



[00:00:29] **Felipe Peres** – Good morning. Thank you for attending our virtual meeting to present the results of 4Q22. A few quick reminders before we start. This event is being recorded and has simultaneous translation into English. Those who want to listen to the audio in English, just click the "interpretation" button, which is at the bottom of the screen. During the meeting, we will display the presentation in Portuguese. To view the document in English, simply access it on the investor relations website at the address that is appearing here (www.bbseguridaderi.com.br) for you. During the presentation, those who wish to ask questions just forward by clicking the "Q&A" button. We will also allow some questions to be asked by the audio after the presentation, exclusively in Portuguese. With us today are Ullisses Assis, CEO of BB Seguridade and Rafael Sperendio Director of Finance and Investor Relations. I pass the speech now the Ullisses who will make the presentation. Ullisses could proceed, please.

[00:01:42] **Ullisses Assis** – Thank you, Felipe. Good morning to all! I want to thank you all of you being here, in our chat about the result of the year 2022. Result that makes us very happy, a happy day for us here at BB Seguridade, proud of the number built throughout 2022. It's a number that we've built; and it has the convictions that were built on very solid foundations. We did have a return of the representation of the financial result in the company's total results. This was already expected from the end of 2021, we had already talked – even by the movement of Selic – that we would probably have a year of 2022 very similar to what was 2017. The participation of the financial, returning to be a little more expressive and this ended up being confirmed. We had an increase of almost R\$1 billion in financial results in the company this year, but more than that, and the best was, mainly, the growth of operating results that came very robust, really built on very solid bases; and we can see with the total numbers for 2022. We reached R\$6 billion in net income, a record for the company. You can see from the left side of the slide that our biggest profit had been, in 2019, R\$ 4.3 billion, we reached R\$6 billion this year. As I said, the financial collaborating around R\$ 970 million this growth, 2021 versus 2022, and the operational with R\$ 1.1 billion. When we look at the lines of business, we first notice the operational, even surpassing the range of guidance, which we had disclosed, and the significant growth of awards also in this item of guidance we had overcome. The premiums issued insurance grew 31% year over year, we had a reduction in our accident rate, this was very good in terms of results for Brasilseg and, consequently, for all company. We also see a significant growth in pension contributions, reaching R\$53 billion of contributions collected in the year, a positive net funding of R\$1.7 billion. In 2021 you remember, we had there a negative net funding of almost R\$ 800 million. In capitalization, we also return in the very strong sales movement. We grew 38% in sales volume compared to 2021, resuming our reserve market leadership after a few years. We are again the number 1 (one) in the market in terms of reservations. All of this, this strong movement, this strong sales movement, obviously, also has a strong impact on the brokerage issue, where we totaled R\$4.7 billion in revenue, an 18% growth, year on year. Also, when we talk about this whole issue of R\$6 billion, remembering that we had there at the beginning of last year, in the first quarter, a strong impact from the loss ratio of rural insurance, which still hurt our result a little. It could have been even better, and on that occasion, we paid



R\$3.2 billion in agricultural insurance claims. All this will allow us to pay a total of R\$5.7 billion in dividends, which represents 95% of our net income. On the next slides, I want to talk to you a little bit, tell you a little bit about the history of this result, the big numbers don't always reveal what has been done internally in the company and even for the sake of accountability and keeping you informed of the directions of the company, I think it's important to touch on these points. Back there, I've been talking about our 3 (three) main pillars of our mandate, of our management, which is the issue of digital transformation, customer experience and channel diversification. And speaking of digital transformation, we have been following the evolution of our percentage of service-oriented cloud products every quarter. Within the new IT architecture and our challenge, back there, announced to all of you, was to conclude our process of all products being in a new architecture by the end of this year, which was the 1 (one) year anticipation of total delivery previously scheduled for the end of 2023. We approved a larger budget for this year, executed this budget, invested R\$565 million to accelerate the digital transformation, an investment 70% higher than the investment made in 2021, and we concluded our first mission through December, with 95% of our core products targeting our biggest bottom-line components, all within a new IT architecture. Of course, this is a live process, I always say that we will continue to invest in technology, because this supports all our other strategies, which allows us to take a significant step, which is a step that we understand is the future this market, which is the hyper personalization market. All this investment that we have made in digital transformation and, consequently, in analytics, we are already starting to reap the benefits of this in the short term. So, when we analyze our percentage of sales in digital channels, it grew year on year, quantitatively, it grew by 10%, we reached almost 900 thousand sales made 100% in digital channels. And when we analyze our investment in analytics, we also see a gain. We reached nearly R\$4 billion in premiums issued through analytics-oriented campaigns. So, this here means that these are customers who, shortly after the impact of our offer, contracted a product, whether in physical or digital media. So, we have a volume, for the year 2022, 97% higher than what we had achieved in 2021, which is a great advance. And this issue of technology also allows us to take another very important step, which is being with the client wherever the client is. So, our concept of omnichannel – we made this issue of investment in technology possible – which enabled us to be efficiently and present from the BB network platform – facilitating the seller's experience –, but also to be more assertive in terms of mobile, WhatsApp, web, and partner channels. This is very important; I even cite an example, which a while ago, if we were to agree with the partner, make a partnership, we need a new product. It took us 3, 4 or 5 months to get a product up and running. Today, in less than a week we customize any product that is necessary to start a new partnership, and this is only possible now, thanks to all this investment that we have made. You can pass Philip. Speaking precisely about this point, which is the diversification of distribution, it is another key that I have hit since I arrived at the company; that we need to look for other channels to sell, always reinforce our sales through the Banco do Brasil channel. You can see that last year we broke sales records within the Banco do Brasil channel, we launched the biggest sales campaign in the company's history in the second half of last year. The numbers reflect this, when I talk about resuming leadership in market



