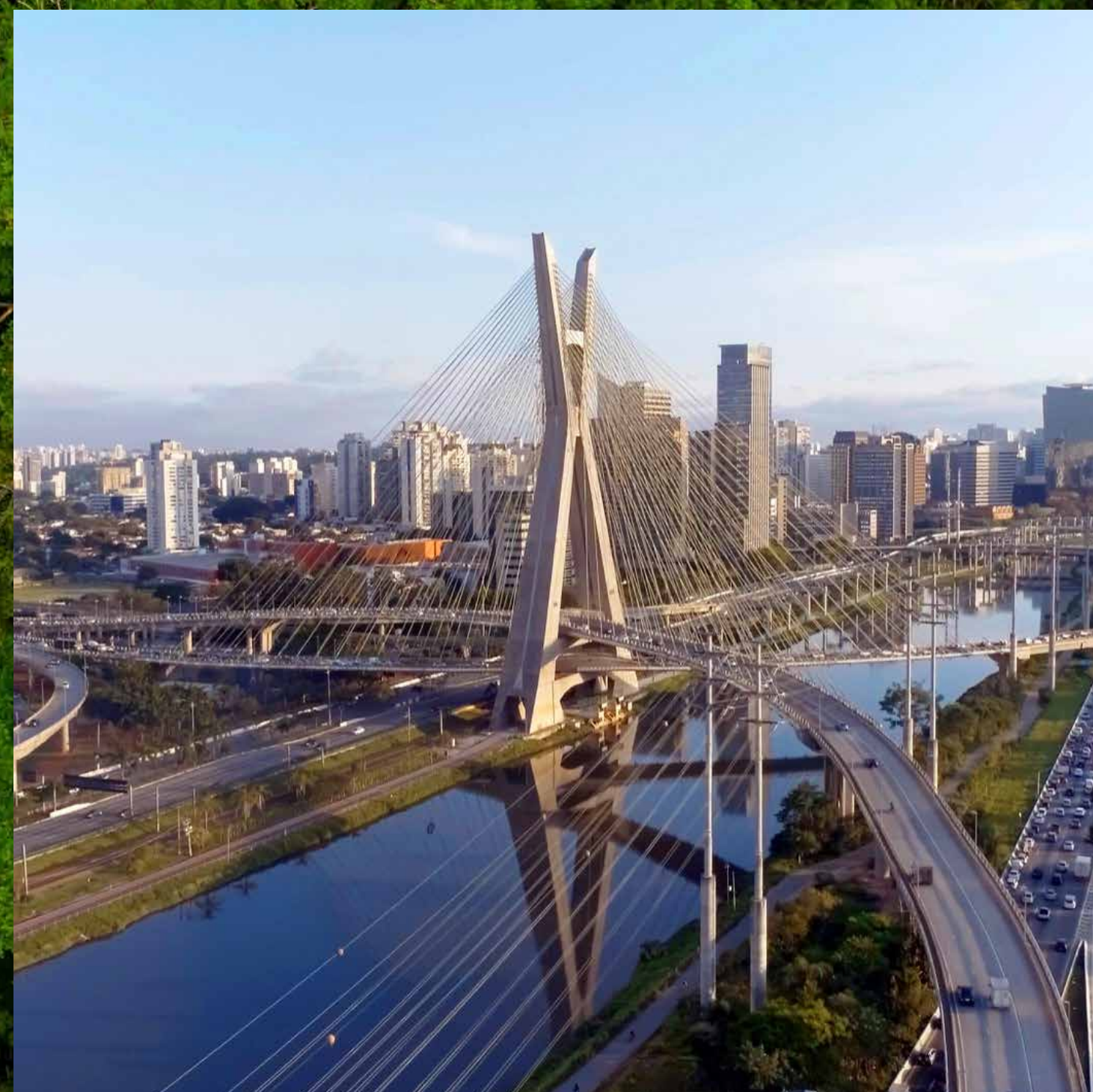
Throughout the year, we conducted incident simulations (tabletop) involving personal data leaks, with the aim of improving our crisis management. These exercises brought together decision-makers and vendors, allowing us to test and refine our response plans in the face of what-if scenarios.

Privacy and security from product conception

Recently, we have also evolved in the integration of data privacy into the development cycle of products and services. Now, all offers developed by B3 that process personal data or sensitive personal data must observe the general principles of personal data protection and privacy, as well as information security measures, from their idea, conception or study, to their actual execution. Therefore, the topic is no longer treated only as a final verification step and starts to guide the entire development cycle, ensuring that digital solutions are already born with integrated protection.



To learn more, access our Personal Data Protection Statement by clicking [here](#).



CLIMATE CHANGE

[GRI 2-12; 2-13; 2-24; 3-3; 102-4; 102-5; 102-6; 102-7; 102-8; 102-10; 302-1; 302-4; 201-2; 303-5; 306-3; 413-1]

Climate governance [GRI 2-12; 2-13]

Given the relevance of climate change to our performance, we have specific governance for the topic, which directly involves senior leadership. This governance is supported by the same structures, concepts and policies that guide our general sustainability governance, ensuring coherence, strategic alignment and integration between ESG topics.

The topic permeates several of the company's governance bodies. One of them is the Internal Sustainability Committee (CIS), composed of members of senior management — including the CEO of B3, two Vice Presidents and two representatives of the Board of Directors (BoD). The activities of the CIS are reported at least once a year to the Board of Directors and/or to the Governance and Nomination Committee (CGI), a Board of Directors Advisory Committee who has formal competencies related to sustainability,

In 2025, climate related topics were presented to the Audit Committee as part of our enterprise management framework, specifically regarding our preparation for reporting aligned with IFRS S1 and S2 standards.

Other structures also play an important role in climate governance, such as the Sustainability Superintendence which is a part of the Communication and Sustainability Department, and the Vice President of People, Brand, Communication, Sustainability, and Social Investment, who is the executive leader responsible for connecting environmental and climate issues to the business and supporting its implementation.

These responsibilities, as well as the principles that guide our performance, are formalized in the Social, Environmental and Climate Responsibility Policy (PRSAC). The document establishes that the Company recognizes its role in tackling climate change and in the transition to a low-carbon economy, in proportion to the nature of its operations and the climate risks to which it is exposed.

The PRSAC applies to senior management, employees, interns, suppliers, service providers and partners and can be accessed in full [here](#).

In 2025, the Internal Sustainability Committee presented to the Board of Directors relevant climate issues in the public debate, reinforcing the integration of the subject into the Company strategy.

Public commitments and transparency

In addition to our internal structures, we adhere to internationally recognized external initiatives in climate governance and transparency.

Among them is the Task Force on Climate-related Financial Disclosures (TCFD). B3 has been following the discussions of the initiative since the first draft and has been a signatory since 2017, committing to disclose information in line with the recommendations of the task force in its reports and to gradually incorporate it into its practices.

We have also participated in the CDP since 2009. For the 2025 cycle, our disclosures resulted in a 'B' score, placing us above the global average on a scale from D- to A.

Finally, in 2025 we announced our voluntary and early adherence to the CBPS S1 and S2 standards, based on the ISSB IFRS S1 and S2 standards, reinforcing our commitment to the best practices in climate governance and transparency.

Climate strategy

[GRI 2-24]

Contributing to the climate agenda is part of its role as a responsible company. Therefore, the topic is part of the Conduct axis of the sustainability strategy, along with ethics, transparency, risk management and information security — fundamentals that guide the way we operate and make decisions.

Due to its cross-cutting nature, the climate agenda is also directly related to the two pillars that structure our ESG strategy. It guides us as a listed company by driving continuous improvements in internal management and strengthens us as a market infrastructure by expanding our ability to mobilize the financial ecosystem in route to a transition to a low-carbon economy.

Internal management: climate roadmap and structuring actions

Internally, we continuously advance in the implementation of our climate roadmap, which organizes short, medium and long-term actions and guides the evolution of the Company's environmental management. This roadmap consolidates opportunities identified by the business areas, regulatory trends, and stakeholder demands, serving as a guide for prioritizing initiatives and continuous improvement.

In recent years, several actions have prepared B3 for a more consistent climate performance. Among them, the migration to the Free Energy Market; the definition and monitoring of climate goals, which guide our performance; the Annual Inventory of Greenhouse

Gases gases, which improves the monitoring and transparency of emissions; and stakeholder engagement, which ensures continuous dialogue with investors, regulators, partners, and suppliers about climate-related risks and opportunities.

A significant milestone in our 2025 climate agenda was the completion of our Scope 3 screening, which expanded the number of categories measured and provided greater visibility into our indirect emissions. Detailed results of this screening can be found in the 'Metrics and Targets' section on page [81](#).

Market mobilization: presence at COP30

The Conference of the Parties (COP) is the main global forum for climate negotiation, in which governments, companies and civil society discuss goals, commitments and mechanisms to address climate change. By hosting the 2025 edition, Brazil has come to occupy a central position in these discussions, connecting the global climate agenda to the country's priorities and challenges.

Our participation in the conference was designed as a continuous journey: initiated through prior mobilization, intensified during the event, and sustained post-conference. This strategic presence reaffirmed B3's role as a market infrastructure that connects stakeholders, promotes transparency, and accelerates the country's climate transition.

Pre-COP: preparation, dialogue and mobilization

Throughout 2025, we developed and participated in initiatives to qualify the debate on the topic and align our performance with the agenda that preceded the conference. This period included four events held at our headquarters:

- **Perspectives for the Regulation of the Carbon Market in Brazil:** in January, we received the World Bank and the International Emissions Trading Association (IETA) to hold this event. The objective was to discuss the next steps for the implementation of the regulated carbon market in Brazil, considering the approval of Law 15.042/2024, which creates the Brazilian Emissions Trading System (SBCE), and to integrate the perspectives of the public sector, private companies, the financial sector and sectoral organizations on the agenda.
- **B3 Climate Day:** B3's proprietary event, which aimed to discuss the connections between the financial sector and climate change, aiming to engage and mobilize various stakeholders and make visible the potential impact of holding COP30 in Brazil.
- **Education and climate emergency:** we also hosted the organization "Todos pela Educação" (all for education) to discuss the impacts of the climate emergency on the education system. Learn more about the topic in the item "[Social Responsibility](#)".
- **Capital for Climate:** Harnessing Taxonomies and Interoperability: in the week leading up to COP30, we hosted Spain's Comisión Nacional del Mercado de Valores, the Brazilian Securities and Exchange Commission (CVM), and the Ibero-American Institute of Securities Markets (IIMV). The event brought together stakeholders from around the world to discuss the implications of the launch of the Brazilian Sustainable Taxonomy and the interoperability agenda between global taxonomies, as well as its potential to accelerate climate transition financing.

In addition to the events at our headquarters, we support the capital market in preparing for COP30 through a training track on sustainable finance and climate transition. The initiative, carried out in partnership with Associação Brasileira das Entidades dos

Mercados Financeiro e de Capitais (Anbima), Confederação Nacional das Seguradoras (CNseg), Federação Brasileira de Bancos (Febraban) and other actors in the ecosystem, had five workshops, with an average of 475 participants per meeting.

At the international level, we are part of the New York Climate Week agenda, participating in panels at the World Climate and Biodiversity Summit, promoted by the World Climate Foundation. During an event held by Votorantim, we launched the [carbon registration](#) platform with our partners. Another highlight of the agenda was the inclusion of the B3 Green Actions case in the CEBDS book of private sector initiatives, which had 135 cases selected. The document was shared with the COP30 Presidency during the conference in Belém.

Our pre-COP agenda also included the meeting organized with IETA and the High-Level Champion of COP30, Dan Ioschpe, focusing on recommendations on interoperability, implementation of Article 6 and encouraging demand in voluntary markets — priority topics for the advancement of the global carbon market.



B3 Climate Day discussed the connections between the financial sector and climate change.

During COP30: active presence and debates

Throughout the conference, we expanded our institutional activities with participation in 10 panels, including debates at the World Climate Summit & Investment COP, EY House, Green Zone and Blue Zone, as a result of partnerships with organizations such as the World Climate Foundation, EY and CEBDS. We also held two Ring the Bell events that marked our presence in Belém:

- **Ring the Bell for ESG Index Trio** — celebrated the companies that are simultaneously part of the B3's three primary ESG indices (ISE B3, ICO2 B3 and IDIVERSA B3), recognizing those that stand out in ESG practices and bringing the capital market closer to the COP30 climate discussions.



Ring the Bell for ESG Index Trio ceremony brought together representatives of companies included in the ISE, ICO2 and IDIVERSA B3 indices.

- **Ring the Bell for Implementation** — held at the World Climate Summit & Investment COP at the opening of the market, marked the symbolic transfer of the trading session to Belém. In line with the conference's focus on the climate implementation agenda, the initiative reaffirmed the private sectors and financial segment's commitment to accelerate the agenda.

B3 also reinforced its solutions for the market — such as ESG indices, infrastructure for the carbon market, and the ESG Workspace platform — and participated in debates on climate finance, data interoperability, and carbon credit governance.

During the conference, we were recognized at the SBCOP Awards, an award from the Sustainable Business COP, for the infrastructure case for registering carbon credits. In addition, we conducted an intense agenda of meetings with authorities, listed companies, investors and multilateral organizations.

Post-COP: continuity, regulatory articulation and new fronts

After the conference, we continued the strengthened agendas in Belém. We expanded the dialogue with the CVM and the Ministry of Finance on the design of the regulated carbon market, deepened studies on interoperability and sustainable taxonomy, and maintained interaction with national and international partners.

This period also involved the consolidation of learning, the monitoring of regulatory trends, and the assessment of new fronts of action.



The Ring the Bell for Implementation ceremony marked the symbolic transfer of the trading session to Belém.

Climate risks and opportunities [GRI 201-2]

We assess and manage climate risks because we recognize that changes in climate can affect both our operation and the markets in which we operate. Climate risks are integrated into enterprise risk management, described in detail in the [Risk Management and Continuity](#) chapter.

In our model, climate risks are assessed both in the bottom-up approach, which reviews the topic from the detailed context of processes and controls, and in the top-down approach, through the ESG corporate risk, and follow the same risk appetite scale used for the other corporate risks: Prone, Tolerable, Averse, and Intolerable.

To gain a more robust understanding of the potential impacts of climate-related risks and opportunities on its operations, businesses, suppliers and clients, B3 conducted a scenario analysis

to map potential impacts and guide mitigation and adaptation actions. In this work, we used four market-referenced scenarios — Net Zero 2050, Delayed Transition, Fragmented World and Current Policies — provided by the Network of Central Banks and Supervisors for Greening the Financial System (NGFS). The selection considered both a scenario aligned with limiting global warming to 1.5°C and another above 3°C, ensuring a broad range of perspectives.

The scenarios were assessed across three time horizons — 2025 (short term), 2030 (medium term) and 2050 (long term) — in line with international best practices. The analysis covered B3's activities and, indirectly, relevant aspects of its value chain, providing quantitative and qualitative inputs and a technical basis for strategic and operational decision-making.

In December 2025, B3 announced its voluntary early adoption of the CBPS S1 and S2 standards, based on the IFRS S1 and IFRS S2 standards issued by the International Sustainability Standards Board (ISSB). Throughout 2025, we conducted a review and prioritization of previously identified climate-related risks, drawing on the scenario analysis described above and linking the assessed risks to the corporate risk matrix and the double materiality assessment.

Below, we present two climate-related risks previously disclosed and monitored by B3.

Transition Risks

Transition risks arise from regulatory, technological and market changes associated with the advancement of the climate agenda. For B3, regulatory changes — such as the introduction of mandatory carbon pricing mechanisms — may lead to an increase in direct operating costs and changes in trading

patterns for assets in sectors more affected by climate-related regulation, potentially resulting in financial and reputational impacts. To mitigate this risk, we have a public commitment to [achieve zero Scope 2 emissions by 2030](#). To monitor regulatory developments, we participate in public forums and public consultations on climate-related topics and promote market engagement and capacity-building initiatives to support preparedness for new regulatory requirements.

Physical Risks

Physical risks arise from the direct impacts of climate change, such as extreme events and gradual changes in weather patterns, which can affect its own infrastructure, suppliers, partners and, consequently, impact B3's business continuity. The increase in the incidence and severity of extreme weather events may cause physical damage to B3's infrastructure, increase in the frequency of water and power outages, among other potential impacts, and may generate financial and reputational impacts. To mitigate this risk, we have a business continuity and crisis management plan for floods, power outages, and pandemics.

Climate-related opportunities

For us, the opportunities associated with the climate agenda are related to the ability to capture value from the portfolio of ESG products and services, a market in which we already have an offering of climate-related products, detailed in the [ESG Products and Services](#) chapter of this report.

With the advancement of the sustainability and climate agenda in the market and the progress of regulatory requirements, B3, as a market infrastructure, may offer new products, strengthen partnerships, and increase demand for existing products across several business areas, including fixed income, equities, data and analytics, and other business fronts.



To learn more about our sustainability risks and corporate risks, please refer to the Risk Management chapter on [page 63](#).

Targets and metrics

[GRI 102-4; 102-5; 102-6; 102-7; 102-8; 102-10]

To manage our environmental footprint, we have compiled and disclosed an [Annual Greenhouse Gas \(GHG\) Emissions Inventory](#) since 2009.

The document is prepared based on the monthly monitoring of environmental indicators and covers all B3 controlled companies. The Inventory is audited by a third party and integrated into the Public Emissions Registry of the Brazilian GHG Protocol Program.

In 2025, our GHG emissions totaled 26,124.01 tCO₂e, compared to 1,933.19 tCO₂e in 2024. The increase observed does not reflect an

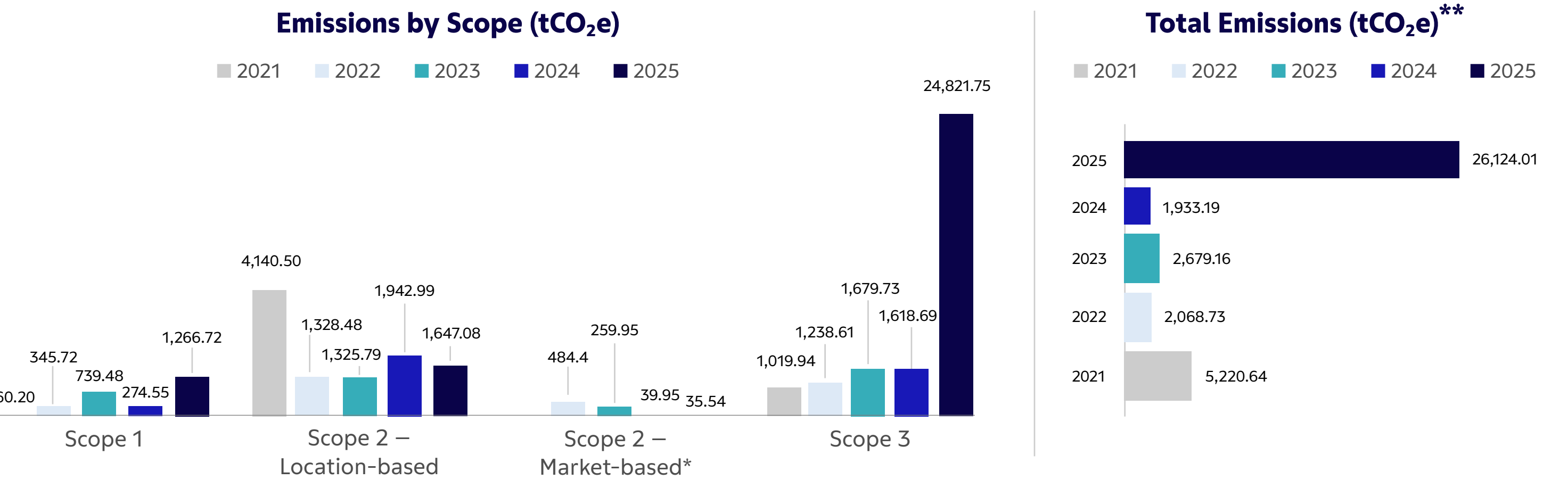
actual growth in the Company’s emissions, but mainly results from the expansion of the scope of the emissions inventory.

In 2025, we carried out a process to deepen and expand Scope 3, which previously covered four categories and was expanded to include eight, resulting in a more comprehensive and representative view of its value chain.

Scope 1 [GRI 102-5]

Under Scope 1, emissions increased from 274.55 tCO₂e in 2024 to 1,266.72 tCO₂e in 2025, mainly due to the growth in fugitive emissions, resulting from refilling activities and the expansion of site infrastructure, which led to higher consumption.

Emissions resulting from the combustion of biofuels present specific characteristics and were therefore treated differently from those originating from fossil fuels. This approach is adopted because the CO₂ released during biomass combustion is considered equal to the CO₂ removed from the atmosphere during the photosynthesis process; therefore, it can be considered a biogenic emission, returning to the carbon cycle. Emissions of CH₄ and N₂O, however, cannot be considered biogenic, as these gases are not absorbed from the atmosphere during the photosynthesis process. In this case, CH₄ and N₂O emissions were converted into CO₂e and included under Scopes 1, 2, and 3, respectively



*For the years prior to 2022, B3 did not consider the Market-Based approach. This front began to be mapped in the base year 2022.
**Considers Market-Based. B3’s 2024 Greenhouse Case Inventory was ensured by Instituto Totum and is available [here](#).

DIRECT GHG EMISSIONS (SCOPE 1) BY GAS TYPE			
Indicator (em tCO ₂ e)	2024	2025	YoY (%)
Direct greenhouse gas (GHG) emissions (Scope 1)	274.55	1,266.72	361%
CO ₂ Emissions (Scope 1)	116.04	97.75	-16%
CH ₄ Emissions (Scope 1)	0.48	0.40	-17%
N ₂ O Emissions (Scope 1)	0.31	0.29	-6%
HFC Emissions (Scope 1)	157.73	1,168.28	641%
Biogenic CO ₂ Emissions	14.47	12.78	-12%

B3 has no identified emissions of PFCs, SF₆, or NF₃ under Scope 1.

Scope 2 [GRI 102-6]

With regard to Scope 2, a 15% reduction was recorded in total gross emissions under the location-based approach. This reduction mainly results from the decrease in the emission factor in 2025, as the Company’s total electricity consumption (kWh) remained virtually stable over the period. As a result, Scope 2 emissions totaled 1,647.08 tCO₂e.

This amount also includes emissions from B3’s international offices, corresponding to 8.03 tCO₂e at the Chicago office, 7.17 tCO₂e in Shanghai, 4.59 tCO₂e in Singapore, and 4.28 tCO₂e at B3 UK.

