



MUCH MORE THAN  
THE STOCK EXCHANGE  
OF BRAZIL

# B3 AT A GLANCE

HIGHLIGHTS FROM THE  
2025 ANNUAL REPORT



# INTRODUCTION

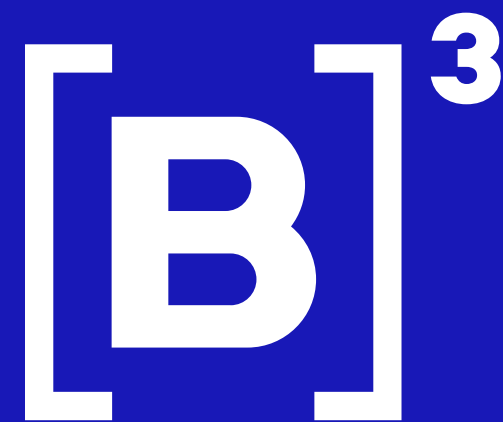
Hello!

Every year, we publish the Annual Report, which offers an in-depth overview of our initiatives, performance, and commitments.

As a complement, we also present B3 at a Glance, a publication designed to provide a more direct snapshot for those seeking an objective view of the Company.

In this edition, the material has a new format: it conveys B3's key messages through seven images. Each one highlights a fundamental aspect of our activities.

Explore them in the following pages.



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



# **1 B3 IS MUCH MORE THAN THE STOCK EXCHANGE OF BRAZIL**

*Coffee shipment, one of the main crops of Brazilian agribusiness. As part of the real economy, the sector relies on B3's solutions to finance its activities and foster growth. Through our solutions, we help drive production chains across the country.*

# ABOUT US

We are B3 – Much more than the stock exchange of Brazil, a company with more than one hundred years of history, closely intertwined with the development of Brazil’s financial and capital markets. Below, you can learn more about key facts and figures that reflect our operations.

## 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.

## OUR LOCATIONS

Our headquarters are located downtown São Paulo, and we have representation offices in London, Shanghai, Singapore and Chicago. However, our services are made available through digital channels and are not restricted to our physical presence. We serve investors from all over Brazil and abroad.

## OUR STRATEGY

To be an ‘ambidextrous’ company that, on the one hand, strengthens its core business and, on the other hand, diversifies and expands operations to adjacent businesses.

## OUR BUSINESSES

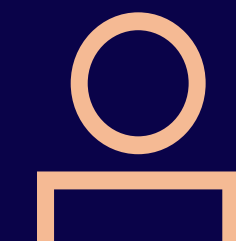
B3 operates through businesses in equities, derivatives, fixed income and credit, data and analytical solutions, and technology and platform services. These areas are supported by a market infrastructure that provides trading, post-trading, financing, data, and systems, combining innovation, efficiency, and security to serve investors, issuers, financial institutions, and society.

## WHAT DRIVES US AND WHERE WE ARE HEADING



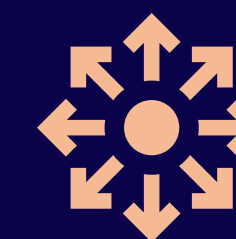
### OUR PURPOSE

To drive sustainable economic development for society to thrive.



### OUR CULTURE

Speak with honesty.  
Know the customers well.  
Challenge and raise the bar.  
Prioritize and simplify.



### OUR AMBITION

To accelerate the performance of clients and B3.

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## 2 B3 DELIVERS RESULTS

*Leadership offsite: valuing culture, fostering strategic discussions, and reinforcing commitment to delivering results. In 2025, the Company demonstrated the strength of its business model and achieved revenue of more than R\$ 11 billion, even in a high-interest rate environment.*

# DIVERSIFICATION AND RESILIENCE IN THE BUSINESS MODEL

At B3, we adopt a diversified business model, structured around two major business groups that respond differently to macroeconomic conditions, which provide balance and resilience to our results:

## 1. Pro-cyclical businesses

Stock exchange activities, that gain momentum during periods of declining interest rates and expanding economic activity.

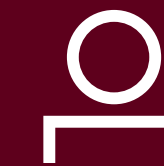
## 2. Recurring businesses

Data analytics solutions, technology services, and fixed income and credit markets, whose performance is less affected by economic factors.