capitalization of reserves, we also regained leadership in credit life, we had a very large sale and in several products. This means that we have also invested within the bank's network. But speaking here about the distribution of channels, it is a new aspect that we are convinced that it will be increasingly important over the next few years, but in this first year, I would say a closed first year, in relation to this strategy, we totaled R\$1 billion in premiums issued through partners, that is, outside the Banco do Brasil channel, which was practically 7% of the total sales we made. The main highlight, the product that we knew would attract the most strength at the beginning, would really be agricultural insurance, where we were able to issue R\$933 million in premiums in this modality. This volume of R\$933 million today – if we were an independent insurance company – we would already be the second largest insurance company in the market, that is, the largest insurance company in the agricultural insurance market in the country is Brasilseg within BB (Brasilseg Canal BB) and Brasilseg partner channels would already be the second insurance company in the market. A company, in quotes, that we set up in one year already with a significant volume of sales and that we understand that in the coming semesters and in the coming years these channels will be increasingly important. We closed a series of partnerships, 36 agricultural cooperatives, 573 banking correspondents focused on agriculture and 21 partnerships with different segments. We have some others under negotiation, but our focus for the year 2023 is to make these partnerships run at a cruising speed that we believe is adequate. There are many partnerships here that are giants, that have great market potential, great business potential, but that require a series of adaptations in a series of cultural integrations (product publicity, sales incentives, training of the network of these partners) and it is this focus that we are going to give. Yes, we do want to continue expanding, but mainly we want to move forward, to traction the partnerships already signed up to now. For this, we have our structured areas of partnerships in each of our invested companies and, also, here in the holding company. You can move on to the next point Felipe. And speaking here about the customer experience because I always say that technology and product, at some point, everyone can have it, but we have to be very focused on the issue of customer experience. And this year we had some numbers that make us believe that our strategy has really been quite assertive. We had an increase in our customer base of around 5%, 20% in the capitalization customer base, 13% in residential customers, but even as our customer base grew, we significantly reduced the number of complaints, they dropped by 31%, and we did too, we challenged ourselves at the beginning of last year, to start measuring NPS in a different way. Instead of measuring the NPS at all stages of the relationship with the customer, including hiring, which is a stage where there is no friction, so the NPS is at the top, we challenge ourselves not to measure, for example, hiring and starting to measure critical processes, claims and a series of other assistance actions. Really, processes where the customer may have some kind of friction, we started to measure these steps exclusively and even so, we achieved a significant increase in our NPS in the main lines. So, we had an increment of 12 p.p. in rural areas, 13 p.p. in capitalization, 11 p.p. in life, 20 p.p. in social security, this is what leads us to believe that this challenge of ours, this will of ours to face the problem head on and find solutions has already been quite successful. What we really see is a decrease in churn in several products, an increase in satisfaction, consequently, a greater loyalty of these

customers is what we expect for the coming years, because we have a very large sales power. The more customers we manage to retain within our base, our result has conditions to improve significantly. Obviously, we also invested a lot in creating and revitalizing products, journeys, relationship rules, customer segmentation, we created levels of protection here at the company. We are now very committed through the relationship program, which is still in a pilot project, but which will be extended to the entire customer base throughout this year. We are very committed to encouraging cross-sell and having more and more engaged customers – what we call overprotected here. Especially because we have a huge potential of more than 8 million customers, and we are convinced that we can serve these customers and many of our products. And through the program we have started to be quite successful, in the sense of making a more adequate cross-sell for this client base, and, consequently, increasing retention, decreasing churn, and increasing the satisfaction of our clients. Delivering an effective value proposition, which I think is the main thing, is what will make our company perennial over the years. I will now turn to Rafael to talk a little about our result numbers and at the end I will come back here for the question-and-answer session. Thanks!

[00:14:41] **Rafael Sperendio** – Thank you, Ullisses. Good! Moving on here, initially, to the instructions on our result, I will focus more initially here on the annual comparison, then we will go into a little more detail on the 4Q22. When we look at the result for 2022, a profit of R\$6.045 billion for the year, a growth of 54% compared to the profit for 2021. The company's biggest result so far, as Ullisses said: “a historic mark, 10 years after our IPO”, putting it in perspective from 2012 to now, the profit tripled, while the capital allocated in the operation grew only 35%, in this period of 10 years. Reflecting all the effort made throughout this period of improvement in the company's capital structure, the improvement in efficiency. By this I mean that our return has more than doubled over the last 10 years after our IPO. So, an extremely solid performance, since then we have delivered just in dividends to shareholders more than the market-up, which the company was priced there in April 2013. The financial here on the right side (presentation slides) as gentlemen, you can see the combined financial of the companies of the group after taxes, reached R\$1.088 billion, returning to a more reasonable contribution to the company's result, representing 18% of the profit. On the next page, here's a breakdown of profit into its main components. Among these components that we usually bring to the market, how much did the company perform in terms of operations and how much came from the financial improvement. So, gentlemen, you can see here of an increase of R\$2.1 billion in net income in the year 2022, R\$1.1 billion came from the operation itself, of this increase of R\$1.1 billion, we can see in the 3 mains. And summarizing here in this waterfall chart the 3 main components, so the very improvement in commercial performance here represented a good part of this growth, representing R\$1.4 billion in the sum of the 3 first components. So much for the increase in the sale of insurance, especially rural and credit life, I will detail further ahead. The very growth of pension funds reserves and how much revenues from management fees grew throughout 2022. So here, let's say that commercial performance contributed R\$1.4 billion. In terms of loss ratio, we had a considerable improvement in relation to the 2021 fiscal year with the dissipation of



the most severe effects of the covid-19 pandemic, which was partially offset by a worsening of the agricultural loss ratio that Ullisses mentioned in his speech, mainly, taking the 1Q22, due to the “la ninha” event, but that in the combination between the reduction in the loss ratio in products with death coverage and the worsening in the loss ratio of agricultural insurance, the combined effect was positive in the order of R\$328 million. So, between the loss ratio improvement and commercial performance improvements, we have an increase of R\$1.7 billion, which was consumed here at R\$638 million due to the effect of higher tax expenses, due to the variable cost associated with the operation and the very increase in the structure of the companies to face this whole strategy of improving the infrastructure of technology and the creation of teams for prospecting commercial partnerships. All of this increased by around R\$638 million. So, coming back here, R\$1.7 billion and consumption in part R\$638 million, totaling R\$1.1 billion in operating income growth, a very good growth. So, remembering, the company that in the last 3 years there, we went through some more adverse periods due to the pandemic, all the difficulties faced. The company stagnated there, at a level of approximately R\$4 billion in profit per year. Today, in 2022, only one operation makes BRL 5 billion in profit per year. In terms of finance, finance added R\$978 million in profit growth, of which R\$660 million came from the variation in the average rate. We had the most direct impact of the increase in the Selic rate and the growth in volumes also contributed to this R\$600 million increase. Here, the time mismatch in the defined benefit plans of the pension plan operation, the residual impact when we look at a longer time window range, is a positive R\$4 million this year. The financial – when we look at the last component – an aggregate result of R\$313 million, due to the less severe impact – let's call it that, the opening of the yield curve – the financial could have even been better in the year, if it weren't for the opening, we had an opening here, it generated a negative mark-to-market of R\$122 million, these effects here, just to make it clear, after taxes, adding all the companies of the group, but that despite being negative, it was much better than the markup we had in 2021. It was a much stronger markup, we generated a net loss of R\$435 million. Now, going through the operation on the next page here. Starting with insurance cooperation, premiums growing 32% year on year in the fourth quarter of 4Q22, 32% in the accumulated in the highlight with you can see here in the graph on the right side, in the upper corner, rural and credit life, mainly, with very strong growth, but all business lines showed very solid growth here, both in 4Q22 and in the fiscal year. When we look at the quality of the operation here in the graph, in the lower left corner, the combined ratio improved to 70 bases here year on year in 4Q22 and practically 10 p.p. year to date. The main driver here, which I mentioned on the previous page, was the considerably improved loss ratio in life and credit life products. In the accumulated result for the year, then, two more products also contributed to the improvement, rural pledge, and rural producer life. A behavior when we look here, both in the fiscal year as a whole and in the 4Q22 year on year was quite similar. So, this premium growth associated here with the financial improvement, where the effect is very direct – that's what I mentioned earlier due to the increase in volume, average rate – profit grew 58% in 4Q22 over the year and practically doubled in 2022, in comparison with the profit presented in the 2021 fiscal year. On the next page, talking about social security. The collection grew 8%