In Brazil, of the 35,424.82 MWh consumed throughout the year at B3’s offices and those of its subsidiaries, 33,319.96 MWh were sourced from renewable sources, reflecting the

SCOPE 2 GHG EMISSIONS BY SOURCE AND GAS TYPE			
Indicator (in tCO ₂ e)	2024	2025	YoY (%)
Scope 2 GHG emissions from energy acquisition – location-based approach	1,942.98	1,647.08	-15%
Scope 2 GHG emissions from energy acquisition – market-based approach	39.96	35.54	-11%
CO ₂ Emissions (Scope 2)	39.96	35.42	-11%
CH ₄ Emissions (Scope 2)	N/A	0.04	-
N ₂ O Emissions (Scope 2)	N/A	0.09	-

B3 has no identified biogenic CO₂ emissions under Scope 2.

Company’s progressive migration to the Free Contracting Environment (ACL), with the purchase of incentivized energy from suppliers.

Additionally, 1,650 I REC certificates were acquired with the purpose of complementing the total energy consumed in the country.

As a result, residual Scope 2 emissions under the market based approach totaled 35.54 tCO₂e, representing a reduction of 11% compared to 2024.

Scope 3 [GRI 102-7]

In 2025, Scope 3 emissions totaled 24,821.75 tCO₂e, compared to 1,618.69 tCO₂e in 2024. This increase does not reflect an effective growth in the Company’s emissions and is mainly associated with the expansion and improvement of the emissions inventory scope.

Throughout 2025, we conducted a structured effort to deepen the methodology and expand Scope 3, which previously covered four categories (4, 5, 6, and 7) and came to include eight categories (1, 2, 3, 4, 5, 6, 7, and 15).

Of total Scope 3 emissions, Category 1 (Purchased goods and services) accounted for the largest share, representing 61% of the total, followed by Category 2 (Capital goods), with 19%.

Conversely, emissions associated with Category 6 (Business travel) showed a significant reduction of 26%, decreasing from 1,294.74 tCO₂e in 2024 to 954.94 tCO₂e in 2025, reflecting the Company’s ongoing efforts to manage and rationalize this type of travel. View the full inventories on our [website](#).

SCOPE 3 GREENHOUSE GAS (GHG) EMISSIONS BY CATEGORY			
Scope 3 Categories (in tCO ₂ e)	2024	2025	YoY (%)
1. Purchased goods and services	Not measured	15,161.66	-
2. Capital goods	Not measured	4,640.61	-
3. Fuel - and energy -related activities	Not measured	966.28	-
4. Upstream transportation and distribution	0.38	0.52	37%
5. Waste generated in operations	38.25	187.32	390%
6. Business travel	1,294.74	954.94	-26%
7. Employee commuting	285.32	302.38	6%
15. Investments	Not measured	2,608.05	-

OTHER SCOPE 3 EMISSIONS BY GAS TYPE			
Indicator (in tCO ₂ e)	2024	2025	YoY (%)
Other indirect GHG emissions (Scope 3)	1,618.69	24,821.75	1,433.4
CO ₂ Emissions (Scope 3)	1,565.32	24,799.27	1,484.3
CH ₄ Emissions (Scope 3)	Not measured	2.31	–
N ₂ O Emissions (Scope 3)	16.66	20.17	21.1
Biogenic CO ₂ Emissions	123.43	123.28	-0.1

B3 does not have identified emissions of HFCs, PFCs, SF₆, or NF₃ under Scope 3.

GHG Emissions Intensity
[GRI 102-8]

Emissions intensity is calculated as the ratio between total GHG emissions and emissions by scope (in tCO₂e) and B3’s gross revenue (in thousands of Brazilian reais).

Overall, in 2025, emissions intensity amounted to 0.00235 tCO₂e/R\$, representing an increase of 1,184% compared to 2024, explained by the inclusion of new Scope 3 measurement categories.

Scope 1 emissions intensity totaled 0.0011 tCO₂e/R\$ in 2025, representing an increase of 338% compared to 2024. This result mainly reflects the variation observed in direct emissions over the period.

For Scope 2, emissions intensity calculated under the location-based approach reached 0.0001 tCO₂e/R\$, recording a 20% reduction compared to 2024. Under the market-based approach, emissions intensity remained zero, in line with the Company’s strategy for contracting electricity generated from renewable sources.

Scope 3 emissions intensity showed a significant increase in 2025, totaling 0.0022 tCO₂e/R\$, which represents an increase of 1,357% compared to 2024. This growth is consistent with the higher volume of emissions reported under this scope, resulting from the expansion and deepening of the inventory following the screening project, which led to a more comprehensive and representative measurement of B3’s value chain.

Offsetting GHG emissions
[GRI 102-10]

In 2025, we offset a total of 1,934 Verified Emission Reductions (VERs) / tCO₂e (total offset – Scopes 1, 2, and 3), related to 2024 emissions, considering the total based on our Scope 2 market-based approach (1,933.20 tCO₂e).

We selected the REDD+ Cíkel Project (VCS ID 832), located in the state of Pará, in the municipality of Paragominas, and the REDD+ Envira Project (VCS ID 1382), located in the state of Acre.

The projects’ main objective is to promote the sustainability of extractive communities through the reduction of forest degradation and unplanned and illegal deforestation, and the consequent reduction of GHG emissions, achieved through a range of activities financed by the sale of carbon credits.

Public Targets [GRI 102-4]

Based on market references and insights from the Science Based Targets initiative (SBTi) calculation tool, we established a public target to reduce Scope 2 emissions by 100% by 2030, using 2021 as the base year. In 2025, we achieved 99.14% of the target.

The measurement methodology for the target adopts the market-based approach, in line with the GHG Protocol, and considers biogenic emissions associated with energy consumption, when applicable.

The target was approved in 2021, and its progress is monitored annually by the Sustainability Superintendence, through the GHG inventory. The mitigation strategy includes the purchase of international renewable energy certificates (I-RECs), as well as participation in the Free Energy Market, ensuring that electricity consumption is progressively associated with certified renewable sources.

Currently, part of B3’s operations and those of its subsidiaries is carried out in commercial buildings over which there is no direct management of the energy consumption model. This operational limitation explains the existence of a residual portion equivalent to approximately 1% for the full achievement of the established target.

We are assessing strategies to enable the achievement of the target by 2030.

Natural resource management

[GRI 413-1]

Energy use is the main environmental impact associated with our activities. Therefore, we are committed to making B3’s operation increasingly efficient from an environmental and operational point of view.

To advance this goal, we have adopted practices recognized by the market, establishing processes, action plans, targets, and metrics that involve the entire organization. We also carry out internal and external audits to ensure compliance with legal requirements and promote the continuous improvement of our performance.

As part of this commitment, we continue to invest in technologies for buildings, systems and other structures that depend on the use of natural resources, always seeking to reduce impacts and increase efficiency.

What is the Environmental Management System (EMS)?

It is a set of interrelated or interactive elements of an organization to establish policies, objectives, and processes. It is used to manage environmental aspects; comply with legal and other requirements; and address risks and opportunities.

Certifications

In 2022, we achieved, for the first time, the ISO 14001 certification of our Environmental Management System, for the buildings at Praça Antônio Prado and Rua XV de Novembro.⁹ In 2025, after an external audit, we renewed the certification.

ISO 14001 establishes the requirements that must be met by an Environmental Management System and allows the organization to develop a framework for the protection of the environment and a response to changing environmental conditions.

Through this process, we formally establish:

- Internal and external audits of the Environmental Management System;
- Mapping of environmental aspects and impacts;
- Corrective actions to encourage continuous improvement;
- Objectives, targets and deadlines for monitoring environmental performance;
- Environmental management programs to raise awareness among employees, including training and communications;

- Roles and responsibilities for the Environmental Management Forum, which aims to monitor, measure and report our environmental performance; and
- Roles and responsibilities for part of the senior leadership that critically assesses the Environmental Management System, performs the management of environmental risks and reviews the availability of resources for the maintenance and improvement of the EMS.

*In 2025, we renewed the **ISO 14001 certification** of our Environmental Management System at two headquarters buildings.*

9. This represents 40% of B3’s owned and operational buildings (two facilities). The remaining three properties eligible for certification — Ipiranga, Rua João Bricola, and the Santana de Parnaíba Data Center — will undergo feasibility studies for future certification.

Environmental Management Standard¹⁰

To support environmental management activities and formalize B3’s commitment to environmental responsibility and applicable guidelines, the Company has established an Environmental Management Standard.

The purpose of this document is to reaffirm the organization’s commitment to reducing environmental impacts throughout the life cycle of building management and operations. Learn about the main guidelines in the table below.

- To uphold our commitment to environmental protection, including pollution prevention and the sustainable management of resources. We drive the continuous improvement of our Environmental Management System (EMS) to systematically enhance our organization’s environmental performance
- To improve skills, disseminating concepts, practices and results on Environmental Management to our internal audience;
- To meet the legal and other applicable requirements regarding the operation and management of buildings;
- To take actions aimed at environmental efficiency in the use of technological resources;
- Promote waste management; e
- Contribute to combating climate change.

10. In compliance with item 5.2 of ISO 14.001

Monitoring of environmental legislation

Since 2022, we have used a legal requirements management platform to monitor environmental legislation and resolutions that are related to our business, and thus ensure compliance with environmental regulations.

Through this service, we are able to follow any and all changes or updates to the relevant laws. Thus, we can act promptly to adapt processes and mitigate any non-compliance with standards.

Throughout 2025, we did not receive fines or sanctions for non-compliance with environmental legislation and/or regulations.

Sustainable buildings

In 2025, we continued the #MovimentoB3, a project to renovate our buildings in the city of São Paulo.

The initiative has three main objectives: to meet the needs of teams more comfortably; adapt spaces to new ways of working, aligned with the agile culture; and minimize the impact of operations on the environment.

The first deliveries were made in 2021, with the completion of the works on the B3 buildings at Praça Antônio Prado and Rua XV de Novembro, in the city of São Paulo. The João Brícola Building was delivered for use in October 2022, following the same concept as the other buildings used by B3. In 2024, there was the retrofit of the Data Center, in Santana de Parnaíba, and in 2025 the renovation of the floors of the Faria Lima unit, the implementation of the new structure in Rebouças and the incorporation of floors in the municipalities of Recife and Florianópolis.

Some of the solutions implemented were:

Water efficiency

- We have installed:
- Devices that limit water flow in valves and fixtures to reduce water use;
 - Low-flush valves to reduce the flow of water in the basins;
 - A reused water system to supply basins and urinals.

Energy efficiency

- We have installed:
- Luminaires with low energy lamps (LED);
 - High efficiency air conditioning systems (high COP);
 - Automatic activation of lighting and air conditioning (time programming);
 - Scheduled shutdown of hot beverage machines;
 - Integrated automation of lighting, air conditioning and audio and video systems in meeting rooms.

Greenhouse Gas (GHG) Emissions

- Our headquarters are strategically located in areas with a wide range of public transportation, which makes this alternative more attractive than the use of private cars;
- We do not have parking spaces in the premises, which encourages travel by means other than by automobiles.

Waste

- We have reinforced communications on best disposal practices;
- We have implemented the Zero Landfill Project: in 2024 we started co-processing non-recyclable waste generated at B3. Since then, all waste that would normally go to landfills is sent as raw material and/or fuel in the cement kiln system. In 2025 we were awarded the Zero Landfill Trophy and Certification.
- We have made collectors available on the floors for the proper sorting of materials that can be recycled.

Data Center

Our Data Center, inaugurated in 2014, accounts for approximately 65% of our total electricity consumption, directly impacting our Scope 2 emissions profile. To mitigate this impact, we prioritize two core strategies: two core strategies: the transition to the Free Energy Market in 2023 and the continuous implementation of eco-efficiency best practices tailored for high-density infrastructure.

With its suite of eco-efficiency solutions, the Data Center building has earned LEED (Leadership in Energy and Environmental Design) certification, which identifies buildings that meet environmentally friendly criteria.

Energy Consumption¹¹ [GRI 302-1; 302-4]

In 2025, total energy consumption amounted to 127,529 GJ, representing an increase of 1.1% compared to the previous year. This increase can also be explained by a change in the calculation method of the indicator, which was expanded to include the operational buildings of Trillia located in São Paulo (Avenida Rebouças), Florianópolis, and Recife. Diesel oil consumption totaled 879 GJ, representing a 42% reduction compared to 2024. Electricity consumption amounted to 126,650 GJ, reflecting an increase of 1.6%. The main factor driving the increase in these cases was the expansion of the Santana de Parnaíba Data Center.

With the commitment to use energy more efficiently and to reduce our GHG emissions by acquiring energy from sustainable (incentivized) sources, we chose to gradually migrate our operations to the Free Energy Market.

In 2023, we initiated the migration process of operations at our main buildings and at the Data Center. In 2024, this migration was consolidated, resulting in approximately 98% of the total energy consumed by the Company being sourced from renewable sources.

The purchase of energy under this model allows for the free negotiation of prices and contract terms, optimizing resource allocation, in addition to avoiding exposure to tariff flags, which provides greater budget predictability. The migration resulted in cumulative savings of R\$ 18.8 million from 2023 through the end of 2025.

All energy consumption data are obtained directly from invoices issued by the utility companies and by suppliers operating in the free energy market. The benefits associated with the migration to the free energy market were estimated through comparative simulations between the costs applied in the conventional market and the values contracted in the Free Contracting Environment.

Water consumption [GRI 303-5]

In 2025, our water consumption was 46,731 m3, which means an increase of 1.8% compared to the previous year. The variation was impacted by the expansion of the Santana de Parnaíba Data Center.

All water consumption data supplied by the utility company are collected based on the respective invoices. The yield of the wells is monitored through invoices and internal measurement systems.

Waste management¹² [GRI 306-3]

In 2025, B3 generated 113,181.20 kg of waste, a volume 34% higher than that recorded in the previous year. This increase is related to two main factors:

- the increase in the number of people in our buildings;
- the deactivation of the biodigester that was used for the treatment of organic waste.

Until 2024, organic waste was processed internally through biodigestion, a technology based on the anaerobic decomposition of organic matter. Following the decommissioning of this system in 2025, organic waste began to be sent directly to composting facilities. This adjustment in the treatment flow led to an increase

11. It covers the following facilities: Ipiranga, XV de Novembro, João Bricola, Praça Antonio Prado, Santana de Parnaíba (Data Center), Líbero, and Faria Lima. It also includes the Brás unit, which was decommissioned in November 2021 but continues to record residual energy consumption.
12. It covers the following facilities: Rua XV de Novembro, Praça Antônio Prado, João Bricola

in the reported volume of waste, as all organic waste started to be fully allocated for external treatment, without the physical reduction previously generated by the biodigestion process.

Despite this scenario, there was a substantial improvement in waste management. The total volume of treated waste — including recycling, composting, and energy recovery — increased from 66,437 kg in 2024 to 111,961 kg in 2025, representing a 68% increase. This performance reinforces the effectiveness of the zero landfill program, ensuring that virtually all waste generated during the period was directed to environmentally sound disposal, primarily as a result of the new incorporations carried out throughout the year.

The waste management system was able to absorb the increased volume and treat more than 45 thousand additional kilograms compared to the previous year. This performance reflects the consolidation of the zero landfill program, implemented in June 2024, which eliminated the disposal of waste in landfills and prioritizes reuse, recycling, and energy recovery strategies.

Monitoring

Although not very significant, our hazardous waste generation is also monitored. This is waste generated in the maintenance of their equipment and/or the end of the useful life of batteries. By 2025, we will generate 1.17 tons of hazardous waste sent to incineration. This represents about 1% of the total volume of our waste.

Regarding the Data Center’s electronic waste management, we have three pillars:

- 1. HDs and Tapes:** all information is destroyed. The media are shredded and the components are separated for recycling;
- 2. Electronic Equipment Auction:** we auction obsolete or damaged Data Center electronic equipment;
- 3. Structured Network Cabling:** unserviceable materials are sent to the manufacturer to recycle the copper.

WASTE GENERATED (KG) [GRI 306-3]			
	2024	2025	YoY (%)
Total waste generated	83,341	113,182	34%
Total waste generated from a recyclable source	66,437	111,961	68%
Paper	11,019	10,684	-3%
Cardboard	7,098	7,074	-0.3%
Plastic	22,814	23,836	4%
Metal	801	1,045	30%
Glass	1,380	1,201	-13%
Vegetable Oil	698	727	4%
Coffee capsules	1,388	1,616	16%
Cigarette butts	22	16	-27%
Batteries	N/A	110	-
Organic	N/A	28,695	-
Energy reuse (Zero Landfill)	21,217	36,957	74%
Total non-recyclable waste	17,904	1,221*	-93%

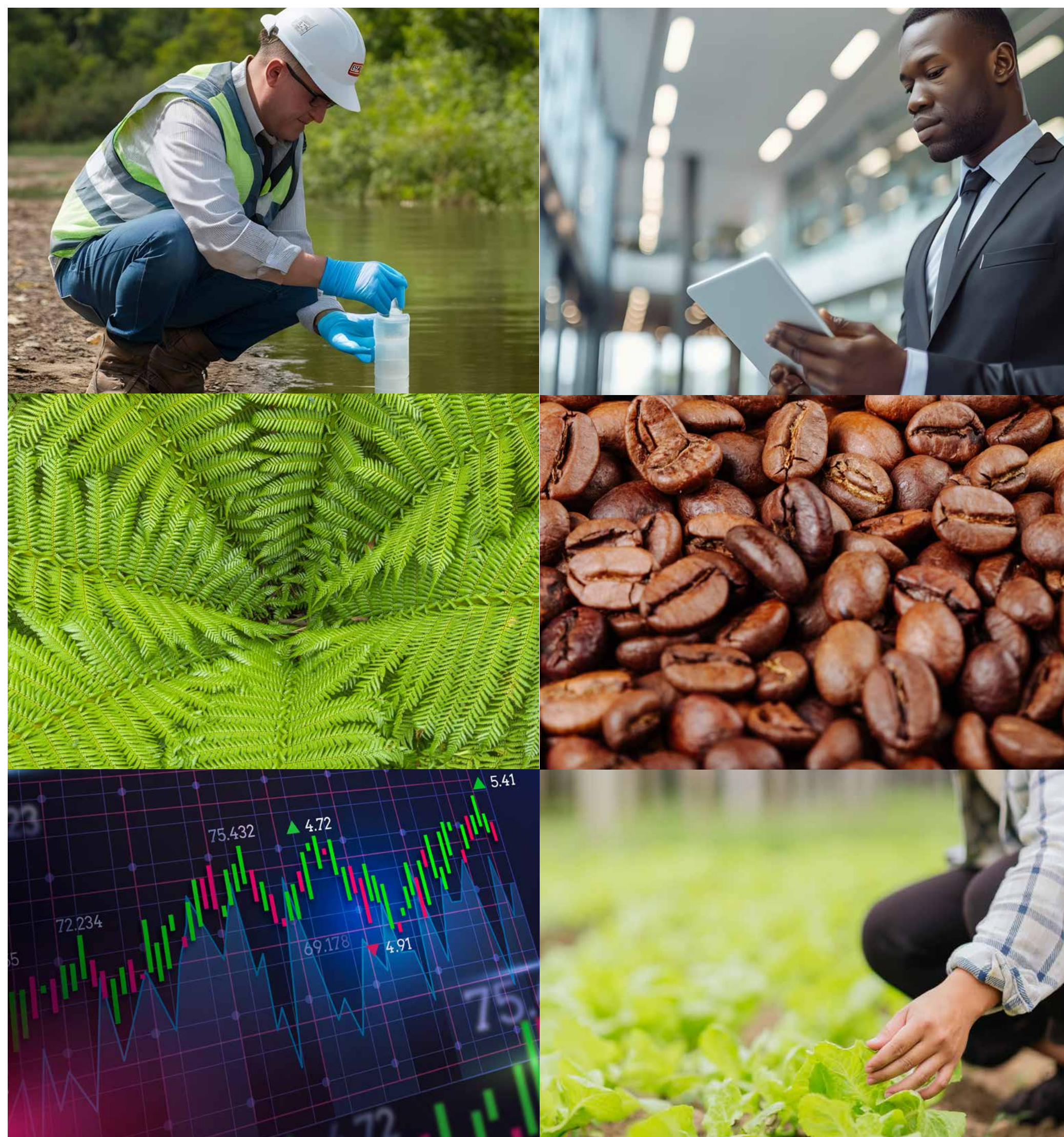
*Health-related and hazardous data were incorporated into the total in 2025.



BUSINESS

ESG PRODUCTS AND SERVICES
SUSTAINABILITY – LINKED BOND
INNOVATION AND ARTIFICIAL INTELLIGENCE

“Under the Business pillar, we drive market transformation through solutions that integrate sustainability into financial logic, connecting impact, performance, and competitive value. Each index or product directs capital toward the transition of companies and investors, contributing to the responsible business growth.”



ESG PRODUCTS AND SERVICES

[GRI 2-29; 3-3]

We believe that the capital market can play an important role in the environmental, social and governance agenda. Therefore, we develop ESG products and services that encourage the adoption of best practices by companies and expand the options for investors who want to integrate these criteria into their decisions.

Our ESG offering includes equities and fixed income solutions, as well as technology, data, and services. During the year, the most prominent initiatives were the beginning of the review of the methodology of our best-in-class index, the ISE B3, the launch of the first carbon credit registration platform; the reforestation auction in Pará and the consolidation of ESG Workspace as a sustainability data hub for the market.

Learn more about the projects of each business segment.

Equities and Capital Markets Solutions

We operate in the listed market with initiatives that reinforce transparency and recognize companies aligned with environmental, social and governance practices. This front brings together designations, indices and services that help the market identify companies with consistent ESG performance.

B3 Green Equities

In 2024, we launched the special B3 Green Equity designation to recognize companies that contribute in a relevant way to the green economy, with a focus on environmental protection and climate change mitigation. The initiative reinforces our commitment to encouraging sustainable practices and supporting the allocation of capital to low-carbon activities.

The designation is voluntary and was developed to keep the Brazilian market in line with international references. Its methodology is based on the Green Equities Principles, published by the World Federation of Exchanges in 2023, which guide exchanges around the world in defining clear criteria to identify companies with sustainable operations.

To receive the designation, we must simultaneously meet three criteria:

- Have more than 50% of annual gross revenue linked to activities that contribute to the green economy.
- Direct more than 50% of investments and annual operating expenses to these same activities.

- Have less than 5% of annual gross revenue from fossil fuel-related activities.

ESG Indices [SASB FN-EX-410a.4]

One of the incentive mechanisms for the adoption of best practices and the promotion of transparency is the development of indices that bring together in a portfolio the assets that stand out the most in certain aspects of sustainability.