## HIGHLIGHTS



Gross revenue exceeding R\$ 11 billion



Over 5.5 million individual investors in the equity market



Recurring net income of R\$ 5.3 billion\*



4.7 trillion in outstanding balances of bank funding products

# B3 IN 2025: WHAT OUR LEADERS SAY



**CAIO IBRAHIM DAVID**  
Chairman of the Board  
of Directors

“*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. Looking ahead, the challenges remain relevant, but the opportunities are equally significant. We will accelerate the customer agenda, advance our cultural transformation and ensure full execution of our strategy, with expansion of our core business and diversification of revenue streams.*”



**GILSON FINKELSZTAIN**  
CEO B3

“*We closed 2025 with the conviction that we are moving in the right direction. Each year, B3 becomes more complete and diversified company, capable of delivering strong performance across different economic scenarios – while, at the same time, becoming increasingly agile and efficient in its business, well positioned to accelerate when conditions are favorable.*”



# **3 B3 DOES BUSINESS THAT IS GOOD FOR PEOPLE AND THE ENVIRONMENT**

*Renewable energy sources already account for around 50% of Brazil's energy matrix, according to the Ministry of Mines and Energy (MME). B3 supports this and other sustainable markets through solutions such as green bonds and ESG indices.*



# WE ARE A PART AND A BRIDGE

At B3, we are committed to acting responsibly and generating a positive impact for people and the environment. To this end, we have a structured sustainability strategy, which guides all our activities, including our business.

In 2025, we updated this strategy to keep up with the Company's evolution and face a dynamic scenario, marked by new regulatory agendas and advances in the integration of ESG factors into the capital market.

The sustainability strategy is now organized into two complementary pillars:

## 1. As a listed company

This reinforces our commitment to continuously improve internal processes by adopting better governance, transparency, diversity, climate management, and socio-environmental responsibility practices. In this pillar, our role is to work diligently to continuously improve ESG management, as B3 is also a market participant.

## 2. As a market infrastructure

This translates B3's role as a bridge and lever: bridge, by connecting companies, investors, regulators and other agents; leverage, by mobilizing the market through training and products such as indices, data and technology solutions, creating the conditions that enable impact and performance to advance together.

# FROM STRATEGY TO PRACTICE

Based on these two pillars, we integrate sustainability into our daily activities. We have strengthened our internal practices to make our operations more responsible from a social, environmental, and climate perspective and, at the same time, we have developed solutions that support companies and investors in incorporating the ESG agenda into their decisions, strategies, and businesses. See below the main highlights of ESG products and services in the Markets and Technology & Platforms segments:

## ESG INDICES

One of the ways to integrate sustainability into our portfolio of products and services is through the creation of indices that bring together, in a single portfolio, the assets with the best sustainability performance taking into consideration social, environmental and governance criteria. For companies,

these indices serve as a compass in the improvement of ESG practices, allowing the identification of strengths and opportunities for improvement. For investors, they serve as a reference to guide decisions and allow the development of sustainable finance products. Here are some examples.

### CORPORATE SUSTAINABILITY INDEX (ISE B3)

Selects companies with the best sustainability performance.

- ✓ 82 companies in the portfolio<sup>1</sup>
- ✓ ETF ISUS 11: R\$ 16.9 million in assets under management<sup>2</sup>

BEST IN CLASS

### CARBON EFFICIENT INDEX (ICO2 B3)

Recognizes companies that perform well in the management of Greenhouse Gas (GHG) emissions.

- ✓ 61 companies in the portfolio<sup>1</sup>
- ✓ ETF ECOO11: 41.6 million assets under management<sup>2</sup>

CLIMATE CHANGE

### IDIVERSA B3

Builds a portfolio based on companies' gender and race data, with the aim of promoting diversity.

- ✓ 84 companies in the portfolio<sup>1</sup>
- ✓ ETF DVER11: R\$ 63.9 million assets under management<sup>2</sup>

DIVERSITY AND INCLUSION

1. Number of companies in the portfolio on the date the index composition was first announced in 2025.  
2. Data as off 12/31/2025.

## ESG Workspace

We act as a market lever by offering reliable and comparable ESG data to companies and investors. The ESG Workspace consolidates sustainability information from Brazilian companies on a collaborative platform.

The platform already has:

- More than 84 thousand datapoints
- Over 3,900 users
- 240 listed companies with validated data profiles



Access ESG Workspace [here](#).