year on year, 16% in the accumulated, reaching R\$53 billion, the rate of redemptions fell 40 times in the quarter against the quarter. We look here at 4Q22 versus 3Q22, when we evaluate it in terms of net funding, we had a very positive 2H22 here, R\$2 billion in 3Q22, plus R\$1 billion in 4Q22, contributing to us being able to end the year with a net funding of 2 billion reais, despite the increase in redemptions, was more than offset by the increase in collections which, when we evaluate it in a context as a whole, 1H22 ended up being a more difficult period, but the second half ended up showing a strong recovery with the increase in flows, with a reduction in the redemption rate, but this net funding ended up being more concentrated in lower risk products, something that is clear here in the graph, in the upper right corner, with the reduction in the participation of multimarket funds in the total – in what is called Brasilprev's assets under management – which was 31.8% of the total, rising to 27.3% of the total. This is directly reflected here in the behavior of the management fee, which dropped from 1.03 to 0.97, the average rate finally looking at, in the year-on-year comparison, it fell here 3 times in the accumulated. And this is the factor that explains the 3% growth in revenues while bookings grew 10% in the 12-month period. On the other hand, it is that the financial result returns to a more normalized behavior with the help of the parity of the inflation indices, IGP-M index, IPCA index, which ended a year very similar, never had the IPCA light and not much above the IGP- M, but generating a financial result here of R\$330 million in 2022, contributing here to the 48% profit increase in the year. About the capitalization segment on page 11. A very strong performance in 4Q22, growing 56% in collections, 38% up in the year, reaching almost R\$6 billion, contributed a lot in terms of average volume for the company, registering there a very favorable growth on top of a deficit of reserves – which was one of the factors that contributed to the rise in the financial value –, but even more so, the improvement in the financial interest margin which reached 3.6 p.p. in 4Q22, it ended the year with a margin of 3.1 (p.p.). Financial was the main driver that contributed to this substantial improvement in the result, reaching R\$63 million in 4Q22, R\$218 million of net profit in this operation, in the year of 2022. Remember that in 2021 we had a series of factors, not only the opening of the curve itself, but a change in the regulation of the minimum capital required that led us to liquidate some [...] positions, shorten the duration of the portfolio, so the profit was impacted in a very punctual way there in 2021, but 2022 to people already see and return to a healthier level of generating results in this change. In terms of dental insurance, briefly speaking here, we had growth both in revenue and in the ebitda margin. Contributed to the 1.22% growth in net income from this operation. And to close, in the brokerage, next page, a 24% growth in brokerage revenues in 4Q22, compared to the same period of 2021. growth were insurance operations, in particular credit life and rural portfolio insurance. Capitalization also performed very strongly throughout 2022 and is a business line that contributes a lot to, in terms of sensitivity, brokerage income as revenues is recognized on a cash basis. The net margin increased by 6.4 p.p. in 4Q22 year on year, it improved 3.9 p.p. in the accumulated here, a combined effect, both the better the operational image and the improvement of the efficiency of the operation itself, by a reduction in the expenses of return of brokerage in the sale of pension plans. This ended up helping BB Corretora's operational component a lot and the financial improvement itself, both by volume and by rate – here practically



the entire portfolio to invest in post-fixed securities – so we really appropriated 100% of the increase in the Selic. So, this revenue increase improves at the margin, profit grew 40% year on year in the fourth quarter and 26% in the accumulated. On the next page. Here we have a rendering of accounts in relation to our guidance for 2022. So, in terms of operating results, in terms of interest, we exceeded the range, which was 24% to 27%. We delivered 27.9% growth here. The main surprises, let's call it that, were a loss ratio below what we had anticipated in the projection and a performance even stronger than we initially expected in this last quarter, in credit life products and in the collection of capitalization. Premiums issued, we also exceeded, in a range of 25% to 28%, we delivered 30.7%. The reasons there – I just explained in the variation of the operating result. And the pension reserve, that's what we've always been talking about quarter after quarter, that the growth rate would converge to the interval as we get closer to the end of the year. In fact, this is confirmed here, 10% growth, staying within the range, projected. And on the next page, to end the presentation, here is the guidance for 2023, we expect operating income, not interest, to grow between 12% and 17% throughout 2023. Premium written to grow between 10% and 15%. And our expectation for the pension reserve is a growth of between 10% and 14% this year. Well, that ends my presentation here and we can now move on to the question-and-answer session.

[00:30:32] Felipe Peres – Thank you, Raphael! Well, we are now going to start the question-and-answer session. Remembering that anyone who wants to ask a question via audio in Portuguese, just click on the “raise hand” button and release the microphone when we authorize it. But also, those who prefer, could send it in writing in Portuguese or English by clicking on the “Q&A” button. If we are unable to respond live to the question sent in writing, we undertake to respond via email as soon as the call is over. The first question...

