INTEGRATED REPORT 2025

CAIXA

Contents

Message from the CEO — 3

General and Organizational Overview and External Environment — 11

Risk Management — 19

Governance, Strategy and Performance — 30

Budget Information — 133

Annual Letter of Public Policies and Corporate Governance — 136

Message from the CEO

In 2025, CAIXA experienced a landmark year of progress and delivery. We made steady advancements in our digital, organizational, and cultural transformation process, with a continuous focus on customer centricity, efficiency, and creating a positive impact for society. CAIXA's vocation is to be ready for Brazil, and throughout this latest cycle, the institution strengthened, modernized, and strategically organized itself —embracing the challenge of internal transformation in order to continue transforming Brazil.

This movement, aligned with the pillars of the CAIXA 2030 Strategy, strengthens our ability to build the future without giving up the essence that defines us: being the public bank that supports, empowers, and transforms the lives of millions of Brazilians across all regions of the country. To this end, CAIXA initiated an active listening process with its employees and customers to understand the bank's needs in light of the demands of an increasingly technological world. With courage, CAIXA recognized and embraced these challenges, defining the strategic initiatives that make up its 2030 corporate portfolio.

This transformation was concretely reflected in strong and sustainable results. In 2025, we recorded accounting net income of R$16.1 billion and recurring net income of R$15.5 billion. Our recurring ROE reached 10.7%, reinforcing disciplined management and our capacity to generate value responsibly. In credit, originations totaled R$690.2 billion, the loan portfolio balance reached R$1.4 trillion, and total assets stood at R$3.9 trillion, demonstrating consistent growth and a tangible contribution to the real economy.

A key driver of this performance was the acceleration of our digital agenda. In 2025, we invested R$5.3 billion in technology, strengthening infrastructure and platforms, with gains in productivity and quality. Process automation generated savings of more than 34 thousand work hours, freeing teams to focus on higher value-added activities.

We expanded the CAIXA 5.0 App and the Digital Account, reaching 2 million accounts opened during the period. We also advanced contracting journeys and solutions such as Worker Credit, which totaled R$3.2 billion in originations and more than 562 thousand transactions.

Our public mission remained at the center of our deliveries. In housing, we reaffirmed our leadership as the primary bank for Brazilians in achieving homeownership, with R$246.4 billion in originations, 871.5 thousand new contracts, benefiting 2.6 million people and generating 2.3 million direct and indirect jobs throughout the year. As the main operator of public policies, we expanded our role in social benefits, with R$428.7 billion in payments, serving 61.9 million families and reaching 5.3 million students in the Pé-de-Meia Program. We also maintained 1.7 million active FIES contracts, contributing to access to education.

As part of the evolution of our strategy, we placed the customer at the center and, in 2025, enhanced our segmentation model, defining positioning, aspiration, and service guidelines. The new model guides the review of our portfolio of products, services, and channels with a focus on modernization, agility, and user alignment. Key deliveries increased customer engagement and loyalty.

In serving individuals and companies, we advanced initiatives aimed at strengthening the relevance of our solutions and promoting financial inclusion. We structured Customer Councils, reinforcing active listening and enhancing products and customer journeys based on the real user experience.

For Legal Entities, we enhanced our relationship model, with 113 units dedicated to specialized service and the onboarding of more than 200 thousand new clients.

In terms of productive inclusion, we supported 316 thousand companies with credit, 91% of which were micro and small businesses, and reached 9.6 million individuals through credit, with 49% being women, expanding opportunities and economic autonomy.

As part of this effort to broaden access to financial solutions, we strengthened our microcredit operations, focusing on productive inclusion and fostering entrepreneurship, supporting income generation and the formalization of small businesses across the country. At the same time, we expanded the offering of capital markets solutions for companies and structuring projects, with emphasis on debenture issuances and other transactions, totaling 55 deals and R$10.7 billion in volume, broadening funding solutions and financing alternatives for the real economy.

We also issued US$700 million in the international capital markets, increasing our capacity to attract resources and direct them toward impactful initiatives.
All of this strengthened CAIXA's role as a driver of development and an enabler of structuring investments. In the context of the Novo PAC, we originated R$17.0 billion in investments, contributing to projects in areas such as education, healthcare, mobility, sanitation, and slope stabilization. We also boosted public-private partnerships, with R$12.5 billion, including a record 52 contracts signed benefiting 1.9 million people.

On the environmental and climate agenda, we reinforced our commitment to a just transition and to integrating sustainability into our strategy. In 2025, we consolidated the largest sustainable finance portfolio in the market, reaching R$867.5 billion. Through the Socio-Environmental Fund, we invested R$60 million in 21 projects, with 1.1 million trees planted.

We advanced the Productive Forests program, with R$ 50 million invested in 12 projects focused on regenerative agriculture and the restoration of degraded areas. We also strengthened initiatives such as the Ação Catadores, with R$ 8.3 million invested and agreements already signed.

We also expanded our participation in international initiatives and commitments, reinforcing alignment with best practices and the global sustainability agenda.
In the social dimension and public presence, we maintained a decisive role in supporting municipalities and workers in emergency situations, through the FGTS Calamity program in 681 municipalities, totaling R$ 872.3 million and benefiting 283.8 thousand workers.

We strengthened our support to subnational governments through the expansion of the Cities and States Room, which already has more than 70 units across 65 municipalities. We also invested in culture and sports: R$ 139.9 million in cultural sponsorships, 1.2 million visitors to CAIXA Cultural units, and R$564.4 million in ongoing investments in sports sponsorships. To promote digital inclusion, we donated 88.1 thousand devices to the Computers for Inclusion program.

No transformation is sustainable without strong institutional foundations. Therefore, in 2025, we advanced the modernization of governance, evolving key structuring instruments, strengthening practices aligned with leading standards, and implementing organizational improvements, including the creation of the Digital Security Division, which is essential in an increasingly technological and challenging environment.

We also continued to responsibly address long-standing institutional issues, with progress in resolving FUNCEF matters, solutions related to Porto Maravilha, and the rationalization of real estate assets.

We increasingly value each of CAIXA's 85 thousand employees, recognizing that the process of change and evolution would not be possible without them. This is reflected in historic investments in training and in the cultural transformation required to support our strategy.

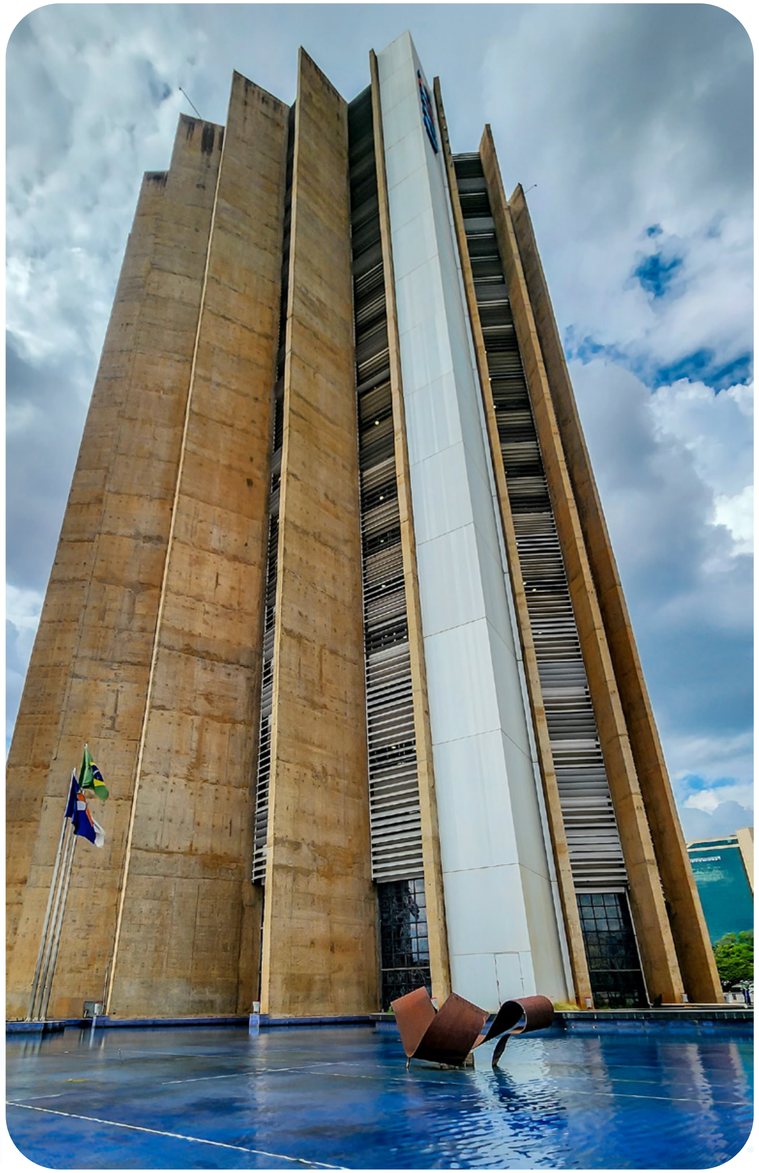
The recognitions received throughout the year reinforce the perception that we are on the right path. There were 28 awards, with highlights including customer experience assessments, stability and advancements in digital channels, including the CAIXA App being recognized among the best in the sector.

Recognitions related to transparency, such as the Diamond Seal in the National Public Transparency Program, reaffirm that we have modernized CAIXA with integrity, responsability and a long term vsion.

Finally, I would like to express my gratitude to CAIXA's female and male employees, who sustain this transformation with dedication and a sense of public purpose, as well as to our customers and partners, who trust in our work every day. We will continue, with discipline and purpose, to enhance the customer experience, expand access to financial solutions, and strengthen our role in transforming people's lives, contributing to a more just, inclusive, and sustainable Brazil.

This Integrated Report was approved by CAIXA's Executive Board and Board of Directors and prepared in accordance with the principles of the Integrated Reporting framework, ensuring its integrity, reliability, accuracy, and completeness.

Carlos Antônio Vieira Fernandes
CEO



About the report

We present CAIXA's Integrated Report – fiscal year 2025, a document that aims to offer our stakeholders a comprehensive, integrated, and transparent view of the performance of CAIXA Econômica Federal, highlighting how our strategy, governance, performance, and allocation of resources contribute to value creation for society in the short, medium, and long term.

More than an accountability instrument, this report reflects CAIXA's commitment to transparency, institutional responsibility, and the country's sustainable development, highlighting the economic and social impacts resulting from our activities. Throughout the document, we seek to present—clearly and accessibly—both the results achieved and the main challenges and opportunities that influence our performance.

CAIXA's Integrated Report is prepared based on the International Integrated Reporting Framework, which the Institution adopted as a practice for the continuous improvement of its corporate communication and accountability to society. The preparation process also follows the regulations applicable to federal state-owned companies and financial institutions, as well as leading market practices.

The scope of the information presented covers the period from January 1 to December 31, 2025, and may include—whenever relevant—events after the reporting date, duly identified for contextualization purposes. The information reflects the performance of CAIXA and its controlled companies, as indicated throughout the report.

In this context, with respect to performance in the previous fiscal year, the report begins by presenting the housing and social benefits fronts, which constitute the two areas of CAIXA's activity with the greatest capacity for social transformation and for promoting inclusion, reducing inequalities, and supporting sustainable development in Brazil.

From these central pillars, the report presents CAIXA's other initiatives and activities, showing how they connect to the institutional strategy, the business model, and the capitals used and impacted, reinforcing the view of value creation in the short, medium, and long term.

We invite you to see, in the following pages, how CAIXA turns its public mission into concrete results, reaffirming its strategic role in Brazil's economic and social development and in promoting a fairer, more inclusive, and more sustainable society.

Materiality

The Materiality Matrix is a strategic tool used to identify and select the most relevant topics to the company and its stakeholders, which are used as a reference for preparing this report.

To define CAIXA's current material topics, we consulted members of Senior Management (executives, members of the Board of Directors and Advisory Committees), CAIXA customers, suppliers, representatives of the Federal Government, state and municipal governments, regulatory bodies, civil society organizations, employees, adolescent apprentices, and interns.

The process was supplemented by the gathering of internal information and took into consideration internal and external scenarios, through research with other financial institutions, with a focus on sustainability and materiality.

Market and scenario studies, trends, research, and other reports relating to CAIXA's business segment were also analyzed.

Aligning the material topics with the Sustainable Development Goals (SDGs) established by the UN—especially considering Brazil's specific targets—reflects our commitment to the global sustainability agenda and the local context in which we operate. The SDGs provide a comprehensive roadmap for action in key areas for sustainable development, addressing social, economic, and environmental issues.

Materiality makes the Integrated Report a strategic, reliable, and relevant instrument for decision-making and accountability to society.

Want to know more?

Explore our Materiality Matrix and discover the topics that guide our practices and results. Access: https://ri.caixa.gov.br/

Material Themes

Urban Development and Housing	11
InInnovation, Transformation, and Digital Education	4, 5, 9, 12
Public Policies	5, 8, 10
Ethics, Integrity and Transparency	16
Risk, Liquidity, and Capital Management	9, 11, 12, 17
Work Relationships and Organizational Climatel	5, 8
Profitability, Profit, and Financial Margin	8, 9, 11, 12
Respect for Human Rights	1, 5, 6, 10, 11
Information Security and Cyber and IT Risks	9, 16, 17
Sustainable Finance and Green Loans	8, 9, 12, 17
Environmental and Climate Risks and Energy Transition	7, 13, 16

Who we are

CAIXA has been transforming lives and fulfilling dreams for 165 years.

We are one of Brazil's largest financial institutions, with a historic trajectory marked by the promotion of the country's economic and social development. As a public bank, CAIXA plays a strategic role in implementing public policies and expanding access to financial services, contributing to reducing inequalities and promoting social inclusion.

We serve individuals and legal entities, public entities, and government programs throughout the national territory, offering a complete portfolio of financial products and services, including credit, housing finance, payment solutions, investments, insurance, pension products, lotteries, and the management of social benefits.

With one of the country's largest service networks, CAIXA combines a physical presence with digital solutions to reach millions of Brazilians through bank branches, lottery outlets, CAIXA Aqui correspondents, and digital platforms. This capillarity reinforces our commitment to being present where Brazil needs us, acting as a financial agent and partner for sustainable development.

CAIXA's mission is to always be ready to serve Brazil.

1861
Creation of Caixa Econômica e Monte de Socorro

A social focus since its inception, including allowing enslaved individuals to save money to buy their freedom.

1874
Expansion to the Provinces

Savings culture and access to credit across the country

1892
Diversification of Banking Activities

Modernization and support for national economic development

1921
Pioneering in the hiring of women

Inclusion of women in the banking sector, decades before it became common

1931
Payroll Loans and Mortgage Portfolio

Accessible credit for workers and the beginning of affordable housing finance

1934
Pawn
First Real Mortgage

Secure pawn lending and the effective start of public housing credit

1961
Federal Lotteries under CAIXA's management

Resources for sports, education, culture, and social security

1969
CAIXA as a Federal Public Company

Standardization and strengthening of the social mission

1970
National Unification of Caixas Econômicas

Integrated nationwide operations, expanding capillarity

Social Integration Program (PIS)

Income distribution and the guarantee of labor rights

Launch of the Sports Lottery (Loteria Esportiva)

Direct financing of national sports

1986
Leadership in Housing

Incorporation of BNH

Consolidation as the leading financial agent for housing and sanitation

1990
Centralization of FGTS

Security and efficiency in the management of the fund

2003
Financial Inclusion

Launch of CAIXA Aqui Accounts, promoting financial inclusion for millions of unbanked Brazilians

2009
Minha Casa Minha Vida

Millions of homes financed for low-income families

2020
Emergency Aid during the pandemic

Social and economic stability during the health crisis

2024'25
Digital, Organizational, and Cultural Transformation

Strengthening the customer experience, increasing operational efficiency, and promoting a culture focused on innovation and inclusion

Our Numbers

Financial

CAIXA's total assets totaled
R$ 2.2 trillion

Our loan portfolio reached
R$ 1.4 trillion

Balance of
R$ 1.9 trillion
in funding

Balance of
R$ 110.2 billion
in infrastructure

Balance of
R$ 867.5 billion
in the Sustainable Finance Portfolio

We granted
R$ 690.2 billion
in credit

We account
67,7%
of the national housing market

The agribusiness portfolio balance reached
R$ 62,9 billion
in the year

Profit of
R$ 16.1 billion
in the year

Social

Payment of
R$ 428.7 billion
in Social Benefits

More than **2.3 million** jobs generated (directly and indirectly) through housing credit.

162.9 thousand
services delivered by our mobile branch units

22.1 million
families benefited by the Bolsa Família program

43.3 thousand services delivered by our boat branches

157.2 million
customers

26 municipalities served
by boat branches (perennial routes)

871.5 thousand
new housing contracts

2.6 million
people with access to homeownership

Awards

Diamond Seal
We received the Diamond Seal in the National Public Transparency Award (PNTP). The award, conceived by the Association of Members of the Audit Courts of Brazil (Atricon), honors public bodies and institutions for transparency and access to information for citizens.

Sustainable Deal of the Year (Financial Institutions)
We were awarded the "Sustainable Deal of the Year (Financial Institutions)" award at the Latin Finance Capital Markets Dinner event, with the issuance of US$ 700 million.

Prêmio Top of Mind
We are the most remembered bank in the Savings product, according to the Top of Mind 2025 survey by Folha de São Paulo. The product was featured for the 24th time.

Strongest Brand in Brazil
We were recognized in the category "Strongest Brand in Brazil" by Infomoney

FIN Fraud Prevention Seal
Recognition for high standards of safety and integrity.

Best Bank and Investment Platform- FGV
1st place in Fixed Income funds
2nd place in Multi-Asset funds

VALOR Inovação Brasil 2025 Prize
Recognition for a fund managed by CAIXA.

Marcas Mais Award
Our brand is the most remembered among banks in the Estadão Marcas Mais Award.

Agility Brazil Award
The CAIXA Sandbox was awarded first place in the Agility Brazil Award in the category for public companies – for Agile Trends GOV 2025, the main national initiative to recognize public institutions that adopt agile and innovative management practices.

Seal of the Brazilian GHG Protocol Program (PBGHG)
We were recognized with the Gold Seal of the Brazilian GHG Protocol Program (PBGHG), the highest classification granted to organizations that publish complete and verified inventories of greenhouse gas emissions.

Score B in Climate
We achieved a B Score in Climate, Forests and Water at CDP.

Friend of the Waste Picker Seal
We were once again recognized with the Friend of the Waste Picker Seal, granted during ExpoCatadores. This recognition reaffirms our commitment to promoting socio-productive inclusion, valuing waste pickers and strengthening cooperatives in the recycling sector in Brazil.

IA-CM
We achieved the International Certification – Level 3 of maturity in the Internal Audit Capability Model (IACM), with an evaluation conducted by the Office of the Comptroller General of the Union (CGU)

Experience Awards
"O cliente recomenda" Seal.

RankMyAPP
CAIXA App ranked as the 2nd best app among financial institutions.

Seals of the Brazilian Federation of Banks (Febraban)
We were certified with the Banking Self-Regulation Seals of the Brazilian Federation of Banks (Febraban), in the thematic axes Consumer Relationship, Illicit Prevention and Socio-environmental Responsibility, during the Consumer Relationship Seminar (Semarc Nacional 2025).

ABRACAM Seal
We received the ABRACAM Seal granted by the Brazilian Foreign Exchange Association (ABRACAM), which certifies and standardizes the best practices and procedures applied by agents operating in the foreign exchange market.

Conexão Inova Award 2025
The CAIXA Sandbox was awarded 1st place in the category "Innovation Projects for People or Public Organizations", subcategory "Management in Public Organizations" of the 5th edition of the Conexão Inova Award, promoted by the Conexão Inovação Public Network

GlobalCCU Awards 2025 – Paris, France
CAIXA University (UC) won the Gold Trophy at GlobalCCU in the category - Overall - Best Corporate University in the World.

Trailblazer Awards – Corporate Learning Week 2025, Los Angeles (EUA)
CAIXA University (UC) achieved global recognition at the Trailblazer Awards – winning in the categories: a) best education team for collaboration and b) excellence in employee experience.