The indices work like a compass. For investors, they support decision-making by organizing data that can even give rise to products such as ETFs aligned with different investment strategies and purposes. For companies, they serve as a reference to identify strengths and opportunities for improvement in their agendas. Check out our ten ESG indices:

Corporate Sustainability Index (ISE B3)

BEST-IN-CLASS

ISE B3 is the main ESG index in the Brazilian market. It brings together, in a single portfolio, companies committed to environmental, social and governance practices. In 2025, the index completed 20 years — a milestone that reinforces its relevance and the role it played in the evolution of sustainability practices in Brazil.

Over these two decades, ISE B3 has assessed 399 companies and conducted over 1,500 analyses and performed above the Ibovespa index in 13 of the last 20 years. Beyond its financial performance, the index has been instrumental in elevating market disclosure standards and transparency, significantly broadening corporate engagement with the ESG agenda.

Regarding the most recent portfolio announced in May 2025, 187 companies were considered eligible, 93 participated in the process and 82 were announced as part of the portfolio. In the 2025 cycle, with results to be announced in May 2026, 89 companies participated in the selection process.

ISE has an ETF attached to it, ISUS11, issued by Itaú Asset with equity of R\$16.9 million in December 2025.

ISE B3 Methodology Updates

In 2025, the index began a major reformulation. The goal is to make it simpler, more objective and aligned with international frameworks. The review, still in progress, included public consultation with participating companies, investors and academics, involving more than 70 companies in face-to-face and online workshops and bilateral meetings. The methodology is being completely revised, involving adjustments to the questionnaires, schedule, scoring and evidence process, among other topics.

The main objective of the 2025 methodological review is to evolve from a model focused on the implementation of policies and practices to an approach that places more emphasis on performance. The update also provides for the use of information captured by AI, expanding standardization and efficiency in review. The new methodology will be submitted for public consultation in the first half of 2026.

IDIVERSA B3

DIVERSITY AND
INCLUSION

IDIVERSA B3 is the first index in Latin America to incorporate gender and race criteria in the selection of portfolio companies. The initiative seeks to promote diversity and expand opportunities for underrepresented groups — women, Black and indigenous people — in line with best ESG practices. The methodology uses quantitative data to compare the gender and race composition of companies to the profile of the Brazilian population, according to data from the Brazilian Institute of Geography and Statistics (IBGE), identifying those that have made the most progress in inclusion and representativeness.

In the most recent cycle, 84 companies entered the index, in the portfolio released on September 1, 2025.

IDIVERSA B3 has an ETF attached, DVER11, issued by BB Asset with equity of R\$63.9 million at the end of 2025.

Carbon Efficient Index (ICO2 B3) [GRI 201-2]

CLIMATE
CHANGE

ICO2 B3 recognizes companies that demonstrate progress in the management of greenhouse gas (GHG) emissions and the transparency of climate information. The index reinforces the role of the capital market in the transition to a low-carbon economy by highlighting organizations that integrate environmental criteria into management and long-term strategy.

The 2025 portfolio, released in January of the same year, brought together 61 companies that have superior efficiency in emissions management and more advanced levels of climate reporting, reflecting the index's commitment to environmental practices. The composition covers sectors of the economy such as energy, sanitation, transportation, telecommunications, financial and consumption.

The index is a benchmark for the development of climate-related financial products, such as ETFs that use the ICO2 B3 as a base. ICO2 has the ECOO11 ETF, issued by BlackRock, with equity of R\$41.6 million at the end of 2025.

IGPTW B3

PEOPLE
MANAGEMENT

IGPTW B3 considers companies certified by GPTW in the period valid for the Ranking of the 150 Best Companies to Work for in Brazil in the previous year. It is the first index in the world to make a cut and evaluate the performance of companies certified as the best to work for. See more [here](#).

S&P/B3 Brazil ESG Index

BEST-IN-CLASS

It selects Brazilian companies with the best environmental, social and governance performance. The portfolio is part of the S&P Brazil BMI and excludes companies that do not adhere to the Global Compact or are linked to restricted sectors, such as weapons, tobacco and thermal coal. See more [here](#).

Special Corporate Governance Stock Index (IGC)

It brings together companies that voluntarily adhere to B3's special governance segments (Level 1, Level 2 and Novo Mercado). The index highlights companies that adopt practices that go beyond those required by the Brazilian Corporation Law. See more [here](#).

Novo Mercado Corporate Governance Equity Index (IGC-NM)

Formed exclusively by companies listed on the Novo Mercado, a segment aimed at companies that follow high governance standards, such as 100% voting capital PN/ON and expanded transparency rules. See more [here](#).

Corporate Governance Trade Index (IGCT)

It integrates companies from the Novo Mercado, Level 1 or Level 2 and adds stricter liquidity criteria. The index combines differentiated governance with greater tradability of the securities. See more [here](#).

Special Tag-Along Stock Index (ITAG)

It selects companies that offer expanded protection to minority shareholders in the event of a sale of control, with tag along percentages higher than those required by law. See more [here](#).

B3 Decarbonization Credit Index (ICBIO B3)

First ESG index in the B3 over-the-counter market. It monitors the variation in the weighted average price of the Decarbonization Credit (CBIO), a central instrument of the National Biofuels Policy (RenovaBio). See more [here](#).

OTC MARKET: FIXED INCOME AND CREDIT

The Over-the-Counter (OTC) market facilitates the trading of assets not listed on a formal exchange, such as Bank Deposit Certificates (CDBs) and customized financial derivatives. In this environment, negotiations are conducted directly between parties. While these transactions offer more flexibility than standardized exchange-traded rules, they remain under the regulatory oversight of the CVM. This segment is essential for expanding corporate financing channels and diversifying investment opportunities across the market.

Given its central role in corporate debt origination, the OTC market has established itself as a strategic hub for the advancement of sustainable finance. Recognizing this, we have expanded our portfolio of ESG services and solutions within the OTC segment. In this section, we highlight the period's key initiatives.

Carbon credit registration platform

In 2025 we achieved a milestone in the carbon credit agenda during New York Climate Week with the launch of a pilot project for Brazil's first primary registration platform for PSA Carbonflor projects. Developed in partnership with ECCON Soluções Ambientais and Reservas Votorantim, the initiative utilizes the PSA Carbonflor methodology to streamline the registration of nature-based solutions and environmental service credits.

The pilot project is a continuation of B3's agenda that has been developed since 2023. The pilot project is integrated with our carbon credit registry ([B3 Registry](#)) and ACX Brazil's trading platform. The new module deepens this movement by registering projects and issuing Carbonflor PSA credits. The test used an

Atlantic Forest project from Reservas Votorantim to validate the registration requirements.

In addition to the project registration and issuance of PSA Carbonflor credits, since 2023 B3 has already had a carbon credit registration environment for the voluntary market, controlling the ownership, characteristics, and operations of these assets.

At the end of 2025, the B3 Registry had 5.4 million carbon credits registered, of which 80% were in the custody of investment funds under the terms of the RCV175.

In addition to these advances, B3's market infrastructure for registering and trading carbon credits was selected in 2025 by the Laboratory for Experimentation, Learning and Prototyping (Leap), an initiative of the CVM and the National Federation of Associations of Central Bank Employees (Fenasbac), to develop technological solutions to the challenge of integration and transparency for the carbon market, in order to jointly develop a model that ensures integrity, traceability and efficiency.

This joint action reinforces B3's pivotal role in the maturation of the carbon market. While our current infrastructure supports the voluntary market, it is designed to scale and accommodate the regulated market as governance frameworks continue to evolve in the coming years.

CBIOs

Since 2020, we have been offering the necessary infrastructure for the Decarbonization Credits (CBIOs) market, with its own platform for trading and registering assets.

Recognitions and awards

In addition to the reach in the Brazilian and global market through the partnership signed between B3 and ACX Brasil, the B3 Registry was awarded at COP30 by SBCOP — an initiative led by the National Confederation of Industry (CNI) to mobilize companies and entities around a positive and representative climate agenda — as an innovative solution for market infrastructure.

The award was granted by the SB COP Awards, which highlighted B3 for its commitment to the transition to a low-carbon economy through scalable and measurable solutions that generate real economic impact and contribute to mitigation and adaptation to climate change.

In 2025, we recorded 43.15 million issued CBIOs, a 1.5% increase compared to 2024. During the same period, 40.05 million credits were retired, reflecting compliance with the annual decarbonization targets set by the National Agency of Petroleum, Natural Gas, and Biofuels (ANP) and the volume of credits offset by fossil fuel distributors.

In addition, CBIO trading volume reached 4.9 billion reais in 2025, of which more than R\$2 billion was traded on the Trademate trading platform.

Each CBIO is equivalent to one ton of avoided greenhouse gas emissions. More information about the origin and functioning of this market is available on [B3's website](#).

ESG Bonds

Since November 2018, B3 has tracked the issuance of green, social, and sustainable bonds. By the end of 2025, a total of 312 instruments were registered, comprising 223 debentures, 45 CRAs, 29 CRIs, 9 Closed-End Fund shares, and 6 commercial notes. These assets represent a total outstanding stock of R\$151.63 billion.

In 2025, 354 new bonds were issued, a growth of 428% compared to the previous year. The increase reflected favorable conditions in the macroeconomic scenario, such as the increase in interest rates that favored the over-the-counter market, resulting in the high volume of corporate debt issuances throughout the year and the record number of themed issuances. The growing interest in instruments aligned with the ESG agenda also contributed to this advance.

Green CPR

The Rural Product Note (CPR) remains the flagship agribusiness financing instrument, with an outstanding stock of R\$443 billion at year-end 2025. Beyond the traditional Physical and Financial modalities, the Green CPR, established in 2021 by Decree 10.828, facilitates the financing of environmental conservation and restoration. In 2025, 190 new Green CPRs were registered on B3, totaling approximately R\$425 million in aggregate notional value.

ESG TECHNOLOGY, DATA & SERVICES

As part of our expansion and diversification agenda, especially in data & analytics, we have expanded the portfolio of solutions focused on the ESG agenda. These initiatives reinforce our ability to support companies and investors with qualified information and tools that increase market efficiency and transparency.

ESG Workspace

One of the challenges in the evolution of the sustainable investment market is to ensure that resource allocators have access to consistent information about companies, and that these data points are standardized and comparable.

To address this context and support the development of the market, we created ESG Workspace, a collaborative platform for quantitative and qualitative sustainability data from Brazilian companies.

The platform provides the market with the following ESG data points:

- Environmental, social, and governance indicators drawn from public sources, such as annual reports and reference forms.

- Detailed information on the ESG metrics performance of the companies that are part of the ISE, IDIVERSA and ICO2 B3 portfolios.

- Data on sustainability-linked debt securities recorded in the OTC market.

Since its 2022 launch, the ESG Workspace has undergone continuous refinement. Its evolution journey accelerated in 2025 with significant usability enhancements and the integration of AI-driven capabilities. These features streamline data synthesis, ensuring faster, more accurate insights for market participants.

As a result, the platform has gained efficiency, standardization, and comparability, enabling, for example, sectoral comparisons of Scope 1, 2, and 3 emissions, and several other ESG metrics. We also expanded public access to the platform's information, making more than 84,000 data points available free of charge during COP30.

The implemented Artificial Intelligence model already captures 85 indicators with an accuracy above 80%. The platform allows us to have a master user to validate and adjust the information collected, ensuring the reliability of the data. By the end of 2025, Workspace had more than 3,900 users, more than 240 companies listed with master users.



Learn more and access the ESG Workspace Platform [here](#).



OTHER PRODUCTS WITH ESG CONNECTION

ESG related auctions and concessions

Pará Reforestation Auction

B3 advised the Government of the State of Pará on the concession of the Triunfo do Xingu Recovery Unit (URTX). The project is the first area in the Amazon to be granted specifically for forest restoration with the use of Restoration Carbon Credits (ARR). The model seeks to combine the recovery of degraded areas with income generation, using carbon credits obtained in the reforestation process.

The pilot project provides for a 40-year concession to restore more than 10,300 hectares, with an expected private investment of R\$258 million, with an estimate of generating a total revenue of R\$869 million and creating approximately 2,000 jobs in the region. The concession will promote the recovery of biodiversity and ecosystem services, in addition to job creation, technical training of the local population, incentive to the creation of nurseries and strengthening of regional production chains.

Forest Concession of the Jatuarana National Forest (FLONA)

In 2025, B3, the Ministry of Environment and Climate Change (MMA) and the Brazilian Forest Service (SFB) held an auction for the forest concession of the Jatuarana National Forest (Flona), located in the municipality of Apuí, in southern Amazonas.

The project, which was the first forest management project of the Ministry of Environment and Climate Change conducted at B3, involves the concession, for 37 years, of another 453,000 hectares divided into four lots.

With a potential collection of up to R\$32.6 million annually, the concession will conserve the forest through sustainable forest management, create jobs and boost the economic development of the region.

SUSTAINABILITY- LINKED BOND

[FN-EX-410a.4; GRI 405-1]

In 2021, we issued a Sustainability-Linked Bond (SLB), an instrument that allows us to raise funds with an interest rate linked to the achievement of sustainability targets.

See the two targets set out in our bond and their status:

1. To create by 2024 a market index to measure the performance of companies that have good diversity indicators.

Target accomplished: we officially launched IDIVERSA B3 in 2023. It is the first Latin American index to combine gender and race criteria in a single indicator to select the companies that will make up the portfolio. IDIVERSA B3 has, since 2023, an Exchange Traded Funds (ETF), the DVER11 - an investment fund that has its performance linked to the index.

2. To reach by 2026 the percentage of 35% of women in leadership positions at B3 (managers, superintendents and officers).¹³

Target accomplished: we implemented strategic initiatives to increase the representation of women in leadership roles. These included targeted talent acquisition and selection strategies, the establishment of diversity KPIs for senior management, and the execution of four mentorship cycles dedicated to female professional growth. Complementing these programs, we conducted extensive unconscious bias training to foster a more inclusive culture. This progress was further accelerated by the deep commitment of our executive team, whose focus on developing female talent led to a steady year-over-year increase in promotions and hires. **Consequently, we achieved 35.4% female representation in leadership positions by 2025.¹⁴**

13. For reporting purposes, the definition of 'manager' encompasses general managers and level I specialists. Similarly, Superintendents include both functional Superintendents and Level II Specialists. Finally, 'Officers' comprises offices, executive officers, vice presidents, and the chief executive officer (CEO) of B3.

14. The GRI 405-1 indicator, which addresses Diversity and Equal Opportunity, is directly linked to one of the targets established in our Sustainability-Linked Bond (SLB). As a key component of our Annual Report, this indicator has undergone independent limited assurance by our external auditors to ensure data integrity and transparency.



INNOVATION AND ARTIFICIAL INTELLIGENCE

[GRI 203-1; 3-3]

Technology is the foundation of our business. Across all stages of the market — from trading to post trading, including registration, depository, OTC, operations and data — operations require systems that are stable, low latency and highly available.

In view of this, we invest heavily in innovation to maintain reliable platforms, evolve our infrastructure and advance in the efficiency of systems and processes.

This section presents how we are organized to foster innovation and technological development, as well as the main highlights of 2025 in relation to the modernization of platforms and the use of Artificial Intelligence.

Innovation strategy and culture

To sustain and expand the Company’s level of technological complexity, we have structured a strategy organized into four pillars, which guide decisions, strengthen internal capabilities, stimulate continuous innovation, and expand the connection with the market ecosystem. These consist of the following topics:

GOVERNANCE

It consists of a structure that reconciles knowledge and agility in execution. To this end, we encourage the discussion of best practices, the sharing of cases and market benchmarking. In addition, we rely on the work of the Innovation Center for Excellence (CoE), formed by leaders from strategic areas, with the objective of bringing the innovation agenda closer to the challenges of the business and anticipating the needs of customers.

CULTURE OF INNOVATION

It is based on the adoption of a model focused on people development and the encouragement of intrapreneurship through initiatives that promote experimentation, collaboration and continuous learning. It encompasses acceleration programs, transformation journeys, meetups, hackathons, and other engagement actions.

RESEARCH AND DEVELOPMENT (R&D)

It covers structured medium and long-term research and development programs, aimed at experimenting with new technologies. It includes initiatives such as pantanal.dev, in partnership with the Federal University of Mato Grosso do Sul (UFMS), as well as projects developed with the Federal University of Pernambuco (UFPE) and challenges carried out with Faculdade de Informática e Administração Paulista [School of Computer Sciences and Administration of São Paulo] (FIAP).

INNOVATION ECOSYSTEM

It is represented by joint action with startups, partner companies, suppliers, B3 group companies and external innovation initiatives. In 2025, the partnership with Porto Digital, a technology hotspot located in Recife, was highlighted, focusing on bringing fresh perspectives into the business areas and identifying solutions and opportunities aligned with our strategic challenges. In addition to initiatives to approach and strengthen businesses through direct relationships with startups, B3 also maintains investments across three startup portfolios, in partnership with Monashees, Canary, Darwin and Redpoint.

Innovation and Technology Committee

In 2025, we strengthened the role of innovation and technology within our most strategic forums. This was achieved through the creation of a new Board of Directors Advisory Committee dedicated to the topic.

The initiative enhanced governance, the monitoring of technological trends, and the integration of these agendas into business decision making.

In the last year, we have made progress on all these fronts, with initiatives that have strengthened governance, boosted the culture of innovation, accelerated technological development, and expanded the connection with the ecosystem. Below, we highlight actions implemented in 2025.

- **Hackathon B3 – internal intrapreneurship program**
Hackathon B3 reinforced the culture of innovation by encouraging employees to propose and prototype solutions aligned with our priorities. Teams receive mentoring, technical support, and space to test their projects, strengthening internal protagonism and stimulating innovative approaches directly connected to the day-to-day operation. The initiative encouraged collaboration between the areas and cycles of rapid experimentation. There were 203 applicants, resulting in the development of 24 projects, and three of them were accelerated: PDEC, an AI agent for the synthesis of corporate events; UniCat, which automates code testing; and ApolA, which reviews calls and suggests actions. The solutions demonstrate the ability to generate value with agile approaches and a focus on real problems.



B3 employees shortlisted as finalists in the 2025 Intrapreneurship Hackathon

• **Operations in innovation hubs**

B3 has expanded its presence in technology hubs across the country, strengthening connections with ecosystems such as Recife, Florianópolis, Campinas and Belo Horizonte. These centers bring together universities, technology hubs, startups, and research groups, creating a fertile ground for the development of solutions in AI, automation, and software engineering. Operating in these hubs expands access to talent, diversifies partnerships, and brings B3 closer to communities that are at the frontier of innovation.

• **Porto Digital Hackathon – connection with new ecosystems**

In partnership with Porto Digital, B3 held an open hackathon focused on AI agents. The event brought together 306 applicants and 10 finalists, strengthening our presence in the Northeast and bringing new perspectives on automation, data and Artificial Intelligence applied to the capital market. The initiative consolidated B3's integration with one of the main technology hubs in Brazil.

• **Partnerships with universities – applied research and talent training**

Through the .dev programs and university challenges, students are invited to solve real problems at B3, participate in innovation journeys and develop projects supervised by specialists. This approach strengthens the practical training of participants and expands the pipeline of talents connected to B3's technological agenda.

Artificial Intelligence (AI)

At B3, we are confident that Artificial Intelligence is an essential tool to accelerate technological development, process efficiency, and innovation. Therefore, we have a structured approach to the topic, which includes an Artificial Intelligence Center responsible for supporting teams in identifying and implementing use cases, promoting the responsible use of technology, establishing standards, and ensuring governance and security.

Standards on the subject

To guide team practice and performance, our Executive Board approved in 2025 an Artificial Intelligence Standard that establishes principles for the development, deployment, and use of AI systems at B3. The commitments include:

- **To ensure that decisions made by AI are transparent** and explainable, with a record of how AI systems were developed and the explicit indication of AI-generated content;
- **To use AI ethically and in legal compliance**, ensuring that there is no discrimination or bias in the algorithms and that they treat users fairly and without discrimination;
- **To protect user data** and follow information security guidelines;

- **To implement human oversight** to ensure that AI output is reviewed and challenged;
- **To offer training** for ethical use of AI;
- **To continuously monitor the performance** of AI systems, including mechanisms to deal with errors or failures;
- **To provide technical support** for questions and contesting the decisions of the AI system.

The Standard also defines rules for the use of AI in processes at B3, including specific guidelines for employees and suppliers indicating what AI can and cannot do.

In addition to having structures and standards aimed at organizing the use of AI at B3, we foster a culture of continuous learning on the subject, expressed by internal AI training tracks (with training programs on intelligent prompts, governance, protection and ethical use, data, and the use of B3 GPT), hackathons, intrapreneurship programs, and challenges with universities.

By the end of 2025, the use of AI and process automations contributed to an estimated productivity gain of 8%. See below one of the outstanding initiatives.

B3 GPT – corporate generative AI platform

B3 GPT has established itself as our main productivity tool, with more than 100,000 monthly interactions. The platform brings together generative chat, intelligent document reading, sentiment review, AI-powered onboarding, and automated generation of business stories. The expanded use of the tool reduced the time of daily tasks, increased standardization and brought quality gains.

Process Intelligence

B3 maintains a team dedicated to Process Intelligence, responsible for transforming strategy into concrete results. The area’s performance is guided by the value-first model, which prioritizes the identification, realization, and monitoring of business value before expanding scope, technology, or deliverables. This model connects strategic objectives, opportunities for improvement in processes, and financial and operational results through a structured value cycle, supported by lean and recurring governance.

Throughout 2025, this model was implemented in six departments at B3, structured on two complementary fronts:

• **Operational Transformation**

It promotes the continuous improvement of routine operational processes, involving the areas in an active, systematic way in the search for greater efficiency. In 2025, the model was implemented and consolidated in five directorates.

During this period, more than 2,100 processes were identified and assessed, of which 30% underwent improvements that resulted in an average efficiency gain of 29%, meaning that approximately 29% of the dedicated effort was reduced.

To enhance the results and ensure scalability, digitalization and process automation solutions were used, in addition to the application of Artificial Intelligence.

• **Process Mining**

It combines data review, Artificial Intelligence, and process management techniques to understand and improve organizational processes from the records generated by corporate systems.

In 2025, initiatives were implemented in financial processes that resulted in productivity gains in recurring activities and optimized our cash flow. The model is expanding to the service areas, with a focus on improving the customer experience. This expansion will allow for more agile, efficient processes, enabling faster and more adherent responses to the needs of each demand.

Platform modernization

[FN-EX-410a.1; 410a.2; 550a.1]

In parallel with the initiatives in Artificial Intelligence, we advanced in the modernization of the infrastructure that supports the market dynamics, with a focus on greater speed, stability, and the ability to evolve the platforms. These investments are essential to keep up with the growth in the volume of transactions and the complexity of the products traded.