[00:31:03] Rafael Sperendio – Felipe, just a minute. I even forgot to mention a disclaimer. Obviously, we stated this in written material but it is always good to reinforce here also in the videoconference regarding the guidance for 2023. All those indicators are based on the accounting standard that we had been disclosing until 2022, they do not consider the effects of IFRS 17. We will disclose a management follow-up of the operation throughout 2023, based on the same accounting standard that we have been publishing to avoid this type of rupture, until the issue of adoption of IFRS 17 by the market happens, it is at a more mature stage, then yes, we abandon the disclosure of the previous accounting standard and start monitoring all the indices in accordance with IFRS 17 but until then we will maintain the publication in the previous accounting standard to favor the monitoring of our performance by the market, okay?

[00:32:17] Felipe Peres – Back here then for questions-and-answers session. The first question comes from Antônio Ruette, from Bank of America. Antonio, could you follow please.

[00:32:28] Antonio Ruette – BoFA – Good morning, guys. Congratulations on the results and thank you here for the space to ask questions. There are two questions

from my side related to guidance. This is then the first in operation. I would like to understand a little better what your premises are here for agro. So, what are you, what are you assuming for GDP growth? Is that what you are assuming for the harvest plan and for premium growth? The second question is also related to the results of 23, but here in the financial area. So, what do you expect or what do you assume, a priori, for the financial result and if you could share with us any kind of sensitivity to interest rates, if there is an opening or closing? thank you very much.

[00:33:18] Rafael Sperendio – Well Antônio, here are all the limitations that we have here in opening assumptions, not to configure it as a guidance beyond those that we have already disclosed. In terms of performance, here in a more qualitative way, in that range of 10% to 15% growth, I would have to inject a little more premiums, a little more optimistic with the performance of rural areas as it has been. Obviously, it is not very difficult for us to deliver a 50% growth equal to the one we delivered in 2022, but it should be another highlight in terms of growth, year on year, throughout 2023. today we have there – when you look at the proprietary portfolio, excluding what is customer funds – something like R\$30 billion. Of these BRL 30 billion, approximately BRL 31 billion, we have almost 3/4 of this position in post-fixed securities, which will benefit directly from a potentially higher average Selic. That's what the market indicates, in a Focus consensus, and that's what we expect here within the company as well. On the other hand, differently from last year, a lower mark-to-market impact is to be expected. I showed there in the presentation that we lost R\$122 million – if my memory serves me right – after mark-to-market taxes. We do not expect this effect to be repeated throughout 2023. And so far – this is what is implicit in the projections when we look at the Central Bank, the market and here, internally, it is no different – there is parity, again, of the inflation indices with the IPCA slightly above the IGP-M, something that also needs to be beneficial for Brasilprev and should be more in favor of the financial result throughout 2023. So, the financial perspective there is of a considerable improvement in relation to the one we had in 2022. Obviously, we still have a few months to observe, but January was confirmed. We will see if this trend continues throughout the year, including now, with a preview of the IGP-M released today of deflation in the month of February. This is what, once again, reinforces a more positive financial behavior at Brasilprev. So, I don't know if I was clear enough within the limitations here, Antônio, but the answers would be these, ok?

[00:36:25] Antonio Ruetten – BoFA – That's great, thanks, Sperendio! Thank you guys!

[00:36:30] Felipe Peres – Our next question comes from Guilherme Grespan, from JP Morgan. Grespan, please go on.

[00:36:40] Guilherme Grespan – JP Morgan – Hey guys. Thank you for the presentation and for opening up questions. I wanted to explore the financial aspect, Sperendio. At Brasilprev, when we look at the financial result as a percentage of the defined benefit technical reserve, it was still well below this year of 2002. So, despite having a recovery at the end, this contained here, doing the math, it gives 1.5 of financial result on technical reserve. If you go back to 2019, 2018 and 2017, it was an

average of 2.5 and even reached 3.8 in 2019. So, my question is, is there any structural difference? Even looking at one more point here, nominally speaking, Brasilprev's financial result in 2019 was something close to R\$406 million and this year, R\$200 million or so. So I ask, is there any structural reason, ignoring the index, assuming that the IPCA index and IGPM index behave the same way as in 2019, is there any reason for these financial result spreads to be smaller in Brasilprev today than it was in 2019?

[00:37:50] **Rafael Sperendio** – Thank you Grespan! I would summarize here in 2 reasons basically. First, the reinvestment rates of these flows in the most recent period, until last year, they were made at a lower real rate. And the second reason, perhaps this one with an even greater impact, was the maturity of some NTN-C bonds that we had. We had two maturities in 2021 and 2031. A considerable part of these bonds matured in 2021, which carried – maintaining the maturity – a very high real rate. So, as these bonds mature, we obviously couldn't replicate it – I'm talking about a real rate of around 2 digits. It's just that we carried a portfolio of very old securities, we were unable to reinvest at the same rate, so, in fact, this behavior that you mentioned is confirmed, okay?

[00:38:45] **Guilherme Grespan – JP Morgan** – That's good, well explained, thank you!

[00:38:51] **Felipe Peres** – Continuing here, our next question comes from William, from Itaú BBA. Please, William, go ahead.

[00:39:00] **William Barranjard – Itaú BBA** – Good morning guys! Thanks for the opportunity here. My question also follows the theme of the 2023 guidance, I have 2 questions here. The first is in relation to the insurance operation. I would like to understand, regarding the loss ratio, which level do you consider in this guidance? If you use a more conservative loss ratio, perhaps already considering a greater impact than what we expect here from “la ninha”, or a more normalized index “ex”, a “la ninha” effect? And the second question, which is also about guidance, focusing on Brasilprev. We see here that in the “mid range” you have a 12% growth in reserves. Here is my question, this indicates that you expect a net outflow for the year 2023, or maybe a zero to zero in the basic scenario, here for Brasilprev.