Best Companies for Well-Being Award
We won 3rd place (Bronze category) in the Integral Health at Work category of the Best Companies for Well-Being Award, promoted by VOCÊ RH magazine.

Best Practices category of the ESG award
We won 1st place (Gold category) in the Best Practices category of the ESG award. The recognition was granted to the CAIXA em Movimento program, which stood out among almost 300 cases registered.

Prêmio P3C - PPPs e Concessões
P3C Award in the category "Best Structuring of Municipal Projects", in recognition of our performance in structuring the Public-Private Partnership (PPP) for Public Lighting of the Intermunicipal Consortium for Regional Development (CONDER/PR)..

Best Practices Regional Competition - CGU
We were awarded 3rd place in the "Prevention" category, with the practical Web series of videos Whistleblower's Journey.

Kwai Summit 2025
The "Film 60" related to the Quina de São João 2025 campaign of the CAIXA Lotteries was the big winner of the KWAI Summit 2025 – Cases Ad Awards Indication, in the "Seasonal campaigns of the year" category. The award recognizes brands that knew how to take advantage of the main dates of the calendar, with ideas that connect culture, opportunity and result.

General and Organizational Overview and External Environment

General and Organizational Overview, and External Environment

We are a financial institution organized as a publicly held company, with a private legal nature, its own equity, and administrative autonomy, linked to the Ministry of Finance. We are governed by Decree-Law No. 759, dated August 12, 1969; Law No. 6,404, dated December 15, 1976; Law No. 13,303, dated June 30, 2016; Decree No. 8,945, dated December 27, 2016; our Bylaws; and other applicable legislation.

As an institution within the National Financial System (Sistema Financeiro Nacional – SFN) and an agent supporting the execution of Federal Government policies, we are subject to the rules and decisions of competent authorities and to the supervision of the Central Bank of Brazil (Bacen). We also comply with the standards and resolutions of the Interministerial Commission on Corporate Governance and Administration of Federal Equity Holdings (CGPAR), the National Monetary Council (CMN), oversight and supervisory bodies, and other regulations applicable to SFN participants, as well as the guidelines issued by the Secretariat for Coordination and Governance of State-Owned Enterprises (SEST).

As provided in CAIXA's Bylaws, CEF's share capital amounts to R$ 105.3 billion, fully subscribed and paid in by the Federal Government.

Our purpose

Transform peoples's lives.

It is the reason we exist, what drives us. CAIXA is present at every stage of Brazilians' journey, acting as a catalyst for transforming lives and making dreams come true.

Our vision of the future

To be insdispensable to Brazil, acting with agility, efficiency, and a customer-focused approach.

We aim to go further. Our goal is to be essential to the progress and stability of Brazilians, acting with speed, adaptability, and innovation, and placing our customers at the center of all our decisions.

Sustaining the foundation of our cultural transformation and guiding daily behaviors, while fostering a sense of belonging, our values are aligned with what we stand for: the customer is at the center of everything—we seek to engage and empower them so that, together, we can transform Brazilian society.

Our values

WE MAKE A DIFFERENCE FOR BRAZIL:
We have a public responsibility, and the prosperity of the Brazilian people is our commitment.

WE ARE A SINGLE TEAM THAT MAKES THINGS HAPPEN:
We value ownership and work together to build trust and empowerment, open communication, and mutual support

WE CARE FOR PEOPLE AND THE PLANET:
We believe in an inclusive, diverse, and sustainable future and strive to be a model of environmental and social responsibility.

THE CLIENT GUIDES OUR CHOICES:
We listen to our clients and anticipate their needs, which are the guiding force behind our daily decisions

OUR INTEGRITY IS NON-NEGOTIABLE:
We act with transparency, ethics, and accountability, and we demand respect for our clients and employees.

OUR RESULT MATTERS:
We are results-driven, focused on efficiency and simplicity, optimizing resources and prioritizing what truly creates value.

WE DARE TO INNOVATE
We are agile, value experimentation, and encourage the courage to make mistakes and learn from them.

Main Regulatory Framework Guiding Our Operations

External Regulations

- Decree-Law No. 759, of August 12, 1969: Authorizes the Executive Branch to establish the public company CAIXA Econômica Federal (CEF) and provides other measures;
- Law No. 6,404, of December 15, 1976: Provides for corporations (joint-stock companies);
- Law No. 13,303, of June 30, 2016:Establishes the legal framework for public companies, mixed-capital companies, and their subsidiaries within the scope of the Federal Government, States, the Federal District, and Municipalities;
- Decree No. 8,945, of December 27, 2016:Regulates, within the scope of the Federal Government, Law No. 13,303, of June 30, 2016
- Decree No. 11,048, of April 18, 2022: Amends Decree No. 8,945, of December 27, 2016
- CMN Resolution No. 4,595, dated August 28, 2017, establishes the compliance policy for financial institutions and other institutions authorized to operate by the Central Bank of Brazil.

Internal Regulations

Internally, we maintain a set of governance instruments aligned with legal and regulatory guidelines that guide the actions of governance agents to ensure effectiveness and quality in our decision-making processes. The main instruments include:

- Bylaws: Define our corporate purpose and establish general rules that guide the Company's operations;
- Policies: A set of guidelines that direct the actions and decision-making of our executives, board members, and employees, as well as, where applicable, companies within our conglomerate, and may also be extended to partners and third parties;
- Decision-Making Model: A framework that considers the diversity of decisions taken directly within the Company in the conduct of its business, based on the Internal Rules of collegiate bodies and the mandates of our organizational units;
- Normative Manuals: A set of rules and procedures related to our products, activities, services, or matters to be observed by our employees and, where applicable, extended to third parties in the performance of their duties;
- Code of Ethics, Conduct, and Integrity: Systematizes the ethical values that guide the conduct of business within the CAIXA Group, orienting actions and relationships with internal and external stakeholders; guides the conduct of public agents in the execution of administrative activities and business carried out on our behalf; and establishes basic rules to prevent conflicts between public and private interests, as well as limitations on parallel and post-employment professional activities;
- Delegation of Authority Framework: Defines decision-making limits assigned to competent authorities according to the nature of transactions, ensuring orderly business conduct;
- Organizational Architecture: Establishes the purposes and mandates of the units responsible for managing the Company.

Business Model

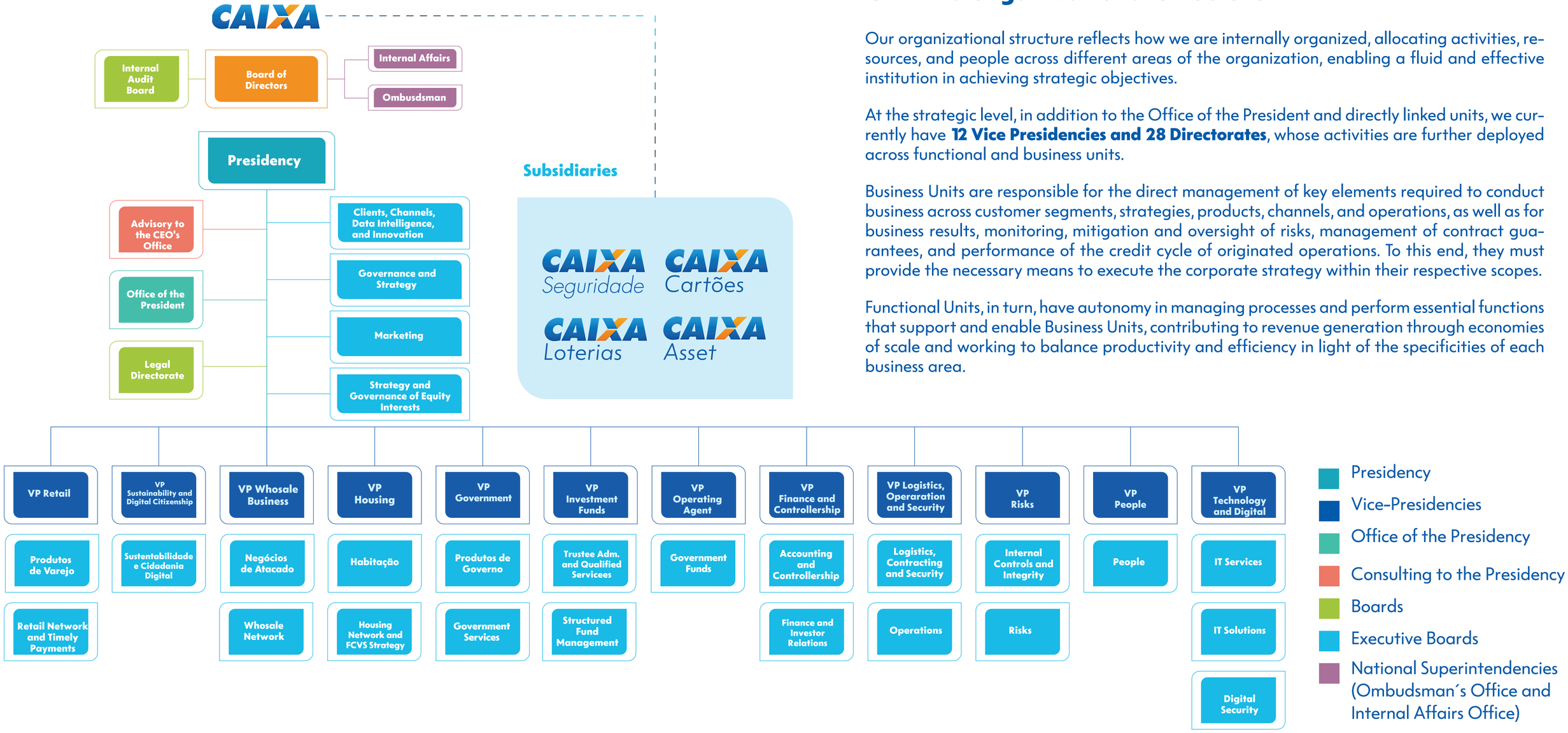
CAIXA´s Organizational Structure

Our organizational structure reflects how we are internally organized, allocating activities, resources, and people across different areas of the organization, enabling a fluid and effective institution in achieving strategic objectives.

At the strategic level, in addition to the Office of the President and directly linked units, we currently have **12 Vice Presidencies and 28 Directorates**, whose activities are further deployed across functional and business units.

Business Units are responsible for the direct management of key elements required to conduct business across customer segments, strategies, products, channels, and operations, as well as for business results, monitoring, mitigation and oversight of risks, management of contract guarantees, and performance of the credit cycle of originated operations. To this end, they must provide the necessary means to execute the corporate strategy within their respective scopes.

Functional Units, in turn, have autonomy in managing processes and perform essential functions that support and enable Business Units, contributing to revenue generation through economies of scale and working to balance productivity and efficiency in light of the specificities of each business area.



Corporate Governance Structure

Our governance framework is composed of principles, rules, structures, instruments, and processes through which the organization is directed and monitored, with a view to protecting the rights of all stakeholders and generating sustainable value for us, our sole shareholder—the Federal Government—and society at large.

We prioritize agile and decentralized collective decision-making through the establishment of internal forums at the strategic, tactical, and operational levels, as a means of fostering synergy among areas, avoiding conflicts of interest, and safeguarding the interests of the Company and its subsidiaries.

This structure comprises the General Meeting of Shareholders, the Fiscal Council, the Board of Directors (BoD), the Board Advisory Committees, the Executive Board, and other councils or committees, as outlined below:

The **General Meeting** is composed of the Federal Government (the Union), CAIXA's sole controlling shareholder, and is the body vested with the authority to deliberate on all matters relating to its corporate purpose, in accordance with the applicable legislation and the Bylaws.

The **Board of Directors**, as provided for in our Bylaws, is CAIXA's strategic and collegiate decision-making body. It exercises its responsibilities with due regard for the Company's long-term interests, the impacts of its activities on society and the environment, and the fiduciary duties of its members, in accordance with applicable law.

The Executive Board, as provided for in our Bylaws, is the collegiate decision-making body responsible for the management and representation of CAIXA. It is composed of our President and Vice Presidents, except those from segregated areas, and among its responsibilities is the submission to the Board of Directors of the business plan for the subsequent fiscal year and the updated long-term strategy, including an analysis of risks and opportunities for the next five years.

The Fiscal Council is our oversight body, responsible for monitoring and verifying the actions of management and compliance with legal and statutory duties, safeguarding the interests of the Company, and exercising the powers inherent to its supervisory role, in accordance with applicable legislation and statutory and regulatory provisions.

The Board Advisory Committees are bodies that report to our Board of Directors, operating independently from the other governing bodies, and are intended to advise the Board on specific matters.

They are:

- Audit Committee: a statutory collegiate body that reports directly to our Board of Directors, operating independently from the other governing bodies. Its purpose is to advise the Board on matters related to monitoring the quality of financial statements, internal controls, compliance, risk management, internal and independent audits, and integrity, as well as to issue opinions on matters submitted to the Board within its scope of responsibility.

- **Independent Risk and Capital Committee:** a statutory collegiate body that reports to our Board of Directors, operates independently from other governing bodies, is subject to the regulation of the National Monetary Council, and is intended to advise the Board of Directors on matters related to risk and capital management, as well as to provide opinions on subjects submitted to the Board within its area of responsibility.

- **People, Eligibility, Succession, and Compensation Committee:** a statutory collegiate body intended to advise the Board of Directors in the processes of nomination, evaluation, succession, compensation, and eligibility of executives, fiscal councilors, and other members of statutory bodies, as well as to analyze and provide opinions on subjects submitted to the Board within its area of responsibility, recommending or not their approval.

- **Sustainability Committee:** a collegiate body that reports directly to our Board of Directors, operates independently from other governing bodies, is subject to regulation by the National Monetary Council (CMN), and is intended to advise the Board of Directors on matters related to sustainability and social, environmental, and climate responsibility for the prudential conglomerate, as well as to provide opinions, preferably, on subjects submitted to the Board within its area of responsibility, recommending or not their approval when applicable.

- **Technology and Innovation Committee:** a non-statutory collegiate body whose purpose is to advise the Board of Directors on matters related to information technology and innovation, as well as to provide opinions on subjects submitted to the Board within its area of responsibility, recommending or not their approval.

The **Board of Social Program Funds and Resources** is the collegiate body responsible for CAIXA's management and representation related to the administration and operation of social program funds and resources, including the Government Severance Indemnity Fund for Employees (FGTS).

The **Board of Administration and Management of Third-Party Assets** is a collegiate deliberative body responsible for CAIXA's management of third-party asset administration and management.

There are also committees composed of vice presidents and executive directors, whose mission is to act as the decision-making body of CAIXA on specific topics within their competence, aiming to fulfill CAIXA's Corporate Strategy, as established in their respective internal regulations.

Additionally, we have other strategic boards, such as the Business Evaluation and Renegotiation Committees, which are deliberative bodies whose purpose is to conduct business and renegotiations within the limits of their competencies and authorities, ensuring the quality and security of our business decision-making process.

External Environment

Throughout 2025, the dominant feature was global uncertainty, with signs of accommodation in tariff disputes at the end of the year, although trade tensions remain unresolved. Armed conflicts and new hotbeds of instability, including episodes involving the United States of America (USA) and Venezuela, keep volatility high in the markets. In addition, major economies face fiscal challenges: high debt levels and persistent budget deficits fuel doubts about public debt sustainability.

In the US, throughout 2025, the economy showed greater resilience than expected in the face of multiple uncertainties. At the end of the year, the federal government shutdown delayed the release of official statistics, reducing information on recent developments. In the labor market, there is a slowdown in job creation and an increase in the unemployment rate. In addition, inflation remains above target, in part due to the effect of tariffs on prices.

At year-end, the Fed implemented three rate cuts of 0.25 percentage points each, resulting in a range between 3.50% and 3.75% per year. This move reflected concerns about a slowdown in the labor market despite persistently elevated inflation. In December, Fed Chair Jerome Powell reinforced a cautious stance and indicated that the committee would await additional data before determinining next steps.

China has been successful in redirecting exports to other markets amid the decline in sales to the United States. However, retail indicators point to a moderation in domestic demand, which is one of the main risks to the Chinese economy. In addition, structural weaknesses in the real estate sector continue to weigh on economic activity.

In Brazil, the appreciation of the real largely reflected the weakening of the U.S. dollar in international markets. In the external accounts, the deterioration of the current account deficit began to stabilize in the final months of 2025—albeit still at an elevated level—alongside a stabilization of the trade surplus, which had been declining due to the strong growth in imports. On the financing side, foreign direct investment in the country showed improvement at the end of the year.

In domestic economic activity, after significant expansion in the first quarter—supported mainly by agriculture and the strength of the services sector—GDP began to slow, with the third quarter close to stagnation. Overall, high interest rates and household indebtedness explain the slowdown in private consumption, although rising labor income, income transfer programs, and the payment of court-ordered government obligations (precatórios) helped to partly offset these effects. During the period, the labor market remained robust, with growth in employment and in average real wages.

Throughout 2025, measures were adopted to support revenue collection with the aim of meeting the fiscal target. Cumulatively through November, the Central Government's primary result recorded a deficit of R$ 83.8 billion. In this context, the General Government Gross Debt reached 79.0% of GDP in November 2025, an increase of 2.8 percentage points over the year.

Twelve-month inflation remains elevated, although it has already returned to the tolerance range, close to its upper limit. Recent price data show a more favorable trajectory than initially estimated at the beginning of 2025, in a context of restrictive monetary policy. Disinflation in industrial goods, food, and fuel—driven by both domestic and external factors—has contributed to this trend, while services inflation remains high, in line with a tight labor market.

The Selic tightening cycle, which began in September 2024, raised the policy rate target to 15.00% per year in June 2025. Since then, the Monetary Policy Committee (Copom) has maintained this level and signaled that bringing inflation back to target requires a significantly contractionary monetary policy for a prolonged period, implying the maintenance of the current rate. In its most recent statement, the Committee reinforced its vigilant stance and stated that future steps will depend on the evolution of economic data.

The credit balance of the National Financial System (SFN), after recording strong expansion even in a high-interest-rate environment, has begun to show signs of deceleration.

Household indebtedness and income commitment remain high, despite income growth. Throughout 2025, the delinquency rate increased steadily, although part of this movement reflects a regulatory change.

Risk Management

Risk Management

Risk management is an integral and fundamental part of our activities.

In this chapter, we will explore how we address uncertain situations that might impact our ability to generate value and affect our solvency, liquidity, profitability, and capital structure, while observing regulatory standards, decisions from the controlling entity, and market best practices.

Credit and Collateral

Credit risk management aims to keep the portfolio quality at levels consistent with our risk appetite, and its strict and comprehensive management provides stability to financial results, contributing to value creation and strengthening the image of a solid, integrated, profitable, socially responsible, and efficient public bank.

We have specialized units for credit risk modeling and evaluation, as well as collateral management. In addition, there is an independent structure for validation and monitoring of the models used in credit risk management, thus aiming to avoid conflicts of interest and safeguard the impartiality of the work performed.

With regard to wholesale credit risk, analyses are carried out individually, using expert and fundamentalist approaches. Monitoring and follow-up routines are performed, which are necessary mechanisms for risk management.

For the retail segment, mass solutions are adopted for measuring credit risk, based on statistical models, in order to provide input for business decisions in granting and reassessing retail credit in the Commercial Individuals, Commercial Companies, Housing, and Agribusiness segments, with minimal manual intervention.

Below, we highlight the main risks identified in Credit Risk management, which are aligned with this Institution's Risk Appetite Statement (RAS):

- Deterioration in credit quality due to uncertainties associated with post-crisis scenarios worldwide (pandemic and international conflicts);
- Increase in default levels and problematic assets resulting from adverse macroeconomic scenarios.

Within the regulatory and prudential framework, and from the credit risk perspective, we are subject to the exposure limit and annual global credit limit with public sector agencies and entities, as defined in CMN Resolution No. 4,995/22.

Additionally, we are also required to comply with other prudential limits defined by the regulator, such as the maximum exposure per client corresponding to 25% of Tier I Capital, as provided for in CMN Resolution No. 4,677/18.