Evolution in PUMA

At the beginning of 2023, the average latency of this trading platform was 1,200 microseconds. With successive improvements, this indicator was reduced to 350 microseconds by the end of 2024 and, by 2025, it was already operating below 250 microseconds. The strategy is to focus on continuous improvement, with the goal of reaching latency of less than 100 microseconds.

We continuously invest in our technology platforms to make them increasingly faster, more stable, and capable of absorbing growing demand.

Advances in the Depository Center

A new, more modern and scalable system is now running in parallel with the current environment. This upgrade delivers practical benefits to clients, including self-service file delivery and the new ETF basket query functionality. Once this phase is completed, the full migration to the new environment will take place.

Electronification in the OTC market

After two years of operation, Trademate has consolidated its presence in electronic trading and fixed income trading registration, expanded its market adoption, and strengthened its relevance for participants and issuers. These advances were reflected in record volumes: in 2025, the platform moved R\$ 46.98 billion in a single day, including R\$ 28.1 billion in private securities.

Transformation in Trade Receivables (*Duplicata Mercantil*)

We enhanced the trade receivables platform by integrating advanced APIs and introducing new levels of automation, increasing scalability, security, and regulatory compliance. This initiative enabled B3 to evolve from a marginal position—approximately 5% market share—to national leadership in the segment, reaching a 42% share and processing more than 35 million receivables in a single year.

For more information on the metrics of our platforms, please refer to the [performance table](#).

B3's product innovation and compliance

B3's technological evolution was also reflected in the expansion of the product shelf and the strengthening of governance. In 2025, we advanced in offering solutions related to digital assets and in the use of Artificial Intelligence applied to internal controls, combining innovation, security, and regulatory adherence.

In this context, the launch of the Bitcoin Futures contract stands out. It has been developed to meet the growing demand for instruments linked to crypto assets in a regulated environment. With a contract initially quoted in reais and reduced in size, the product became the fifth most traded futures on the exchange, with volume records that reached 85,000 contracts in a single day and movement close to R\$3 billion.

In parallel, we deepened the use of Artificial Intelligence in the governance and compliance agenda. An AI-based solution began to support the reading and interpretation of regulations and standards of regulatory bodies, identifying applicable requirements, responsible areas, deadlines, and execution status.

This approach has transformed manual processes into a data-driven model, increasing security, traceability, and the efficiency of internal compliance. The experience gained in this use has also paved the way for the development of customer-oriented solutions, reinforcing the connection between governance, technology and the generation of new products.



PEOPLE

CULTURE AND VALUES

ORGANIZATIONAL DEVELOPMENT

DIVERSITY, EQUITY & INCLUSION

OCCUPATIONAL HEALTH AND SAFETY

EMPLOYEE WELL-BEING

“ People are the driving force behind transformation at B3. Culture is the energy that moves everything forward: caring for, including, and developing people strengthens our internal engine and amplifies our external impact. We drive transformation from the inside out, through a culture that evolves with people, connecting purpose, responsibility, ambition, and innovation. ”



CULTURE AND VALUES

The year 2025 marked a new moment in our cultural evolution journey, in which we revised our institutional positioning so that it accurately reflected Company's current ambition and identity.

This trajectory began in 2017, in the context of the integration between BM&FBOVESPA and Cetip, which gave life to the B3 brand, and extended with a continuous, consistent evolution work aligned with the business objectives.

During this period, we advanced on two complementary fronts. On the one hand, we built the pillars that support our culture, such as values and behaviors. On the other hand, we have evolved to become a company that is increasingly consistent with these principles in practice.

Supported by a strong and constantly evolving culture, we have become an organization that is closer to customers, more collaborative, more diverse, and progressively less dependent on hierarchies, guided by agility, autonomy, and the ability to deliver.

PURPOSE AND AMBITION

This evolution journey reached an important milestone in 2023, with the establishment of B3’s purpose, our long-term inspirational driver: “to drive sustainable economic development for society to thrive”.

In 2024, we took another relevant step by formalizing our ambition, which guides short and medium-term actions, according to the business needs and what we want to enhance: “accelerate the performance of clients and B3”.

It is worth noting that the two drivers are inseparable. It is by accelerating the performance of customers that we enable, in practice, the sustainable economic development that defines our purpose.

2025: EVOLUTION OF VALUES AND BRAND EXPRESSION

The establishment of purpose and ambition did not end this journey. On the contrary: it made evident the need to evolve again.

We know that the market has changed. It has become more dynamic, integrated and demanding. It started to demand more speed, flexibility and coordination capacity, without giving up security and solidity, which are essential attributes for our Company.

To respond to this new internal and external context and generate even more value for customers and the community, we understood

that it was time to take a new step in our cultural evolution. In 2025, we implemented two initiatives directly connected to this movement: the evolution of our values and the revision of our brand expression.

These changes will be fundamental to help us “raise the bar”, getting to know our customers better, enhancing our results and prioritizing what creates an impact and encouraging transparent communication about how we generate value for society. The image below summarizes our new cultural architecture:





ORGANIZATIONAL DEVELOPMENT

[GRI 2-7; 2-19; 2-20; 2-25; 3-3; 401-1; 403-1; 403-2; 403-3; 404-2; 405-1; 405-2]

At B3, people management and the strengthening of organizational culture are central elements to sustain our growth and move towards the Company’s purpose. The results obtained in the Great Place to Work (GPTW) ranking reflect this commitment and show that we are attentive to the best practices available on the market.

In 2025, we were recognized in all GPTW categories for which we have applied. We are in the rankings of the Best Companies to Work for in Brazil, in São Paulo, in the Financial Sector, Women, LGBTQIA+, Ethnic-racial and, more recently, Information Technology.

Learn about our policies and practices in people management on the following pages - and find in the table below how our workforce has evolved.

Workforce [GRI 2-7; 405-1]

TOTAL EMPLOYEES BY MANAGEMENT POSITION			
Job Group:	2024	2025	YoY (%)
Total number of employees	2,798	2,912	4.1
Total employees in non-leadership position (teams)	2,256	2,342	3.8
Total employees in leadership position	542	570	5.2
Coordinators	204	213	4.4
Managers	206	214	3.9
Superintendents	92	101	9.8
Officers	31	32	3.2
Statutory Officers	9	10	11.1

TOTAL EMPLOYEES BY CONTRACT TYPE AND PERIOD			
Type of contract:	2024	2025	YoY (p.p.)
Fixed-term and part-time*	5.5%	5.0%	- 0.5
Permanent/Indefinite-term and full-time	94.5%	95%	0.5

Total numbers for each group and gender segments are available in the ESG Performance Table

* Includes young apprentice and interns

TOTAL EMPLOYEES BY GENDER					
	2024		2025		YoY (p.p.)
	Total	%	Total	%	
Men	1,688	60.3%	1,708	58.7%	-1.7
Women	1,110	39.7%	1,204	41.3%	+1.7

EVP - Employer Value Proposition

To align people management with our strategy and identity, we defined an employer brand offering, whose central characteristic is to break with the stereotype of financial and capital market companies and offer employees and target talents a vision of B3 as a more collaborative, light, and diverse company.

Currently, our EVP (Employer Value Proposition) is based on three pillars:

Your way is valuable

We trust in each other's ways – and in everyone's diversity. Here, lightness and collaboration are the way to the best results. The way of each one complements, aggregates and builds this place: a diverse, collaborative place that values the balance between professional and personal life. See more on [B3's Diversity and Inclusion page](#).

Learning drives us

We believe that innovation requires constant learning. Therefore, we challenge ourselves and develop our talents. For us, those who learn more today do better tomorrow. Together we can innovate and build the best solutions for our customers.

Impact beyond numbers

We know our responsibility and, therefore, we do not reduce our role to numbers. Every day, we build the changes in the world we want to see and live. See more on [B3's ESG page](#).

Each of these pillars unfolds into concrete practices, which cover the entire employee journey in the company. Opportunities and benefits include a training and development program; internal mobility programs; individualized employee support through performance and career management; flexible work; occupational health and safety promotion; and attractive remuneration practices.

Employee Surveys [GRI 2-25]

Another initiative that contributes to having efficient people management, focused on the needs and desires of employees and that is capable of retaining talent, is the consultation and assessment process.

To have a complete view of the challenges and opportunities and provide answers, we invest in conducting a series of surveys, with different frequencies, proposals and levels of depth.

Our repertoire of assessments includes the GPTW survey, which captures the organizational climate; the Employer Brand, which indicates whether the talents in the market consider us an attractive company to work for; Culture Surveys, with the objective of measuring the quality and opportunities of organizational culture; and the Diversity Census, which presents an x-ray of the workforce, in addition to remuneration surveys with a competing market.

In 2025, we achieved an overall score of 87 out of 100 in the GPTW engagement survey, with an employee participation rate of 86%. This result placed us just one percentage point below the average score of the 175 top-ranked companies in the benchmark. In addition, we evolved in the ranking of the Best Companies to Work for in Brazil, rising 14 positions compared to 2024, an advance that reinforces B3's continuous commitment to an increasingly better environment for all people.

The survey evaluates topics such as job satisfaction, purpose and management practices and institutional practices around employee well-being, such as happiness and stress. Based on the results, we segment the scores by relevant topics and prepare action plans for each one, involving the entire company in the search for continuous improvements.

Attracting and retaining talent [GRI 401-1]

Attracting and retaining talent is central to B3’s people strategy. In 2025, we are making progress on different fronts — internal mobility, training, and attracting new talent — with a focus on team development, strengthening the employer brand, and expanding diversity throughout the professional journey. Learn about the main actions below.

Internal recruitment

The Internal Recruitment Program was created with the objective of strengthening a culture of talent retention and development. In 2025, the initiative benefited 94 employees who took on new positions internally at the company, representing 12% of the positions opened in the year.

Another front of the program focused on identifying women in coordination or consulting positions ready to take on managerial roles. This initiative reinforces our commitment to expanding the presence of women in leadership positions and contributes to meeting the targets associated with the Sustainability-Linked Bond (SLB), with a deadline of 2026.

Learn more about SLB on [page 96](#).

Relationship with universities

The University Relationship Program aims to connect B3 to young people, thus strengthening our brand as an employer to attract new talent. In 2025, several initiatives were carried out, including visits to MUB3, online training sessions, webinars, lectures, classes, mentoring programs, participation in career fairs, and visits to B3’s facilities. These engagement efforts reached more than 1,000 universities and over 57,000 people across all 27 Brazilian states throughout the year.

Internship program

The internship program offers ongoing opportunities throughout the year and opened 120 positions in 2025. The focus was on increasing diversity and representation across teams. In total, 75% of the positions were filled by individuals from underrepresented groups, 57% of whom were Black professionals. The initiative achieved an NPS score of 95, which is considered an excellence zone. In addition, 57% of our interns were hired into permanent positions, 75% of whom were from underrepresented groups.

Learn more about our internship in technology designed exclusively for women, Manas da Tech, on the [Internship page at B3](#).

Career development event

In 2025, we held the second edition of the B3 Career Summit, our largest career development event, aimed at students and young professionals at the beginning of their careers or undergoing career transitions. With a focus on promoting the development of the market and new talents, the 100% free event brought together more than 2,000 young people, who attended in person and online.

Students and young people had access to more than 25 hours of content on topics such as technology, innovation, Artificial Intelligence, capital market, career and personal development. For the in-person audience, we offered AI workshops, financial planning sessions, guided tours at the Operations Center and the MUB3, a studio for updating professional profiles, and other activations.

HIRING OF NEW EMPLOYEES [GRI 401-1]			
	2024	2025	YoY (p.p.)
New hire rate	15.9%	19.2%	3.3
By gender			
Men	13.2%	16.8%	3.6
Women	20.5%	23.0%	2.5
By age group			
Under 30 years old	31.2%	36.1%	4.9
Between 30 and 50 years old	10.7%	13.5%	2.8
Over 50 years old	5.4%	7.5%	2.1

The absolute numbers for each group in the table are available in the [ESG Performance Table](#).

EMPLOYEE TURNOVER [GRI 401-1]			
	2024	2025	YoY (p.p.)
Total turnover rate	17.3%	18.1%	0.8
Voluntary turnover rate	8.0%	8.5%	0.5
Involuntary turnover rate	9.3%	9.6%	0.3
By gender			
Men	16.7%	18.7%	2.1
Women	18.3%	17.2%	-1.1
By age group			
Under 30 years old	19.4%	15.9%	-3.4
Between 30 and 50 years old	15.6%	18.6%	3.0
Over 50 years old	25.8%	22.4%	-3.4

Turnover by functional category is available on the [ESG Performance Table](#).



Performance management [GRI 404-3]

At B3, Performance Management is performed annually and includes the definition, monitoring and assessment of each employee’s performance. In addition, it includes steps to avoid potential unconscious bias and favoritism. Two dimensions are considered in this process:

“WHAT”: It is the company, department and individual targets agreed for the period and considers the result and impacts achieved at the end of the cycle;

“HOW”: It evaluates alignment with the core function, values and B3 behaviors.

Our Performance Management model is also integrated into the context of agile teams, allowing the definition and monitoring of collective objectives and results. This logic starts with the establishment of targets, which opens the performance cycle and defines the challenges of the period.

All B3 employees work with three categories of targets — corporate, department and individual — which ensures alignment between B3’s priorities, the objectives of the areas and the expected deliveries of each function.

Corporate Targets

They are established by the Board of Directors and the People Committee, they represent our strategic challenges and directly impact the remuneration of the CEO, the Board of Executive Officers and other teams. Monitoring is quarterly, conducted by the People team and reported to the Board. In recent years, these targets have addressed topics intrinsic to our values, such as system availability (operational solidity and credibility) and customer satisfaction (customer proximity and satisfaction).

Area Targets

These correspond to objectives that impact entire teams and are defined by Vice Presidents and Executive Officers or, in the case of agile teams, by business segment.

Individual Targets

They are agreed between each person and their direct manager, they reflect the position, specific duties and priorities of the area and B3, with a direct connection with our strategy.

2025 CORPORATE TARGETS			
Pillar	Objective	KRs (Key Results)	RESULT
CLIENTS	To be the choice of our customers at every stage of their journey	• To increase customer satisfaction through the Customer Satisfaction index • To reduce average product delivery time • To increase the percentage of simplified processes	Target achieved 
FINANCIAL	To ensure financial robustness with efficient management and diversification through new businesses and partnerships	• To reduce expenses • To increase Management-Driven Revenue	Target achieved 
RESILIENCE AND INNOVATION	To provide an innovative environment that integrates new technologies and supports continued growth, with security and robustness	• To increase the technological capacity of the systems linked to the core business • To develop a cyber security-related recovery plan • To reduce incident resolution time • To leverage the benefits of B3 solutions with the addition of Artificial Intelligence	Target exceeded  
PRODUCTS AND SERVICES	To maximize the results and added value of B3’s products and services	• To capture new business and data-related product benefits • To measure the results of B3’s product portfolio objectives	Target achieved 
PEOPLE AND ESG	To be the benchmark in ESG practice and one of the most attractive companies to work for in the market	• To increase talent retention rate • To increase the perception of attractiveness as an Employer Brand • To ensure continuous improvement in B3’s performance against the main sustainability indices (ISE B3 and CSA (Dow Jones Best in Class Index)	Target exceeded  

Feedback process

Knowing that feedback is a necessary condition for the evolution of our talents, we have three mandatory feedback agendas for the year:

Initial and intermediate feedback

It takes place in the second and third quarters of the year. The conversation between manager and team should aim to align expectations regarding the deliveries made so far and alignment with the employee’s core function, values and behaviors.

Final feedback

It takes place at the end of the assessment period, which is usually the following year. This is the time when the employee receives the return of his or her final assessment and PLR (profit sharing) letter.

In addition to the regular schedule, our employees can also request or register feedback at any time, regardless of hierarchical level or area of activity.

Employee Reviews

Our assessment system is not limited to the formal follow-up stages. We also have a 360º assessment stage, which expands the view of each individual’s performance. In this phase, called Expanded Assessment, any professional in the organization can evaluate and ask to be evaluated by other employees, except direct managers, regardless of the area or hierarchical level. The goal is to bring together different perspectives on employee alignment with the values, behaviors, and core function.

The final assessment stage aims to measure and recognize the employee’s individual performance during the period based on data and facts. The process has three stages:

1. Self-assessment

It records the employee’s own perception of his or her performance in the period.

2. Manager’s assessment

It consolidates the leader’s review, but does not yet define the final grade, which will be discussed by a collegiate body.

3. Collegiate Body

It brings together managers from the same area or segment to compare assessments, reduce subjectivity, and mitigate biases. The final score, defined in this forum, guides the payment of the PLR (profit sharing). All areas and employees go through collegiate bodies, and the results are presented and validated by the executives.



100%
of employees received
their individualized
performance reviews in 2025.

[GRI 404-3]

Compensation [GRI 2-19; 2-20; 2-21; 405-2; 3-3]

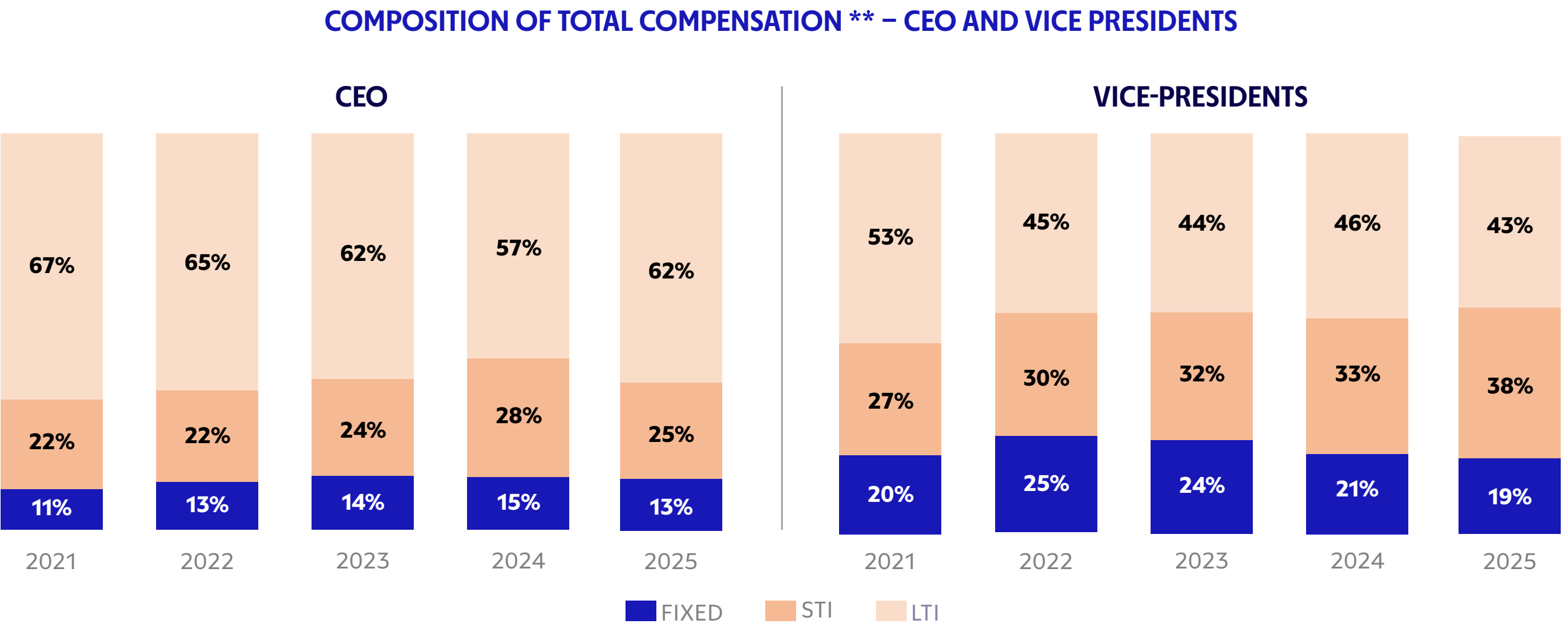
Compensation is a central factor for attracting, developing and retaining our professionals. To ensure competitive practices, we participate annually in total compensation surveys, with data analyzed on a role-by-role basis. This benchmark allows us to assess the consistency of our strategy and understand our position in relation to the market.

In addition to the external benchmarks, we monitor the composition of total compensation, seeking a balance between fixed, short-term variable and long-term variable compensation. In recent years, the distribution among these components has remained in line with the Company’s strategy and reflected both the performance and potential of employees.

Our compensation strategy follows the concept of Total Compensation, structured in five dimensions which are aligned with the corporate strategy. The model integrates three variables—performance, people, and position—that guide compensation decisions throughout the annual cycle. Learn more on the table aside:

FORMS OF COMPENSATION AT B3*		
Pillar	Objective	Eligibility
Fixed compensation	To recognize and reflect the value of the position internally (company) and externally (market)	All
Short-term incentive	To reward the achievement and outperformance of company, area and individual targets, aligned with the budget and strategic planning	Except interns
Long-term incentive	To strengthen the retention of key employees and align interests with shareholders in the creation of sustainable, long-term business value	Managers and above
Benefits	To complement social security benefits	All
Intangible	Organizational culture and climate	All

* Covers all positions with people management responsibilities, from coordinator level up to executive director.



** Unlike the composition of the compensation reported in the Reference Form, the table above presents only the roles of CEO and Vice President, with the amounts granted to those who served a full year in the position.

Fixed compensation

We manage fixed compensation based on salary ranges defined for each hierarchical level. This table is reviewed periodically to ensure consistency with our values, our strategy and market practices.

The salary ranges also guide the promotion and merit processes, which are generally carried out twice a year. In these cycles, the Compensation area supports managers with indicators and materials that contribute to more informed decisions.

In 2025, the ratio between the total compensation of the highest-paid individual and the average compensation of all employees (excluding this individual) was 13.1. [\[GRI 2-21 \]](#)

Pay Equity¹⁵ [\[GRI 405-2 \]](#)

Pay equity between genders is a principle considered in our compensation model. When analyzing the pay ratio between women and men, we observed that in 2025 the ratio was 96%, indicating balanced compensation practices across genders.

In the position-by-position comparison, we found that the total compensation ratio between women and men in people management roles was 97%, reinforcing a scenario of balance in the policies applied.

The breakdown of the pay ratio by job category is available in the [ESG Performance Table](#).

Short Term Incentive

All employees, except interns, are eligible for variable compensation through the Profit Sharing Program (PLR), which recognizes the achievement of short-term targets. Target values are set annually by role and performance. Under the program, maternity, paternity or social security leaves do not entail proportional payment. This reinforces our commitment to diversity and inclusion.