[00:40:03] **Rafael Sperendio** – William, thanks for the questions. I'll even start with Brasilprev. Yes, the guidance in the lower part of the range contemplates possible market volatility, or in a slightly more stressed scenario, even generating a potential outflow of funds, which has not been the case so far. But We are at the beginning of the year, we need to disclose the range that contains scenarios there, within a reasonable standard and behavior. At the top of the guidance, what we foresee there, eventually a return above the Selic rate. Remember that we always have to deduct the management fee when we look at the growth in the reserve, a result, a return above the Selic, but it is contemplating, perhaps, one in the net inflow plus the marginal one. We will logically evaluate the conditions throughout the year if we are able or not to review this interval. As I said, the year started in a much more favorable point of view than we initially predicted, but it's still too early. As the year goes by, we will try to calibrate this interval a little better according to the



improvement in the scenario. In the month of January – despite having been very good from the point of view of funding – it was quite volatile in terms of rates, curve movement and, mainly, even in the private credit market. So we prefer to adopt a slightly more conservative stance here at the beginning of the year, in order to better calibrate this estimate later on throughout the year. In terms of operating results, it is practically the same situation, today our base scenario is an improvement in the loss ratio compared to 2021, because we do not expect the same impact that we had from weather events in the last year. So, when we scaled and worked on the budget for the year and worked on our projections from which to derive these intervals, although the base scenario does not contemplate this, the base scenario contemplates an improvement in the loss ratio, we scaled a range to accommodate a more adverse event, in case it happens. Is this what we have observed so far? No, in January the loss ratio is holding up well, in line with what we observed throughout the fourth quarter. So, it's not a negative surprise so far, but, just like pension plans, it's what we have to monitor over the course of the year. And we can eventually calibrate this interval a little better.

[00:43:15] **Willian Barranjard – Itau BBA** – Perfect, Raphael! Thank you guys!

[00:43:22] **Felipe Peres** – Our next question comes from Daniel Vaz, at Credit Suisse. Please go ahead, Daniel!

[00:43:30] **Daniel vaz – Credit Suisse** – Thank you Felipe. Raphael and Ullisses. Good to see you. Congratulations on the result! My question goes to the moneylender price product. It has an expressive growth in the year against year, mainly in the quarter when we talk with the third quarter of 9%, I think it is a very good stacking product. So I would like to understand your perspective for this product in 2023, thinking that Banco do Brasil could even gain a little more share in payroll. We've already seen the "split" of both Taciana and President Lula saying that Banco do Brasil could be the champion of payroll loans and if you could capture this, do you see a better lender? So I think there are 2 questions there, the moneylender himself, without this speech, and the moneylender with this speech, if you could talk about it, it would be very useful for us here. Thanks.

[00:44:25] **Ullisses Assis** – Thanks for the question, Daniel! That's really the way it is, the credit life, you can, you will notice there at the end of last year, especially in the second half, the fourth quarter, in particular, we had a very robust growth in the credit life, as I mentioned earlier, we even regained market leadership in that product. Obviously, it is always closely linked to the issue of credit, but what we noticed last year was a greater percentage of operations carried out with credit life insurance, not only in new contracts, but also in the stock of operations. And we are still very optimistic about this product for this year, okay? Banco do Brasil, next week should announce the result, it will talk a little about the perspectives and even the credit portfolio, but I do think that we can take advantage of these opportunities. I think we made a wise move back there, which was to introduce a new product. We put a new portfolio in credit life, a completely refurbished product. We even said 2 years ago that we would suffer a little from the impact that the product was a little cheaper, but it tended to be more attractive in terms of sales. It came to fruition.

Huh? We, I don't know if that's exactly the word, but we had a clean app for this portfolio to do as this portfolio was overturned, and we have now realized that this decision was right and this is already reflected in the numbers for the year past and we have good prospects for this year. Allied to this, last year, at the end of last year, we also had a second half, more specifically, we also had a strong impact not only on creditors, but on our entire product base of a strong mobilization campaign within the bank's network. It was the biggest campaign in history in terms of encouraging Banco do Brasil's sales force and this campaign will now be replicated in 2023. So, it will certainly also collaborate on the issue of encouraging the sale of moneylenders. OK? So, answering, I think that the two, the scenario is very similar, optimistic and in anticipation of this issue of the bank's own positioning in relation to credit. And certainly, with the new product, we will surf this wave together as the bank's appetite grows.

[00:46:46] **Daniel vaz – Credit Suisse** – Well explained, if I could do a follow-up, are you already talking about payout, is there anything in the budget that, could you share with us for 2023?

[00:46:58] **Rafael Sperendio** – Daniel, in terms of payout, we always end up defining it at the end of the year, okay? But I would say that we have been going there since the company went public, paying something between 80% and 90% of the result. Despite all the investments that we are going to make in an operation this year, for the time being, there is no indication that we should increase our retention. And within this historical range, I would say that today we are closer to the top, this range, than the bottom. But the definition here will end up running further forward.

[00:47:45] **Daniel vaz – Credit Suisse** – well explained, thank you.

[00:47:50] **Felipe Peres** – The next question comes from Gabriel Guzan, from Citi, go ahead, Gabriel.

[00:47:56] **Gabriel Gusan – Citi** – Thanks. Good morning, everyone. My question is about pensions. I'm seeing 2 quarters of positive net funding, but at the same time, the management fee is starting to drop a little bit more. Our theory is that the effect of high interest rates makes it easier to defend against attacks from investment platforms, but also leads to a less sophisticated mix of products. So, my first question is, does this passionate make sense? And the second would be: what work is being done to prevent this good moment from reverting, when we start to see interest rates actually falling? Thanks.

[00:48:39] **Ullisses Assis** – Gabriel, I'm going to talk a little bit here. Rafael complements here if necessary. And yes, the management fee issue. I think that in the market as a whole it was a general behavior, it was not just a behavior by Brasilprev in relation to 2022. a large number of customers for less sophisticated products, this really impacts, this had an impact for us. I would say like that, back there, do you remember? We had around 12% of our portfolio in multimarket and while some players had 60%, 70%. The big ones had, the second and third placed, around 30%, reaching up to 40% and we had 12%. Back in 2021 we made that big move to readjust our portfolio and we reached 32%. When we analyze 2022, all