Regarding the risk aspect, we are subject to the application of CMN Resolution No. 4,966/21, which establishes the concepts and accounting criteria applicable to financial instruments, as well as to the designation and recognition of hedging relationships (hedge accounting) by financial institutions and other entities authorized to operate by the Central Bank of Brazil.

Concentration

We have defined rules and limits for exposure and concentration of the credit portfolio in our Risk Appetite Statement (RAS).

Furthermore, the process for measuring concentration levels in our credit portfolio includes an impact assessment methodology for provisioning and default rates in the event of a critical scenario (default) in concentrated exposures.

We also act preventively by monitoring concentration levels, with timely reporting to Senior Management and responsible managers.

In addition, economic capital for credit concentration risk is calculated quarterly, focusing on the Housing (Individuals) and Corporate portfolios.

Challenges/Uncertainties

The quality of the credit portfolio is tied to domestic and external economic conditions, which can significantly affect the Institution's credit portfolio.

Risk-weighted assets related to credit risk exposures (RWACPAD) represent the main portion of our regulatory capital requirement.

BCB Resolution No. 229, dated May 12, 2022, establishes the procedures for calculating the portion of risk-weighted assets (RWA) for credit risk exposures subject to the standardized approach (RWACPAD) for capital requirement calculation.

The RWACPAD component is calculated on a monthly basis after the CAIXA general trial balance and prudential trial balance become available, with the information derived from the credit assessment and provisioning system validated against accounting records (COSIF).

In 2024, the Central Bank of Brazil (BACEN) issued several Normative Instructions regarding the accounting entries within the chart of accounts under the Accounting Standard for Institutions Regulated by the Central Bank of Brazil (COSIF), effective as of January 2025. As a result of the new chart of accounts, it became necessary to adjust the operational routines related to RWACPAD component data.

CMN Resolution No. 4,966/2021, published in November 2021, establishes the concepts and accounting criteria applicable to financial instruments, as well as the designation and recognition of hedging relationships (hedge accounting) by financial institutions and other entities authorized to operate by the Central Bank of Brazil.

As an additional risk factor related to the credit portfolio, attention should be given to potential losses associated with portfolio concentration, particularly due to defaults by clients with large exposures and by segments to which the institution has significant credit exposure.

In this context, we emphasize that we act proactively by periodically monitoring our credit portfolio's concentration levels, with timely reporting to the responsible managers, aiming to keep exposure limits within sustainable levels.

Based on the identification of the relevant risks to which we are exposed, we have continued to enhance our risk management framework. However, there are ongoing challenges in improving policies, processes, procedures, systems, and models used to mitigate exposures to uncategorized or unidentified risks, which may impact results.

Social, Environmental, and Climate

We have adopted mechanisms to identify and monitor social, environmental, and climate risks related to products, services, activities, and processes, as well as counterparties' and suppliers' operations.

The assessment of these risks is part of our strategic decision-making, encompassing credit granting, financing, and the establishment of partnerships. Our analyses follow criteria that ensure compliance with legislation, alignment with our corporate strategy, and adherence to market best practices.

We maintain an ethical and transparent stance, prohibiting any practice that does not comply with our social, environmental, and climate standards. This approach reinforces our commitment to environmental preservation, promotion of social justice, and mitigation of climate impacts.

*To ensure transparency, we provide the **Social, Environmental, and Climate Risks and Opportunities Report (GRSAC)** on our website. This report details our Governance, Strategy, and Management practices for these risks*

Liquidity

We maintain a liquidity risk management structure compatible with the nature of our operations and the complexity of the products and services offered, in accordance with the provisions of CMN Resolution No. 4,557/2017. This structure enables the ongoing monitoring of positions assumed in all transactions carried out in the financial and capital markets, in order to highlight the liquidity risk arising from the activities performed.

The principles and guidelines for liquidity risk management are outlined in the CAIXA Group's Risk Management Policy.

We conduct assessments aimed at identifying mechanisms and instruments that allow us to obtain the necessary resources to reverse positions that jeopardize our economic and financial situation, encompassing the liquidity alternatives available in the financial and capital markets.

We use short- and long-term managerial and regulatory liquidity indicators to proactively identify changes in the trends of our financial flows and market behavior, recognize the need for changes in our liquidity strategy, and establish the optimal level of liquidity.

The Liquidity Contingency Plan is developed with the objective of establishing responsibilities, strategies, and predefined procedures to effectively address stress situations. Monthly simulations are carried out to assess the liquidity potential of each action defined in the plan, facilitating decision-making by senior management in the event the plan needs to be activated.

The limits of the regulatory indicators Short-Term Liquidity (LCR) and Long-Term Liquidity (NSFR) established in our Risk Appetite Statement (RAS) have a prudential risk level, ensuring that even a possible breach of the parameters defined for liquidity in the RAS does not necessarily result in a liquidity crisis.

The Institution's liquidity is monitored daily by the responsible areas, which determine adjustments, when necessary, in fundraising and resource allocation strategies.

Market

It is characterized as the possibility of losses resulting from fluctuations in the market values of instruments held by the Institution.

Our trading portfolio consists of operations with securities and financial assets, including derivatives, held with the intention of trading or intended as hedges for other instruments in this portfolio, which are not subject to limitations on their negotiability.

Risk identification is carried out through analysis of daily mark-to-market information and the result of risk concentration by factor, using the calculation of CVaR (Conditional Value at Risk) and net exposure.

The amount of risk-weighted assets related to exposures to market risk is composed of financial instruments classified in the trading portfolio and those in the banking portfolio subject to foreign exchange variation risk

IRRBB

It is characterized by mismatches between the maturities of assets and liabilities.

To mitigate IRRBB, we perform hedge accounting in the banking book to protect against variations in fixed interest rates. The hedging instruments are exchange-traded derivatives, for which there is no counterparty credit risk. We have opted for fair value hedge accounting to eliminate the volatility arising from the mark-to-market measurement of derivatives used as hedging instruments in equity.

Operational

It is the possibility of losses arising from external events or failure, deficiency, or inadequacy of internal processes, people, or systems, and includes legal risk associated with inadequacy or deficiency in contracts entered into by our Institution, sanctions due to non-compliance with legal provisions, and indemnities for damages to third parties resulting from activities carried out by our Institution.

Our exposure to operational risk is evidenced by losses resulting from the execution of our activities and businesses, considering the channels used and the tools necessary for mitigation. The information is monitored through the establishment of an operational risk data-base (BDRO).

Model

Model risk is the possibility of losses or damages resulting from wrong decisions based on incorrect outputs produced by models, due to limitations in accuracy, imprecisions, or failures in the development, validation, documentation, implementation, or improper use of these models.

The model validation process aims to assess the level of exposure to model risk and is based on evaluating the methodology used for its development, the technological environment supporting its processing, testing its use in processes that rely on its results, documentation recording its development and maintenance, and monitoring performed by the model management unit.

In addition, CAIXA continuously monitors relevant models after their implementation, with periodic performance evaluations and automated monitoring when applicable. The responsible unit records, supervises, and conducts processes for reviewing, improving, and maintaining models, ensuring compliance with internal standards and current regulatory guidelines.

IT and Cybersecurity

We have adopted an integrated and corporate model for managing Information Technology risks, cybersecurity, and risks associated with the use of Artificial Intelligence, aligned with market best practices and the institution's strategic guidelines.

IT risk management follows a structured methodology that includes identification, evaluation, definition of treatment, and continuous monitoring. The use of corporate tools, such as the IT Risk Map, provides an updated view of the level of exposure of technological assets, enabling decisions based on criticality, operational impacts, and regulatory requirements.

In the field of cybersecurity, we are constantly improving our controls, processes, and detection and response mechanisms, incorporating information about incidents, vulnerabilities, technological obsolescence, and high availability requirements.

Artificial Intelligence (AI)

We operate in line with market practices to manage the risks inherent to the development, implementation, and use of AI-based technologies in processes that impact the company's results, so as to preserve the integrity, impartiality, decision-making autonomy, and quality of organizational and social processes.

In this context, the risk associated with the use of Artificial Intelligence should be understood as a cross-cutting risk, as its effects are not limited to a single risk category. The adoption, development, or use of AI-based solutions may amplify or trigger significant impacts on other types of risks to which CAIXA is exposed, such as operational, legal and regulatory, reputational, compliance, cyber, strategic, and model risks.

Contagion

The management of contagion risk assesses the possibility of losses for entities that are part of the Prudential Conglomerate and the CAIXA Conglomerate, including the leading Financial Institution (FI), arising from their relationships (contractual or otherwise).

We mitigate this risk through a governance framework that identifies and assesses the areas involved, defines responsibilities and reporting flows, and establishes limits that are monitored on a periodic basis.

Actuarial

We are sponsors of post-employment benefits for our employees, which are included in the actuarial calculation and are subdivided into three groups:

- Closed Supplementary Pension Plan, as sponsor of the Foundation of Federal Economists (Funcef).
- Food Assistance/Basket benefit, which arises from judicial concession for a restricted portion of our employees.
- Health Assistance Program in self-management modality, Saúde CAIXA.

We define actuarial risk as the variation or non-adherence of the assumptions and/or parameters adopted at the time of the actuarial calculation, which stems especially from the inadequacy of actuarial hypotheses and assumptions established in the base scenario when funding the plans, potentially causing volatility in the expected results.

Our exposure to actuarial risk is evidenced by our role as sponsor and maintainer of post-employment benefits offered to our employees. To address this risk, we make provisions in our balance sheet, calculated in accordance with the guidelines of the Accounting Pronouncements Committee – CPC 33 (R1).

Additionally, the regulator (Central Bank of Brazil) requires financial institutions to be proactive in identifying potential risks, and, therefore, we calculate, monitor, and report the unexpected loss that our capital structure can withstand.

Third Parties

We adopt service outsourcing and the formation of partnerships as a management strategy in carrying out activities of an ancillary and secondary nature in relation to our main objective.

Third-party risk encompasses potential operational, financial, legal, reputational, and compliance failures arising from suppliers' inability to fulfill their obligations or maintain adequate service and compliance standards, which may lead to adverse impacts and significant losses.

We define Third-Party Risk as arising from the provision of services whose activity, due to its relevance, constitutes a strategic element essential to the organization and, in the event of its unavailability, may pose risks to the Institution.

The management of outsourced services is conducted based on policies and standards that establish roles and responsibilities, encompassing a comprehensive approach to monitoring third-party risk.

Governance

Governance risk is defined as losses resulting from deficiencies in the principles, rules, structures, and processes that guide organizational governance, which may compromise the institutional strategy, compliance, ethical principles, and the institution's sustainability.

Risk management units are continuously enhancing and adapting to regulatory changes, advancements in the banking market, and technological developments, in a consistent manner and in compliance with internal and external standards.

In the management of governance risk, the Risk and Capital Committee is highlighted, being responsible for deliberating on the integrated management of risks, capital, information security, corporate, cyber, and crisis management in a continuous and integrated manner; and the Independent Risks and Capital Committee, composed of independent members, whose responsibilities include evaluating and reporting to the Board of Directors on reports dealing with risk and capital management processes.

Privacy

Our commitment to privacy and the protection of personal data is reflected in our Security and Information Policy, which establishes guidelines for information security, cybersecurity, physical security of environments and people, security of channels, products and services, privacy and protection of personal data, business continuity, and handling of data and information applicable to all users of information assets, including those of CAIXA Conglomerate.

The aforementioned policy is reviewed periodically and is available at: **http://www.caixa.gov.br/Downloads/caixa-governanca/politica-seguranca-informacao.pdf**

In accordance with the principle of transparency established by the General Data Protection Law (LGPD), we provide a dedicated privacy page on our website, featuring relevant information regarding the processing of personal data, with emphasis on the following:

- Privacy Notice: aimed at demonstrating how we process the personal data of clients, users, beneficiaries of social programs, or any individual who interacts with our Institution
- Service channels: through which data subjects can exercise the rights provided for in the LGPD
- Identity and contact details of the data protection officer, whose responsibilities are defined by the LGPD and include handling communications from data subjects and the National Data Protection Authority (ANPD)

All the aforementioned information and documents are available on our page: **https://www.caixa.gov.br/privacidade/Paginas/default.aspx**

We have a Privacy Governance Program that systematizes and guides compliance with the requirements of the LGPD within the institution.

Customer Relationship

To mitigate risks in Customer Relationship, we adopt structured guidelines that include offering appropriate, accessible, and multichannel communication channels; clear, transparent communication aligned with operational capacity; service based on empathy, respect, and problem resolution; ethical use of data to tailor products to customer profiles; and continuous active listening mechanisms, such as satisfaction surveys, NPS, and feedback analysis.

We maintain governance practices and internal controls focused on customer relationship management, including employee training, attention to complaints across all channels, and the identification of potential conflicts of interest or inappropriate conduct.

Strategy

Strategic risk arises from adverse changes in the business environment or from the use of inadequate assumptions in decision-making.

The management of strategic risk follows the stages defined for corporate strategy management within the CAIXA Conglomerate, with the objective of ensuring mechanisms that promote a sound environment for decision-making, strengthening execution capacity and the achievement of long-term results.

The evaluation of results is linked to the performance of indicators and to consolidated scenario analysis, enabling the identification of risks that may impact our results. In addition, this analysis highlights challenges and opportunities to reinforce the Institution's leading position in fulfilling its purpose of "Transforming people's lives."

Intellectual Capital

For us, intellectual capital risk represents the possibility of loss, reduction, or deterioration of organizational knowledge, core competencies, or the capacity for innovation and learning, which negatively affect the institution's value creation and competitive advantage.

Within the scope of human capital, employees' expertise, skills, and experience are essential. The team's ability to effectively apply knowledge drives productivity, fosters innovation, and enables the resolution of complex problems.

Regarding structural capital, we encompass processes, systems, and technologies that support the creation, organization, and application of knowledge. Investing in the development and enhancement of these tangible and intangible assets not only optimizes operational efficiency but also establishes a solid foundation for continuous innovation.

Political

Political risk is the possibility of losses arising from decisions or actions by governments and public actors that may directly affect the business environment.

We adopt guidelines for the appointment of statutory positions, ensuring that nominations meet the required qualification criteria. We stand out as one of the main implementers of public policies in the country, maintaining a strategic relationship with the Executive, Legislative, and Judicial branches.

Reputation

We manage the risk arising from negative perceptions of our Institution by customers, employees, counterparties, shareholders, investors, suppliers, or supervisors through policies and standards that define the principles and guidelines governing relationships with different stakeholder groups.

We measure the reputational risk to which we are exposed through indicators that assess the level of satisfaction of our stakeholders regarding the processes, products, and services offered by the Institution.

Regulatory

Regulatory risk is characterized as the possibility that the Institution may be penalized or suffer other negative consequences due to non-compliance with laws and external regulations.

We manage this risk by establishing procedures to monitor the Institution's adherence to the regulations applicable to its activities, overseeing compliance with regulatory requirements across first-line units, mitigating exposure to potential sanctions, and strengthening the Institution's image and credibility with regulatory and supervisory authorities.

Information Security

The Information Security Management System (ISMS) is a corporate management system focused on Information Security that encompasses the entire organizational approach used to protect business information and its criteria of Confidentiality, Integrity, Availability, and Authenticity.

The ISMS is composed of:

- **the Information Security Policy – PO007 and complementary standards;**
- **the Information Security Master Plan – ISMP;**
- **Specific Information Security Controls;**
- **the organization of Information Security at CAIXA;**
- **the strategies, measures, controls, and other instruments used to establish, implement, operate, monitor, critically analyze, maintain, and improve information security at CAIXA.**

The process of organizing Information Security is achieved through the definition of the Information Security governance structure, which guides and controls activities that may affect the security of information. At CAIXA, the Information Security governance structure consists of:

- by the Information Security management unit at CAIXA, Corporate Security Strategy, linked to the Digital Security Directorate;
- by the second line of defense unit for information security, cyber risk and IT, Information Security, Cyber Risk and IT, linked to the Risk Directorate;
- by the Information Security, Privacy and Data Governance Committee (CSIPGD);
- by the Information Security Manager (ISM);
- by the Delegated Risk and Capital Committee.

The Information Security Management strategy also includes the strategic instrument of the Information Security Master Plan (ISMP 2024–2027). The ISMP guides the construction and planning of actions aimed at increasing CAIXA's maturity level in Information Security.

All the organization and corporate instruments described are guided by frameworks and market best practices, aiming at the continual evolution of controls related to Information Security and resulting in various actions to improve the protection of CAIXA's information.

With regard to risks related to information security and privacy, it is important to emphasize that effective management of these risks requires the involvement and commitment of all units within this institution. For this reason, our unit responsible for coordinating the Privacy Governance Program has been undertaking continuous actions to promote a culture of privacy.

Risk Appetite Statement (RAS)

We promote risk management by adopting specific treatment measures, both qualitative and quantitative, establishing behaviors and levels of risk acceptance in conducting and maintaining business sustainability and continuity, aligned with the strategic institutional positioning.

The RAS presents statements that describe how our institution acts in the face of risks and indicators that establish quantitative parameters for the levels of risk we accept to conduct our business.

We adopt the necessary measures to identify, analyze, measure, assess, monitor, and treat the risks identified as relevant.

We follow the Supervision Practices Guide (GPS) of the Central Bank of Brazil (Bacen), which facilitates understanding of the expected practices in risk and capital management.

For more information on risk and capital management, visit: https://ri.caixa.gov.br/informacoes-financeiras/gerenciamento-de-riscos-e-capital/

Governance, *Strategy and* Performance

Governance, Strategy and Performance

Governance Structure

By guiding the actions of governance agents in conducting business and in their relationships with the companies that make up the CAIXA Conglomerate, CAIXA's governance structure provides the necessary support for the execution of institutional strategic objectives and directs the fulfillment of its corporate purpose, ensuring alignment among strategy definition, decision-making, and execution.

This model frames the conduct of governance agents, promoting transparency, accountability, and integrity in business operations, while strengthening relationships with society and stakeholders, whose needs and expectations are systematically considered in the strategic process.

In addition, governance supports a robust environment for risk management and management oversight, contributing to the organization's long-term sustainability and to the generation of public value. Through clearly defined decision-making bodies, control and monitoring mechanisms, and structured information flows, we ensure effective tracking of strategic performance, risk mitigation, and adherence to institutional guidelines, thereby reinforcing stakeholder trust and the effectiveness of the corporate strategy.

We reaffirm our commitment to strong strategic governance by submitting the Institutional Strategic Plan (PEI) and the Business Plan (PN) for approval to the governance bodies, beginning with the Executive Board and Segmented Committees, as applicable, and ultimately culminating with the Board of Directors. This arrangement ensures alignment, legitimacy, and rigor in decision-making in the definition of strategic guidelines.

In addition, the corporate strategy is subject to systematic monitoring through quarterly reports on its execution and performance, presented to the same governance bodies. This strengthens management oversight, transparency, and informed decision-making throughout the strategic cycle.

Transformation Management Office

The execution of the strategy and initiatives is orchestrated by the Transformation Management Office (TMO), which connects priority initiatives to the ambitions of the strategic plan. Governance forums, such as the Management Committee and pillar-based forums, serve as monitoring and decision-making bodies, ensuring that business areas remain aligned with the plan.

With the aim of advancing the strategic project monitoring model while simultaneously promoting organizational and digital transformation, we evolved from the Project Management Office (PMO) model to the Transformation Management Office (TMO) approach for managing the CAIXA 2030 Portfolio, structured under an adaptive governance framework.

This model combines clear rules and regular cadences with the agility to respond to risks, opportunities, and interdependencies associated with the transformation, ensuring transparency, accountability, and decisions grounded in consolidated information by pillars, objectives, and indicators.

We continuously monitor strategic indicators through a dedicated tool, and the analysis is consolidated quarterly for Senior Management, including indicator and initiative data, target curves, and evidence of execution. This enables timely adjustments and transparency in performance tracking.

The governance structure of the Organizational Transformation Office (TMO) was designed to ensure that CAIXA 2030 Strategy is executed with integrity, transparency, and value creation for society and all stakeholders. This governance framework connects strategic planning, initiative management, and change management within an integrated model that considers the needs and expectations of customers, regulators, partners, and society in defining priorities and guiding the execution of initiatives. Through mechanisms such as active listening, structured communication, and continuous engagement, the TMO ensures that strategic decisions reflect social and regulatory commitments, reinforcing our public role and our contribution to a sustainable and inclusive future.

