

MEETING WITH SELL SIDE ANALYSTS



PAVED WAY FOR THE FUTURE

2015-2016



Definition of priority business

Non-strategic asset divestment plan

2017



Listing of IRB Brasil on the Brazilian stock exchange starts divestments

2018



Divestment of auto and large risks underwriting business

Starting operation for digital distribution in the open sea (Ciclic)

2019



New organizational structure focused on distribution and digital transformation

Total divestment of IRB Brasil

Capital reduction after investments review

DIGITAL STRATEGY MODEL

Focus on customer experience, innovation and earnings growth

OPTIMIZE

THE **PROCESS OPTIMIZATION** ADDS VALUE, IMPROVES CUSTOMER EXPERIENCE AND EXPANDS EXISTING BUSINESS GENERATION, WITHOUT CHANGING BUSINESS MODEL

----- CONSTANT IMPROVEMENTS (MONTHLY REVISITED) -----

Improving products and services offering

Offering model and hybrid performance (digital + central)

Use of data

INCREASING REVENUES

Ensuring good experience for customers and sellers

Adoption of the Kano Model for product development

Satisfaction survey and NPS

IMPROVING EXPERIENCE

Increasing digital maturity

Digital journeys

Automation process

+ EFFECTIVENESS AND PRODUCTIVITY

TRANSFORM

THE **DIGITAL TRANSFORMATION** GUIDES THE COMPANY'S POSITIONING, DECLARING A NEW BUSINESS MODEL, CREATING NEW SOURCES OF REVENUE

----- TRANSFORMATION ----- GREATER TRANSFORMATION ----->

Increasing internal productivity

Development of new organizational skills (eg. Data Science and behavioral economics)

OKR management model

PEOPLE & CULTURE

Modernizing business IT

Expanding digital capillarity (partnership with connection via APIs)

Own IT platform for BB Corretora (agility & flexibility)

CONNECTING AND EXPANDING REVENUES SOURCES

Generating new business

Acting with startups (corporate venture)

EXPLORING H3 (NEW BUSINESS AND CUSTOMERS)

2020

Strong resilience of operating results and continuity of portfolio review strategy and channel diversification



Life

New portfolio (May/20)

+23% in premiums written in the digital channel

+25% in the average ticket



Credit life

New portfolio (October/20)

Accelerated growth YoY



Rural

Diversification of channels and target audience

Partnership with cooperatives +R\$150 mm

Pronaf public +R\$60 mm



Premium bonds

New portfolio (September/20)

Acceleration in new sales growth

Reserves reverse downward trend



Pension plans

New funds, open platform and channel diversification

AuM multimarket funds: +60%

Open platform: R\$2.9 bn

Foreign investment funds: R\$1.7 bn

Contributions outside BB channel R\$254 mm (+269%)



Digital

13%

(+2.0 p.p. YoY)

Share of digital channels in total sales

37%

Journeys with a high level of digital



Customer experience

-36%

Number of complaints

Focus on operating results, new channels, digital and analytics



New products

Insurance

- Term life with accumulation component
- Term life focused on SME
- New home insurance
- Livestock insurance pilot expansion
- Revitalization of commercial insurance (offering model, coverage, assistance and new channels)

Pension plans

- Expanding the offer of funds in open platform
- Offering model review



Preparing for new channels

Tecnology

- Architecture (+service oriented)
- Infrastructure (+cloud)
- Process optimization

Channels

- Enabling and operating via BB Corretora's own platform
- Expansion of rural insurance offering to non-financed areas
- Trading with investment platforms

Analytical intelligence

- Intensive use of analytical intelligence / behavioral economics in products and services construction
- Making data products the main driver of decisions