these other players, from those that had up to 70% – they even had 70% of multimarket – to the second and third placed fell drastically. So, we had players that went from 60 to 70% of multimarket to 20%. The second and third places also fell to that 20% house. So, of the big ones, I would say that we lost the least in terms of multimarket share, even because our multimarket thesis, when we came up with portfolio funds, was we brought a multimarket product, but not necessarily with very high volatility. And this product was a product that had great acceptance in the market. It is a simpler product to sell, a simpler product for the customer who buys to understand how it works and that allowed us to have greater control of this portfolio, I would say. So, when we compare it with the other players, we lost much less share in multimarket than they did, so we felt a little bit in the management fee, but the impact for us was much smaller than for the others. As we have a new economic reconfiguration, we are able to change our portfolio again and this is what we expect over the coming months, semesters, we will understand how this will behave better. And about the actions, the company has undertaken a series of actions in the sense of seeking greater retention, and then I tell you, until the time I was commercial director at Brasilprev a few years ago, and so, we already had a great concern with this decrease in outflows, and so, from qualitative and quantitative research on the outflow of funds, we noticed, over a long period of time, a large volume of withdrawals, effectively, due to costing, customers withdrawing funds to do expense, effectively, on a day-to-day basis and this represented a significant volume at some point. And so, we see that, in a way, it has cooled down in recent months and in recent quarters and we expect this to cool down more and more. This is clear that we have taken a very proactive stance in the sense of not only defending ourselves, but also an attacking stance, because portability is also a strong inducer, for transfer-in and transfer-out, it is a strong inducer in this marketplace. I would say that, today, we defend ourselves much better than we defended ourselves some time ago, when we analyze it in terms of exits, we are very well positioned in relation to the market average and, mainly, I am talking about transfer exits. out, and we have also been more effective in seeking out new clients. So, we have a different system of communication with the client, to advisory services, which complement Banco do Brasil's investment advisory services. Today, within Brasilprev we have centrals, advisory cells, where we manage to do a double portfolio of the client, so the client is portfolioed in style, he is in Banco do Brasil's private portfolio, but he has a dedicated pension consultant, who talks to him regularly and we see that, as we get more customers within our double portfolio, we manage to talk more with the customer, we manage to provide better advice, we become much more efficient in terms of retention. So, a lot of things are being done in relation to this in the company, not only that, but also, the open platform of funds, we have several houses today that we also operate to bring an increasingly complete portfolio to the client, so I would tell you that we are well positioned in terms of product, processes and, mainly, service in the sense that we already have results today, that we are much more efficient in retaining and it is also our ambition to go on the attack and achieve that too portability of resources from other houses, from other players to our portfolio.

[00:53:45] Gabriel Gusan – Citi – Perfect, thank you, it was well explained.

[00:53:51] **Felipe Peres** – The next question will come from Kaio Prato from UBS, please, Kaio could follow!

[00:54:00] **Kaio Prato – UBS** – Good morning! Rafael, Felipe and Ullisses! Thank you for the opportunity to ask a question, I have only one here on my side. You recently announced some changes related to the broker's performance bonus. I was wondering if you could explain a little more what this change was? What motivated this and what impact can we see for Brasilseg, for brokerage revenue in 2023 vis a vis what it was in 2022? If you could share something with us, please.

00:54:31 **Rafael Sperendio** – Of course Kaio, yes, thanks for the question! In a very brief way, we had a discussion, culminating in the restructuring of the insurance operation back in 2018, from then on, these mechanisms were instituted. In summary, the performance bonus, the earn out mechanism, the vehicle insurance operation, and the satisfaction indices in relation to the service provided in the vehicle operation, we established some SLA, some triggers for these mechanisms and from there to here almost 5 years have passed there, almost. We identified a series of improvements, what was positive about these mechanisms? What was the negative? what is the operating cost that we had in management? The monitoring of all these indicators. And then we went back to talking with Mapfre which resulted in what was disclosed there at the end of last year, just a change in these mechanisms. Here, the effect tends to be neutral, an effect that is much more beneficial from the point of view of managing the operational flow of these mechanisms than in terms of the result itself. So, basically, we lock these brokerages, which were previously linked to performance, we lock them at the upper level of that range that existed at the performance point, it becomes fixed, locked at a higher level. On the other hand, we have in the rural pledge a reduction of the commission to tick, to 20% of the premium issued and we are released from the earn out obligation in the vehicle operation and, on the other hand, Mapfre is also released from the obligation of the SLA in the operation of vehicles. In summary, this was the change set, where I talked about impact views in result it tends to be neutral. We do not expect anything in this regard, but simplification of the entire operational flow.

[00:56:58] **Kaio Prato – UBS** – Perfect, thank you..

[00:57:00] **Rafael Sperendio** – Thanks man!

[00:57:06] **Felipe Peres** – Next question from Thiago Paura from BTG Pactual. You could follow, Thiago!

[00:57:13] **Thiago Paura – BTG Pactual** – Thank you Felipe, Good morning! Good morning, Ullisses! Good morning, Raphael! On my side are two quick stitches. First a follow up on the payout issue, Rafa, you commented that you expect to stay within this historical range, but we saw that 2022 was a year of very strong growth, you ended up surpassing it, delivering 95%. Just to try to fish a little, is there even any upside above that high range that you mentioned for the year 2023? And my

second question concerns channel diversification, which Ullisses mentioned a lot at the beginning. You spoke a little about the 2022 summary and the focus for 2023. Just to try to find out if you have any numbers, any milestones in your mind for the premium issued, for the percentage of total sales made for this year, 2023? That's it, thank you!

[00:58:07] **Ullisses Assis** – I'll start here with the diversification part. Thiago, thanks for the question. So, this is a new market for us, so, people, I'll tell you, I'd tell you like this, that at the beginning of the year, I don't think I ever got to say that here at the conference, but we had a magic number that was around R\$1 billion that ended up being realized. It's hard to predict what will happen, obviously we understand that this number will also grow in other products, not only in agricultural insurance – agricultural insurance, I think we still have a large field to grow there – but so the people grew very exponentially right from the start and, thus, opportunity to grow in other products as well, of course in a smaller amount, we have to be very realistic, agricultural insurance is insurance with a higher average ticket, so it would have one, in theory, would leverage faster. So, we expect growth, we expect growth that is increasingly significant. I don't even want to give you any numbers, but I would say that we have good perspectives in terms of growth so that this result is more representative in the medium term. Even if it is one that has an ever-increasing percentage of participation, I see a lot of room for growth in practically all lines. When talking about rural insurance itself, we are still talking about a penetration below 20% of the total insured area planted versus insured. We always talk about this, but in some countries, the United States, for example, 80%. So we have great potential for growth. I think that the insurance market as a whole, we see robust growth in some products, but still underpenetrated. I was just talking to the press about a journalist who asked me specifically about home insurance, I joked that if all Brazilians knew how much home insurance costs, it would be interesting. Everyone who could buy the product would buy it, because it's really a very cheap product compared to what it covers, and I think that's a big challenge, the sky is the limit for this channel. We have to be more and more efficient and deliver a suitable product for that customer profile and this is a challenge for us too, because when you deal with the partner's customer, we have much less information than the we have today from our internal client. Yeah, and then, this will dictate a lot how we will grow. So that's why I don't want to create an expectation there with the magic number, but I can tell you that we are looking very carefully at all these partnerships now in order to attract them and bring a product that is increasingly suitable for each of these customer profiles. Especially because each of the companies has an operating strategy, has a branch of the segment in which it operates, some have their own center and will use this for sales, others only the physical channel, so we have particularities that we will have to understand and even to be able to measure – in the coming months, semesters and years – the rate of growth. Because back there you said: Are you going to omit R\$933 million in agricultural insurance? I would tell you that it would be very difficult and we accomplished this in 1 year, but I think there are good perspectives there and I am convinced that this participation will be increasingly important in our total revenue over the next few years.