We call “pool” the amount allocated to the distribution of the PLR, linked to our performance indicators, which cover essential topics for the growth and sustainability of the business. This amount is only paid when B3 reaches at least 70% of the budgeted result (measured by the adjusted EBIT). The distribution varies according to the scope of the corporate indicators, with a minimum of 70% and a ceiling of 120%.

When the results exceed the targets, the amount allocated to the PLR increases, allowing the distribution of amounts higher than estimated. If performance falls short, the pool is reduced.



Learn more about our Pay Equity initiatives in the [Diversity, Equity and Inclusion](#) chapter and the [Pay Equity Report](#).

Long-Term Incentive (LTI) [\[GRI 2-19 \]](#)

Our long-term incentive programs (LTI) seek, through the granting of restricted B3 stock, to strengthen the retention of key employees, align the interests of shareholders for the creation of value for the business and encourage responsible and sustainable decision-making.

Check out the details below:

Matching Managers and superior positions can contribute a percentage of the PLR to buy B3 stock, and B3 pays the consideration. The vesting period is four years (vesting of 1/4 per year).

Grant For superintendents and superior positions, the individual value is set within the ranges established for each level and considered according to performance. The amount is converted into shares, with a vesting period of four years (vesting of 1/4 per year), subject to the employee’s permanence.

As part of this long-term policy, we also have the Malus clause, which allows for the partial or total reduction of unvested installments when there is non-compliance with the provisions of the Code of Conduct and Ethics. In 2025, we have not had any cases where the Malus clause has been applied.

15. The data was previously presented as a salary ratio between men and women and is now presented as the direct percentage of the salary ratio.

Career Development [\[GRI 404-1; 404-2 \]](#)

Here, career development is guided by an integrated approach that combines talent mapping and succession, continuous training, and development programs. These initiatives work in a complementary manner to strengthen capabilities, prepare leaders, and support professional growth throughout the employee journey at the Company.

Talent mapping and succession

The Talent and Succession Map is an annual process that strengthens our strategic people management process and ensures business continuity. Based on a structured methodology, it generates intelligence to support coherent, sustainable decisions

1. Individual Development Plan (IDP)

100% of employees fill out their IDP with the contribution of managers, ensuring clarity on development objectives and alignment with business needs.

2. Talent Mapping

We perform the mapping to understand the career moment of each professional. This review allows managers to conduct strategic career management, identifying short, medium and long-term potential, as well as risks and development opportunities.

3. Executive level succession

In addition to the overall mapping, we conduct a specific succession process for our executive levels, ensuring continuity of leadership and preparation for future challenges.

4. Continuous Monitoring

We encourage career conversations and the monitoring of the IDP throughout the annual cycle, strengthening the culture of development and preparing our talents to evolve.

With this practice, we promote individual growth, ensure the sustainability of leadership, and make more assertive strategic decisions for the business.

Training

The professional development of our employees is a priority. Therefore, we have a corporate learning catalog and individual plans that support the evolution of each person according to their profile and career moment.

In recent years, we have established partnerships with companies such as Alura, Microsoft, Oracle, Clube de Vantagens and AWS, providing over 2,000 training courses and contents across platforms, institutional catalog, targeted actions and continuing education.

In 2025, we focused on developing technical skills that are essential for the future of B3 and are relevant to society today, given the increasing demand for more advanced digital and technological skills in labor markets. The three main technical skills developed were:

Artificial Intelligence

Training on this topic progressed from foundational to advanced levels, totaling over 13,000 hours across 120 specialized programs.

This intensive development journey empowered our teams to optimize processes and accelerate project delivery.

Data

It was the second most developed skill at B3 in the year, adding up to more than 12,000 hours of development. In 2025, we were able to expand the topic beyond the technology areas, impacting more than 700 people from business areas.

Cloud

With over 8,000 hours of development, we significantly enhanced our team's technical expertise, with 31% of certifications achieved at the intermediate and advanced levels.

The training contents and platforms are made available to all employees, including contractual and fixed-term employees.

In the last year, 100% of the professionals received some type of training. We provided more than 151 thousand hours of training, an average of 45.7 hours per employee, a performance 74% above the average of the Brazilian market, according to the Panorama 2025 Survey.

On average, we invested R\$2,531 per employee in training and development, which represents 110% more than the Brazilian market, according to the Panorama survey.

We also ended the year with a 94-point average in the Training and Development category of the GPTW survey, our annual employee engagement assessment. This score is 5 points above the benchmark for the best companies to work for in Brazil, according to GPTW.

The ESG Performance Tables provide the evolution of the average hours of training of employees and interns, by gender and functional category, over the past three years.

AVERAGE NUMBER OF TRAINING HOURS [GRI 404-1]	
2025	
Total training hours per employee	45.7
By gender	
Men	43.3
Women	45.6
Broken down by position	
Interns	74.9
Teams	41.3
Coordinators	40.8
Managers	44.2
Superintendents	22.4
Officers	17.3

Mandatory training

In addition to the training above that seeks to develop employees' skills and careers, we also have a set of mandatory training sessions on the topics of Code of Conduct and Ethics (covering Human Rights), Anti-Corruption, Anti-Money Laundering, Information Security and Data Privacy. Learn more about this training in the chapter on Business Ethics, [page 59](#).

Training on ESG Topics

In line with our sustainability strategy and our commitment to environmental awareness, since 2021 we have been conducting training and qualification on ESG, which also covers employees, interns, and apprentices. These actions include:

Onboarding of new employees

Presentation that addresses sustainability concepts; environmental awareness; the UN Sustainable Development Targets (SDGs); B3's Sustainability Strategy; and our ESG-related practices, which also includes issues related to climate change.

Training

We have a folder on the Corporate Intranet that brings together courses on concepts and practices related to climate change, sustainable investment, the UN Sustainable Development Targets (SDGs) and environment.

Development Programs

Our development programs have been structured to meet different audiences and career moments. The initiatives combine leadership training, talent acceleration, practical learning and dissemination of internal knowledge, in addition to mandatory training and qualification in strategic topics, such as ethics, compliance and sustainability. See below

Leadership Development Program

Aimed at consultants, specialists, coordinators, managers, superintendents, directors and vice presidents, our Leadership Program has been designed with a vision focused on the future of the Company.

We recognize that each position has specific demands and challenges. For this reason, we have structured the program into differentiated training modules, adapted to the particularities of each level.

The training covered everything from essential skills for B3's cultural evolution, to topics such as strategic people management, compensation, high-performance teams, decision-making, efficient communication, and innovation, digital transformation, among others. In addition, we also had executive training in Artificial Intelligence for B3's senior leadership.

Internal Facilitation Program

The internal facilitation program is another important front in which B3 professionals conduct training in their areas of expertise. In 2025, we had more than 90 facilitators, which generated savings of almost R\$3 million for the Company.

Expertise Program

This program identifies talent with potential for development acceleration. The program is structured by job levels, from analyst 1 to manager/specialist, and offers personalized development journeys to prepare participants for the challenges of upcoming positions. In 2025, more than 200 talents were mapped. They will participate in a program with development opportunities such as individual mentoring with B3 leaders, high-level personalization of the Individual Development Plan (PDI) and the opportunity to participate in an Artificial Intelligence challenge, to create agents that generate value for our Company. The program has been in place since 2021/22 and the turnover of this group is 11 percentage points lower than that of B3.

DIVERSITY, EQUITY & INCLUSION

[GRI 3-3; 405-1; 413-1; SASB FN-EX-410a.4]

At B3, we have a firm commitment to Diversity, Equity and Inclusion (DEI), which is present both in the internal management of our people and in our relationship with community. In line with our dual mandate, we have two primary objectives:

As a listed company, which needs to adhere to best practices, we want to promote an inclusive internal environment that enhances the performance of all our people;

As a market infrastructure, we seek to mobilize the market for good practices, especially through the provision of data.

DEI Guidelines

Our institutional commitment to DEI extends across B3 and all our controlled companies. This stance is formalized in our HR and Compensation Policy (PPR), which provides the framework for a diverse, safe, and inclusive environment. The policy establishes clear guidelines to:

- Ensure a free and safe environment from harassment, combating any type of prejudice and discrimination (color, race, creed, gender, sexual orientation or age group);
- Ensure practices and processes to be a more diverse, inclusive and representative company, operating throughout the people management cycle, from attraction, development, engagement and retention of underrepresented audiences;
- Foster a workplace of psychological safety where authenticity is valued, providing the necessary conditions for optimal collaboration, business expertise, and high performance.
- Constantly improve practices and processes in order to encourage the engagement and personal identification of employees covered by this Policy with our values.

DIVERSITY OF OUR WORKFORCE [GRI 405-1]

PERCENTAGE OF EMPLOYEES BY GENDER, BROKEN DOWN BY POSITION			
	2024	2025	YoY (p.p.)
PERCENTAGE OF WOMEN (TOTAL)	39.7%	41.3%	+ 1.7
BROKEN DOWN BY POSITION			
Percentage in non-leadership positions (teams) ¹	40.9%	41.9%	+ 1.0
Percentage in leadership positions, broken down by position ²	34.7%	38.9%	+ 4.3
Coordinators	38.2%	41.8%	+ 3.5
Managers	35.0%	40.2%	+ 5.2
Superintendents	30.4%	33.7%	+ 3.2
Officers	22.6%	31.3%	+ 8.7
Statutory Officers	33.3%	30.0%	- 3.3
PERCENTAGE OF MEN (TOTAL)	60.3%	58.7%	-1.7
BROKEN DOWN BY POSITION			
Percentage in non-leadership positions (teams) ¹	59.1%	58.1%	- 1.0
Percentage in leadership positions. broken down by position ²	65.3%	61.1%	-4.3
Coordinators	61.8%	58.2%	- 3.5
Managers	65.0%	59.8%	- 5.2
Superintendents	69.6%	66.3%	- 3.2
Officers	77.4%	68.8%	- 8.7
Statutory Officers	66.7%	70.0%	+3.3
% of women in leadership positions following the SLB criterion	31.7 %	35.4%	+ 3.7

¹Relative to the total number of non-leader employees
²Relative to the total number of leaders. Openings by position indicate the total number of women in this position divided by the total number of people in the same position (e.g., female coordinators/total coordinators)

PERCENTAGE OF EMPLOYEES BY RACE, OPEN BY POSITION			
PERCENTAGE OF TOTAL RACE/COLOR	2024	2025	YoY (p.p.)
Yellow/Asian	4.6%	4.3%	-0.3
White/Caucasian	69.0%	67.3%	-1.7
Black	7.3%	7.9%	+ 0.6
Mixed-race (pardos)	18.9%	20.4%	+ 1.5
Indigenous Peoples	-	-	-
Other	0.1%	0.1%	-
BROKEN DOWN BY POSITION			
PERCENTAGE IN NON-LEADERSHIP POSITIONS (TEAMS) ¹	80.6%	80.4%	- 0.2
Yellow/Asian	4.3%	3.8%	- 0.5
White/Caucasian	66.5%	64.6%	- 1.9
Black	8.4%	9.1%	+ 0.7
Mixed-race (pardos)	20.7%	22.3%	+ 1.7
Indigenous Peoples	-	-	-
Other	0.1%	0.1%	-
PERCENTAGE IN LEADERSHIP POSITIONS, BROKEN DOWN BY POSITION ²	19.4%	19.6%	+ 0.2
Yellow/Asian	5.9%	6.1%	+ 0.2
White/Caucasian	79.3%	78.4%	- 0.9
Black	3.0%	3.0%	-
Mixed-race (pardos)	11.6%	12.5%	+ 0.8
Indigenous Peoples	-	-	-
Other	0.2%	-	- 0.2

¹Relative to the total number of non-leader employees
²Relative to the total number of leaders. Openings by position indicate the total number of women in this position divided by the total number of people in the same position (e.g., female coordinators/total coordinators)
*Openings by position indicate the total number of people in the racial group and the position divided by the total number of people in the same position (e.g., Asian leaders/total leaders)

PERCENTAGE OF EMPLOYEES BY AGE GROUP			
	2024	2025	YoY (p.p.)
Under 30 years old	29.8%	30.8%	+ 1.0
From 30 to 50 years old	64.2%	63.1%	- 1.1
Over 50 years old	6.0%	6.1%	+ 0.1

The breakdown of each group by role and position is available in the [ESG Performance Table](#)

PERCENTAGE OF PEOPLE WITH DISABILITIES		
2024	2025	YoY (p.p.)
5.1%	5.2%	+ 0.1

Governance of the topic

Responsible for coordinating the implementation of diversity initiatives, the People Department is part of the Vice Presidency of People, Marketing, Communication, Sustainability and Social Investment, which reports directly to the CEO.

This structure reinforces the topic as a priority across the entire organization. At the Board of Directors level, the topic is managed by the People and Compensation Committee and is reported at least once a year.



Diversity Targets

Our diversity targets are structured on two complementary fronts. Internally, they are part of the individual objectives of our leaders and are directly linked to their variable compensation, reinforcing leadership accountability and engagement. In parallel, the Company also has public diversity targets, increasing transparency and institutional commitment to advancing the topic.

Individual leadership level targets

In 2025, as in previous years, we have set annual objectives to strengthen the presence of underrepresented groups. These targets involve the entire leadership, from coordinators to vice presidents, and are calculated according to the gap in representation of gender, race, and/or people with disabilities in each area. These are individual targets, linked to the variable compensation of leaders.

Public target

In 2021, we issued the Sustainability-Linked Bond (SLB) whereby we committed to reaching, by 2026, the percentage of 35% of women in leadership positions at B3. In 2025, this target was met, when we achieved 35.4% of women in our leadership. Learn more in the [SLB chapter](#).

The management of these commitments is supported by a monthly dashboard of DEI indicators, monitored by leadership and integrated into decision-making processes.

Preventing and combating cases of discrimination or harassment

We have a zero-tolerance policy for discrimination or harassment in any form. This guideline covers all forms of harassment and prejudice against underrepresented groups. The guidance applies in full to both internal employees and third-party service providers and suppliers. Check out the internal initiatives (more information available in [Ethics and Integrity](#)):

Risk management

We map and address risks related to discriminatory or harassing conduct, including non-compliance with the Code of Conduct and situations involving underrepresented audiences. The assessment is conducted by the Corporate Risk team.

Communication and training

We promote training and awareness-raising actions to promote a harassment-free environment, reaching 100% of the Company, including leaders. The initiatives are conducted by the Internal Commission for the Prevention of Accidents and Harassment (CIPAA) and by the Compliance and Conduct areas.

Whistleblowing channel

The Alô Compliance channel remains available for registering complaints of harassment or discrimination. Cases are reviewed confidentially, and satisfaction with the process is measured annually by an internal survey (see more about the Whistleblowing Channel on [page 55](#)).

2025 Advancements

DEI in internal management

In the last year, we have used internal management efforts to take the actions identified in the inclusion diagnosis carried out in 2024. The study sought to understand the level of inclusion, the sense of belonging and other qualitative indicators related to people in the organization.

Based on this diagnosis, we prioritized initiatives such as the Diversity Week, the project to expand accessibility for people with disabilities and other actions detailed throughout this chapter.

In addition to strengthening internal practices, we have made progress in the formation of increasingly diverse teams. Of the 741 vacancies filled in 2025, 72.8% were taken by people from underrepresented groups — women, Black people, members of the LGBTQIA+ community, or people with disabilities.

At the end of the year, 41.3% of our staff was made up of women and 28.3% of Black and mixed-race individuals, evidencing concrete and measurable advances in the diversity, equity, and inclusion agenda.

The 2025 initiatives build upon a robust framework of programs designed to embed diversity, equity, and inclusion within B3's core management. The following sections detail these strategic actions and their key performance outcomes.

Talent recruitment and selection techniques

Since 2020, we have adopted practical recruitment practices that make our workforce more diverse. The recruitment and selection teams monitor the DEI targets of each department and prioritize filling positions with candidates from underrepresented groups. We also have partners and specialized consultants on the topic whenever necessary.

1. Blind resumes

Implemented since 2021, the blind curriculum practice removes information such as name, gender, age, disability, address, and, in some cases, academic background. This technique reduces biases in the initial screening and focuses the review on the technical knowledge and experience of the candidates.

2. Search filters

We apply specific filters to expand the presence of underrepresented audiences in the selection processes and ensure that the finalist group presented to the leadership is more diverse. This practice is reinforced by affirmative initiatives, such as dedicated programs and vacancies for certain audiences. In addition to search filters, we also take a proactive approach to identifying candidates from these groups through active hunting, which means we seek out people who have not applied for the job.

3. Skills-based candidate search

The selection is guided by the skills, skills and experiences for the vacancy. The profiles presented to managers highlight exclusively criteria related to performance, reducing biases and increasing the consistency of the process.

Mentoring programs for women and people of color

For the fourth consecutive year, we held the Mentoring Program for Women, aimed at accelerating the careers of analysts III, consultants and coordinators. Part of the vacancies available for the program is reserved for Black women. There are already 130 professionals trained in the program, with 38% of the participants promoted by the end of last year. Among those promoted, 35% were Black women. In 2024, we were recognized by the city of São Paulo with the Human Rights and Diversity Recognition for this initiative.

In 2025, we also started the first edition of the Mentoring Program for Black People. The objective is to accelerate the performance of Analysts II and III in order to transform participants into leaders of B3 in the future. The initiative had 30 participants in the first edition and by the end of the year 20% of people had already been promoted.

Employee Resource Groups

One of the practices adopted to involve and give voice to employees are the Employee Resource Groups, created in 2019. These groups are made up of people from different departments and positions and represent our five fronts of action: gender, race and ethnicity, LGBTQIA+ people, people with disabilities and generations.

In addition to a space for debates, these groups function as a forum with autonomy, their own budget to implement internal actions and engage B3's leadership. This is done through the dialogue between the groups and the Diversity Committee, a body that includes our vice presidents and officers.

Diversity Library

In 2025, we launched the Diversity Library, a dedicated physical space designed to broaden perspectives and strengthen our commitment to equity. The collection features curated titles on race, gender, sexual orientation, disability, generations, and religious diversity, with a specific focus on representativeness and intersectionality. A key feature of this initiative is its collaborative nature, allowing the B3 team to donate books and co-create this collective resource for inclusive literacy.



DEI Training

Since 2020, we have been promoting diversity training for 100% of the organization, including the Board of Directors. Our goal is to sensitize teams through relevant topics that meet development needs. This is the case of cognitive biases, essential information about each agenda (race, gender, disability, among others) and practical guidance on appropriate and inappropriate behaviors in the corporate environment. In 2025, we reformulated the format and content of the training and had 96.8% completion of the B3 team by the end of the year.

Internship for Women in Technology - Manas da Tech

Our internship program aimed at women, Manas da Tech, has been increasing female participation in the technology area at B3. Launched in 2022, the initiative combines technical training, practical application, and socio-emotional skills, expanding the chances of being hired by B3 and the market in general. In 2025, we focused on increasing Black representation within the program, resulting in 100% of vacancies filled by Black candidates. This achievement earned recognition at the 8th Edition of the Municipal Human Rights and Diversity Seal. Throughout the year, the initiative supported 107 participants, achieving a 48% permanent hire rate.

Encouraging DEI practices in the market

[SASB FN-EX-410a.4]

Our commitment to DEI goes beyond the Company's walls. We want to integrate this agenda into the business and mobilize best practices in the Brazilian market. We believe that our example has the potential to encourage other companies on this journey.

One of the examples is the ESG Annex - a regulation that encourages listed companies, or those wishing to list on the Stock Exchange, to increase diversity in board of executive officers and Boards of Directors.

According to the regulation, Brazilian companies must have at least one woman and one member of an underrepresented community (Black or mixed-race people, members of the LGBTQIA+ community or people with disabilities) on their board of directors or statutory board within two years from the effectiveness of the regulation – which will take place in 2026.

Companies that eventually fail to achieve the representation will need to justify the market and investors the reasons that made the advancements unfeasible, in general terms. The proposed mechanism is known as “practice or explain”, in which companies need to provide transparency to the market about the actions taken. This mechanism will come into force in 2026.

In 2025, our strategy was to support the market through the structured use of DEI data, increasing transparency, qualifying the debate, and offering objective inputs so that companies and investors could monitor progress, identify gaps, and guide decisions related to diversity in leadership positions.

Learn about the main initiatives launched or maintained in the last year on the next page.

Plural Leadership Study [GRI 413-1]

In 2025, in partnership with Instituto Locomotiva, we launched the Plural Leaderships study, which marks the fifth edition of the survey based on public data from the Reference Form of companies listed on the Stock Exchange.

Between 2021 and 2024, the study was called Women in Stocks and presented exclusively information on the presence of women on boards of directors and statutory boards. With the expansion of the review to include data on race, color, and people with disabilities, the study was renamed Plural Leadership in 2025.

In the last edition, the main insights are related to the adherence of companies to the criteria of the ESG Annex, which showed that 77% of listed companies comply with the requirements. In addition, it was found that 65% of companies have at least one woman on the board of directors — the highest rate since 2021 (when it was 55%). Of those, 29% have two or more women (22% with two and 7% with three or more). In the statutory boards, 46% of companies have at least one woman, representing a significant advance compared to the 39% recorded four years ago.

Despite progress in gender equity, gaps persist in racial representation and in the inclusion of people with disabilities in leadership positions — areas highlighted by the ESG Annex as priorities for evolution.

Ring the Bell Ceremonies

Another way to mobilize the market in 2025 was the celebration of two Ring the Bell ceremonies (a tradition of the stock exchanges to celebrate relevant moments for the market): in



March, for Gender Equity, and in July, for LGBTQIAP+ Pride. On these two occasions, we brought together companies, customers, partners and family members with the aim of reaffirming our commitment to a more diverse, inclusive and representative market of all voices.

Diversity on Board of Directors Program

It is an initiative conducted in partnership with the Brazilian Institute of Corporate Governance (IBGC), the International Finance Corporation (IFC), Spencer Stuart and Women Corporate Directors (WCD). The objective is to expand the participation and visibility of women in the ecosystem of boards of directors, fiscal councils and committees of public, private and third sector organizations. The program fosters knowledge exchange and professional networking, supported by seasoned board members who serve as dedicated mentors.

Raízes Diversity on Boards Program (PDeC Raízes)

Another initiative built in partnership with the IBGC, this time focusing on ethnic-racial diversity. The objective is to expand the presence of Black and indigenous people on boards of directors, advisory boards, deliberative boards or fiscal councils and advisory committees to the board of companies and other Brazilian entities, encouraging the inclusion and increase of the participation of these people in these collegiate bodies. The first edition, launched in 2025, was attended by 35 people.