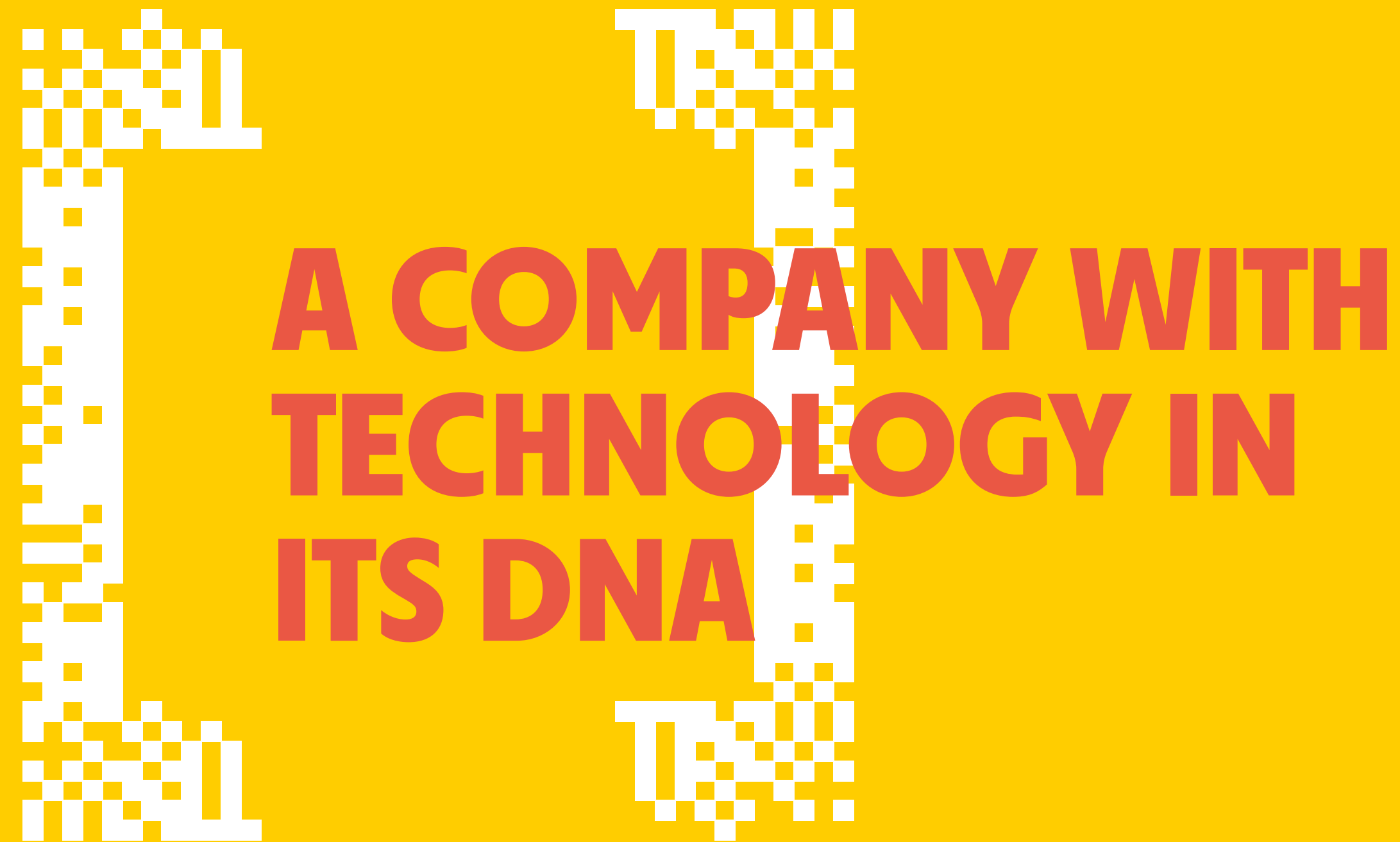


Learn more about these indices by clicking [here](#).