Management oversight and risk mitigation are ensured through deliberative forums with regular cadences: Pillar Meetings, the Transformation Management Committee, and the Executive Board.

These forums monitor the progress of initiatives, assess risks and interdependencies, and deliberate on adjustments, issue resolution, and prioritization, ensuring agility and accountability. The decision-making process is structured to ensure that each decision is grounded in strategic indicators and aligned with corporate objectives.

Integrated dashboards and monitoring tools reinforce transparency and accountability, enabling continuous tracking of results and the evolution of the CAIXA 2030 Portfolio.

With this structure, we strengthen our corporate governance, ensure the effective execution of the strategy, and reaffirm our commitment to society by promoting innovation, sustainability, and value creation for our customers.
In this way, the strategic deployment is translated into processes and actions that unfold and are monitored throughout the monitoring cycles, ensuring that business units remain aligned with the established ESG targets. In this context, corporate governance acts with the objective of directing, monitoring, and encouraging the optimization of performance and the protection of the rights of all stakeholders, grounded in ethics—as a set of moral principles that guide the exercise of a profession—**which underpin CAIXA's five guiding principles of corporate governance:**

Integrity

Practice and promote the continuous improvement of ethical culture at CAIXA, avoiding decisions influenced by conflicts of interest, maintaining consistency between words and actions, and preserving loyalty to the Organization, as well as care for its stakeholders, society at large, and the environment.

Transparency

Offer interested parties true, timely, coherent, clear, and relevant information, whether positive or negative, and not just that required by laws or regulations. This information must not be limited to economic and financial performance, but must also cover environmental, social, and governance factors. Promoting transparency fosters business development and encourages a trust-based environment for relationships with all stakeholders

Accountability

Perform duties with diligence, independence, and aimed at generating sustainable value in the long term, assuming responsibility for the consequences of acts and omissions. In addition, being accountable for their actions in a clear, concise, understandable, and timely manner, aware that their decisions may not only hold them individually responsible but also impact CAIXA, its stakeholders, and the environment.

Equity

Treat the sole shareholder and other stakeholders fairly, taking into account their rights, duties, needs, interests and expectations, as individuals or collectively, presupposing a unique approach according to the relationships and demands of each interested party with CAIXA, motivated by sense of justice, respect, diversity, inclusion, pluralism and equal rights and opportunities.

Sustainability

Ensure the economic and financial feasibility of CAIXA, reduce the negative externalities of its business and operations and increase the positive ones, considering its business model, diferente capitals (financial, intellectual, human, social, natural, and reputational) in the short, medium and long term, understanding that CAIXA operates in na interdependence relationship with the social, economic, climate and environmental ecosystem

Corporate Strategy

The corporate strategy of the CAIXA Conglomerate is comprised of the Institutional Strategic Plan (PEI), which establishes the organization's guidelines and objectives and directs the institution's strategic direction, and the Business Plan (PN), which translates the defined strategy into tactical, short-term actions, ensuring the effective execution of corporate objectives and aligning operational initiatives with our strategic vision.

In this context, the Purpose "Transforming people's lives" reflects the essence that guides our actions, reaffirming our longstanding commitment to meeting the fundamental needs of Brazilian society, promoting inclusion, social development, and collective well-being.

The Vision "To be indispensable to Brazil, acting with agility, efficiency, and a customer-centric approach" reinforces our commitment to remaining a relevant and essential financial institution in the lives of Brazilians, sustaining our ability to adapt to market changes and evolving social demands.

CAIXA 2030 Strategy

The CAIXA 2030 Strategy represents our commitment to a deep and sustainable transformation, structured around six pillars that guide our actions: Customer-Centricity, Efficiency and Profitability, Technology and Innovation, People, Culture and Agility, Sustainability and Citizenship, and Ecosystem Engagement.

Each strategic pillar reflects an essential dimension of the transformation and our future, supported by an integrated set of initiatives aimed at generating concrete, sustainable impact aligned with our institutional purpose. These pillars serve as drivers of organizational change, connecting strategic guidelines and acting as effective instruments for the implementation of the Institutional Strategic Plan (PEI).

Our objective is to position ourselves as a benchmark in customer experience, operational efficiency, digital innovation, social impact, and sustainability. By translating strategy into execution with a focus on tangible results, we adopt a centralized portfolio of initiatives that ensures the deployment of strategic guidelines into coordinated actions, promoting alignment between long-term objectives, operational performance, and financial sustainability. In this way, we strengthen alignment between our vision for the future, management efficiency, and value creation for society, ensuring that each initiative directly contributes to achieving the targets established in the PEI.

Institucional Strategic Plan 2025-2030 - Strategic Pillars

General Review of the Bylaws of Caixa Econômica Federal

We conducted a general review of CAIXA's Bylaws, which, among other strategic changes, establishes that for the composition of the Executive Board, at least one-third of the effective titular members must be women. This change reinforces our commitment to gender equity and inclusion in strategic decision-making processes, aligning the institution with best governance practices.

This initiative contributes to more pluralistic and innovative decisions, strengthening us as a benchmark in social responsibility and diversity, and consolidating our position as a public institution committed to generating sustainable value for society.

The Bylaws are available at the following website: https://www.caixa.gov.br/Downloads/caixa-governanca/Estatuto_Social_da_Caixa_Economica_Federal.pdf

CAIXA's Performance in 2025

Below, we present a summary of our financial results, as well as the strategy and performance of our areas of operation. We also provide a comprehensive view of our figures in our annual disclosure instruments, which can be accessed through the link below:

To access our Management Report and Performance Analysis Report, visit: Results Center

Accounting Net Income

Our accounting net income totaled R$ 16.1 billion in 2025, representing an 18.7% increase compared to 2024.

Recurring net income reached R$ 15.5 billion, a 10.4% increase compared to the same period of the previous year, in line with the continued growth in recurring Return on Equity (ROE), which reached 10.7%, an increase of 0.2 percentage points over the past twelve months.

Income from financial Intermediation

Income from financial intermediation totaled R$ 65.4 billion, an increase of 28.4% compared to 4Q24 and 2.0% compared to 3Q25. In 2025, on a year-to-date basis, these revenues reached R$ 244.6 billion, up 28.9% compared to 2024.

Loan porfolio

The loan portfolio closed December 2025 with a balance of R$ 1.378 trillion, representing an increase of 11.5% compared to December 2024 and 3.3% compared to September 2025. Highlights over the past twelve months include growth of 13.0% in the real estate sector and 1.0% in sanitation and infrastructure.

In 4Q25, total credit originations amounted to R$ 189.5 billion, an increase of 27.1% compared to the same period of the previous year and 1.8% compared to 3Q25.

Operacional efficiency

Service fee income totaled R$ 7.5 billion in 4Q25, an increase of 1.5% compared to 4Q24 and 5.8% compared to 3Q25. In 2025, these revenues reached R$ 27.8 billion, up 0.1% compared to 2024.

Administrative expenses (personnel expenses and other administrative expenses) totaled R$ 12.8 billion in 4Q25, an increase of 7.9% compared to 4Q24 and 13.5% compared to 3Q25. On a year-to-date basis in 2025, administrative expenses reached R$ 45.7 billion, up 1.9% compared to 2024.

Funding

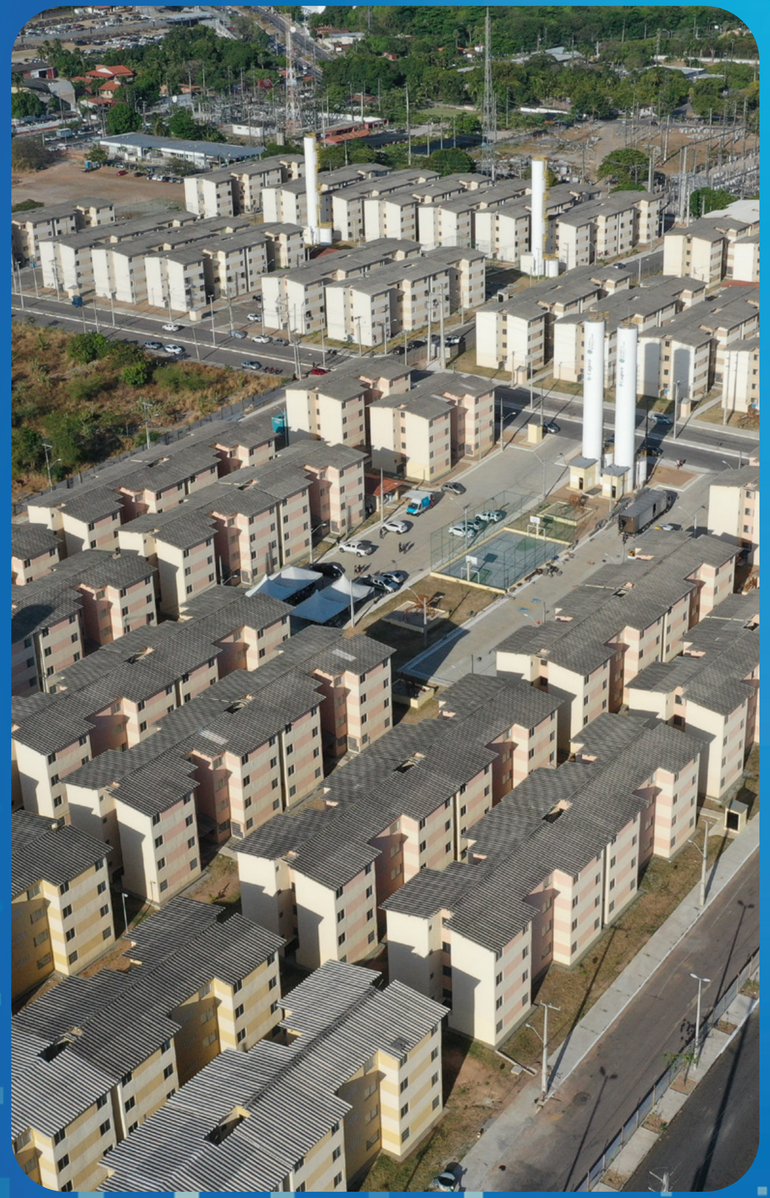
Funding closed December 2025 with a balance of R$ 1.902 trillion, representing an increase of 10.0% compared to December 2024 and a decrease of 0.2% compared to September 2025. Savings deposits were a highlight, totaling R$ 396.2 billion, up 2.8% year over year and 1.1% quarter over quarter. We maintained our leadership in the savings segment, increasing our market share from 37.3% in December 2024 to 38.8% in December 2025.

At the end of December 2025, bank notes (letras) reached a balance of R$ 290.5 billion, growing 31.1% compared to December 2024 and 6.5% relative to September 2025. Specifically for real estate notes, there was a 36.2% increase compared to December 2024 and 7.6% compared to September 2025, closing December 2025 with a balance of R$ 253.9 billion.

In time deposits, certificates of deposit (CDBs) showed growth during the period, with a 14.0% increase over twelve months and 1.5% compared to September 2025, closing December 2025 with a balance of R$ 202.1 billion.

Housing

CAIXA plays a fundamental and irreplaceable role in housing development in Brazil, having historically been the country's main financial agent for public housing policies. With a strong presence in housing finance, CAIXA enables access to adequate housing for millions of Brazilian families—especially low- and middle-income households—by operating flagship programs and acting as a catalyst for urban and social development. Its nationwide capillary presence makes it possible to address diverse regional realities, helping to reduce the housing deficit and to promote the constitutional right to decent housing.



Strategy

We consolidated a set of short-term actions and targets aimed at strengthening our performance in the housing sector, expanding access to decent housing, and improving the implementation of public housing policies. The targets for the year included the volume of contracting, budget execution of FGTS resources, the evolution of the SBPE portfolio, and the expansion of the active portfolio. Among the annual objectives defined, we prioritized:

- Expansion of the housing portfolio, ensuring sustainable growth of the outstanding balance by 13.0% and portfolio soundness.
- Implementation and consolidation of the MCMV Middle-Class modality, enabling service to customers with monthly income of up to R$ 12 thousand.
- Creation of Reforma Casa Brasil, with contracting starting in November, offering a solution for housing improvement and qualification. The Reforma Casa Brasil Program, part of Minha Casa Minha Vida, has been consolidated as an important solution for housing improvements and upgrades.

In 2025, we invested R$ 588.3 million, resulting in 36.5 thousand contracted operations.

The initiative expands the social reach of MCMV by enabling families to improve the structural conditions of their homes, contributing to healthiness, safety, comfort, and asset appreciation, while also strengthening the construction value chain through small interventions and renovations. The program reinforces our role in implementing integrated housing and urbanization policies, complementing the production of new housing units with interventions focused on upgrading existing homes.

In addition, Reforma Casa Brasil responds to a structural demand for housing improvements, expanding MCMV's role beyond the delivery of new units and reaching families that need to enhance their living conditions.

Because it involves low-cost, fast-to-execute interventions, it stimulates the local economy and strengthens micro and small businesses in the sector. The outlook is that the program will gain even more traction in 2026, reaffirming the goal of integrated housing upgrading aligned with urban policies.

- Strengthening SBPE lines, considering recent changes implemented by Bacen to the reserve requirement rule.

- Repositioning the Home Equity Loan product (loan secured by property), expanding access to credit and offering more advantageous alternatives to customers.

Results

We made consistent progress toward achieving our strategic objectives, reinforcing our role as the country's leading executor of public housing policies. We achieved strong growth in the housing portfolio, which reached R$ 938.0 billion, an increase of 13.0% compared to the previous year, with 7.6 million active contracts.

This performance reflects operational soundness, strong portfolio retention, and high adherence by families to the financing conditions.

The year's strategic impacts include:

- R$ 159.7 billion invested through FGTS, with 684.2 thousand units financed and 2.05 million beneficiaries;

- R$ 124.9 billion invested through MCMV, with 659.5 thousand contracts and an estimated impact on 1.97 million people;

- Consolidation of the MCMV Middle-Class segment, reaching R$ 8.2 billion invested, 32.4 thousand units financed, and 97.2 thousand beneficiaries;

- Strengthening of the Social Fund, whose first contract was signed on June 16, 2025, totaling R$ 9.4 billion in investments and 80.6 thousand units contracted;

- Significant ignificant growth in the SBPE retail portfolio, reaching R$ 368.7 billion, up 8.1% in the year.

In economic and social terms, we estimate that our housing activity generated **2.3 million direct and indirect jobs**, boosting the construction value chain and strengthening regional dynamism. This performance demonstrates resilience, demand adherence to credit conditions, and our relevance to the country's development.

Minha Casa Minha Vida

We acted as a strategic agent in promoting social interest housing, contributing to reducing the housing deficit and improving the quality of life of Brazilian families. Through the Minha Casa Minha Vida (MCMV) Program and other initiatives, the institution strengthens social inclusion, rural and urban sustainability, and the creation of opportunities. In this regard, we intensified dialogue with the Ministry of Cities through regular agendas and joint actions, enhancing technical guidance to program proponents and implementers.

The results achieved exceeded expectations, consolidating the attainment of our strategic objectives. We contracted more than 102.3 thousand housing units with subsidized resources under FAR, Urban Entities, and Rural Entities.

Under the Minha Casa Minha Vida Program with FAR resources, construction began on 705 projects, representing more than 106.6 thousand housing units. We also highlight the framing of 299 thousand housing units in the new PMCMV contracting cycle that started in May 2025.

Within Compra Assistida, we expanded service to families affected by disasters in Rio Grande do Sul, ensuring fast and safe access to decent housing, with a focus on operational efficiency and transparency, reaching 8 thousand contracts.

The volume contracted by legal entities (PJ) for the production of housing units totaled R$ 68.41 billion.

Structuring initiatives

We highlight structuring initiatives that strengthened housing policy and expanded the reach of our credit solutions:

- Creation of MCMV Middle-Class, expanding access to financing for families with monthly income of up to R$ 12 thousand.

- Operationalization of the Social Fund within the Minha Casa, Minha Vida Program, enabling housing for low-income families with an expanded social focus.

- Repositioning of the Home Equity Loan (loan secured by property), driven by the Guarantees Framework (Law No. 14,711/2023), enabling expanded access to credit, financial reorganization, or renovations without the need to pay off an active mortgage.

- In Social Work in Housing, more than 160 employees work on developing strategies and executing social-impact actions across Brazil. Through this capillary network, we provide support to implementers of Social Work in social interest housing operations, in ongoing dialogue with public entities, accredited legal entities, private non-profit organizations, and social movements.

- We provided solutions for critical housing projects, corresponding to 22,362 housing units and benefiting more than 90 thousand people.

- We highlight progress in the divestment solution for 15 developments under the Minha Casa Minha Vida Program – FAR resources, totaling 7,670 housing units.

We developed a solution to close operations for developments from the legacy National Rural Housing Program (PNHR), whose restart became unfeasible for technical or financial reasons, with solutions forecast for 116 operations, 92 of which are already under treatment.

We improved the tools of emergency plans for preventive action against the suspension of developments, with the implementation of standardized templates that simplify and speed up the implementation of these plans.

We launched a Private Interest Manifestation (MIP) public call to identify technology solutions available in the market that could be applied to monitor works and contractors' performance, with the aim of anticipating financial issues that could affect developments.

We managed our largest centralized accreditation process, evaluating more than 8,800 companies. This process resulted in the engagement of 5,600 companies for essential activities such as project analysis, property appraisal, and the monitoring of housing and government construction projects.

We implemented a more rigorous management approach, focused on continuous improvement, strengthening a culture of excellence and ensuring higher quality in the handling of approximately 1 million engineering service orders.

We also highlight the optimization implemented as of the fourth quarter of 2025 in the travel processes of accredited engineering and architecture firms, representing a significant advancement in the operational efficiency of demands related to financing for individuals. This initiative generated substantial financial impacts, resulting in estimated monthly savings of approximately R$ 1.2 million for CAIXA.

During the year, we held 28 delivery events for developments under the Minha Casa Minha Vida Program – Income Bracket I, benefiting more than 12,000 families. These deliveries took place in 28 municipalities across 17 Brazilian states, contributing to improving the lives of more than 48,000 people in all regions of the country.

We also participated in 20 housing fairs across 10 states, with the involvement of more than 210 construction companies. The events were attended by over 350,000 people and featured more than 210 builders with their own booths, reinforcing the Company's image as the Housing Bank and boosting real estate lending business.

Continuing our service delivery under the Minha Casa Minha Vida Reconstruction Program in Rio Grande do Sul (MCMV Reconstruction RS), as of October 31, 2025, a total of 9,914 housing units had been appraised for the program, enabling the execution of 7,410 assisted purchase contracts.

Approximately R$ 1.2 billion in FAR resources have been allocated, and there are still 849 properties in the contracting process, with an additional 3,300 properties expected to be appraised by the end of the program.

The MCMV Reconstruction RS program has been rebranded as Assisted Purchase and officially established as a housing product, enabling its application in other states and contexts, as seen in the State of São Paulo for the relocation of residents from the Moinho Favela.

We have strengthened CAIXA's brand as a financial agent that promotes sustainable, innovative, and socially responsible development with the creation of the Casa Azul UNI Seal, launched during COP30. T his initiative recognizes housing projects that meet ESG criteria aligned with the United Nations Sustainable Development Goals (SDGs), ensuring that our management strategy, business approach, and products for individual customers are aligned with the overarching guidelines that govern CAIXA's social, environmental, and climate responsibility.

We have reinforced our commitment to raising awareness among corporate clients of the importance of sustainable development practices that map and reduce the carbon footprint (CO_2 emissions) of the construction sector. In this context, we contributed to the development of the BIPc tool in partnership with our Vice Presidency for Sustainability and Citizenship, in alignment with the PRSAC.

With the aim of promoting efficiency and sustainability solutions in the design, construction, use, and maintenance of housing developments, we generate environmental, social, and economic benefits across the entire production chain, up to the final customer and end user of the buildings.

We certified 113 developments with the Casa Azul+ CAIXA Seal, reaching a total of 664 housing developments certified and recognized under the Casa Azul+ CAIXA Seal by the end of 2025.