Women on Boards 101 (Conselheira 101)

The program aims to expand the knowledge of Black and indigenous women on boards of directors. In 2024, we sponsored the participation of 31 Black female executives in the Women in Governance Program at UCLA (University of California). In 2025, we renewed the sponsorship, this time for the course at Columbia University in New York.

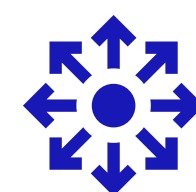
EXTERNAL DEI INITIATIVES SUPPORTED

In addition to developing its own programs that encourage the adoption of good DEI practices in the market, B3 also supports and participates in relevant external initiatives. This action expands the reach of the DEI agenda, strengthens collective commitments and contributes to the construction of structural advances in the capital market and community. Find out below.



LGBTI+ BUSINESS AND RIGHTS FORUM

Since 2022, we have been part of the LGBTI+ Business and Rights Forum, created to mobilize companies around the recognition, promotion, and protection of the human rights of the LGBTQIA+ population.



PACT FOR THE PROMOTION OF RACIAL EQUITY

For three years, we have institutionally supported the initiative, which aims to implement a Racial Protocol for Brazil, bringing the racial issue to the center of the Brazilian economic debate. In addition, the pact intends to attract the attention of companies and civil society to compose an indicator of racial representation in Brazilian organizations.



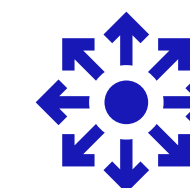
BE TOGETHER

To bring together women from the capital market (B3 customer companies), we created the initiative in 2019. We encourage an exchange between companies in the sector to promote and expand the female presence.



WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

Carried out by UN Women and the Global Compact, the initiative helps the private sector to promote gender equality in the workplace, in the market and in the community. B3 has been a signatory since 2017, being recognized as the first exchange in the Americas to adhere to the WEPS and the sixth in the world.



OUTSTAND

Since 2019, we have participated in this network of capital market professionals that encourages and mobilizes reflections on the LGBTQIA+ topic in companies in this segment.

OCCUPATIONAL HEALTH AND SAFETY

[GRI 2-24; 2-25; 3-3; 403-1; 403-4; 403-6; 403-10; 413-1]

At B3 we maintain a preventive Occupational Health and Safety management approach, aligned with two documents: the Social, Environmental and Climate Responsibility Policy (PRSAC), approved by the Board of Directors; and the Internal Procedure for Occupational Health and Safety.

Our objective is to ensure a safe, healthy environment for employees, interns, contractors and third parties. Therefore, under the Occupational Health and Safety Procedure, we formalize the commitments to:

- 1.** Maintain continuous improvement of health and safety systems and management, consulting workers or their representatives when necessary;
- 2.** Prioritize action plans and ensure the effectiveness of the actions established in measurable and quantitative performance targets, when applicable;
- 3.** Develop activities aimed at ensuring compliance with labor and social security legislation on occupational health and safety.

The Occupational Safety and Medicine team, linked to the People Department, coordinates this work and is composed of occupational physicians, safety engineers and technicians, nurses and social workers. Throughout the year, the team identifies and prevents environmental risks, conducts technical analyses and recommends continuous improvement actions.

The department’s annual targets center on regulatory compliance, quality of life, and mitigation of critical risks. This commitment extends to all on-site suppliers, who must adhere to strict safety criteria and undergo mandatory training.

How we manage risks and prevent accidents [GRI 403-1]

Our prevention process begins with a routine procedure: we continuously monitor the conditions of the work environment, and we periodically review risks and assess changes that may create new exposures. When an accident occurs, we treat the case as an opportunity to improve controls, conducting investigations and applying corrective and preventive actions.

Prevention mechanisms and practices include:

- On-site monitoring of activities by specialized professionals.
- Periodic review of occupational health risks and mandatory examinations.
- Prioritizing the implementation of action plans related to the identified risks and setting measurable and quantitative performance targets, where applicable
- Quantitative assessments of the progress of initiatives and whenever there are relevant changes in environments or processes.
- OSH Management System with formal procedures for emergencies, work at height, work in confined spaces, work in hot areas, handling of flammable products and electric devices, as well as chemical inventory and signaling.
- Inclusion of an occupational health and safety clause in contracts with suppliers and service providers.
- Actions to mitigate health and safety risks along the value chain, such as training and sharing of relevant content on the topic.



Initiative from our Internal Workplace Accident Prevention Week

Programs, initiatives, and support structures [GRI 403-4; 2-25]

To strengthen a culture of safety, we rely on internal initiatives, dedicated channels and specialized structures:

1. Committees and response groups [GRI 413-1]

Internal Commission for the Prevention of Accidents and Harassment (CIPAA): it identifies and reports risks, recommends preventive measures and guides employees. In 2025, it had 93 members with CIPAA B3 and affiliates.

Emergency Brigade: it is a group of volunteers, employees and contractors, trained to operate in risky situations. In 2025, 332 volunteers participated in the training.

Civil Firefighter: a qualified professional available 24 hours, responsible for preventing and fighting fires, monitoring the emergency plan and acting in assistance.

2. Engagement and awareness

Formal committees that ensure representation of all employees on safety and well-being issues.

Dedicated page on the Intranet with guidelines on ergonomics, accident prevention, regulatory standards (NRs), personal protective equipment (PPE), firefighting and internal standards.

Daily workplace gymnastics free for employees, interns and contractors to attend and reduce stress and stimulate well-being.

3. Exclusive support channels

Health: assistance by the PAP (Personal Support Program)

Occupational Safety: contact by e-mail st@b3.com.br.

Occupational Medicine: contact by e-mail ambulatorio@b3.com.br. All channels are also made available to providers, suppliers and other relevant stakeholders.

4. Medical infrastructure [GRI 403-6]

Medical outpatient clinic at B3's facilities, where periodic occupational exams, care and referrals to specialists are carried out when necessary. The space also promotes health campaigns and has ambulance support for removals.

Results and lessons learned in 2025 [GRI 403-10]

In 2025, we recorded 19 work-related accidents (CAT) involving employees and one contractor-related incident reported by the service provider. The majority of these occurrences (13) were commuting accidents. All incidents underwent rigorous investigation, leading to targeted internal safety improvements.

There were no leaves due to occupational diseases, and we did not record work-related fatalities in the period. These results reinforce the effectiveness of the controls adopted. When necessary, adjustments are made to strengthen prevention.

EMPLOYEE WELL-BEING

[GRI 2-24; 2-30; 401-2; 401-3; 403-6; 3-3]

At B3, we promote a workplace based on dignity, equity and responsible labor practices. This commitment guides our decisions and is formalized in policies, internal guidelines and the Code of Conduct, which establish clear standards for all employees, third parties and the supply chain.

From these documents, we make explicit commitments:

Competitive compensation: we conduct salary surveys annually to guide our compensation strategy and ensure that employees are paid living and competitive wages

Safe and healthy work environment: we promote an environment free of harassment and any form of degrading work.

Balance and quality of life: we adopt a hybrid work model, discourage overtime and avoid excessive working hours.

Comprehensive employee benefits: we offer a benefits program that supports physical, social, emotional, and financial well-being.

Compliance with labor laws: we comply with Brazilian labor legislation, including 30 days of paid annual leave, legally mandated leaves, and the extended provisions of the Empresa Cidadã program (180 days of maternity leave and 30 days of paternity leave). Compliance with these leaves and their proper remuneration is ensured through an electronic control system.

Pay equity and inclusion: we seek to reduce the gender pay gap and increase the female presence in leadership positions.

Respect for freedom of association and collective bargaining agreements, with 100% of employees covered by collective bargaining agreements. [GRI 2-30]

These commitments are a part of our people management structure, detailed in the talent attraction and retention, development, training, performance management and compensation sections of this report.

Work Regime

Our employees are hired under the Restated Labor Laws of Brazil (CLT), with a working day of eight hours a day and 40 hours a week. We maintain an agreement for a bank of hours, compensated every six months, and limit overtime hours to two hours per day. The workday has a flexible start and end within these limits. Some technology and building maintenance operate on a 12-hour-on / 36-hour-off shift system.

Apprentices and interns work for 6 hours a day, totaling 30 hours a week. We also have external service providers that serve B3 in several areas. Today, 62% of our staff is made up of internal professionals.

In our daily operations, we adopt a hybrid work model to provide our teams with an optimal balance between the flexibility of remote work and in-person collaboration. We monitor the number of hours worked by each employee through an electronic time-tracking system to ensure proper workload balance, management, and accurate compensation of overtime hours.

Wellness program: B3 Balance [GRI ; 401-2; 401-3; 403-6; 3-3]

We encourage employees to adopt a healthy lifestyle. To this end, our main program is Equilíbrio B3, which offers more than 40 benefit options that exceed legal requirements, promote organizational performance, increase satisfaction and strengthen our culture. Benefits are available to all employees, including interns and apprentices.

Check out some of the program's actions:

Physical activity incentives: we have an agreement with Wellhub and Totalpass, which allow access to gyms, online physical activity practices, wellness apps on nutrition, therapy, mindfulness and other health-related services. All employees have access to the first plan for free in both apps. In total, 2,349 employees and dependents are registered in Wellhub and 504 in Totalpass.

Parenting support programs: Our 'Bebê a Caminho' (Baby on the Way) program supports all expectant parents—including adopted children — through a comprehensive suite of resources, including online courses, educational booklets, virtual support circles, and prenatal medical consultation coverage. In 2025, the program engaged over 220 parents and spouses. We also prioritize the transition back to work, offering a dedicated breastfeeding room and welcome gifts for newborns. As a result, 30 mothers successfully maintained breastfeeding after returning to their roles, benefiting directly from our on-site support infrastructure.

Vaccination campaign: In 2025, B3 conducted a comprehensive immunization campaign covering Influenza, HPV, Meningitis B, and Dengue, totaling 3,200 doses administered to our workforce.

Medical exam and vaccine program (Beep): offers medical exams and vaccines beyond the public health system (SUS) calendar at no cost or travel fee thanks to the additional coverage of B3 in agreement with Anbima Saúde. It is extended to dependents.

Medical outpatient clinic: assistance to employees and interns for prevention and treatment of acute and emergency conditions and for them to take hiring, periodic, dismissal, return to work and change of function exams, in addition to nursing care.

Balance Space: with a beauty salon and quick massage. The goal is to reduce and mitigate employees' stress levels on a daily basis.

Emergency loans: up to two gross salaries to financially support the employee in unexpected and emergency situations.

Life Insurance: collective insurance for employees and their family in case of death or disability.

Workplace gym: physical exercises that provide integration and relaxation every day and on all floors.

Family member engagement: In Turma B3, we invite employee's children for a day full of playful activities at the office.

Social security leave: B3 pays the anticipation and complementation of the social security or accident sickness benefit, ensuring that the employee is not uncovered in salary at this delicate moment.

Bonus for length of service: for each five-year period completed, employees receive a special gift delivered to their homes. For those who complete 20 years or more at B3, we prepared a special dinner on the old trading floor with the right to a companion. It is a tribute full of meaning, with the ringing of a bell, trophy and the presence of our VPs and CEO.

Childcare assistance: reimbursement of up to R\$474.50 per child up to five years and 11 months. In 2025, we had 2,470 refund processes.



Parental leave and PLR

At B3, we participate in the Empresa Cidadã (citizen company) program, which allows the extension of maternity leave from 120 to 180 days, according to Law No. 11.770/08 – as long as the employee opts for this alternative. This extension also applies to mothers who adopt or obtain legal custody for adoption.

For fathers, the standard paid leave in the market is five days after the child’s birth, adoption or obtaining custody of the child. As we are a Empresa Cidadã program member, this period can be extended to 20 days if the employee takes a specific course on fatherhood.

At B3, in 2025, paternity leave at B3 became 30 days, including 20 days through the Empresa Cidadã law, and another 10 days provided voluntarily by B3. There is also course on fatherhood provided within the scope of the Baby on the Way program, which offers the certificate for extension of the parental leave.

RETURN TO WORK AND RETENTION RATE AFTER MATERNITY/PATERNITY LEAVE ¹ [GRI 401-3]			
	2024	2025	YoY (p.p.)
Return Rate (%)	100%	100%	-
Men	100%	100%	-
Women	100%	100%	-
Retention Rate (%) ²	90.4%	93.2%	+ 2.8
Men	88.3%	98.0%	+ 9.7
Women	93.2%	81.8%	- 11.4

¹The total number of employees who were entitled to take maternity/paternity leave is available in the ESG Performance Table.
²The retention rate was calculated by dividing the (i) total number of employees in employment twelve months after they returned to work after maternity/paternity leave, and (ii) the number of employees who requested to leave within twelve months of their return by the total number of employees who returned from maternity/paternity leave in the previous reporting period(s).

Since 2021, we have also had a complementary initiative to extended leave: in that year, we changed the form of payment of the Profit Sharing (PLR) program, which started to consider the entire period of maternity/paternity leave in the calculation of the calculation criteria for profit-sharing payment, without the proportionality of the months actually worked.

Healthy Habits Initiative [GRI 403-6]

Part of the *Equilibrio* (Balance) program, the *Hábitos Saudáveis*’(Healthy Habits) initiative aims to promote well-being and encourage healthy practices. With a complete approach, it offers check-ups, appointments and lectures with specialists (doctors, physical therapists, nutritionists, dentists, psychologists, physical educators), as well as activities in the offices, such as Pilates, yoga, table tennis with Olympic athletes, meditation, nutritional workshop and street runs. Recognizing the importance of mental health, we have introduced new benefits. Here are some highlights:

Personal Support Program: we provide a complete support service that includes psychological assistance, legal guidance, financial advice and social support. The program is available to all employees and their dependents (including fathers and mothers), free of charge, 24 hours a day, seven days a week. Employees now enjoy greater autonomy through a dedicated app, allowing them to select the professional that best fits their needs. Additionally, we provide 24/7 emergency psychological support, ensuring immediate intervention during critical situations.

Orienteme (guide me) Platform: we provide the entire B3 staff with a complete health care and well-being service. Up to five monthly psychotherapy sessions are offered free of charge with the professional of the employee’s choice, in addition to one

consultation per month with a nutritionist and one consultation per month with a physical educator for personalized follow-up. The benefit also extends to employees’ dependents and includes 24-hour service with a psychologist on duty for emergency situations, ensuring comprehensive support for mental, physical and nutritional health.

Guidance for Leadership on Mental Health: to promote understanding of mental health and combat associated stigmas, we have developed a guide aimed at leaders. This material addresses the importance of mental health and clarifies the differences between the various disorders.

AtivaMente (active mind): quarterly meetings in the format of a conversation circle, conducted by a psychologist, to discuss topics suggested by the employees. The initiative aims to promote a safe and welcoming space, strengthening dialogue and care for mental health.

Free psychiatrist consultation: in order to expand access to mental health and reduce the difficulty of scheduling in external networks, we provide care with a psychiatrist accredited by the company. The service is offered at no cost to employees and their dependents, ensuring greater agility and quality in care.

Videocast: we invite leaders to discuss how to support their teams and what actions can be implemented to reduce stigma around mental health.

Mental health risk review: during the hiring exam, periodic exams and checkups, as well as in the therapy sessions offered, we carry out medical assessments in order to identify potential risks to the mental health of employees.

SOCIETY

FINANCIAL EDUCATION AND MARKET ACCESS
SOCIAL RESPONSIBILITY
INVESTMENT IN CULTURE



For us, society is the space in which prosperity only makes sense when it is translated into shared value. Within this pillar, we foster market access and financial prosperity with responsibility and inclusion. Our strategy includes actions focused on inclusion and financial education, engagement with millions of retail investors, and the allocation of over R\$ 50 million per year to Social Investment.



FINANCIAL EDUCATION AND MARKET ACCESS

[GRI 203-2; 413-1; 3-3]

We are committed to promoting financial education as part of our business and aligning it with our purpose of driving sustainable economic development. We support the journey of investors, market professionals, students from public and private schools, customers, partners and the broader community. Check out the highlights:

Financial education

[GRI 203-2]

B3 Educação (education)

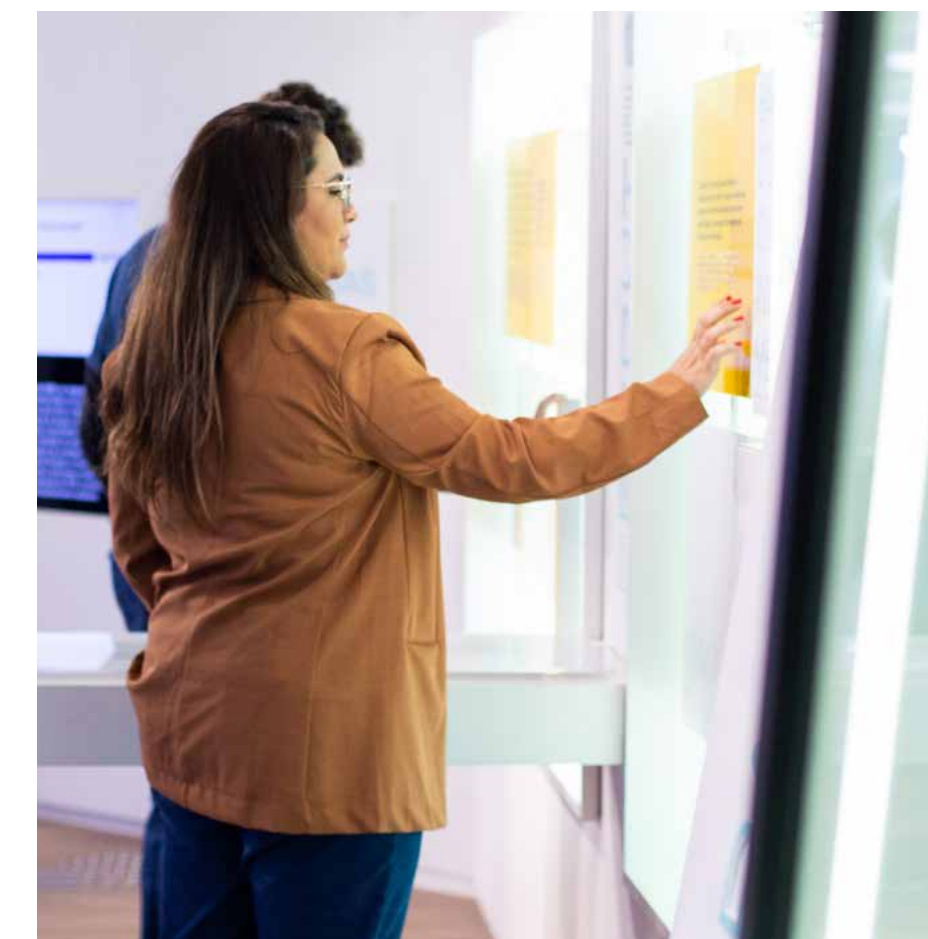
Our educational platform, created to help individuals on their learning journey through the investment universe. At the end of 2025, it had more than 210 courses, 600 pieces of content and more than 520,000 registered users. In this space, we provide content that fosters financial initiation and better investment management for various investor profiles.

Bora Investir (let's invest)

A financial news and education website that brings together specialized content in finance and investments. It helps millions of individual investors who already invest in the stock market or who are interested in starting in the world of investments. In 2025, we broke a record for registered users – we went from 5 million in 2024 to 6.7 million in 2025.

HUB3

A free app that brings together information on finance, news, real-time quotes, courses and educational content, integrated with B3's investor area. In 2025, 331,438 users were registered on the app, of which 116,932 enabled portfolio management.



MUB3

Museu da Bolsa do Brasil (Brazilian stock exchange museum) is sponsored by B3 with funds from the Federal Law of Incentive to Culture. In 2025, it received 73,876 visitors, 7,378 students from public schools, 7,540 from private schools, 41,886 various visitors and participants in the cultural program. In addition, the museum impacted another 837 people through the MUB3 Visit action, in which the Educational Center went to public institutions and NGOs in the metropolitan region of São Paulo with the mission of promoting access to culture.

In the same year, MUB3 was once again recognized with the Human Rights and Diversity Recognition, granted by the City of São Paulo, with emphasis on the MUB3 Visit and MUB3 Passport initiatives, aimed at disseminating the history of the capital market and financial education for children and young people of public schools. The museum also strengthened its territorial performance with the itinerant exhibition “Under the feet of the city”, presented at the Museum of the City of São Paulo (Solar da Marquesa de Santos), and with the launch of the MUB3+ Connections program, which promotes cultural and educational exchange between museums in the Historic Center.

Social media engagement



What's in your wallet?

A B3 program in partnership with Steal The Look, the largest fashion and lifestyle platform in Brazil, focused on finance for women. The podcast addresses topics such as finance, entrepreneurship and investments within the female universe.



Podcast “What’s in your wallet?” recorded live at Expert XP 2025

Initiatives with the market and regulators [GRI 413-1]

Initiatives in conjunction with regulators and associations: through partnerships with the Brazilian Association of Financial and Capital Markets Entities (Anbima), the National Association of Securities Brokers and Distributors (Ancord), Planejar and the Securities and Exchange Commission of Brazil (CVM), we engage the market in financial education and professional development initiatives. Examples include Global Money Week, ENEF Week (National Strategy for Financial Education), World Investor Week, the Journalism Press Award, the TOP Capital Markets Program, among others. Together, these initiatives have impacted more than 7 million people and reached 79 million views.

Financial Education Incentive Program

The 2025 edition reinforced our commitment to promoting initiatives that expand individuals’ access to the capital market through qualified content, practical guidance and relevant educational experiences. In this edition, 34 projects were selected. They were developed in partnership with participants from different segments, strengthening the dissemination of financial knowledge in multiple formats and languages.

The focus of the Program remained on promoting initiatives that encourage investor autonomy, broaden their understanding of financial products and instruments, and support a more conscious decision-making process. The contemplated projects addressed strategic topics for the development of the market, with innovative proposals, suitable for different public profiles and aimed at making the universe of investments more accessible, clear and connected to the real needs of the communities they serve.



Training programs and projects with universities

In 2025, we trained more than 500 people in educational programs carried out with partners such as Saint Paul, Insper, Ibmecc and FIA. Throughout the year, we held 48 lectures on topics such as financial education, investments and market infrastructure for an audience of more than 26,000 students from public and private high schools and universities.

Encouraging professional training of our customers’ teams

In 2025, the Continuing Education Program of the Operational Qualification Program (PQO) in partnership with Ancord, enabled professionals to constantly improve their skills and knowledge with a view to renewing the certification. In total, 2,200 tests for certification and recertification of the PQO were taken. In addition, we have increased from 22 to 33 the number of partner courses that score in the PQO PEC. We also reached 1,100 capital market professionals and their clients through a tailored educational initiative called B3 Experience. There were 29 initiatives throughout 2025.