# 4 B3 IS INNOVATION AND HIGH TECHNOLOGY

*Photo of the area that is home to Porto Digital, one of the largest innovation districts in Latin America, located in the state of Pernambuco. In 2025, B3 promoted a hackathon in partnership with the organization, focused on AI agents. PHOTO: QUERETTE, Emanuel; GUIMARÃES, Leonardo (Eds.). Porto Digital: Innovation and Preservation in the Historic Center of Recife. Recife: CEPE Publisher, [2025]. p. Cover.*



# A COMPANY WITH TECHNOLOGY IN ITS DNA

Although it is best known for its origin and activity in the financial market, the essence of B3 includes characteristics that are typical of a technology company – highly specialized teams, an experimentation-oriented environment and a digital-driven strategy at the core.

This is not by chance. At B3, technology and innovation sustain the business from the beginning to the end of the investor journey: trading, registration, depositary, post-trade, over-the-counter (OTC) and data, always with stability, low latency and high availability.

Given this central role of technology in our activities, we continuously invest in people and infrastructure to maintain reliable platforms; accelerate the efficiency of systems and processes; and prepare the Company for growth and business transformations in the future.

Check out some highlights on the next page!

# DRIVING INNOVATION IN OUR DAILY OPERATIONS

Over the past year, we continued to invest in initiatives aimed at accelerating innovation at the Company, including training programs, internal and external events on the subject, partnerships, and tools. See the highlights below.

## TECHNOLOGY TRAINING

- ✓ Conducted more than 13 thousand hours of Artificial Intelligence training.
- ✓ Trained more than 700 employees in data and analytics skills, totaling 12 thousand hours.
- ✓ Promoted more than 8 thousand hours of Cloud development.

## USE OF ARTIFICIAL INTELLIGENCE

- ✓ Provided employees with “B3 GPT,” a set of AI tools with more than 100 thousand monthly interactions.
- ✓ Through this platform, we integrated into our day to day features such as generative chat, intelligent document reading, sentiment analysis, AI-powered onboarding, and automated generation of business stories.

## STRATEGY AND INNOVATION CULTURE

- ✓ Talent research and development ecosystem in partnership with universities, where students are challenged to solve real problems with expert support.
- ✓ Held an intrapreneurship Hackathon with more than 200 B3 employees registered and 24 projects developed.
- ✓ We have a presence in technological hubs in cities such as Recife, Florianópolis, Campinas and Belo Horizonte, expanding access to talent and getting closer to the frontier of innovation.



# 5 B3 IS MADE OF PEOPLE AND DIVERSITY

*Employees celebrate the opening of a week dedicated to occupational health and safety. The image portrays, from multiple angles, B3's vision: a healthy and human work environment, built by our people and for our people.*



# LIGHT, COLLABORATIVE AND DIVERSE

Have you ever wondered what it's like to work at B3? If so, it is quite possible that the first image that comes to one's mind is the stereotype of the financial market.

In practice, those who walk through our corridors find a company where more than 40% of people are women; everyone dresses according to their personal style; structures are increasingly horizontal; and the work is not individual and silent, but collaborative and with space for debate.

This environment is intentional, planned, and encouraged. To align people management with our strategy and identity, we defined an employer brand positioning that is built 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 Employer Value Proposition (EVP) is based on three pillars:

- **YOUR WAY IS VALUABLE**, which means recognizing individuality, valuing diversity, and encouraging collaboration;
- **LEARNING DRIVES US**, which expresses our constant search for development, innovation, and professional evolution;
- **IMPACT BEYOND FIGURES**, which reflects the responsibility to generate positive transformations for society, beyond financial results.

## B3 FROM THE INSIDE

We have over 2.9 thousand talented employees working to put ideas in motion and bring to life the largest market infrastructure in the country. See below some highlights.

### RECOGNITIONS

Featured in all categories of “Great Place to Work” as one of the best companies to work in 2025:

- ✓ In Brazil
- ✓ In São Paulo
- ✓ Among Financial Institutions
- ✓ Among Information Technology Companies
- ✓ Highlight in the Women, Ethnic, Racial and LGBTQIA+ categories
- ✓ Highlight on Mental Health

### ORGANIZATIONAL DEVELOPMENT

- ✓ 100% of employees have a career development plan
- ✓ Training platform with over 2 thousand courses, totaling 151 thousand hours of training in 2025
- ✓ Leadership development program aligned with the Company’s strategy and the particularities of each position