[01:01:33] Rafael Sperendio – Tiago, regarding the payout, I would like to make it clear that I mentioned earlier that historically we pay between 80% and 90%, right? Segregating the “outliers”, but between 80% and 90%. 2023, in principle, given the estimate we make here, in terms of capital structure, receipts, receipts and dividends, our expectation, at first, is to stay at the top, I would say, this historical interval. Today, for the time being, there is no indication that we will go back to practicing those 80% that we practiced back then – at the beginning of the operation, right after the IPO, okay? I would say that today we are closer to that top. There is room to overcome, if you take a look at the disclosure material, you will notice that we still maintain an excess of capital in relation to the minimum capital required. Considerable form at Brasilprev and Brasilcap would practically double the minimum capital required, which in principle is excessive. So, we have the condition there, obviously, everything within prudence and it will depend a lot on how the economic scenario will behave, both within the fiscal year itself, as is the perspective for the following fiscal years to see if we have the condition or not deliberate this excess. In 2022, there was a release of a surplus in the insurance operation due to a regulatory change. This ended up helping us distribute 95%. Just retain this legal reserve, but overcome this historic range of 80% and 90%, right? This year we are going to observe the business environment throughout the year and the perspective to assess whether or not we are able to end up releasing this excess.

[01:03:39] Thiago paura – BTG Pactual – Of course, Rafa, thank you! Thank you, Ullisses! Thank you, Felipe! Congratulations on the results!

[01:03:44] Rafael Sperendio – Thank you Thiago.

[01:03:49] Felipe Peres – Our next question comes from Tiago Binsfeld, from Goldman Sachs, you could follow Tiago.

[01:03:58] Tiago Binsfeld – Goldman Sachs – Good morning, Ullisses, Rafael and Felipe. In fact, it's just a quick follow-up regarding this growth in rural insurance potential. How do you see the industry's capacity today to reinsure the origination of premiums, the growth of premiums? Could this be a bottleneck for the structural growth of rural insurance in Brazil? And if you can also remember how is the concentration in the main insurance reinsurers today? Today, comparing with the company's past. Thanks!

[01:04:31] Rafael Sperendio – Good, Tiago. Thanks for the question. We are at this moment here in the discussion, it always takes place throughout the first quarter with the reinsurers. In principle, there is no indication of capacity limitation. When



we evaluate here in terms of the quality of the 2022/2023 harvest, it has shown itself there – in terms of profitability – at a level much higher than the 2021/2022 harvest, which is beneficial not only for us, but as for the reinsurance panel that operates with our insurance company, which has a competitive advantage of being spread (having spread exposure) throughout the national territory so that we can, given the continental dimension of Brazil, have a decrease, dispersion of this risk, suffering much less than some insurers that operate in a more regionalized way. So, the profitability itself, much higher than what was observed in the previous cycle, should somehow shape the reinsurer's own appetite. The reinsurance panel has been progressing in the process of improvement, that is, since 2018, if memory serves since 2018, an increase in players and the dispersion of this risk among reinsurers. We are currently working – currently in a Panel in force before this negotiation here – we are working with five reinsurers, obviously the exposure, it ends up being concentrated in the three largest ones here, which would be IRB, Mapfre and Munich, but in this discussion here that we are having throughout this first quarter to assemble the reinsurance panel in the next cycle, we are seeking to further expand the participation of these players. In terms of capacity, it's something we haven't reached that point yet, but eventually, it's not a concern here, okay? Because we are the largest insurance company in the market, we have capital of more than R\$2 billion allocated to this operation, which is a strong cash generator. Eventually, if we see demand, we could even assess our risk appetite – if it depends on our expectation of generating results for the next harvest. Expectation of our risk appetite today, in the case of agricultural insurance in particular, it is at 20% risk retention, okay?

[01:07:37] **Tiago Binsfeld – Goldman Sachs** – Thank you Rafael, of course.

[01:07:44] **Felipe Peres** – We have a question from Eduardo Nishio, from Genial. Nishio, go ahead.

[01:07:53] **Eduardo Nishio – Genial** – Good morning everybody. Good morning, Ullisses, Rafael and Felipe. Congratulations on the results. I have two questions, the first regarding your hedge at Brasilprev. I wanted to know today how is this hedge? What percentage is being hedged? And if you have any goals to increase, what would that number be? And the second question is kind of the follow-up regarding channel diversification. You had great success with agro, with the channel via partners. I wanted to explore a little bit. Today, how much of your sales today is from your own channel? I saw that you also made great progress in digital, I remember that a few years ago digital was a very big challenge. I remember that even Sperendio commented with us, he sends a bunch of emails here and no one opens them and he's seeing a number here that is even relevant on the digital channel, but here it's mixed up between BB and you. I would like you to explore this subject a little bit, how do you evolve over time and what are your perspectives on this? Thanks.

01:09:10 **Rafael Sperendio** – Hi Nishio, thanks for the question! I will answer the question here about the hedge, the traditional and our perspective. And I'll let



Ullisses give you a little more detail on this issue of digital expansion, partner channels. Regarding the hedge, today it is around 3/4 of our exposure to the IGP-M, it is hedged in assets. In terms of hedging ambition, this is something that he turns out to be quite dynamic. I would say that today our biggest concern is less with the indexer. The index, it ends up generating a lot of noise because it has, it sensitizes the short-term result, but in the long term – we are observing this now – we look at the long-term, the indices, they cannot have a structural behavior outlier, they end up converging, it might not fully converge, but they end up converging somehow in the long run. OK? So, as we are talking about a liability that lasts between 10 and 15 years, something of that order of magnitude, in this longer-term perspective, the index is less of a concern. Our biggest concern is more, in the hedge of the real rate that we guarantee for these participants, something that we are experiencing here, an extremely favorable environment for this specific operation here, making it very clear, with real rates in a long duration above of 6%. So, we have had a favorable condition to create additional protection for this portfolio. So, we don't work with an ambition of hedging, it ends up being dynamic, depending on the scenario, our concern is more in the long term, in matching the real rate, right? Today we are quite calm about that. Ullisses, if you want to come in and give more details, please.