We encouraged the housing-focused construction value chain to adopt more sustainable, efficient, rational construction methods with less material waste, by creating a methodology for the approval and disbursement of Offsite Construction Systems.

We issued Technical Performance Level (NDT) certification for 29 construction companies, bringing the total to 51 companies with NDT Levels 1, 2, and 3, in response to the need to identify housing-focused construction companies with technical qualifications, in order to reduce risks and operating costs and enable differentiated service aligned with internal compliance and risk management procedures.

We maintained an active presence in the Federative Caravans (Caravanas Federativas), an initiative that reinforces our commitment to proximity and dialogue with public entities and social organizations. Through these actions, we expanded our presence in municipalities, providing guidance on housing products and services, clarifying questions, and strengthening partnerships with local managers. We also reorganized our executive network of engineering branches to provide specialized technical services within the Minha Casa Minha Vida Entidades and Rural programs.

Housing Popular Free Resources (RLHP)

We launched the Housing Popular Free Resources (RLHP) modality to expand financing for the production of residential developments with unit values of up to R$ 350 thousand, complementing and strengthening CAIXA's traditional role in housing.

By diversifying funding sources and accelerating the mortgage credit cycle, RLHP helps reduce the housing deficit, increase the supply of adequate housing, and induce sustainable urban development.

RLHP increases the supply of housing in price ranges compatible with the income of low- and middle-income families, reducing the housing deficit and precarious overcrowding, while stimulating planned urbanization with requirements for land tenure regularity, licensing, and socio-environmental compliance, in line with urban policy principles.

In addition, it enables continuity of production even in periods of lower availability of subsidized funding, complementing government instruments and reinforcing the capillarity of housing policy.

The result of R$ 8.08 billion contracted in 2025 following the launch of the modality demonstrates progress and validates the product, supporting future expectations for expansion with quality and risk control.

Support for Production – Retrofit

We consolidated the Support for Production – Retrofit modality, with a dedicated credit line for the retrofit and upgrading of properties, including financing for acquisition and an advance disbursement of up to 50% of the resources. Partnerships were established with local governments, such as Recife and Rio de Janeiro, and the first contract was launched to convert a building into social housing.

The initiative is integrated into Minha Casa, Minha Vida, with the mapping of 45 buildings in state capitals, reinforcing the strategy of urban revitalization and expanding the supply of sustainable housing.

Innovation and Digitalization

We consolidated the rollout of monitored virtual inspections in the metropolitan regions of Belo Horizonte, Campinas, Curitiba, Brasília, Belém, and Recife, totaling 3,600 inspections carried out. In addition, we tested a CAIXA institutional platform to support and conduct remote inspections, and we designed an inspection scheduling orchestrator (customer and CAIXA accredited engineering provider) for property appraisal, using a videoconferencing platform and systems integration, which helped reduce appraisal lead times and improved our customers' digital journey.

We completed the design and implemented pricing for properties in CAIXA's portfolio, a solution that enables the analysis of real estate collateral in an automated, digital manner and without the need for an inspection, as regulated by BACEN Resolution 4,676/18

We reached 60 developments reviewed under the BIM workflow, equivalent to more than 23,000 housing units and R$ 7.2 billion in Gross Sales Value. The pilot workflow covers operations within MCMV Market and Social Interest Housing (HIS) and generated positive feedback from participating construction companies. In addition, an estimated 52% reduction in lead time was achieved in the engineering service journey. This initiative, primarily focused on the Customer Journey, exceeded by fourfold the target set by MDIC under the BIM BR Strategy for 2025 and is part of CAIXA's broader digital transformation agenda.

In the context of expanding digital journeys and strengthening customer centricity, we also highlight initiatives aimed at the individual housing segment. A fully digital journey was delivered for the Reforma Casa Brasil program, with origination carried out directly through the CAIXA website and full process management ensured by an orchestrator responsible for integration with more than 20 corporate systems, guaranteeing high availability and performance in critical processes. The orchestrator also enables intelligent tagging of the relationship management framework, allowing for a more personalized and efficient customer experience throughout the entire digital journey.

Within this context, we completed the implementation of the Housing communication framework, representing a significant advancement in relationship management with borrowers. Through the use of automation and digital tools, the framework enables the delivery of segmented and personalized communications across the customer journey, enhancing transparency, agility, and communication effectiveness, with a positive impact on reducing inquiries and increasing customer satisfaction.

As a complement to digitalization efforts, the new Housing Digital Portal (http://www.habitacaodigital.caixa.gov.br) was launched, featuring more dynamic navigation, a modernized layout, improved user journeys, and new functionalities. Notably, the Quick Access feature enables the generation of installment payment barcodes without requiring login, providing greater convenience, autonomy, and security to customers, while also contributing to the modernization and simplification of housing services.

Additionally, we expanded the Individual Digital Origination (Nato Digital Individual), enabling fully digital mortgage loan origination nationwide; we also expanded the use of gov.br digital signature for forms and contracts within Digital Origination (Nato Digital) at the silver and gold assurance levels, and began allowing foreign customers, through CAIXA Aqui Correspondents (CCA), to access the Digital Origination journey.

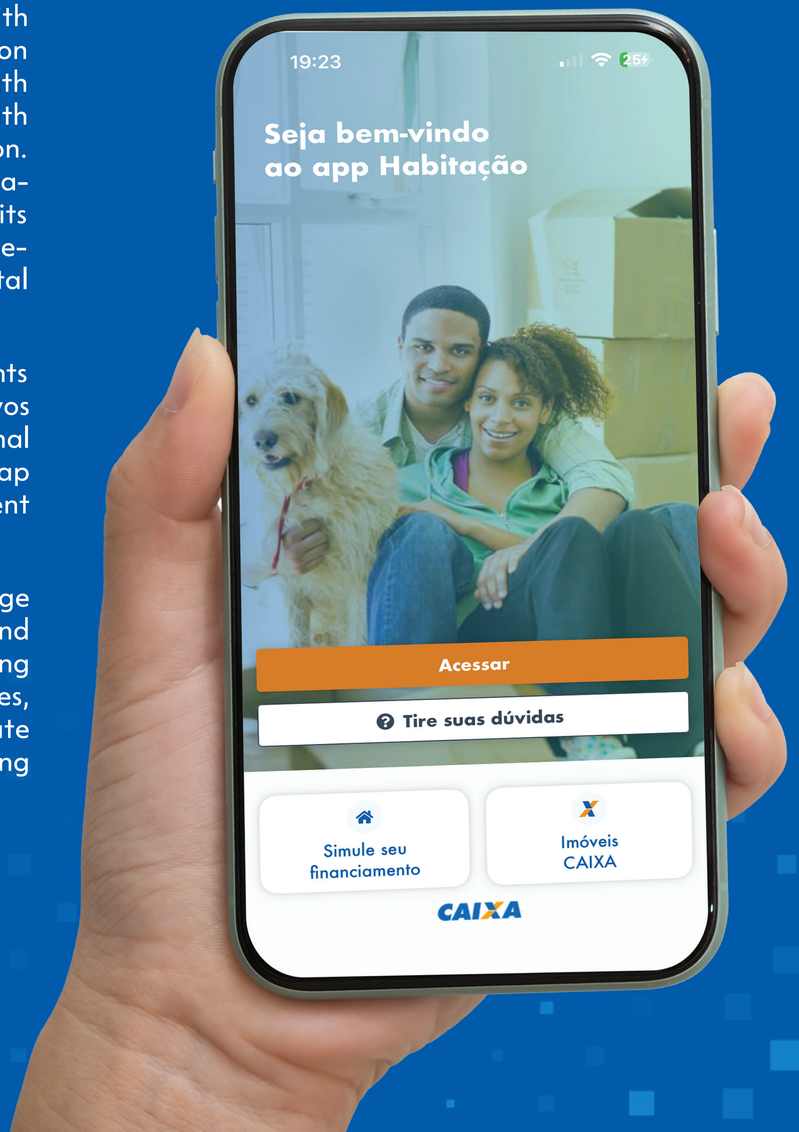
These initiatives reinforce the continuous improvement of processes and the digitalization of customer journeys, ensuring more agile, transparent, and governance-aligned decision-making.

Recognitions

The Housing app was recognized with the WCAG 2.2 Level AA conformance seal, which attests compliance with fundamental digital accessibility criteria. This certification ensures that the app offers a more inclusive experience, with features such as adequate color contrast, compatibility with screen readers, and clarity in the presentation of information. Adherence to the WCAG guidelines also aligns the application with the Brazilian Law on Inclusion (LBI), expanding its usability for different user profiles, such as older adults, people with temporary limitations, and people with low digital literacy.

We participated in panels and workshops at strategic events such as the Meeting of New Mayors (Encontro de Novos Prefeitos e Prefeitas), the XXI ENANPUR – National Meeting on Urban and Regional Planning, and the Enap Innovation Week 2025, the largest public innovation event in Latin America.

At the 2025 United Nations Climate Change Conference (COP30), we strengthened partnerships and our relevance in the sustainability agenda by promoting thematic panels in dialogue with traditional communities, focusing on the protection of biodiversity and climate justice, as well as with waste pickers, discussing their fundamental role in the ecological transition.



Social Work in Housing

We seek to expand the technical repertoire of Social Work in Housing through cooperation with agents capable of acting territorially in social interest housing interventions.

We expanded dialogue with social movements and public entities and organized joint actions with the Ministry of Cities. At the invitation of the Ministry, we took part in the Symmetry Urban (Simetria Urbana) project, a South-South Cooperation initiative for the Future of Cities, a trilateral cooperation project conducted by the Brazilian Cooperation Agency of the Ministry of Foreign Affairs (ABC-MRE) and the United Nations Human Settlements Programme (UN-Habitat) in the context of the Cabo Verde Country Project.

We advanced cooperative ties with strategic institutions, notably through a protocol of intentions with the National Council of Institutions of the Federal Network of Professional, Scientific, and Technological Education (Conif), which brings together federal education institutions present throughout Brazil.

We participated in a Technical Cooperation Agreement with the Ministry of Racial Equality, developing solutions to improve service to quilombola communities that submit proposals for social interest housing operations. We also acted in actions financed by the Socio-environmental Fund, such as the Palafitas Dignas, Morar Amazônico, and DIST – Integrated and Sustainable Development of Territories projects.

Social Benefits

8 DECENT WORK AND ECONOMIC GROWTH
5 GENDER EQUALITY
10 REDUCED INEQUALITIES

Our governance structure enables rapid adaptation to emergency demands, such as the payment of extraordinary benefits in situations of public calamity or emergency, and the implementation of new social programs according to the country's needs. Control, monitoring, and accountability mechanisms—such as service provision agreements, specific regulations, and integrated reports—ensure operational transparency and strengthen partners' trust.

We are the leading operating agent for Federal Government social programs and benefits, such as Bolsa Família, INSS, Unemployment Insurance, Salary Bonus, FIES, Pé-de-Meia, Gás do Povo, among others. Through this work, we help promote social inclusion, reduce inequalities, and guarantee fundamental rights for millions of Brazilians.

Strategy

We contribute to investments in infrastructure, sanitation, and income generation, driving regional development, while ensuring access to essential benefits that strengthen citizenship and dignity. In addition, we apply socio-environmental criteria in financing, encouraging sustainable practices and respect for human rights, and our corporate purpose includes banking, financial, and social services focused on promoting Brazil's economic and social development.

We play a strategic role as an agent of the Federal Government in implementing public policies, ensuring security, transparency, and efficiency in managing resources allocated to education, health, and social development. By safeguarding and operating federal transfers, we contribute to the effectiveness of government actions throughout the national territory.

Results

Student Finance Operations and Worker Programs

We operate as the single agent of the new Student Financing Fund (New FIES), aimed at students selected by the Ministry of Education (MEC), covering all FIES student loan contracts entered into from January 2018 onward. This reinforces our role as the Federal Government's main executor of public policies and has a positive impact on the Brazilian population's training and professional qualification levels.

The program, regulated by MEC Ordinance 209/2018, enables access to non-tuition-free higher education courses that have a positive evaluation in the National Higher Education Evaluation System (Sinaes).

Moreover, this public policy can potentially help reduce inequalities, as it is primarily targeted at students from lower-income families, helping to reduce social and economic disparities by providing educational opportunities for all.

Consequently, with more qualified people entering the labor market, productivity and innovation are expected to increase, boosting the country's economic growth.

Since the reform of the policy, which as of 2018 became known as New FIES, CAIXA has assumed the role of Single Agent, acting as the Guarantor Fund Administrator, Financial Agent, and Operating Agent, with the last two roles set forth in Service Provision Agreement 05/2024.

In 2025, New FIES reached a total of 420 thousand students served, with 56.3 thousand new contracts signed. In addition, educational charges were transferred to 1,142 maintainers of higher education institutions, totaling R$ 4.3 billion in transfers.

We also continued implementing contract renegotiation through the Fies App, benefiting 162 thousand students.

The initiative increased uptake, reduced access barriers, improved operational efficiency, reduced delinquency, and enabled the removal of registry restrictions, promoting financial inclusion. This action remains in effect, allowing adherence to renegotiation through 12/31/2026 via Fies digital channels, especially the Fies App.

This initiative enables contractual regularization, restoration of repayment capacity, reduction of recurring default risk, and supports the contract's financial sustainability. It also enables the student's reintegration into the credit system, mitigates registry restrictions, and expands access to economic and professional opportunities.

From a social standpoint, it strengthens the effectiveness of the public policy, generates a positive impact on the student's entry into the labor market, and supports their socioeconomic stability.

FIES renegotiation expanded access to and regularization of contracts through the app, reduced bureaucracy and in-person service with operational gains, contributed to lowering delinquency, and enabled the removal of registry restrictions, expanding customers' access to new credit.

To date, 7,817 students have joined the renegotiation, representing R$ 192 million renegotiated.

Salary Bonus

Established by Law No. 7,998/90, the Salary Bonus corresponds to an amount of up to one minimum wage, paid to workers who meet the legal requirements, according to the annual calendar established by the Deliberative Council of the Worker Support Fund (CODEFAT).

We paid 23.4 million Salary Bonus installments, totaling R$ 27.1 billion.

Unemployment Insurance

A constitutionally guaranteed benefit that provides cash assistance, for a fixed period, to workers dismissed without just cause, to professional artisanal fishers during the closed season (a period in which sport or commercial fishing activities are prohibited or controlled), or to workers rescued from conditions analogous to slavery.

We paid 31.9 million installments, totaling R$ 57.0 billion in Unemployment Insurance benefits.

Social Security and Assistance Benefits Managed by INSS

We also operate as the paying agent for social security and assistance benefits managed by INSS, serving 8.0 million beneficiaries and ranking second among the contracted banks responsible for making these payments.

We provide beneficiaries of social and social security programs with the Social Benefits App (App Benefícios Sociais) and the Citizen Portal (Portal do Cidadão), at cidadao.caixa.gov.br, which offers an additional digital option for consulting information on social, worker, and social security benefits, as well as the citizen's social information registry.

We paid 87.3 million installments, totaling R$ 169.4 billion in social security and assistance benefits between January and December 2025. Of this amount, R$ 145.7 billion was paid into beneficiaries' checking and savings accounts.

Auxílio Extraordinário aos Pescadores

We acted as the Paying Agent for the benefit established by Provisional Measure No. 1,277, of 128 November 2024, intended for beneficiaries of the Fisher Insurance program in the North Region, due to the emergency situation resulting from drought or dry spells recognized by the Federal Executive Branch, who were not covered by Provisional Measure No. 1,263, of October 7, 2024.

We paid R$ 551.5 million in Extraordinary Assistance for Fishers benefits.

Gás do Povo Program

The Gás do Povo Program, in its free-of-charge modality, has an urgent and highly relevant social impact for the country, as it strengthens efforts to reduce energy poverty and ensure access to LPG for the most vulnerable population.

With this new modality, the benefit can no longer be used for other purposes, as the beneficiary will receive a voucher and redeem the LPG cylinder refill directly from an accredited retailer.

From a human rights perspective, this initiative seeks to ensure access to clean cooking fuels and technologies, promoting reliable and affordable energy for all. From an environmental standpoint, the program replaces firewood and charcoal with LPG, reducing pollution and improving public health.

From an economic standpoint, it expands the reach of the benefit, contributes to the national economy, and increases demand in the gas sector, directly reaching 58,000 retailers that can enroll in the Program.

Starting in November 2025, the Program had already made 997.5 thousand refill vouchers available to beneficiary families, corresponding to R$ 99.9 million. By December 2025, 376.4 thousand vouchers had been redeemed, totaling R$ 37.7 million.

Novo Acordo Rio Doce - Income transfer programs (PTR) Rural and Fishing

The PTR Rural e Pesca Program, created under the New Rio Doce Agreement, ensure subsistence for families affected by the disaster in the Rio Doce basin, in Mariana/MG, promoting food security and income for family farmers and artisanal fishers. We acted as the paying agent, reinforcing financial and social inclusion and contributing to the environmental, economic, and social recovery of the affected regions.

Between July and December 2025, 212.9 thousand installments were paid, totaling R$ 484.8 million.

Bolsa Atleta

It aims to provide financial assistance to high-performance athletes so they can dedicate themselves to sports training and participate in competitions that support the development of their careers. The benefit is intended for elite sport athletes in Olympic and Paralympic modalities, as well as in modalities linked to the International Olympic and Paralympic Committees.

We paid R$ 197.7 million in Athlete Grant (Bolsa Atleta) benefits between January and December 2025.

Garantia Safra

The Harvest Guarantee benefit ensures minimum subsistence conditions for family farmers in municipalities systematically subject to crop loss due to drought or excess rainfall, duly evidenced under the program's regulations as a loss of at least 50% of the total production of corn, beans, rice, cassava, or cotton.

We paid R$ 807.6 million in Harvest Guarantee (Garantia Safra) benefits.

Bolsa Verde

We also acted as the paying agent for the Environmental Conservation Support Program – Bolsa Verde Program, which aims to encourage ecosystem conservation, promote citizenship, and improve living conditions, increase the income of the population living in extreme poverty who work with the conservation of natural resources in rural areas, and encourage beneficiaries' participation in environmental, social, technical, and professional training actions.

We paid R$ 1567 million in Green Grant (Bolsa Verde) benefits.

PRONASCI

PRONASCI – the National Public Security Program with Citizenship – was established by Law No. 11530/2007 and is managed by the Ministry of Justice and Public Security. It is designed to coordinate public security actions for the prevention, control, and repression of crime, establishing social policies and victim protection actions aimed at improving public security.

PRONASCI is divided into two categories:

- Bolsa Formação SENASP: it aims to train public safety professionals to improve the quality of services provided to the population. It is intended for military police officers, civil police officers, military firefighters, forensic experts, and municipal guards.
- SENAPPEN Training Grant (Bolsa Formação SENAPPEN): aims to train correctional officers to improve management and security in the prison system. It is intended for state and Federal District correctional officers.

We made total payments of R$ 7.0 million under PRONASCI.

Income Transfer Benefits

We act as the main national platform for operating Federal Government income transfer policies, ensuring that social benefits reach millions of families in a safe, efficient, transparent, and inclusive manner.

Through our technology infrastructure, capillarity, and digital solutions, we enable the execution of programs that reduce poverty, expand access to fundamental rights, and strengthen financial inclusion, directly contributing to the country's social and economic development.

Bolsa Família Program

The Bolsa Família Program, Brazil's largest income transfer initiative, aims to ensure a basic income for families living in poverty, integrating public policies in the areas of health, education, and social assistance.

We act as the Program's operating agent, responsible for executing payments and for operational management, reinforcing our role as the leading executor of public income transfer policies and as a social impact bank.

Impact in 2025:

- **234.9** million installments paid
- **22,1** million families served
- R$ **157.4** billion transferreds

Brazilian Gas Allowance

The Brazilian Gas Allowance (Auxílio Gás dos Brasileiros aims to mitigate the impact of LPG prices on the budgets of low-income families, contributing to energy security and the well-being of the vulnerable population.

We operated the program's bimonthly benefit payments, ensuring regularity, traceability, and simplified access to resources.