### DIVERSITY, EQUITY AND INCLUSION

- ✓ More than 35% of women in leadership positions
- ✓ 5 Employee Resource Groups
- ✓ Mentorship programs for women and people of color
- ✓ More than 70% of vacancies filled by people from underrepresented groups in 2025
- ✓ Internship for women in Technology, with 100% of f vacancies filled by black women in 2025

### HEALTH, SAFETY AND WELL-BEING

- ✓ Extended parental leave of up to 180 days for mothers and up to 20 days for fathers through the Empresa Cidadã program
- ✓ Physical activity incentives with Wellhub and Total Pass
- ✓ Beauty salon and quick massage space
- ✓ Mental health care programs
- ✓ Vaccination programs



# WHO WORKS IN THE COMPANY THAT IS MUCH MORE THAN STOCK EXCHANGE OF BRAZIL



# 6 B3 OPENS PATHS FOR THOSE WHO WANT TO INVEST

Immersive gallery of MUB3, the Museum of the Brazilian Stock Exchange, in São Paulo (SP). The cultural facility is one of B3's instruments in its strategy aimed at promoting financial education for the population.



# COMMITMENT TO THE DEMOCRATIZATION OF THE FINANCIAL SYSTEM

To promote the sustainable development of the capital markets, B3 invests not only in technology and products, but also in financial education, expanding access to information and encouraging more informed decision-making. We engage with diverse audiences — from professional investors to society at large — including social media and partnerships with content creators.

Our goal is to bring the financial and capital markets closer to the everyday lives of Brazilians and to support the long-term building of income and wealth.

On the next page, learn more about some of our initiatives.

## FINANCIAL EDUCATION AND MARKET ACCESS

### B3 EDUCAÇÃO

This course platform was created to help individuals with their learning journey across the investment universe. At the end of 2025, it counted on more than 210 courses, 600 contents and more than 520 thousand registered users. In this space, we provide content that fosters financial initiation and better investment management for different investor profiles.

### BORA INVESTIR

Financial news and education website that brings together specialized finance and investment content. It helps the journey of individual investors who already invest in the stock market, or who are interested in starting out in the world of investments. In 2024, we broke a record for unique users, from 5 million in 2024 to 6.7 million in 2025.

### HUB3

Free app that gathers information on finance, news, real-time quotations, courses and educational content, integrated with B3's investor area. In 2025, it reached 331,438 users, of which 116,932 enabled portfolio management.

### APP B3

In 2025, we launched B3's app, which allows individual investors to view, in a single environment, all their investments registered in the Brazilian capital market. The novelty consolidates data that was previously distributed among different institutions in a simple and accessible way by phone. In December 2025, the month of its launch, it already had more than 250 thousand users.

## SOCIAL MEDIA



### WHAT IS IN YOUR WALLET?

Podcast in partnership with 'Steal The Look,' the largest fashion and lifestyle platform in the country, focused on finance, entrepreneurs and investments within the women's universe.

## INITIATIVES WITH THE MARKET AND REGULATORS



### OLITEF

In 2025, in partnership with the National Treasury, and with the support of the Ministry of Education (MEC) and the Central Bank, we held the second edition of the Treasury Direct Financial Education Olympics – OLITEF. The initiative brings financial education to students from public and private schools. This edition involved more than 13 thousand schools and 1,755,186 students from the 6th year of elementary school to the 3rd year of high school.

### TD IMPACTA

This is a platform for support and investment in impact businesses created by the National Treasury Program, in partnership with B3. In 2025, the program focused on initiatives in the traction or scale stages, aimed at promoting financial education and developing more inclusive financial solutions, in line with the challenges mapped by B3 and the National Treasury.



# 7 B3 IS SOCIETY IN MOTION

*Initiative by Acredit, an organization supported by B3 Social, which focuses on Private Social Investment. Last year, this strategy enabled support for 152 initiatives, benefiting 11 million people across all regions of the country.*



# PROMOTING POSITIVE SOCIAL IMPACT ACROSS THE COUNTRY

As a company committed to the best global sustainability and governance practices, we understand that social investment is part of our long-term value creation strategy. This work is conducted by “B3 Social,” a non-profit association that works with the objective of contributing to reduce social inequality in the country.

In 2025, B3 Social structured its operations on four pillars:

## 1. SOCIAL INVESTMENT

Support for systemic projects aimed at improving public education.