[01:11:23] Ullisses Assis – OK, I'm going to diversify a little bit here, Nishio. I even play with this question here about the participation of digital sales or even the channel of partners in the total, that the percentage they represent is perhaps what worries me the least because, in fact, if their percentage is large, not necessarily the pizza is growing so much. And what we want it to grow in all lines, the bank channel to grow, the digital channel to grow, the partner channels to grow, because the pizza will be bigger in the end, right? So we care even more than an absolute number of what it grows on itself, than the percentage it represents. But the partner channels showed significant growth, we went from zero to 7% in 1 year of total premiums written, we are talking about R\$1 billion compared to R\$15 billion in written premiums. As I said, for future growth we need to understand this business a little better. At what speed does it continue, if it is directly linked, this speed, the expansion of the number of partners or necessarily or not necessarily like this, but better exploration or better work of these channels, the deepening of the work of these channels. But I think it's an investment we needed to make. It was a decision that we needed to make and I think that the digital transformation without it would be impossible for us to have. As I said: we visited a partner a year or so ago, if the partner asked for a certain product, we would not be able to deliver it in less than 3, 4 or 5 months, and that in itself would make any type of partnership. Many times he will work with a digital partner, he wants all the product processes in api, which is as natural as possible. So, today these are things that we are able to deliver. So I would say that in terms of partner channels, we have good growth expectations. Digital reached 14% of sales in quantity. Of course, we have a very large difference in the average ticket between digital and physical sales. Digital sales still – and this is not just here within our channels, but when we look at the insurance market as a whole – we realize that digital sales are focused on the product with the lowest ticket, which also forces us to having an increasingly up-to-date portfolio, so we adapt our portfolio to low-ticket products as well. The last product was a product of personal items, it has been

a sales success, which Bruno's team recently put on its feet. So, from a capitalization bond, with products at a more appropriate price, to products that really make more sense for each segment within this digital sale. Of course, today we already have the ability to make a better offer for each customer profile because we have a low cost product, which we, and even going into our analytics part here, which represented R\$4 billion of total sales that we did. Of course, it's not just insurance here, we're talking about pension plans too, but we already have these offers, we already try to bring the most suitable product to the customer. For the customer of a certain segment, an average ticket will be different from the customer with lower income. So that we already have the ability to do. I think we have to be more and more evolving in this regard, because we had a lack of integration, there is still a lack of integration of the CRMs of the affiliates, of our investees. As for BB brokerage, as this happens, our firepower increases a lot in terms of communication with the client, right? But we have already seen it in some segments, for example, pension plans, pension contributions, even the sale of a second plan, since we – also because Brasilprev is more advanced in terms of CRM – We have already managed to be quite successful. Portfolio diversification Incredible as it may seem, we manage to diversify our portfolio 100% digitally in a significant amount. So, I see it like this, that the market is changing and we have learned a lot from this market over the last few years, even trying to be more assertive. The sale of 100% digital pension itself is not a simple product to sell. I think we don't have a successful case of selling 100% digital pension plans worldwide, but from the moment the customer is already here, making adjustments to the portfolio or contributions is something that for us, we already has been quite successful. So what I would say is this: we are very focused on improving processes, products and this experience and bringing a product, just like I said, a product that we used to spend, the customer spent 3, 4, 10 screens on the app from the bank to hire, today, he hires half of that, and our goal is to put it on 2 hiring screens. So, we want to bring a product, an increasingly fluid hiring flow for the customer to have a better experience. I think another successful case of ours is a three-offer model. The customer will contract our product, we offer him three possibilities of contracting, from a more complete product to a more basic product, and this has also had a very good acceptance. So I would say that this increase in our digital sales or through partners is obviously very much supported by the IT issue, but it has been the result of learning over the last few years that has allowed us to be increasingly assertive and takes a product more and more suitable for that moment of life. I say that the “customer vision” is that we are able to deliver the right product at the right price, at the right time in the life of each of our customers. And this is our great ambition, right?

[01:17:06] Eduardo Nishio – Genial – Perfect thank you. Just a follow up regarding the CRM. Do you have a schedule, any idea of when you are going to integrate the CRM with the affiliates? Why can this be relevant, isn't it? For you guys?

[01:17:21] Ullisses Assis – Yes, we are like this, today we have the CRM integrated, sorry, not integrated, but implemented both in Brasilcap and in Brasilseg, and in Brasilprev. In the case of BB brokerage, Banco do Brasil is carrying out a CRM



contracting process, we are together with the bank in this process, okay? So, last year we were already discussing this with the bank, we made the decision that we would do it together, because we needed it. Imagine us having a supplier, the bank another, we would have a huge difficulty in integrating. And everything leads to believe now that we take this next step in the next few months and we can do it during this year, we wait until the first half of the year to have this process much more oiled, but regardless of that, today we already have we have - through our customer area of the company - we already have a very strong alignment between the companies in the sense of approaching customers. So, a service standard for segmented customers in each of the companies, we already have all this, a concertation that is being done here, which has already been successful even before this integration, 100% of the CRM of the affiliates, the lunges. But we are going to make a lot of progress, we hope to make progress in the first half of this integration with Banco do Brasil as well.

[01:18:42] **Eduardo Nishio - Genial** - Thank you so much! Thank you and congratulations on your results.

[01:18:50] **Felipe Peres** - Well, with that we conclude our fourth quarter earnings meeting. Ullisses, Rafael, do you want to leave a final message?

[01:19:06] **Rafael Sperendio** - More to make me available here, for any clarification. And if necessary, we will have a lot of questions here in the "Q&A", we will address all these answers later here. And once again make me and the IR team available for any kind of clarification you may need. Thanks again for participating and have a nice day everyone!

[01:19:35] **Ullisses Assis** - Likewise, I would like to thank you immensely for your presence, thank you for your attention and make us available. And to say that the result really makes us very happy, a very robust result built on solid bases of growth in the operating result that make us happy, but that do not accommodate us, quite the contrary, and we have a perspective of strong work ahead of us, but in the sense that the company has better and more sustainable results to generate more and more value for our shareholders. So, thank you so much to each and every one of you!

[01:20:13] **Felipe Peres** - Just a reminder here. I forgot to mention at the end of the call, who could answer the questionnaire that will appear on the screen, we appreciate everyone's feedback! Good morning!