Support for entrepreneurs

The “Financial Education for Entrepreneurs” program, carried out by B3 in partnership with Boogie Naípe and Planejar, certified 62 entrepreneurs from remote underprivileged communities in São Paulo and Rio de Janeiro after a free online course. The program provided participants with training on topics such as financial planning and literacy, expense control and debt management, and included individual monitoring by CFP certified financial planners, who supported the consolidation and practice of this knowledge by entrepreneurs. The initiative aims to promote economic inclusion of low-income populations and strengthen the financial management of small businesses, historically less involved in the capital market, given the need to present certain governance standards to capture in this environment.

OLITEF

In 2025, we launched, in partnership with the National Treasury and with the support of the Ministry of Education and the Central Bank, the second edition of the *Tesouro Direto* Financial Education Games (OLITEF). The initiative brings financial education to students from public schools — a group that, for the most part, does not have access to this content in basic education — and private schools. In Brazil, only 21% of people had financial education by the age of 12 and the country remains among the worst in PISA in mathematics, an essential area for financial literacy.

The second edition of OLITEF involved more than 13,000 schools and 1,755,186 students from the 6th year of elementary school to the 3rd year of high school. Public school students represented 89% of the participants across all involved institutions. In total, 63,178 students were medalists and we reached 57% of Brazilian municipalities.

In 2025, the Games also included students in the 2nd and 3rd years of high school and awarded the 10,000 students best placed in the national ranking with R\$400.00 each in public bonds. In this way, OLITEF goes from theory to taking financial education in the classroom to practice by giving the first investment in government securities to these 10,000 students.



TD Impacta (impact)

It is a support and investment platform for impact businesses created by the *Tesouro Direto* Program, in partnership with B3. In its first edition, TD Impacta received more than 1,400 registrations from all over the country and supported entrepreneurs in promoting financial education, vocational education, inclusive education and socio-environmental solutions in the various phases of business development (design, traction and scale). In 2025, in its second edition, the program focused on mature businesses (in the traction or scale stage), which solved challenges mapped by B3 and the National Treasury, such as engaging financial education journeys for teachers, mathematics educational assistants and financial education for students, and innovative applications of TD Garantia for financial inclusion.

Services for a more accessible capital market

Investor Area

It is a service that simplifies the investor's life by bringing together, in a single environment, investments in equities and fixed income, with detailed and consolidated information to support portfolio management. Since 2024, the system has also allowed remote voting at shareholders' meetings, expanding the participation of individual investors in shareholder decision-making processes of the companies in which they invest.



B3 App

In 2025, we launched the B3 app, a new digital platform that allows individual investors to view, in a single environment, all their investments registered in the Brazilian capital market. This new app consolidates data that was previously distributed among different institutions, gathering information such as positions, statements, earnings and asset evolution in a simple and accessible way by cell phone. By facilitating access to information and reducing the complexity of monitoring investments, the app seeks to increase transparency, encourage the habit of financial monitoring, and support more conscious decisions throughout the investor's journey.



ReVar

In 2024, B3 and the Federal Revenue Service launched ReVar, a free calculator that helps calculate Income Tax on equities operations. The tool automatically imports, with the investor authorization, the data sent by brokers to B3 and calculates gains, losses and any tax due, with the generation of DARF on the e-CAC portal. Access is granted through the Investor Area.

Women Investors Survey

A study launched by B3 in 2025 reveals that the number of women investors in equities grew 7% between December 2023 and 2024, reaching 1,381,426 participants. The predominant age group is 25 to 39 years old, followed by 40 to 59 years old. In Tesouro Direto, female investors surpassed one million participants, with an increase of 15% in the period. This advance reinforces the importance of free and representative content that supports women's decision to start investing. Access the survey [here](#).



B3 activity during the Expert XP event

SOCIAL RESPONSIBILITY

[GRI 203-2; 413-1]

As a company committed to global best practices in sustainability and governance, we treat social investment as an integral part of our long-term value creation strategy. This work is carried out by B3 Social, a non-profit association whose mission is to contribute to the reduction of social inequalities in Brazil.

In 2025, B3 Social structured its operations on four pillars:

Social Investment

Support for systemic projects aimed at improving public education.

Management of Tax Incentive Laws (excluding Rouanet)

Ensuring the appropriate and compliant use of incentivized resources.

Employee Volunteering

Strengthening the internal culture and encouraging individual philanthropy.

Mobilization of Good Practices

Articulation with the B3 ecosystem to share lessons learned and expand social impact.

Through this comprehensive set of initiatives, B3 Social engaged customers, employees and its supply chain in actions to support the community.

Below is a summary of the data highlighting B3 Social's performance and impact in 2025.

Highlights



R\$60 million managed

R\$55.1 million in donations to community

R\$ 25 million in direct donations

R\$ 30 million via tax incentive laws



R\$ 26.4 million* for public education

R\$ 15.7 million for health and comprehensive care

R\$ 10.9 million for sports education

R\$ 2.1 million for volunteering and other actions



152 Projects

11 million total beneficiaries

(5.6 million via direct impact and 5.5 million via indirect impact)

National Performance (26 states + Federal District)

Volunteering Highlights



1,511 volunteers

2,863 participations in 42 initiatives

5,240 dedicated hours (on average, each person dedicated, on average, at least three working hours per year to volunteering actions)

R\$ 1.1 million donated by employees

*Includes tax incentives

Social Investment

Since 2020, B3 Social's social investment activities have been guided by the concept of Strategic Philanthropy, which combines financial and non-financial support to contribute to the development of supported organizations and enhance the operational sustainability of their projects.

According to this model, the funding institution and the organizations in the portfolio work together, according to the repertoire and reality of each one, in a continuous process of exchanging experiences. Thus, the two sides learn and grow together.

The support, therefore, goes beyond the allocation of funds. It is materialized in personalized partnerships, with periodic monitoring, constant feedback, training and sharing of content and connections. The objective is to strengthen the structure, management and results of the supported organizations.

Priority for education

Within the scope of our private investment, the formation of the portfolio prioritizes initiatives aimed at education. This is due to the fact that B3 Social recognizes that public education plays a decisive role in Brazil's social development.

In this context, in 2025 the institution approved its fifth annual social investment portfolio focused on the theme. The initiative benefited 33 projects, with an investment of R\$ 23 million, reaching more than 11 million people directly and indirectly.

The strategy, as in previous years, was to support structuring solutions for the improvement of education, prioritizing those with evidence-based action, which influence or have the potential to influence public policies.

Recognizing that factors such as race, gender, region, and socioeconomic status directly influence social inequalities, we channel our efforts to education projects that operate intentionally and effectively to reduce these imbalances.

One of the highlights among the supported projects is OBMEP Mirim, an initiative conducted by the Institute of Pure and Applied Mathematics (IMPA), which promotes early engagement with mathematics for children from the 2nd to the 5th grades of elementary school through creative and playful challenges. The Olympiad seeks to spark interest in the subject from an early age, contribute to the development of logical reasoning, and expand educational opportunities for students across Brazil.

In the 2025 edition, female participation reached 48%, while Black and mixed race students accounted for 57% of participants, evidencing the initiative's progress in promoting greater gender diversity in the discipline and encouraging educational pathways for racially underrepresented groups.

These results demonstrate that, by supporting projects such as OBMEP Mirim, we contribute to reducing structural barriers and promoting a more inclusive and diverse education system capable of transforming realities over the long term.

In 2025, B3 Social channeled 77% of its direct investments to systemic projects

Main topics

Within the portfolio of social investment in education, B3 Social defined a thematic approach, prioritizing efforts in Literacy, Mathematics and Resilient Education. The choice of these three axes reflects their strategic relevance, expressed by four factors:

Connection to the materiality matrix

Investing in Literacy, Mathematics and Resilient Education contributes directly to the reduction of inequalities and to the preparation of communities in the face of the impacts of climate change. This dialogues directly with B3's ESG agenda, which finds Education and Social Inclusion as two critical topics.

Strengthening human capital and the economy

Basic skills (Literacy and Mathematics) are essential for future employability and productivity. The integration of educational resilience ensures continuity of learning in climate crisis scenarios, ensuring sustainable development and strengthening the capital market in the long term.

Systemic impact and business sustainability

Low learning rates compromise Brazil's innovation and competitiveness. In addition, extreme weather events already affect school attendance and educational infrastructure. Investing in resilient education is investing in economic and social resilience, aligning with the Sustainable Development Goals (SDG 4 – Quality Education and SDG 13 – Climate Action).

ESG Reputation and leadership

Projects that integrate Literacy, Mathematics and Resilient Education reinforce B3's image as a protagonist of social and environmental transformation, strengthening ESG reporting and attracting responsible capital.

Management of Tax Incentive Laws

In addition to allocating resources with direct funds, B3 Social manages the Incentive Laws of B3 S.A. and its controlled companies. Through this mechanism, it channeled more than R\$30 million in 2025 to support 52 social projects. Five federal laws and one municipal law were used:

- Sports Incentive Law
- Child and Adolescent Fund
- Senior Citizen Fund
- National Program to Support Oncological Care (Pronon)
- National Program to Support Health Care for People with Disabilities (Pronas/PCD)
- Municipal Program to Support Cultural Projects (Promac).

The supported initiatives covered issue areas such as training for life and work, life project, socio-emotional skills, social assistance and educational sports. The projects will be implemented in 2026 and should benefit about 21,000 people across the country.



Employee Volunteering

B3 Social is also responsible for B3 S.A.'s volunteering program, whose objective is to foster social engagement, individual philanthropy and employee mobilization.

For the fifth consecutive year, more than 51% of our team was involved in the initiatives organized by B3 Social. This level of adherence exceeds the market average, which, according to a study by the Benchmarking of Corporate Social Investment (BISC) is 27%.

In all, there were 5,240 hours dedicated to 42 actions strategically designed to arouse the interest of different profiles within B3 to enable the participation of as many people as possible. It is important to emphasize that B3 allows each employee to dedicate two hours of their monthly workday to participate in our volunteer actions.

Main volunteering initiatives

Basic Basket Collection Campaign

In July, we held the basic food basket donation campaign, a solidarity movement that this year united the B3 team with the transforming force of 'Amigos do Bem' (friends of goodness) – an organization that promotes sustainable development in the northeastern hinterland, eradicating hunger and misery through education and income generation.

In total, 662 employees were mobilized, who collected more than 1,800 basic food baskets. When we reached this goal, B3 Social matched: it doubled the number of baskets donated and complemented the action by donating a rural school bus to serve children from schools supported by Amigos do Bem.

Social Team Building

The partnership established in 2025 between B3 Social and the Training and Development area consolidated a strategic movement of integration between social impact, corporate culture, and professional development. The social team building initiatives implemented throughout the year reinforced core workforce skills, strengthened alignment with our values, and expanded employee engagement in volunteering and philanthropy actions. During the year, we involved 142 employees from 16 different areas in 11 actions carried out with B3Social's partner social organizations.

Social Consulting

It is an initiative that aims to share knowledge and strengthen Civil Society Organizations (CSOs). B3 employees collaborate in volunteer squads, providing pro bono expertise to solve critical challenges faced by partner institutions. Beyond technical support, Civil Society Organizations (CSOs) receive direct financial investment to implement proposed improvements, scaling their social impact and operational capacity. In 2025, this initiative mobilized 90 volunteers to benefit 9 social organizations.



Volunteering initiatives engaged more than half of our workforce in 2025, well above the market average.

Dissemination of best practices

B3 Social's activities are also focused on the dissemination of knowledge and the strengthening of good practices in the business and ISP ecosystem. Through content, events and strategic articulations, the institution seeks to expand the repertoire of companies, encourage the adoption of more structured models of social action and contribute to the consolidation of ISP as a relevant lever of impact, collaboration and long-term transformation. Get to know some initiatives.

Social Investment Guide

B3 recognizes Social Investment as a strategic lever for Brazil's development. In 2024, the Brazilian social investment market reached R\$5.8 billion, the second highest volume in the GIFE¹⁶ Census time series, reinforcing the maturity of the sector and its ability to respond to structural social challenges (sources: GIFE Census 2024–2025).

In addition to the direct impacts on the reduction of inequalities, Social Investments contribute to strengthening the organizational culture of companies, expanding employee engagement, reinforcing institutional reputation and consolidating the trust of customers and investors.

In order to support companies that are structuring or improving their social strategies, B3 Social launched, in 2025, the Social Investment Guide — a publication that brings together the best practices in the sector, guidelines for integrating social investments into the ESG agenda, as well as guidance on incentive laws, and a step-by-step guide to structure consistent and impactful programs. The publication is available [here](#).



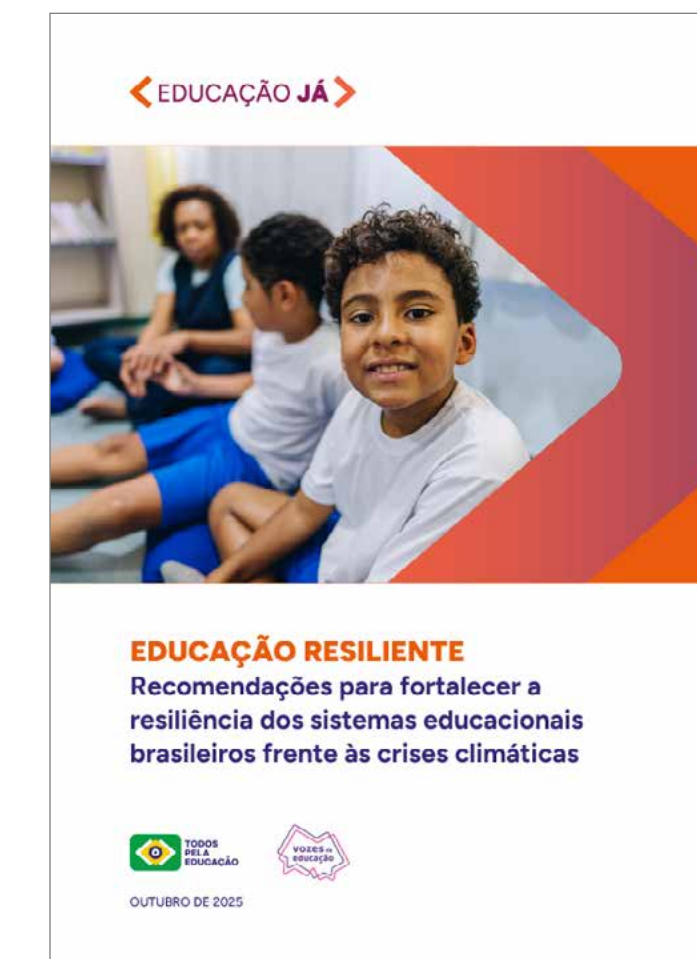
Ring the Bell for Philanthropy

With the purpose of expanding Social Investment in the country, B3 Social promoted, on October 20, 2025, the date on which the National Philanthropy Day is celebrated, the 1st Ring the Bell for Philanthropy, an unprecedented event in the world that brought together 75 companies. The initiative marked a new chapter in the mobilization for the culture of donation and collaboration between companies, philanthropists and social organizations. As of 2025, the Bell Ringing for Philanthropy will be part of B3's annual calendar, reinforcing our commitment to inspire, recognize and promote solidarity and social investment practices in Brazil.

Education and Climate Emergency

B3 Social believes that adaptation to climate change is also a critical topic for education. Therefore, it supported the preparation of a document that establishes 25 recommendations to make networks and schools more prepared to deal with the climate crisis.

The publication, called “Resilient Education”, started from the diagnosis that floods, droughts, landslides and heat waves interrupt classes, damage school structures and aggravate educational inequalities. To face this scenario, the material proposed articulated actions aimed at public managers at the federal, state and municipal levels, focusing on four fronts: governance, infrastructure, equity and curriculum. Learn more about the document by clicking [here](#).



16. Source: GIFE Census 2024–2025

INVESTMENT IN CULTURE

[GRI 413-1; 203-2]

We believe that expanding access to culture, financial education and investments generates value for the community. Therefore, we have taken a prominent position in supporting culture. In 2025, R\$ 17.2 million was invested in cultural projects through the Federal Law of Incentive to Culture, which will be implemented in 2026.



Musical and show sponsorships

In addition to supporting museum and memory institutions, we also strengthen the music and theater scene. We maintain sponsorships with the Baccarelli Institute and the São Paulo State Symphony Orchestra (OSESP) and support musical productions such as Chaplin, Disney Princesses, Hip-hop Hamlet, Hair, Mamma Mia, Mean Girls and Black Voices. We are also sponsors of BTG Pactual Hall, which opened in 2025.

Museum and Memory Projects

B3 values the preservation of memory and the sharing of this legacy with community. For this reason, we support several cultural and historical institutions, such as the Fernando Henrique Cardoso Foundation, MASP, the Holocaust Memorial, MIS, São Paulo Biennial, the Jewish Museum, Pinacoteca and Ipiranga Museum, all in São Paulo; the Museum of Tomorrow, in Rio de Janeiro; and the Inhotim Institute, in Minas Gerais.

Free day in cultural spaces

Based on the strategic pillar of democratization of culture, we offer free days at institutions such as MASP (Friday nights), Pinacoteca do Estado de São Paulo (second Sunday of each month), Ipiranga Museum (first Sunday of each month) and MIS (third Wednesday of the month), in addition to a free day during the National Museum Week at the Museum of Tomorrow. In 2025, more than 144,000 people enjoyed this benefit, an increase of 30.5% compared to the previous year.

Culture at our headquarters

Finally, we maintain cultural initiatives at our headquarters. Arena B3 received 16,265 visitors in 2025. We also have MUB3, the Stock Exchange of Brazil Museum. Learn more about this initiative on the [Financial Education](#) chapter.



FOR REFERENCE

GRI CONTENT INDEX

B3 reported in accordance with the GRI Standards (GRI 1: Foundation 2021) for the period from January 1 to December 31, 2025.
For more information on the reporting of GRI metrics, please refer to the page indicated in the Location column.
B3 adopted the early reporting of GRI 102, replacing GRI 305.

GRI Standard	Disclosure	Location	Omission	Basis of Preparation and Comments
			Requirement(s) Omitted	Reason
GRI 2: General Disclosures 2021				
2-1	Organizational details	Profile, p. 13		
2-2	Entities included in the organization's sustainability reporting	About the Report, p. 4 Banco B3 S.A. (Banco B3) Neoway Tecnologia Integrada, Assessoria e Negócios para Entes Públicos S.A. (Neoway Entes Públicos) PDtec S.A. (PDtec) Datastock Tecnologia e Serviços Ltda. (DataStock) B3 Digitas Ltda. (Digitas) Central de Exposição a Derivativos (CED) BLK Sistemas Financeiros Ltda. (BLK) B3 Inova USA LLC (B3 Inova) B3 S.A. – Brasil, Bolsa, Balcão UK Ltd. (UK Ltd.) B3 S.A. USA Chicago LLC (USA Chicago) CETIP Lux S.à.r.l. (CETIP Lux) BM&FBOVESPA BRV LLC (BRV LLC) B3 IP Holding Ltda. (B3 Holding) Bolsa de Valores do Rio de Janeiro (BVRJ) Shipay Tecnologia S.A. (Shipay) *The financial data reported includes all companies listed above. **The people management indicators refer exclusively to B3 S.A. employees, not including subsidiaries and affiliates.		
2-3	Reporting period, frequency and contact point	About the Report, p. 4		Reporting period: January 1 to December 31, 2025 Reporting frequency: annual Contact: for suggestions, comments or additional information, please contact us at sustentabilidade@b3.com.br

GRI Standard	Disclosure	Location	Omission	Basis of Preparation and Comments
			Requirement(s) Omitted	Reason
GRI 2: General Disclosures 2021				
2-4	Restatements of information	1. B3's revenue groupings have been changed following the new business segmentation, as announced on December 18, 2024. B3 adopted a new revenue disclosure structure and the 2024 data presented have been adjusted following the new groupings. 2. The employee table showing composition by position now presents data by position in absolute values. Previously it was only shown in %. (GRI 2-7) 3. Inclusion of percentage data in the employee table by contract type and period (GRI 2-7) 4. Racial diversity data is now also presented with group totals for the entire company, for ease of reading. Previously, the data was presented only with separation between leaders and non-leaders. 5. Inclusion of new metrics breaking down substantiated complaints by topic. This information was not included in the 2024 Report and was reported retroactively. 6. Adjustment in the presentation of the pay equity data, GRI 405-2, to align with how it is presented in the Pay Equity Report. The data was previously presented as 1-salary ratio between men and women and is now presented as the direct percentage result of the salary ratio. 7. In GRI 102-7 - Scope 3 Emissions, we included 4 new categories in 2025 that were reported retroactively for 2024. The new measured categories are: Categories 1, 2, 3 and 15. 8. In GRI 102-7 - Scope 3 Emissions, we included 4 new categories in 2025 that were reported retroactively for 2024. The new measured categories are: Categories 1, 2, 3 and 15. 9. In GRI 302-1 - Energy, the Energy Consumption data in 2025 now covers the same building universe as the Greenhouse Gas Inventory. In 2025, buildings in Recife, Florianópolis and Rebouças - SP began to be reported in the Annual Report, with no adjustment to the 2024 data.		
2-5	External assurance	About the Report, p. 4 Assurance Letter, p. 157		

GRI Standard	Disclosure	Location	Omission		Basis of Preparation and Comments
			Requirement(s) Omitted	Reason	Explanation
GRI 2: Activity and Workers (General Disclosures 2021)					
2-6	Activities, value chain and other business relationships	Profile, p. 13 Business Strategy, p. 14 Financial Performance, p. 26 Ethics and integrity - Value Chain Profile, pp. 53 and 61	Topic d.	There were no significant changes in items a, b and c	
2-7	Employees	Employee development, p. 106	Topics a., b. and e.	a: We do not break down employees by region since our employees are mostly located in São Paulo, SP, Brazil. b: the gender breakdown is available in the ESG Performance Table e: there were no significant fluctuations during the period	
2-8	Workers who are not employees	Ethics and integrity - Value Chain Profile, pp. 53 and 61	Topics d. and c.	There were no significant fluctuations during the period	Explanation for topic d: All B3 employees are Employees. This indicator is calculated using the total number of service providers, indicated in the Value Chain Profile, which are mostly technology services companies. The numbers of suppliers and service providers are calculated based on approvals and re-approvals throughout the year, both for new suppliers and those who were already at B3 and underwent approval updates. The total of 431 suppliers is the consolidated number as of 12/31/2025. This number does not fluctuate significantly throughout the year, except in situations of termination of contractual relationship.
GRI 2: Governance (General Disclosures 2021)					
2-9	Governance structure and composition	Topic Governance, p. 36 Corporate governance and transparency, pp. 44 , 45 and 49			
2-10	Nomination and selection of the highest governance body	Corporate governance and transparency, pp. 44 and 45			
2-11	Chair of the highest governance body	Corporate governance and transparency, pp. 44 and 45	Topic d.	Not reported since the Chairman of the Board of Directors is not a senior executive.	