Impact in 2025:

- **30.2** million installments paid
- R$ **3.3** billion transferred

Rural Development Support Program

The Rural Development Support Program (Fomento Rural combines direct income transfers with social and productive follow-up, supporting rural families in vulnerable situations in developing productive projects and generating sustainable income.

We act as the paying agent, ensuring efficient and secure financial execution of the program.

Impact in 2025:

- **62.3** thousand installments paid
- R$ **143.7** million transferred

Pé-de-Meia Program

The Pé-de-Meia Program encourages public-school students to remain in and complete High School through financial incentives conditional on enrollment, attendance, and participation in ENEM.

We acted as the financial agent, responsible for opening digital accounts, executing payments, and innovating in resource management. In 2025, we launched a fully digital journey via the CAIXA Tem App, allowing students to choose between keeping the amounts in savings or investing in Tesouro Direto, promoting financial education and youth autonomy.

Impact in 2025:

- R$ **10.7** billion paid to students

Auxílio Reconstrução Program

Auxílio Reconstrução was established to support families who were displaced or left homeless due to the floods that occurred in Rio Grande do Sul in 2024, providing direct financial support to replace essential belongings.

We operated benefit payments through direct transfers, ensuring agility, security, and operational control, including remaining and court-ordered installments.

Impact in 2025:

- **23.6** thousand installments paid
- R$ **120.2** million transferred

Farmácia Popular do Brasil Program

The Farmácia Popular do Brasil Program expands the population's access to essential medicines, complementing Primary Health Care and promoting equity in access to health treatments.

Since 2025, we have acted as a strategic partner to the Ministry of Health, responsible for operating the Farmácia Popular System (SIFAP). Through a fully digital process, we enabled the registration and re-registration of accredited pharmacies, expanding the service network with agility, transparency, and operational efficiency.

Impact in 2025:

- More than **17** thousand pharmacy establishments registered

Regional Social Benefit Programs

We serve as a national platform for implementing regional public policies, ensuring that social benefits and income transfer programs reach their target populations with security, operational efficiency, traceability, and financial inclusion.

Through our technology infrastructure, extensive nationwide presence, and digital payment solutions, we enable the implementation of local public policies, enhancing social protection, access to rights, and sustainable development across territories.

Currently, we operate more than 50 regional programs, with the following highlights:

Bolsa Escola 10 Program – Alagoas

The Bolsa Escola 10 Program is an initiative of the Government of the State of Alagoas aimed at reducing school dropout, with a focus on students' retention and completion of public high school education.

We act as the operational payment agent, using a Pix-based solution linked to the student's CPF or their legal guardian's CPF, ensuring agility, transparency, and lower operating costs.

Impact in 2025:

- **1.2** million installments paid
- R$ **212.9** million transferred
- Direct contribution to school retention and the reduction of educational inequalities

Poupança Escola Program – Niterói (RJ)

Poupança Escola Program, run by the Municipality of Niterói, encourages the performance and retention of public-school students, while also promoting financial education and youth autonomy.

We operated payments and managed the accumulated amounts, ensuring control, traceability, and digital access to resources.

Impact in 2025:

- 7.3 thousand installments paid
- R$ 3.4 million transferred
- Encouragement of school retention and reduction of social risk factors

Criança Alagoana (CRIA) Program – Alagoas

The Criança Alagoana (CRIA) Program promotes comprehensive early childhood development—from pregnancy through age six—through direct income transfers to beneficiary families.

We are responsible for operating payments, primarily via a digital social savings account, expanding families' financial inclusion.

Impact in 2025:

- **1**.5 million installments paid
- R$ **252.3** million transferred
- Strengthening of social protection in early childhood

Mães de Pernambuco Program – Pernambuco

The Mães de Pernambuco Program is aimed at pregnant women, mothers, or caregivers of children up to six years old in situations of socioeconomic vulnerability, contributing to food security and strengthening household income.

We act as the paying agent, ensuring simplified access to resources through digital accounts.

Impact in 2025:

- **1,**2 million installments paid
- R$ **357.6** million transferred
- Direct support for income and food security for vulnerable families

Chapéu de Palha Program – Pernambuco

The Chapéu de Palha Program mitigates the effects of seasonal unemployment among rural workers and artisanal fishers during critical periods, such as the off-season and the closed season.

We operate payments through digital accounts, ensuring efficiency and regular access to the benefit.

Impact in 2025:

- R$ **27.7** million paid
- Income protection during periods of economic vulnerability.

Aquisição de Tênis Program – Pernambuco

The Aquisição de Tênis Program ensures that students in the state public school system have access to essential school uniform items, promoting dignity, inclusion, and school retention.

We operate payments through digital social savings accounts, ensuring control and effective delivery of the benefit.

Impact in 2025:

- 493 thousand installments paid
- R$ 74.0 million transferred

Bolsa Escola Ipojuca Program – Ipojuca (PE)

The Bolsa Escola Ipojuca Program encourages students to remain in the municipal school system, contributing to reducing school dropout and strengthening social inclusion.

We act as the operational agent for payments, using digital accounts to expand families' access to financial services.

Impact in 2025:

- **128,0** thousand installments paid
- R$ **20,1** million transferred

Poupança Futuro Program – João Pessoa (PB)

Inspired by the federal Pé-de-Meia program, the Poupança Futuro Program encourages school retention and financial planning for students in lower secondary education (Ensino Fundamental II) and Youth and Adult Education (EJA).

We operationalize the payment and management of the savings account linked to the program, promoting financial education and financial inclusion.

Impact in 2025:

- **59.4** thousand installments paid
- R$ **5.9** million transferred

Christmas Bonus Program (Abono Natalino) – Paraíba

Paraíba's Christmas Bonus (Abono Natalino) supplements the income of families benefiting from Bolsa Família, reinforcing social protection during periods of higher budget pressure.

We are responsible for the secure operationalization of payments through CAIXA Savings (Poupança CAIXA).

Impact in 2025:

- **602.0** thousand families served
- R$ **38.5** million transferred

Primeiro Passo Program – Salvador (BA)

The Primeiro Passo Program supports families with children aged 0 to 5 who did not obtain a place in public day care centers or preschools, contributing to child development and social inclusion.

We operate monthly payments, ensuring regular access to the benefit while places are not available.

Impact in 2025:

- **228.6** thousand installments paid
- R$ **33.6** million transferred

More than 50 regional programs implemented.

Millions of installments paid with security and digital inclusion .

Expanded digital inclusion through digital accounts

Direct contribution to education, early childhood development, food security, and income protection

Government

We consolidated our role as a national benchmark in several strategic areas of the public sector, highlighting strong results in projects, operations, and initiatives with social and economic impact.

Strategy

We provided training for public agents from States and Municipalities, in partnership with the National Treasury, which we funded based on counterpart arrangements related to Ministry of Finance Ordinance No. 808/2023.

In credit directed to Government customers, we worked with subnational entities through financing with CAIXA funding sources—FINISA and FGTS—whose performance reflects public managers' trust in the solutions offered by CAIXA as viable mechanisms to enable structuring investments in infrastructure, sanitation, administrative modernization, and sustainable projects, reinforcing CAIXA's role as a central partner in implementing public policies and in the country's socioeconomic development.

In Education, we act as custodian of transfers related to the Salary-Education Quota (Quota Salário-Educação) and FUNDEB – the Fund for the Maintenance and Development of Basic Education and for the Valorization of Education Professionals.

In Health, we act as custodian of transfers under the Fund-to-Fund modality, which decentralizes resources from the federal level to state, municipal, and Federal District funds, without requiring the execution of agreements. These transfers support social assistance and health actions, ensuring agility and transparency in the use of resources.

In addition, we play an important role in the custody of resources from the Union's Special Transfers (Transferências Especiais da União), helping ensure that amounts are allocated in accordance with applicable legislation and with operational security.

We act strategically in providing tax collection services for federal, state, and municipal taxes, seeking the best customer experience through agility and simplicity in payments across our broad service network.

We adopted a Counterpart Negotiation Strategy to acquire payroll and financial movement from the Union, States, the Federal District, and Municipalities, in exchange for a financial consideration to the Public Entity.

In the Judiciary segment, we seek to be the best partner in administering Judicial Deposits, Court-Ordered Debts (Precatórios), and Small-Value Requisitions (RPV), with actions focused on delivering innovative services that range from easier execution of judicial deposits and agility in complying with withdrawal orders by the winning parties to the effective management of these resources by the Judiciary and litigants.

Results

Within the OGU Product, we reached R**$ 572 million in Service Provision Revenue**, exceeding the target set for the year by 6%. To strengthen this result, we carried out actions with government branches to conclude project analyses for the execution of engineering works, as well as to finalize works and projects carried out through transfer agreements and terms of commitment. We held regular meetings with the Government Network, municipalities, states, and ministries, and monitored operations through management dashboards.

We continued improving and innovating our processes, highlighting support and follow-up in the Startup selection process (Publi Call 312/2025), aimed at developing a tool to optimize the approval of Requests for Verification of Limits and Conditions (PVL) in Sadipem.

We developed the FGTS Operations Dashboard, currently underway, to present monitoring data for operations using this funding source. We are also developing a State prospecting dashboard, expanding the scope that previously covered only municipal data. We also made available a calculation worksheet with interest and amortization data for the entire period of operations.

Regarding stalled works, we implemented strategic measures to improve the management of these projects, seeking greater efficiency, transparency, and social impact. Our goal is to reduce the stock of stalled works, focusing on restarting priority developments that generate jobs and deliver public policies. **We adopted proactive management actions, data intelligence, training, and support for public managers**.

New PAC

We contracted more than 6,100 Federal General Budget (OGU) operations (non-PAC and New PAC), totaling approximately R$ 20.7 billion in transfers and benefiting municipalities through projects in basic sanitation, sports, tourism, culture, agriculture, and healthcare. We also verified 8,886 projects and terms of reference prepared by states and municipalities for the implementation of works funded with federal resources.

We finalized R$ 12.5 billion in credit operation contracts (New PAC and non-PAC), including 84 New PAC operations totaling R$ 4.56 billion. We carried out innovation initiatives and process improvements, such as Pipeline Week, which involved the Government and Business Network and focused on procedures and tools to increase speed and accuracy in the prospecting and execution of operations. Among these tools, we highlight the Pipeline Management Dashboard, Credit Pipeline Page, model legislation templates, Prospecting Dashboard, and the Study on Requests for Verification of Limits and Conditions (PVL). We also streamlined the process for reviewing legal actions, reducing workload and time for the teams involved.

Within the scope of the New PAC, we highlight FNHIS Sub 50 (National Social Housing Fund for municipalities with fewer than 50,000 inhabitants), a program aimed at affordable housing in small cities. In 2025, we contracted more than 53,000 housing units, distributed across approximately 1,600 municipalities, with R$ 7.24 billion invested from the OGU through FNHIS. These projects were developed by CAIXA in support of municipalities, in what we conventionally call the "FNHIS kit."

CAIXA Public Policies and Technical Advisory in Concessions and PPPs

We set a goal to add 50 new PPP and Concession structuring projects, prioritizing strategic sectors such as public lighting and early childhood education units.

We reaffirmed our commitment to consolidating our position as a national benchmark in structuring Public-Private Partnership (PPP) and Concession projects, expanding our work with subnational entities. In our short-term plan, we prioritized expanding the portfolio of projects to be structured. We created a specialized working group for prospecting and contracting new projects, promoting greater agility and accuracy in responding to customers' demands.

We exceeded the target for signed projects, reaching 52 contracts, with particular emphasis on the success-based compensation model, which accounted for 61% of the year's engagements. This performance contributed to expanding access by states and municipalities to the structuring of infrastructure projects, particularly in sectors such as public lighting and early childhood education.

CPP, CAIXA Public Policies, has been consolidated as a strategic instrument for public management, advising states, municipalities, and non-dependent state-owned companies in engineering, architecture, social work, and operations. We highlight the partnership with Itaipu Binacional, contracts linked to FIRECE for infrastructure and adaptation to extreme climate events, and a contract with FNDE to monitor and restart works that had been stalled.

To date, we have recorded 502 contracts signed and revenue potential of up to R$ 280 million over the next five years.

SINAPI

The National System for Research on Construction Costs and Indices (SINAPI) is the result of our joint work with IBGE to develop cost references, used across the country for public works budgeting. We developed SINAPI and publish monthly references for inputs and service compositions for all federative units.

We are responsible for implementing actions to optimize and improve users' access to information from SINAPI, such as adopting a new publication format for the Monthly Reports, making them more intuitive and interactive, and revamping the SINAPI page on www. caixa.gov.br/sinapi, which has improved access to reports, technical booklets, input specifications, and other technical documentation.

In December 2025, SINAPI included 6,383 inputs and 10,025 service compositions. The references and technical documentation are available on our website.

Restart of Works

In the management of public works, we implemented measures that resulted in a reduction in the stock of stalled works, prioritizing the restart of essential projects for job creation and the delivery of public policies.

We strengthened our partnership with the Federal Government and, due to changes in program rules, modernized the management and procedures of stalled works. With the changes in Joint Ordinances MGI/MF/CGU No. 28 and No. 32, we reviewed indicators and internal processes, required new procedures for notifications, declarations, and on-site inspections.

As a result of our work, over the year we reduced the stock of stalled works from 2,075 stalled works (R$ 12.7 billion) in December 2024 to 1,685 stalled works (R$ 13.88 billion) by the end of December 2025, a reduction of 18.80%.

We made available on our portal the booklet "Stalled Works: Constructive Proposals" (Obras Paralisadas: Proposições Construtivas), with technical knowledge, preventive actions, clarifications on the causes of stoppages, and suggestions for restarting works.

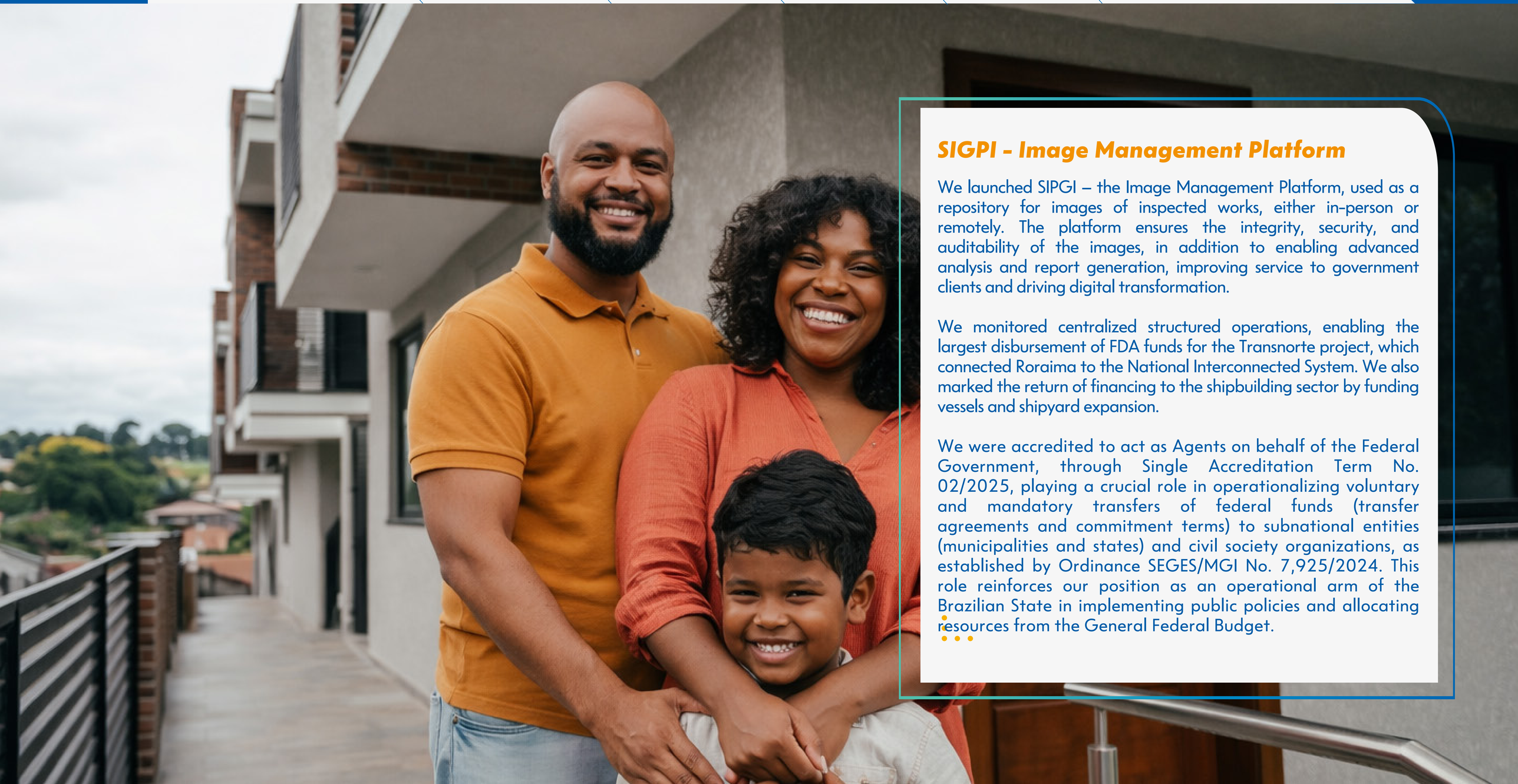
CAIXA Sustainable Management Seal

The CAIXA Sustainable Management Seal recognizes municipalities that adopt good governance and socio-environmental (ESG) and climate responsibility practices, promoting sustainable urban development. The seal recognizes actions aligned with the UN Sustainable Development Goals (SDGs), has four recognition levels, and, since its creation, we have certified 284 Brazilian municipalities, including 120 in 2025.

The initiative fosters and recognizes good sustainability practices, enables access to differentiated conditions for contracting FINISA Verde and Digital Transformation products, and supports municipalities in improving management quality. In 2025, we expanded the seal's scope with new environmental indicators and Nature-based Solutions (SbN). COP30, held in Belém, was important for promoting the seal and delivering certifications to the capitals of Brazil's North Region.

We worked with a focus on innovation and strategy, highlighting topics such as BIM, remote monitoring, and the technical management of structured operations. BIM enables collaborative management of construction information, automation of quantitative analyses, and early identification of design clashes. We mobilized our customers to adopt the methodology, supported PAC reference projects, and participated in national events, reinforcing our role as the Federal Government's main partner in executing public policies.

Within the scope of the CAIXA Sustainable Management Seal, environmental indicators were expanded to include vegetation coverage and deforestation, with validation by the COP30 Working Group, reinforcing our commitment to sustainability and climate change adaptation.



SIGPI - Image Management Platform

We launched SIPGI – the Image Management Platform, used as a repository for images of inspected works, either in-person or remotely. The platform ensures the integrity, security, and auditability of the images, in addition to enabling advanced analysis and report generation, improving service to government clients and driving digital transformation.

We monitored centralized structured operations, enabling the largest disbursement of FDA funds for the Transnorte project, which connected Roraima to the National Interconnected System. We also marked the return of financing to the shipbuilding sector by funding vessels and shipyard expansion.

We were accredited to act as Agents on behalf of the Federal Government, through Single Accreditation Term No. 02/2025, playing a crucial role in operationalizing voluntary and mandatory transfers of federal funds (transfer agreements and commitment terms) to subnational entities (municipalities and states) and civil society organizations, as established by Ordinance SEGES/MGI No. 7,925/2024. This role reinforces our position as an operational arm of the Brazilian State in implementing public policies and allocating resources from the General Federal Budget.

FINISA – Infrastructure and Sanitation Financing

In the Government segment, FINISA – Infrastructure and Sanitation Financing is available. It is a credit product with its own funding, intended for States, Municipalities, and the Federal District, with the objective of supporting investments in urban infrastructure, basic sanitation, and sustainable projects.

This credit line's main feature is financing works and investments that expand or improve public infrastructure and contribute to generating public value in the short, medium, and long term by enabling projects and investments essential to the population's quality of life.

Main financing modalities:

- **FINISA Infrastructure and Sanitation:** paving works, drainage, public lighting, slope stabilization, water supply, sanitary sewage, solid waste management, among others.
- **FINISA Verde:** sustainable projects, energy efficiency, clean mobility.
- **FINISA Digital Transformation:** modernization of public management and digitization of services.