## 2. MANAGEMENT OF TAX INCENTIVE LAWS (except the Rouanet Law)

Guarantee of qualified use of the incentivized funds.

## 3. CORPORATE VOLUNTEERING

Strengthening the internal culture and encouraging individual philanthropy.

## 4. ACTIVATION OF GOOD PRACTICES

Articulation with B3’s ecosystem to share learnings and expand social impact.

Check out the main highlights in 2025 on the following page:

## 2025 SOCIAL INVESTMENT HIGHLIGHTS



**R\$60 million managed**

**R\$55.1 million** in donations to society

**R\$25 million** in direct donations

**R\$30 million** through 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 and Education

**R\$2.1 million** for volunteering | Other actions



**152 projects**

**11 million beneficiaries**

(5.6 million through direct impact and 5.5 million through indirect impact)

**National impact** (26 states + Federal District)

*In 2025, we held the first Ring the Bell for Philanthropy, a milestone in mobilizing a culture of giving and collaboration among companies, philanthropists, and social organizations. The event is now part of B3's annual calendar.*



## VOLUNTEERING HIGHLIGHTS



**1,511 employee volunteers**

**2,863 participations, in 42 activities**

**5,240 hours dedicated**

(on average, each person dedicated at least 3 hours of their working day to volunteering actions over 1 year)

**R\$1.1 million donated by employees**



# THANK YOU VERY MUCH!

Explore other content to deepen your knowledge about B3 and the world of investments:

- To learn more about our activities: [B3 Annual Report](#)
- To become a personal finance expert: [“Bora Investir”](#)
- For those who invest or are thinking about investing in B3: [Investor Relations Website for Retail Investors](#)
- For those looking for content about the market: [B3 Educação](#)
- For those who want to know good ESG practices: [ESG Guide](#)
- For those looking to know the performance of listed companies in ESG matters: [ESG Workspace](#)



If you have a question, complaint or compliment, please write to [sustentabilidade@b3.com.br](mailto:sustentabilidade@b3.com.br)

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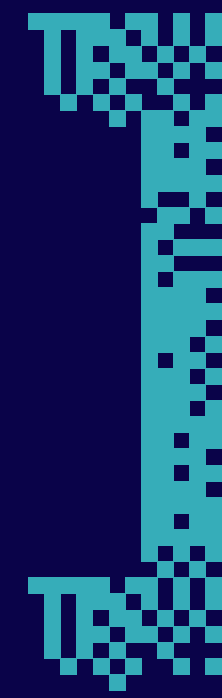
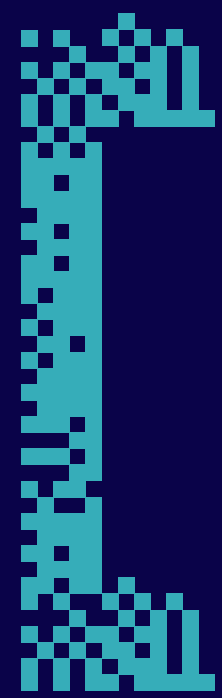
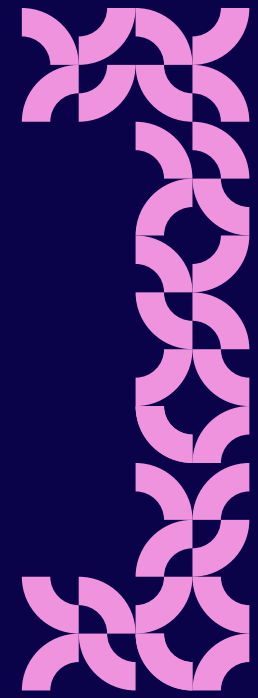
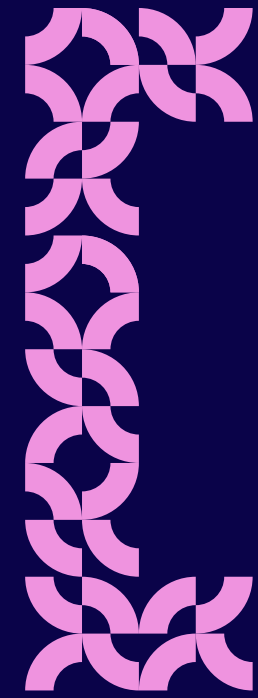
General Coordination  
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