GRI Standard	Disclosure	Location	Omission	Basis of Preparation and Comments
Requirement(s) Omitted				
Reason				
Explanation				
GRI 2: Governance (General Disclosures 2021)				
2-12	Role of the highest governance body in overseeing the management of impacts	Materiality p. 36 Topic Governance, p. 32 Corporate governance and transparency, pp. 44 and 52 Climate change, p. 76	Topic c.	The Board of Directors does not directly perform sustainability process effectiveness analysis. These analyses are performed annually at the executive level and monitored by the committees mentioned in the referenced pages, and reported to the Board as necessary.
2-13	Delegation of responsibility for managing impacts	Materiality, p. 32 Topic Governance, p. 36 Corporate governance and transparency, pp. 44 and 45 Climate change, p. 76		
2-14	Role of the highest governance body in sustainability reporting	About the Report, p. 4 Materiality, p. 30		Through meetings, the preparation of the Annual Report is brought to the attention of the Chairman of the Board of Directors. The approval of the document is the responsibility of the Vice-Presidency of People, Brand, Communication, Sustainability and Social Investment, as well as the Communication and Sustainability Department.
2-15	Conflicts of interest	Ethics and integrity - Conflict of Interest Situations, p. 53 and 58	Topic b.	In case of identified conflicts of interest, these will be handled internally and reported to regulators and/or related stakeholders and disclosed in the notes to the financial statements as per current legislation.
2-16	Communication of critical concerns	Ethics and integrity - Reporting Channels, pp. 53 , 55 and 56		For topic b, critical concerns are considered to be the number of sanctions applied and their respective topics presented in the table on page 56
2-17	Collective knowledge of the highest governance body	Corporate governance and transparency, pp. 44 and 50		
2-18	Evaluation of the performance of the highest governance body	Corporate governance and transparency, pp. 44 and 51	Topic c.	The specific measures taken as a result of the Board of Directors performance evaluation have confidentiality restrictions
2-19	Remuneration policies	Corporate governance and transparency, pp. 44 and 51 Development of Our Peopland - Compensation, pp. 112 and 113		

GRI Standard	Disclosure	Location	Omission		Basis of Preparation and Comments
			Requirement(s) Omitted	Reason	Explanation
GRI 2: Governance (General Disclosures 2021)					
2-20	Process to determine remuneration	Corporate governance and transparency, p. 44 and 51 Employee development- Compensation, p. 112			
2-21	Annual total compensation ratio	Corporate governance and transparency, p. 44 Development of Our Peopland - Compensation, p. 112 and 113	Topic b.	Information is confidential	
GRI 2: Strategy, Policies and Practices (General Disclosures 2021)					
2-22	Statement on sustainable development strategy	CEO Message, p. 7			
2-23	Policy commitments	Topic Governance, pp. 36 and 38 Corporate governance and transparency, pp. 44 , 45 and 52 Ethics and integrity, ppp. 53 , 60 and 61 and 62 Risk management and continuity, p. 63	Topic d.	B3's corporate policies are approved by the Board of Directors, and this approval covers all commitments indicated in the policy, with no need to indicate this level of approval for each commitment.	
2-24	Embedding policy commitments	Ethics and integrity, pp. 53 , 59 and 61 Risk management and continuity, pp. 63 , 66 and 67 Climate change, pp. 76 and 77 Occupational health and safety, p. 123 Employee well-being, p. 126			
2-25	Processes to remediate negative impacts	Client Relations, p. 20 Ethics and integrity, p. 53 and 55 Risk management and continuity, pp. 63 and 66 Employee development, pp. 106, 107 Occupational health and safety, pp. 123 and 125	Topic e.	B3 annually evaluates the effectiveness of the mechanisms mentioned (Reporting Channel, Customer Satisfaction Index and Employee Engagement Survey) and the feedback is confidential.	The mechanisms presented cover society as a whole, clients and employees since they are the groups with potential direct negative impacts. Groups with potential indirect negative impacts are not directly involved.
2-26	Mechanisms for seeking advice and raising concerns	Ethics and integrity, p. 53 and 55			
2-27	Compliance with laws and regulations	Ethics and integrity, p. 53 and 55			
2-28	Membership associations	Pacts and Commitments, p. 41			

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 2: Stakeholder Engagement (General Disclosures 2021)						
2-29	Approach to stakeholder engagement	Materiality, pp. 30 and 31 ESG products and services, p. 90				
2-30	Collective bargaining agreements	Ethics and integrity, p. 62 Employee well-being,p. 126				
GRI 3: Material Topics 2021						
3-1	Process to determine material topics	Materiality, p. 30				
3-2	List of material topics	Materiality, pp. 30 and 32 We had the following changes in material topics: • The Governance and Transparency and Reporting themes were unified - creating the theme Corporate governance and transparency • The ESG products and services theme had its name updated to ESG products and services • The Business Ethics and integrity theme had its name adjusted to Ethics and integrity • The Innovation and new technologies theme had its name adjusted to Innovation and artificial intelligence • The Business Risk management and continuity theme had its name adjusted to Risk management and continuity • The Employee Health, Safety and Well-being theme was split into 2 themes: 1) Occupational health and safety and 2) Employee well-being • The Employee Development theme had its name changed to Employee development • The Financial Citizenship and Capital Market Access theme had its name adjusted to Financial education and market access				
3-3	Management of material topics	The management of each topic is indicated in the cells below. Materiality, pp. 30 and 32 Financial Performance, p. 26				

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021						
3-3	Material Topic: Corporate governance and transparency	Corporate governance and transparency, pp. 44 and 52				
3-3	Material Topic: Ethics and integrity	Ethics and integrity, p. 53 and 60				
3-3	Material Topic: Risk management and continuity	Risk management and continuity, p. 63				
3-3	Material Topic: Data privacy and security	Data privacy and security, p. 70				
3-3	Material Topic: Climate change	Climate change, p. 76				
3-3	Material Topic: ESG products and services	ESG products and services, p. 90				
3-3	Material Topic: Innovation and artificial intelligence	Innovation and artificial intelligence, p. 97				
3-3	Material Topic: Employee development	Employee development, pp. 106 and 112				
3-3	Material Topic: Diversity, equity and inclusion	Diversity, equity and inclusion, p. 116				

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021						
3-3	Material Topic: Occupational health and safety	Occupational health and safety, p. 123				
3-3	Material Topic: Employee well-being	Employee well-being, pp. 126 and 127				
3-3	Material Topic: Financial education and market access	Financial education and market access, p. 131				
GRI 102 Climate change 2025						
102-1	Transition plan for climate change mitigation	B3's transition plan is being developed in the context of preparing financial reports aligned with IFRS S1 and S2	Entire item	B3 has not yet developed its transition plan		
102-2	Climate change adaptation plan	B3 has not yet developed its climate adaptation plan	Entire item	B3 has not yet developed its climate adaptation plan		
102-4	GHG emissions reduction targets and progress	Climate change, pp. 76 , 81 and 83	Topics d., f., g.	d: B3 does not have a Scope 3 target f and g: alignment with recent evidence and target review policy will be presented in the climate transition plan that is under development	B3 does not have Scope 1 reduction targets, only Scope 2	
102-5	Scope 1 GHG emissions	Climate change, pp. 76 and 81				
102-6	Scope 2 GHG emissions	Climate change, pp. 76 , 81 and 82				
102-7	Scope 3 GHG emissions	Climate change, pp. 76 , 81 and 82				
102-8	GHG emissions intensity	Climate change, pp. 76 , 81 and 83				
102-10	Carbon credits	Climate change, pp. 76 and 83	Topics c. and e.	Information not made available by the project developers.		

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
			Requirement(s) Omitted		Reason	Explanation
GRI 201: Economic Performance 2016						
201-1	Direct economic value generated and distributed	Financial Performance, pp. 26 and 27				
201-2	Financial implications and other risks and opportunities due to climate change	Risk management and continuity, p. 63 Climate change, p. 76 and 79	Topics iii and v		The financial implications of climate risks and opportunities before measures taken and the costs of measures taken will be disclosed in B3's report aligned with IFRS S2 standard and therefore to ensure consistency of information it was not disclosed in this report	
GRI 203: Indirect Economic Impacts 2016						
203-1	Infrastructure investments and services supported	Innovation and artificial intelligence, p. 97	Topic b.		No direct impacts on communities were identified from the innovation items indicated in the Report	
203-2	Significant indirect economic impacts	Financial education and market access, p. 131 Social Responsibility, p. 135 Investments in Culture, p. 140				
GRI 205: Anti-corruption 2016						
205-1	Operations assessed for risks related to corruption	Ethics and integrity, pp. 53 , 54 and 55 Risk management and continuity, p. 63 and 65				
205-2	Communication and training about anti-corruption policies and procedures	Ethics and integrity, ppp. 53 , 54 and 59 and 60	Topics a., b., d., e.		Since 100% of employees, partners and suppliers and Board members receive these trainings as they are mandatory, there is no need to break down by job category and region	
205-3	Confirmed incidents of corruption and actions taken	Ethics and integrity, pp. 53 , 54 and 55	Topics b., c. and d.		There were no cases filed or confirmed of corruption	
GRI 207: Tax 2019						
207-1	Approach to tax	Risk management and continuity, pp. 63 and 69				
207-2	Tax governance, control, and risk management	Risk management and continuity, pp. 63 and 69				

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 302: Energy 2016						
302-1	Energy consumption within the organization	Climate change, pp. 76 and 86				
302-4	Reduction of energy consumption	Climate change, pp. 76 and 86				
GRI 303: Water and Effluents 2018						
303-5	Water consumption	Climate change, pp. 76 and 86				
GRI 306: Effluents and Waste 2020						
306-3	Waste generated	Climate change, pp. 76 , 86 and 87				
GRI 308: Supplier Environmental Assessment 2016						
308-1	New suppliers that were screened using environmental criteria	Ethics and integrity, pp. 53 and 60				All new suppliers undergo analysis that uses socio-environmental criteria
GRI 401: Employment 2016						
401-1	New employee hires and employee turnover	Employee development, ppp. 106 , 108 and 109	Topics a. and b.	We do not break down rates by region since our employees are mostly located in São Paulo, SP, Brazil.		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee well-being, pp. 126 and 127				The benefits presented apply to all employees, including interns and young apprentices
401-3	Parental leave	Employee well-being, pp. 126 , 127 and 128	Topics a., b., c. and d.	The total numbers of employees who a. were entitled to take maternity/paternity leave; b. took maternity/paternity leave; c. returned to work after maternity/paternity leave ended; and d. returned to work after leave and remained employed 12 months later; are reported in the ESG Performance Table .		

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 402: Labor/Management Relations 2016						
402-1	Minimum notice periods regarding operational changes	We notify possible changes with the longest possible advance notice to minimize impacts and ensure that information is shared at all levels. The Collective Bargaining Agreement stipulates a minimum period of 60 days for data disclosure. All organizational changes are approved through assembly by the Company's Board of Directors				
GRI 403: Occupational health and safety 2018						
403-1	Occupational health and safety management system	Employee development, p. 106 Occupational health and safety, pp. 123 and 124				
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety, pp. 123 and 125				
403-6	Promotion of worker health	Occupational health and safety, pp. 123 and 125 Employee well-being, pp. 126 , 127 and 128				
403-10	Work-related ill health	Occupational health and safety, pp. 123 and 125				
GRI 404: Training and Education 2016						
404-1	Average hours of training per year per employee	Ethics and integrity, pp. 53 and 59 Employee development, ppp. 106 , 114 and 115				
404-2	Programs for upgrading employee skills and transition assistance programs	Employee development, pp. 106 and 114				
404-3	Percentage of employees receiving regular performance and career development reviews	Employee development, pp. 106 , 110 and 111				
GRI 405: Diversity and Equal Opportunity 2016						
405-1	Diversity of governance bodies and employees	Corporate governance and transparency, pp. 44 , 45 and 46 Sustainability-Linked Bond, pp. 96 Employee development, p. 127 Diversity, equity and inclusion, pp. 116 and 117	Topic a.	The composition of the Board of Directors by age group was presented using an average metric.		
405-2	Ratio of basic salary and remuneration of women to men	Employee development, pp. 127 , 112 and 113	Topic b.	We do not break down by operating unit as it is not a significant segmentation for B3. Breakdown by job category is available in the ESG Performance Table		

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 408: Child Labor 2016						
408-1		Operations and suppliers at significant risk for incidents of child labor	Ethics and integrity, pp. 53 , 60 and 61			Indicator refers only to the value chain since this risk is not considered significant and material for B3's own operations
GRI 409: Forced or Compulsory Labor 2016						
409-1		Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and integrity, pp. 53 , 60 and 61			Indicator refers only to the value chain since this risk is not considered significant and material for B3's own operations
GRI 413: Local Communities 2016						
413-1		Operations with local community engagement, impact assessments, and development programs	Market and Regulator Relations, pp. 24 and 25 Ethics and integrity, pp. 53 and 55 Climate change, pp. 76 and 84 Diversity, equity and inclusion, pp. 116 and 121 Occupational health and safety, pp. 123 and 125 Financial education and market access, pp. 131 and 132 Social Responsibility, p. 135 Investments in Culture, p. 140	Topic a. (i) (v)	(i): The impact assessments performed by B3 are indirect, since our community support programs have national scope. Therefore, there is no participatory process in the analysis process (v): No specific stakeholder engagement plans are presented since B3's community support activities have national scope.	For item vii - we consider B3's own OHS committees For item viii: our reporting channel is open to all of society, and can also be used by local community members to submit complaints (vi) We do not specifically mention underrepresented groups since public consultations were for market members, but these are the people directly impacted by the business. In financial education, programs carried out jointly with regulators and governments have community participation through these entities (e.g., public schools)

GRI Standard		Disclosure	Location	Omission		Basis of Preparation and Comments
				Requirement(s) Omitted	Reason	Explanation
GRI 414:Supplier Social Assessment 2016						
414-1	New suppliers that were screened using social criteria	Ethics and integrity, pp. 53 and 60				All new suppliers undergo analysis that uses socio-environmental criteria
GRI 415: Public Policy 2016						
415-1	Political contributions	Ethics and integrity, pp. 53 , 57 and 58				
GRI 418: Customer Privacy 2016						
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data privacy and security, pp. 70 and 72				There were no substantiated complaints of customer privacy breaches.

SASB INDEX– FINANCIALS SECTOR SECURITY & COMMODITY EXCHANGE

Sustainability Disclosure Topics		
SASB Code	Content	Response
Promoting Transparent & Efficient Capital Markets		
FN-EX-410a.1:	(1) Number and (2) average duration of (a) halts related to public release of information and (b) pauses related to volatility+C6:D9	There were no halts related to public release of information and pauses related to volatility
FN-EX-410a.2:	Percentage of trades generated from automated trading systems	Co-location participation in total traded volume corresponds to 45%. It should be noted that this percentage does not correspond exclusively to High-Frequency Traders (HFTs) activity. The co-location environment is used by different market participant profiles, including market makers, investment funds, brokers and other agents. For more information, please visit B3's IR website at: ri.b3.com.br
FN-EX-410a.3:	Description of alert policy regarding timing and nature of public release of information	B3's Disclosure Policy aims to establish guidelines and procedures to be observed regarding the use and disclosure of information that may be considered as a material act or fact and the maintenance of confidentiality of such information not yet disclosed to the market, pursuant to the Brazilian Securities and Exchange Commission ("CVM") Resolution No. 44, dated August 23, 2021, as amended and in force ("CVM Resolution 44"), in order to ensure that investors have access to relevant information in a timely, efficient and reasonable manner.
FN-EX-410a.4:	Description of policy to encourage or require listed entities to publicly disclose environmental, social, and governance (ESG) information	Corporate governance and transparency, p. 52 ESG products and services, p. 91 Sustainability-Linked Bond, p. 96 Diversity, equity and inclusion, pp. 116 and 120
Managing Conflicts of Interest		
FN-EX-510a.1:	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	Ethics and integrity, p. 55
FN-EX-510a.2:	Discussion of processes for identifying and assessing conflicts of interest	Ethics and integrity, p. 53
Managing Business Continuity & Technology Risks		
FN-EX-550a.1:	(1) Number of significant market disruptions and (2) duration of downtime 3	Innovation and artificial intelligence, p. 101 Trading platform availability during the year: 99.97% Number of unavailability situations: 12 Total downtime of trading interfaces: 7.9 hours Clearing systems availability during the year: 99.89% Clearing interfaces downtime: 176.2 hours More details and historical data for these indicators are available in the ESG Performance Table
FN-EX-550a.3:	Description of efforts to prevent technology errors, security breaches, and market disruptions	Risk management and continuity, p. 63 Data privacy and security, pp. 70 and 71

Sustainability Disclosure Topics		
SASB Code	Content	Response
	Activity Metric	
FN-EX-000.A:	Average daily number of trades executed, by product or asset class	Average daily number of trades in 2025 - Derivatives: 10,803,492.73 Historical data and more details are available in the ESG Performance Table .
FN-EX-000.B:	Average daily volume traded, by product or asset class	Average daily volume traded in 2025 - Equities: R\$ 25,424,745,787.97 Historical data and more details are available in the ESG Performance Table .

Assurance Letter

(Convenience Translation into English from the Original Previously Issued in Portuguese)

B3 S.A. - Brasil, Bolsa, Balcão

Independent Auditor’s Limited Assurance Report
on the Non-financial Information Included in the
2025 Annual Report Related to the Year Ended December 31, 2025

Deloitte Touche Tohmatsu Auditores Independentes Ltda.



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(Convenience Translation into English from the Original Previously Issued in Portuguese)

INDEPENDENT AUDITOR’S LIMITED ASSURANCE REPORT ON THE NON-FINANCIAL INFORMATION INCLUDED IN THE 2025 ANNUAL REPORT

To the Management, Board and Shareholders of
B3 S.A. - Brasil, Bolsa, Balcão

Introduction

We have been engaged by B3 S.A. - Brasil, Bolsa, Balcão (“Company” or “B3”) to present our limited assurance report on the non-financial information included in the Company’s 2025 Annual Report, related to the year ended December 31, 2025.

Our limited assurance scope does not comprise prior-period information or any other information disclosed in conjunction with the 2025 Annual Report, including any embedded images, audio files or videos.

Management’s responsibilities

The Company’s Management is responsible for:

- Selecting and establishing appropriate criteria to prepare the information included in the 2025 Annual Report.
- Preparing the information based on the criteria and guidelines of the Global Reporting Initiative - GRI, with reference to the Sustainability Accounting Standards Board - SASB and the recommendations of the Task Force on Climate-Related Financial Disclosures - TCFD.
- Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information included in the 2025 Annual Report that is free from material misstatement, whether due to fraud or error.

Independent auditor’s responsibility

Our responsibility is to express a conclusion on the non-financial information included in the 2025 Annual Report, based on our limited assurance engagement conducted in accordance with Technical Communication CTO No. 07/2022, issued by the Brazilian Federal Accounting Council (CFC), and based on Brazilian standard NBC TO 3000 - “Trabalhos de Asseguração Diferente de Auditoria e Revisão”, also issued by the CFC, which is equivalent to the international standard ISAE 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board - IAASB. Those standards require that we comply with ethical and independence requirements and other related responsibilities, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the implementation of a comprehensive quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

In addition, those standards require that the work should be planned and performed to obtain limited assurance that the non-financial information included in the 2025 Annual Report, taken as a whole, is free from material misstatement.

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A limited assurance engagement conducted in accordance with Brazilian standard NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Management and other professionals of the Company involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that cause the auditor to believe that the information included in the 2025 Annual Report, taken as a whole, might present material misstatements.

The procedures selected were based on our understanding of the aspects related to the compilation, materiality and presentation of the information included in the 2025 Annual Report, other circumstances of the engagement and our consideration of the areas and processes concerning the material information disclosed in the 2025 Annual Report, in which material misstatements might exist. The procedures comprised, among others:

- a) Planning the work, considering the relevance, the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the 2025 Annual Report.
- b) Understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries with the managers responsible for the preparation of the information.
- c) Applying analytical procedures to quantitative information and making inquiries about the qualitative information and its correlation with the indicators disclosed in the information included in the 2025 Annual Report.
- d) For cases in which non-financial data is correlated to financial indicators, comparing such indicators with the financial statements and/or accounting records.

The limited assurance engagement also included the guidelines and criteria based on the GRI, SASB and TCFD, applied in the preparation of the information included in the 2025 Annual Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less extensive in, a reasonable assurance work. Consequently, the level of assurance obtained in a limited assurance work is substantially lower than that obtained if a reasonable assurance work had been performed. If we had performed a reasonable assurance work, other matters and misstatements that might exist in the information included in the 2025 Annual Report might have been identified. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations on materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any work related to data disclosed for prior periods or future projections and goals.

The sustainability indicators have been prepared and presented pursuant based on the GRI criteria and with reference to SASB and recommendations of the TCFD frameworks; therefore, are not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. However, these standards prescribe the presentation and disclosure of possible non-compliance with such regulations when sanctions or significant fines are applied. Our limited assurance report should be read and understood in this context, which is inherent in the criteria selected (GRI, SASB and TCFD).



Conclusion

Based on the procedures performed, which are described herein, and on the evidence we have obtained, nothing has come to our attention that causes us to believe that the non-financial information, included in the 2025 Annual Report of the Company for the year ended December 31, 2025, was not prepared, in all material respects, based on the criteria and guidelines of the GRI and with reference to the criteria and guidelines of the SASB and recommendations of the TCFD.

Convenience translation

The accompanying 2025 Annual Report has been translated into English for the convenience of readers outside Brazil.

São Paulo, March 30, 2026

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Auditores Independentes Ltda.

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Engagement Partner

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Sustainability Department

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Acervo B3 (*Pages: 01, 05, 07, 31, 37, 39, 63, 78, 79, 95, 99, 111,
118, 120, 121, 124, 127, 132, 133, 134 and 140*)

Acreditar Institute Collection (*Page: 137*)

Casa Familiar Rural de Presidente Tancredo Neves Institute
Collection (*Page: 137*)

Etiene Medeiros Institute Collection (*Page: 137*)

Rodrigo Mendes Institute Collection (*Page: 137*)

Freepik (*Pages: 01,20,28, 31, 33, 36,39, 47,63, 70, 74, 76,
88, 90, 102, 129 and 134*).

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**MUCH MORE THAN
THE STOCK EXCHANGE
OF BRAZIL**