Investments are concentrated in structuring axes focused on water and environmental infrastructure, mobility and logistics, social infrastructure, energy and energy transition, social interest housing, public security, and digital transformation, promoting improved essential services, urban modernization, and the generation of sustainable economic and social development.

In 2025, FINISA consolidated itself as one of the country's main instruments for financing public investment, with a contracted volume exceeding R$ 7.6 billion in the Public Sector segment.

This result highlights the product's strategic relevance for States, Municipalities, and the Federal District, by offering a credit line with greater flexibility of use, its own funding, and suitability to the different fiscal realities of federative entities

Credit Lines with resources from the Worker´s Severance Fund (FGTS)

We act as a strategic partner of the Brazilian State in implementing public policies, especially as the financial agent for sanitation and urban infrastructure financing operations with FGTS resources, aligned with national and sectoral plans, such as the National Housing Policy, the National Basic Sanitation Policy, the National Urban Mobility Policy, the National Urban Development Plan, and the NEW PAC (Growth Acceleration Program).

We operationalize actions through the following credit lines: Pró-Moradia, Saneamento para Todos, Pró-Transporte, and Pró-Cidades, linked to FGTS budget actions for application in sanitation, urban infrastructure, and housing. Pró-Moradia aims to expand housing supply and improve housing conditions for the low-income population through the urbanization and regularization of precarious settlements, housing production, and risk mitigation. Saneamento para Todos aims at universalizing and improving basic sanitation services, integrating sectoral policies to promote health and quality of life. Pró-Transporte supports the implementation of urban public transport systems and sustainable mobility, prioritizing public transport and non-motorized modes, in line with the National Urban Mobility Policy. Pró-Cidades seeks to foster integrated urban development, with investments in infrastructure and social facilities.

The actions are aligned with national targets to reduce the housing deficit and urbanize precarious settlements in the housing axis; to universalize basic sanitation services by 2033, as established by Law No. 14,026/2020 and to expand integrated urban mobility systems, focusing on universal accessibility and improving the efficiency of public transport.

In 2025, credit programs with FGTS resources posted relevant performance in implementing public policies, with the execution of 107 financing contracts totaling R$ 4.89 billion in investments, representing growth of 174% compared to the amount applied in 2024.

This result was significantly driven by the NEW PAC selections and by CAIXA's actions to accelerate the contracting process. Operations framed under the program accounted for approximately 93% of the total amount contracted in the period, highlighting its strategic role as an inducer of public investments and in strengthening the credit portfolio with FGTS resources.

FIIS Automático – National Social Infrastructure Investment Fund

We resumed operations with BNDES resources through the National Social Infrastructure Investment Fund Program (FIIS Automático), established by Law No. 14,947/2024 and regulated by Decree No.12,157/2024.

FIIS Automático represents a strategic opportunity to accelerate social investments, strengthen institutional partnerships, and consolidate our role as a key player in national development. Its objective is to finance social infrastructure projects and the acquisition of machinery and equipment aimed at:

Education: schools, daycare centers, school transportation, and educational technology.

Health: healthcare facilities, hospital equipment, and medical transport vehicles.

Projects eligible under the New PAC 2025 and 2024 Selection rounds that were not funded were also allowed to apply.

Key differentiators of FIIS Automático include integration with public policies, as projects eligible under New PAC 2025 and previous selections that were not included may also apply, in addition to generating direct social impact through the expansion of essential education and health infrastructure throughout the country.

Training

In 2025, we trained around 500 public agents on topics such as Women's Leadership in Public Management, Public-Private Partnerships, and Innovation, with emphasis on the women's leadership program, which included an international immersion at Harvard and provided participants with access to international best practices.

Federal Transfers

We advanced in modernizing federal transfer management through API integration with the Federal Government's TransfereGov Platform. This solution enables the opening of accounts and the consultation of statements more quickly and securely, ensuring greater operational efficiency. In addition, we offer society and oversight bodies mechanisms to monitor the proper use of public resources, reinforcing transparency, traceability, and governance.

With this initiative, we consolidated our position as a reference for digital transformation and compliance, strengthening the strategic partnership with the Federal Government and increasing trust in public resource management.

Additionally, we advanced integration with the Federal Government's new TRANSFEREGOV Partnerships Pipeline, aiming to improve flow and modernize the custody of transfers of resources from the Health Fund-to-Fund mechanism and from RP6 Parliamentary Amendments (Union Special Transfers). The integration, planned for March 2026 in compliance with the decision issued in ADPF No. 854 by the Supreme Federal Court (STF), includes implementation the account APIs and the Partnership Payment Order (OPP), expanding transparency, governance, and traceability of transferred resources.

Collection of Federal, State, and Municipal Taxes

The service is offered through contracts/agreements signed with public entities, with the possibility of paying taxes to be collected via digital channels (Internet Banking/Mobile), file exchange (supplier payment), as well as Self-Service Rooms, lottery outlets, and CAIXA Aqui Correspondents.

The resulting collection, enabled by our capillarity and continuous improvements—such as the availability of the Pix collection solution—allows entities to develop public policies and helps fund expenditures on security, education, culture, transportation, health, and public employees' payroll, for the benefit of society.

In 2025, we received approximately 177.1 million government debits and contributions through collection documents via our channels. The financial volume transacted in these collections at the bank was approximately R$ 148.9 billion in taxes, which were transferred to the entities and converted into benefits for the population.

Payroll and Financial Transactions

In 2025, the portfolio linked to the Counterpart Negotiation Strategy with Public Entities reached 797 active contracts, totaling approximately R$ 1.8 billion invested in the year.

Of this total, 191 contracts were signed in 2025, with an investment of approximately R$ 549.0 million.

Judicial Deposits

We continuously invested in the **modernization and management of judicial deposits**, strengthening our position as a partner to the Judiciary. In this context, new solutions are under development for managing judicial and extrajudicial deposits and guarantees, which will enable the origination, evolution, and maintenance of judicial and extrajudicial guarantees, as well as the management of deposits, financial management, and report generation, with robust security layers and integration with legacy and external databases.

As part of this modernization, some solutions have already been implemented:

- **Online generation of judicial** and extrajudicial deposit slips
- **Judicial deposit** using Pix as a payment method
- **Release** of court-ordered payments credited to Pix keys.

These initiatives help reduce timelines, increase transparency, improve resource traceability, and strengthen institutional trust, promoting greater agility in executing judicial decisions and efficiency in managing resources under the responsibility of the Judiciary.

Retail

Strategy

Our guiding principle is customer-centricity, directing decisions and actions to deliver experiences that foster satisfaction, trust, and engagement, with particular attention to middle-income and low-income segments, which comprise a significant share of the Brazilian population and reflect CAIXA's historic role as a financial inclusion agent.

This approach aims to reduce churn, strengthen relationships, and increase the Bank's relevance among these segments, in alignment with CAIXA's strategic pillars: customer-centricity, efficiency and profitability, technology and innovation, people and culture, sustainability, and ecosystem engagement.

The strategic model is based on the concept of "life moments," which considers the different stages of the customer lifecycle, their specific needs, and income levels, with a particular focus on the journeys that are part of most Brazilians' lives—segments whose demands require simplicity, predictability, and financial guidance.

Based on these stages, value propositions have been developed encompassing product portfolios, appropriate channels, and targeted communication, ensuring greater understanding and perceived value in the customer relationship.

The proposal includes the digitalization of customer journeys as a driver of access democratization, the integration of physical and digital channels, personalized communication, and a service model that values the customer experience, with responsible guidance on the use of financial products. The objective is to deliver excellence in service, enhance efficiency and profitability in a sustainable manner, promote innovation, and strengthen relationships with all clients segments, ensuring relevance across different generations and socioeconomic profiles.

We have consolidated our repositioning to better serve the investor client profile, with an integrated portfolio of initiatives that reinforce our value proposition: the recurring production of high-quality content (such as the specialized publication Market Overview), continuous training of our network, support for relationship activation through CAIXA INVESTE events, and a commercial approach guided by clients' individual needs.

These actions strengthen the brand, enhance the customer experience, and support strategic targets for liability retention and new funding acquisition in the Singlar and Private segments, in alignment with the principle of customer-centricity.

In the Retail Corporate client segment, we operate with a focus on customer-centricity, offering solutions that generate value, proximity, and relevance. This approach is supported by six pillars: corporate strategy, business maturity stages, personas, value proposition, digital transformation and innovation, and personalized, multichannel relationship management.

The customer-centric model considers maturity stages defined by criteria such as revenue, years in operation, and number of employees. Each stage has specific needs, represented by personas that guide value propositions with appropriate products, services, channels, and service models.

The strategy prioritizes personalized customer journeys, integration of physical and digital channels, advisory-based service, and comprehensive financial solutions (credit, banking services, insurance, and investments), always with a focus on efficiency and sustainable growth. We also pursue innovation and digitalization to simplify processes and anticipate trends.

The ultimate goal is to strengthen companies' competitiveness, promote customer loyalty, and ensure that we are strategic partners at all stages—from initial setup to national and international expansion.

We reinforced our positioning as a partner to agribusiness by promoting fairs that contributed to meeting the requirements set forth in the Crop Plan (Plano Safra) and to consolidating the competitive position we have already achieved in the market.

Throughout the year, we ensured an active presence at strategically selected fairs across all regions of the country. Our participation took place through promotional and sponsorship actions that strengthened our image in the agribusiness sector and fostered synergy between our Retail and Wholesale teams, driving results and expanding our customer base.

Initiatives and projects

We seek to consolidate our position as a retail bank, strengthening our strategic positioning by expanding access to credit, digitalizing services, and offering innovative solutions that meet the needs of the population.

To achieve these objectives, we structured a set of initiatives and projects that guided our actions throughout the year. Among the main initiatives, we highlight:

- Expansion of credit offerings through digital channels: We expanded the remote origination of products such as payroll-deductible loans, including payroll loans for private sector workers (Crédito do Trabalhador), personal loans, and the FGTS Anniversary Withdrawal Advance, ensuring convenience and security for our customers.

Sustainable Products: We offer credit lines such as the Renewable Energy Credit Line, designed for the acquisition and installation of photovoltaic systems, reinforcing our commitment to sustainable practices. We also highlight the CAIXA PcD Credit, a financing line aimed at promoting inclusion and quality of life by enabling the acquisition of assistive technology products and services for people with disabilities. These initiatives reinforce our commitment to sustainability, accessibility, and financial citizenship, providing conditions that enable autonomy and well-being, aligned with social responsibility practices and the Sustainable Development Goals (SDGs), particularly in reducing inequalities and promoting inclusion.

- Strengthening relationships with micro and small businesses: We offer credit lines to support businesses, such as PRONAMPE—focused on the development and strengthening of micro and small enterprises—and working capital lines backed by the PEAC guarantee program, which leverages the Investment Guarantee Fund (FGI) to expand access to credit.

During the year, we expanded credit offerings for individuals and micro and small businesses, with a particular focus on digital lines. These advances contributed to the growth of the retail portfolio and to the financial inclusion of millions of Brazilians.

We consolidated our position as a leading retail bank, reaffirming our commitment to financial inclusion, innovation, and sustainability. Our actions were focused on expanding access to credit, strengthening the digitalization of services, and offering solutions that meet the needs of the population.

Key results

Credit portfolio growth: we recorded expansion in operations for individuals and companies, reinforcing our role in economic development.

Crédito do Trabalhador: we consolidated ourselves as a national reference in offering the payroll loans for private sector workers (Crédito do Trabalhador an innovative product that expands access to credit with differentiated conditions for private-sector employees. This line was designed to provide competitive rates, adequate terms, and operational security, using payroll deduction as collateral, which reduces risk and enables lower interest rates. The product contributes to financial inclusion, offering sustainable alternatives for household budget management and avoiding excessive indebtedness practices.

Microcredit: we intensified our work in microcredit through Conquista+, a program focused on financial inclusion and sustainable development in vulnerable territories, with an emphasis on credit guidance, post-disbursement follow-up, and financial education, contributing to reducing inequalities and strengthening local productive chains. Conquista+ was consolidated as our strategic pillar to reduce inequalities, expand financial citizenship, and reinforce our institutional presence in regions of greater vulnerability.

Digitization and convenience: we expanded remote contracting of products, including Personal Credit (Crédito Pessoal), ensuring agility and security for customers. We significantly expanded the opening of digital accounts through the CAIXA App, which offers a simplified customer experience. We integrated digital tools to simplify contracting, such as integration with Open Finance, ensuring agility and security in the process.

Support for micro and small businesses: we reinforced our role as a strategic partner for micro and small businesses (MSEs), expanding access to credit and offering solutions for working capital and investment. Among the main initiatives, we highlight PRONAMPE CAIXA, a financing line aimed at individual microentrepreneurs, microenterprises, and small businesses. These measures not only enabled liquidity for business expansion and continuity, but also strengthened financial inclusion and job creation, consolidating us as an essential agent in economic development and in reducing inequalities.

Digital Transformation and Open Finance: as part of our digital transformation and financial education strategy, we strengthened the use of Minha Carteira, an intelligent aggregator that consolidates account, investment, and debt information in a single secure environment. Integrated with the Open Finance ecosystem, the tool enables customers to view their real financial capacity, avoiding impulsive decisions and reducing the risk of indebtedness. We incorporated comparative simulators that analyze personalized scenarios for credit and investment, considering rates, terms, and budget impact. This data-driven approach promotes more informed choices, reinforces financial citizenship, and contributes to families' economic sustainability.

These results reflect our ability to adapt to market demands and our commitment to creating value for society. We advanced in digitization, expanded financial inclusion, and strengthened our performance in strategic segments, always aligned with best practices in governance and socio-environmental responsibility.

Wholesale

We operate in the development and structuring of credit products aimed at companies with annual revenues exceeding R$ 50 million, as well as in the provision of banking services for companies of all sizes, in addition to being responsible for the management of the Bank's Treasury.

Strategy

Our business strategy is centered on expanding our positive impact on Brazilian society through increasingly competitive, efficient financial solutions aligned with our clients' needs, operating in an integrated manner across credit, capital markets, treasury, financial advisory, and banking services.

We have directed significant efforts toward expanding and diversifying our activities with mid-sized and large companies, focusing on the origination and structuring of operations, financing strategic sectors such as infrastructure, sanitation, and construction, driving innovation in products and payment solutions, and offering services that foster economic development, sustainability, and recurring revenue generation, in alignment with CAIXA's governance and risk management guidelines.

Results

During the year, the products and services developed were primarily focused on initiatives aimed at supporting businesses and preserving jobs, as well as those aligned with environmental, social, and governance (ESG) dimensions, in addition to services designed to expand digital inclusion.

Commercial Credit

In the commercial credit segment, the credit portfolio posted significant growth of 29.5% compared to 2024, reaching a total of R$ 49.0 billion. Credit lines funded by BNDES delivered strong performance, totaling R$ 1.5 billion in exposure, distributed across FINAME (Machinery and Equipment Financing), Working Capital, and the Brazil Sovereign Program.

Expanding our product portfolio, we launched a new financing line funded by FINEP (Funding Authority for Studies and Projects), a Brazilian public company linked to the Ministry of Science, Technology, and Innovation (MCTI). This line is designed to support companies in innovative projects, enhancing competitiveness and generating new products and processes to drive economic and social development.

Infrastructure Credit

The portfolio, focused on private companies and non-dependent public entities, closed the 2025 fiscal year with an exposure of approximately R$ 37.3 billion.

In the energy sector, R$ 1.7 billion was contracted using resources from the Amazon Development Fund (FDA) for a transmission line connecting Boa Vista (RR) to Manaus (AM), promoting the integration of the state of Roraima into the National Interconnected System. This initiative contributes to the supply of clean, stable, and reliable energy. In the sanitation sector, through the Sanitation for All Program, R$ 597 million in financing was granted, closing the period with a total portfolio of R$ 14.4 billion.

The program aims to improve public health and the quality of life of urban and rural populations through investments in basic sanitation, with a focus on the universalization and enhancement of essential public services.

In the transportation sector, more than R$ 259.0 million in financing was contracted for fleet modernization, generating positive impacts on emissions reduction, air quality, and the promotion of public health.

Banking Services

We launched PIX Automatic, a solution designed for companies across various sectors, enabling the automatic processing of recurring payments through PIX. This contributes to the generation of a new revenue stream and enhances the experience of customers and beneficiaries.
Payment and collection solutions, together with fees arising from credit origination, were the main sources of revenue during the period, totaling R$ 1.7 billion, as detailed below:

- Utility bill collection – R$ 772.2 million;
- Bank collection services – R$ 399.0 million;
- Credit origination and transaction structuring – R$ 236.6 million;
- Automatic debit – R$ 245.0 million;
- Payment agreements/services – R$ 57.6 million.

Treasury Operations

Within the annual objectives of Treasury, as approved by Governance, the securities portfolio (TVM) closed 2025 at a total of R$ 466.6 billion, with emphasis on the additional net purchase of R$ 100 billion in Treasury Financial Letters (LFTs), reinforcing the strategy of expansion to enhance financial gains.

In Treasury, we recorded a total financial result of R$ 50.5 billion. Notably, we achieved a significant turnover in LFT securities, generating gains of R$ 229 million.

We also highlight the results from repurchase agreements (repos) with the market and clients, which contributed R$ 59.4 million in returns, as well as results from FX spread in transactions, which reached R$ 37 million.

This performance demonstrates the effectiveness of the Treasury strategy, focused on active portfolio management, optimization of financial turnover, and the capturing of market opportunities to maximize returns.

Key Projects

- We carried out the first international issuance of Social Bonds—sustainable bonds with social impact—totaling US $700 million, with a five-year maturity and a 5.625% coupon. The transaction, initially planned for US$500 million, was increased to US$700 million due to strong demand, which reached approximately US$3.5 billion, around seven times the offering.
- Completion of the establishment of the Private Securities Desk
- The investment desk consolidated a portfolio of R$ 2.7 billion as of Dec/25, demonstrating efficiency in investment selection and contributing to the diversification of our portfolio.
- Issuance of Tier I Subordinated Perpetual Financial Notes
- We carried out the issuance of Tier I Subordinated Perpetual Financial Notes in the amount of R$ 5.7 billion, aimed at strengthening the structural regulatory capital base (CET1) in accordance with Basel III. Despite the complexity of the instrument, the transaction achieved a competitive cost, reflecting the market's favorable risk perception, and strengthened CAIXA's capital structure and resilience.

We originated R$ 59.6 billion in housing credit in 2025 with construction companies within the Wholesale network, representing a 14.6% increase compared to the previous year. This financing supported the construction of 421,437 housing units and significantly contributed to reducing the country's housing deficit.

Service fee income from debt structuring activities also reached a record level, increasing by 73% compared to 2024. In the Mid-Sized Companies segment, we recorded consistent growth in the credit portfolio, which reached R$ 48.5 billion in 2025, representing an 18% increase compared to the previous year. This performance reinforces CAIXA's role in financing productive activity and strengthening mid-sized companies, a strategic segment for regional and national economic development.

In addition the expansion of our territorial presence, with the opening of new Business Branches in the states of Paraíba, Piauí, and Mato Grosso do Sul, strengthened CAIXA's capillarity and enhanced specialized service for Wholesale clients.

In the Corporate segment, results reflected the diversification of the business model and increased efficiency in revenue generation. Assets under management reached R$ 1.16 billion, growing by 13%. The corporate commercial portfolio, in turn, reached R$ 12.5 billion, with a strong increase of 69%, reflecting deeper relationships with large companies and the offering of integrated financial solutions.

Capital Markets and Strengthening of Investment Banking

The year 2025 represented a milestone for CAIXA's Investment Banking, marked by a historic record in capital markets transactions since the establishment of the unit in 2020. A total of 55 transactions were executed, totaling R$ 25 billion in offerings (both as Lead Coordinator and Bookrunner), with R$ 10.9 billion in proprietary origination —representing growth of 33% in originated volume and 37.5% in the number of coordinated transactions compared to 2024.

We also highlight the performance of the Mid-Market segment, which in its first year of dedicated operations accounted for R$ 1.2 billion in securities and financial instruments (TVM), backed by 15 transactions—demonstrating its rapid consolidation and strategic relevance.

As a result, CAIXA joined the group of the top ten coordinators in ANBIMA's Fixed Income and Hybrid Instruments ranking, based on origination volume, strengthening its institutional positioning in this market. This performance was enabled by the integrated work between the Capital Markets vertical and Treasury, within the Wholesale Vice Presidency, the Operations Directorate within the Logistics Vice Presidency, and the Risk and Finance Vice Presidencies, highlighting the importance of cross-functional collaboration for sustainable value creation.

The balance of securities originated by CAIXA and held in the Treasury portfolio reached R$ 15.4 billion, representing a 63% increase compared to 2024.

In Equities, we achieved 4th place in distribution and 5th place in origination volume in the ANBIMA Ranking, outperforming some of the most traditional banks in the segment in Brazil.

We advanced our "one-stop shop" strategy for the Construction Sector by completing four private placements to investors through our Financial Advisory services to companies in the sector. Through this approach, we reduced asymmetries between companies, the market, and investors, enabling smaller firms to access Capital Markets, while also creating new opportunities for investors.

We structured five Real Estate Receivables Certificates (CRI) transactions, totaling R$ 320 million, with part of the resources retained on CAIXA's balance sheet and part distributed to professional investors.

Service network

Strategy

We are the public financial institution with the largest territorial presence in Brazil, operating through a broad and diversified service network that combines branches, service points, mobile units, correspondents, lottery outlets, and digital channels.

We are present in 98% of Brazilian municipalities, with 24,800 service points. This includes 3,900 branches and service points, 20,900 lottery outlets and CAIXA Aqui correspondents, 11 mobile branches (trucks), 2 boat branches, and 2 container branches. In addition, we provide 21,800 automated teller machines (ATMs) available at service points and self-service areas, along with 26,700 terminals from the Banco24Horas network.

We reaffirm our commitment to the country's economic and social development, operating as a public bank present in all states and in the Federal District, playing a fundamental role in the implementation of public policies, financial inclusion, and direct service to the population.

We play a central role in promoting coordination between management units and the service network, guiding, supporting, and aligning these units in the implementation of our strategic guidelines.
We seek to enhance and simplify both customer and employee journeys, using innovation and efficiency as guiding principles for our deliveries.

In this way, we strengthen our commercial and institutional performance, playing a key role in the effective execution of public policies, social programs, and benefits, expanding capillarity and financial inclusion across the entire national territory. We ensure accessible, high-quality, and efficient service across physical channels, partner networks, and remote channels, continuously enhancing the customer experience.
Our Service Network actively participates in the execution of major government benefit payments, such as Gás do Povo, Pé-de-Meia, Bolsa Família, INSS, PIS, FGTS, and PTR Fishing and Rural Programs, as well as initiatives such as Reforma Casa Brasil and Worker Credit, expanding access to credit, housing improvements, and productive inclusion.

Results

The year was marked by significant advances in service delivery, distribution, and efficiency.

We highlight key structural initiatives such as the expansion of biometrics across channels, improved performance on Reclame Aqui indicators, the expansion of the partnership with the Brazilian Postal Service, and the consolidation of the use of the CAIXA Platform in branches to enable faster customer service. We also implemented the Contact Center, reduced in-person service interactions by 26 million, and improved average service time at units by 11 minutes compared to 2024.

Within the Lottery Network, we expanded our presence, strengthened network capabilities, and enhanced sustainability, in alignment with our 2025–2030 Strategic Plan.

We advanced the diversification of services offered through Lottery outlets with the launch of new products such as Famílhão and Correios Celular, as well as the partnership between CAIXA and BASA (Banco da Amazônia S.A.) for withdrawal and deposit services through this channel. We also implemented remote service in Brazilian Sign Language (Libras) in Lottery Units, expanding accessibility and reinforcing the network's social commitment.

We promoted territorial expansion through the opening of new units, including in previously underserved areas lacking banking coverage, reinforcing the social role of Lottery outlets as essential service points for the population.

We carried out 21 cycles of the Missão CAIXA Program, aimed at serving populations in hard-to-reach areas, covering 29 municipalities during the period, further strengthening the Network's social and institutional presence.
In executing our strategies across social media, call centers, and customer service (SAC), our strategic objectives focused on enhancing the customer experience, increasing satisfaction and resolution rates, and strengthening reputation management.

We achieved a CSAT score of 90.07%, with a resolution effectiveness of 84.83% (above the institutional target of 80%), and improved our Reclame Aqui rating from 1.9 to 7.1, outperforming major competing banks.

On Consumidor.gov, we handled 57,579 service interactions, with a satisfaction rating of 2.6 out of 5, maintaining the highest score among financial institutions since 2023.

Within the centralized Customer Service (SAC), we responded to 102,463 complaints, with a CSAT of 65.29%, demonstrating improvements compared to 2024 in service quality, transparency, and response agility.

Regarding CAIXA Aqui Correspondents, we focused on strengthening the leadership of the CCA Network in housing products, expanding penetration in complementary products, increasing productivity, and diversifying revenues.

In remote channels, our strategic objective was to enhance digital efficiency and automation, while ensuring greater responsiveness in customer service. Throughout the year, we improved flows, products, and services across WhatsApp and WebChat channels, upgraded technological tools, and refined performance indicators and operational processes.

We strengthened teams and provided partner areas with analyses and decision-making inputs, ensuring a more standardized, secure, and efficient customer experience.

We opened 18 new Retail Units and 5 Specialized Units in the Singular segment, added 66 new CAIXA service points in partnership with the Postal Service, and registered 113 new specialized units dedicated to serving corporate clients, known as Corporate Platforms.

We inaugurated CAIXA's first Concept Branch – Ver-o-Peso

The Ver-o-Peso Branch, in Belém (PA), was recognized as a "CAIXA Concept Flagship Branch," the first space designed to represent a bank that is closer, more human, digital, and connected to the community.

We advanced the expansion of our capillarity and modernizing our service channels, with initiatives that reinforced our commitment to inclusion, operational efficiency, and customer experience.

The year marked the implementation of the Simplified Transactional CAIXA Aqui Correspondent (CCA), a new channel specifically designed for populations in remote or vulnerable regions. Approximately 20 units were opened, carrying out more than 7,000 transactions and handling around R$ 3 million, largely related to the payment of Social Benefits. The model demonstrated high effectiveness and social relevance by reducing travel needs and expanding access to essential services.

We consolidated two key channels within our Partner Network:

• The Digital CCA, developed under the Bank 6.0 concept with 24/7 operations and product sales through electronic platforms, delivered strong results, selling 383,000 cards with an 82% activation rate and recording R$ 9.22 million in payroll-deductible (CLT) loan originations.

• The CCA Master, structured under the Corban market model and operated with three partners, reached R$ 56 million in INSS and CLT payroll-deductible loan originations, strengthening our presence in private correspondent networks.

We advanced automated customer journeys, particularly through WhatsApp, with a highlight on the payroll loan for private sector workers (Worker Loan) which reached R$ 92 million in originations and more than 31,000 fully automated contracts.

The digitalization of the telephone journey was strengthened by DMA – Digital Call Interception, which processed 9.59 million calls in 2025, avoiding 2.63 million human-assisted interactions and achieving an average efficiency rate of 27.4%.

In physical channels, Trucks and Automated Units carried out 162,884 service interactions, while Boats totaled 43,309 interactions, reinforcing our presence in riverside regions and areas without conventional banking infrastructure.

In total, in-person service amounted to 123,432,104 interactions during the year, representing a reduction of 25.9 million compared to 2024, reflecting the migration to more efficient digital and remote channels.

We carried out more than 952 million transactions through the Self-Service channel, providing customers with convenience and an improved experience, and processing over R$ 207 billion. Combined with the Banco24Horas partnership, this totaled service availability across more than 48,400 terminals at 23,600 locations.

We implemented new methods of identification and authentication for issuing statements, FGTS withdrawals, unemployment insurance, and INSS services, enabling cardless transactions through biometric authentication, increasing security, agility, and convenience.

Credit Recovery

As part of our credit recovery efforts, we conducted another edition of the "TUDO EM DIA CAIXA" campaign, an in-house initiative aimed at settling outstanding debts through discounts tailored to the specific situation of each contract.

These actions provided customers with the opportunity to renegotiate their debts under differentiated conditions, promoting financial dignity and economic reintegration. The initiative resulted in more than R$ 1 billion in amounts recovered from over 450,000 customers who regularized their debts.

Wholesale Network

As part of our strategic positioning, we reinforced our commitment to strengthening and expanding relationships with current and potential clients, continuously enhancing our competitiveness through a diversified, integrated portfolio and high-quality service focused on value delivery.

Our performance followed the indicators established in our Business Plan, which directly reflected the strategic priorities defined for the period. These indicators represent the area's ability to generate value, enhance competitiveness, strengthen client relationships, diversify funding sources, and maintain asset quality. The deliveries achieved throughout the year reflect the integration between economic growth, prudent risk management, and collaborative action across areas, in line with CAIXA's governance principles and operational efficiency.

Brazil's largest service network

Our numbers

Total branches and service posts:
3,925

Total of Digital units, including Branches and Remote Service Platforms:
142

Total CAIXA Aqui correspondents and lottery units:
7,853 (CCA)
13,002 Lottery outlets

Total mobile branches (trucks):

11 truck-type mobile units
2 automated mobile units

Total boat-branches:
2 boat branches (PA-Boats)

Total self-service terminals (ATMs):
21,787

Total Banco24Horas network terminals:
26,705

Physical channels

Transactions at ATMs: **657,808,623**
Transactions at Banco24Horas: **294,253,931**
Branches: **123,432,104**
Land-based mobile units (truck-based and automated units):
162,884 services interactions
114 municipalities served
CAIXA Boats: **43,309** service interactions
26 Municipalities served on permanent routes
INSS Boats:
Belém I - CAIXA service interactions: **4,225**
CCA: **69,931,863**

Digital Branches

Service interactions performed electronically by the 2CX center: **29,629** service interactions, with overflow to centralized units with **10,793**, **totaling more than 40 thousand services provided.**

- Webchat: **11,887,727**:

10,619,014 were BOT-only services and **1,268,713** were human-only services.

WhatsApp:

56,815,517, of which:

51,337,048 were BOT-only services an **5,438,469** were human-only service

Social Media (Instagram and Facebook): 191,825 interactions

Reclame Aqui: 56,195

Consumidor.gov: 57,579

URA service interactions: 141.7 million interactions, considering the Alô CAIXA (0800 104 0 104), Caixa Cidadão (0800 726 0207), and Bolsa Família (111) service channels.

Operationally, we achieved improved results, with higher completion rates, reduced abandonment, and improved response times, as shown below:

REMOTE CUSTOMER INTERACTION INDICATORS

% WhatsApp interactions Completed

Mitigation of abandonment in WhatsApp interactions

92.7% Done interactions (Q3 2025)

99.4% Done Interactions (Dec/2025)

% Telephone Interactions Completed

Mitigation of abandonment in telephone interactions

74% (Q3 2025)

89.5% (in Dec/2025)

Customer Wait Time on WhatsApp

Ensuring timely customer service, with assistance provided within 5 minutes after queue entry.

71.4% (Q3 2025)

88.8% Avg (Q4 2025)

Remote Attendance Management

Evaluation of the set of channel indicators within the scope of digital units.

86.66% (Q3 2025)

96% (Q4 2025)

Our fund management

We are registered with the Brazilian Securities and Exchange Commission (CVM) and authorized to provide securities portfolio administration and management services, in accordance with CVM Declaratory Act No. 3,241, dated January 4, 1995, and CVM Resolution No. 21, dated February 25, 2021.

Strategy

We prioritized the continuous improvement of the customer experience across CAIXA's digital channels and internal service channels, and implemented enhancements in the Investment Funds customer journeys:

- We provided an improved experience for investor clients by implementing enhancements to the investment fund search functionality on the digital channel.
- We participate in a dedicated manner in the TEIA structure, collaboratively developing projects aimed at improving the customer journey, including enhancements to the client investor profile assessment process—suitability—and the modernization of the investment module in the mobile app.
- We also worked to enhance the employee journey in the commercialization of investment funds; in this regard, we advanced the centralization of investment fund transactions on the platform operated by employees working across customer service networks. We also provided automated query solutions for the Retail and Wholesale networks to support customer service.
- We delivered the new investment funds liability control system developed internally, which enabled the launch of two investment funds in incentivized debentures for individuals, expanding the range of investment Options available to our clients. These funds offer tax benefits to individuals through a zero income tax rate on the returns earned, as established by Law No. 12,431/11.

In addition, investment vehicles in incentivized debentures contribute to investment projects in infrastructure or in economic production that is intensive in research, development, and innovation, which are considered priorities by the Federal Government.

Results

During the year, we made some of our processes more efficient and innovative by optimizing routines and operational costs and automating tasks through artificial intelligence and automation tools.

We successfully met the challenge of adapting 100% of our Investment Funds to the changes introduced by CVM Resolution No. 175, which came into full effect on June 30, 2025.

In December 2025, we managed approximately 521 Investment Funds, covering a wide range of asset classes and investor profiles, with net assets totaling approximately R$ 711 billion under management, in accordance with the criteria established by the Brazilian Financial and Capital Markets Association (ANBIMA).

We are the sixth-largest investment fund manager in the domestic market, with a 6.6% market share, and we stand out in the fixed income segment as the third-largest manager in this asset class, with a 10.5% share. In the segment of Special Social Security Regimes (RPPS), we are the second-largest manager, with a 36% share.

We also rank second in the Retail and Public Sector segments, with market shares of 21% and 18%, respectively, and third in the Closed Complementary Pension Entities for Public Companies (EFPC) segment, with a 21% share.

Investiment fund management activities

We operate in the management of Exclusive Funds, the FGTS Investment Fund (FI-FGTS), Managed FGTS Portfolios —including the Porto Maravilha Real Estate Investment Fund (FII)—and the Social Development Fund, totaling approximately R$218 billion in assets under management for the year.

The Exclusive Funds we manage have Guarantee Funds as their sole unitholders. Guarantee Funds are established by law, have their own bylaws, and are designed to meet the needs of federative entities.

FI-FGTS closed the 2025 fiscal year with net assets exceeding R$20 billion, represented by diverse investments in the energy, railway, highway, sanitation, and port sectors. In terms of financial returns, it is noteworthy that, over its existence, investments in the FI-FGTS portfolio have already generated approximately R$36 billion for the Fund through interest payments, amortizations, asset disposals, dividend distributions, among others, excluding returns on cash holdings. Part of these resources has been reinvested in new projects that contribute to job and income generation and to the country's development.

Within the scope of the Porto Maravilha operation, through the CAIXA Porto Maravilha Real Estate Investment Fund (FII Porto Maravilha), we advanced the consolidation of the area by expanding into São Cristóvão. In recent years, the Porto Maravilha region has stood out in Rio de Janeiro's real estate market, accounting for approximately 25% of the city's residential launches. In 2025, the first CEPAC sale was completed for a new development in the expanded Porto area, in São Cristóvão, where 2,700 residential units are planned.

Another relevant milestone was the negotiation of a plot of land originally designated for the construction of a corporate tower, which will now give rise to two additional residential developments, comprising 2,300 units with active frontages, through a new developer aligned with the region's Master Plan, prepared by the Fund.

Through these initiatives, the region will reach 16,000 units launched since 2021. Currently, 15 residential developments are under construction, totaling 13,000 units, in addition to 3,400 units already delivered and occupied.

CAIXA, as manager of the FII Porto Maravilha, reaffirms its ability to generate value, recover assets, and drive the city's real estate dynamics, consolidating the Porto area as a vector for growth and innovation in the city of Rio de Janeiro.

People

Strategy

We value and care for people.

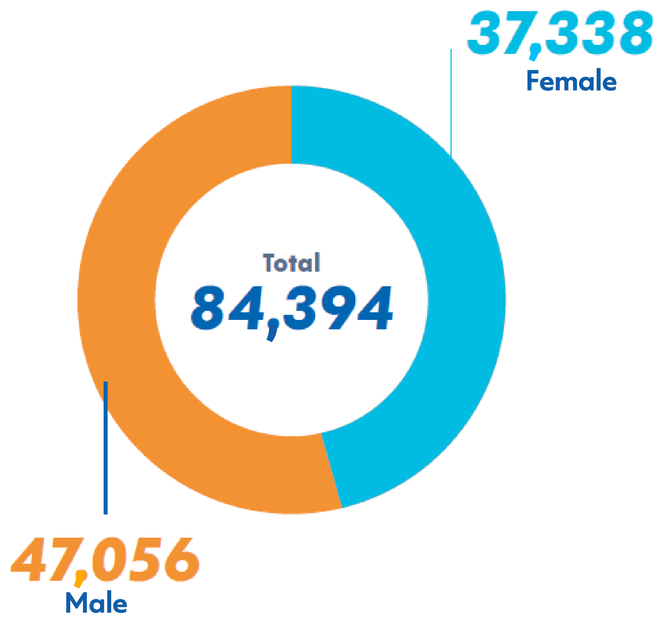
Our human capital is part of our strategy for CAIXA's sustainability. We made progress in modernizing work models, strengthening organizational culture, developing leadership capabilities and promoting well-being, with a focus on sustainable results and on the CAIXA Strategy 2030.

Results

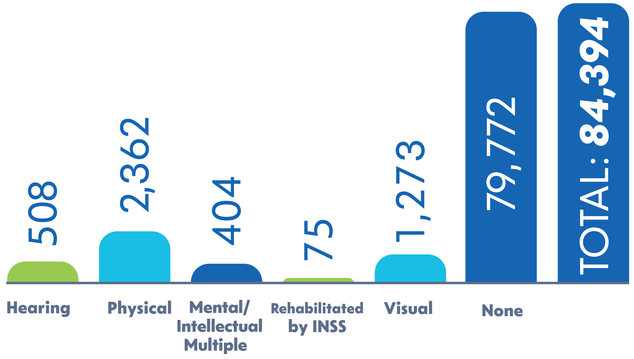
Our personnel

There were changes in our personnel: 1,977 employees were hired through public recruitment processes, and 888 employees left CAIXA's personnel for various reasons.

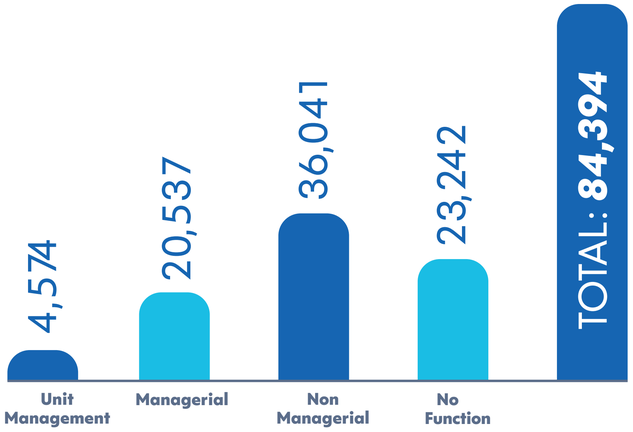
TOTAL NUMBER OF EMPLOYEES BY GENDER



PwD



TYPE OF COMPENSATED FUNCTION



WOMEN, BLACK AND PwD

CONSIDERING MANAGERIAL AND UNIT LEADERSHIP FUNCTIONS, WE HAVE THE FOLLOWING DISTRIBUTION:

WOMEN	**42.60%**
BLACK	**27.45%**
PwD	**3.17%**

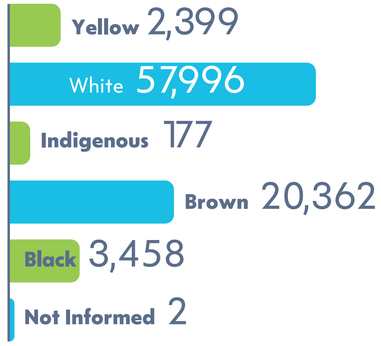
TOTAL NUMBER OF EMPLOYESS RETIRED IN 2025

181

TOTAL NUMBER OF EMPLOYEES HIRED IN 2025

1,977

TIPY OF FUNCTION BY RACE/COLOR

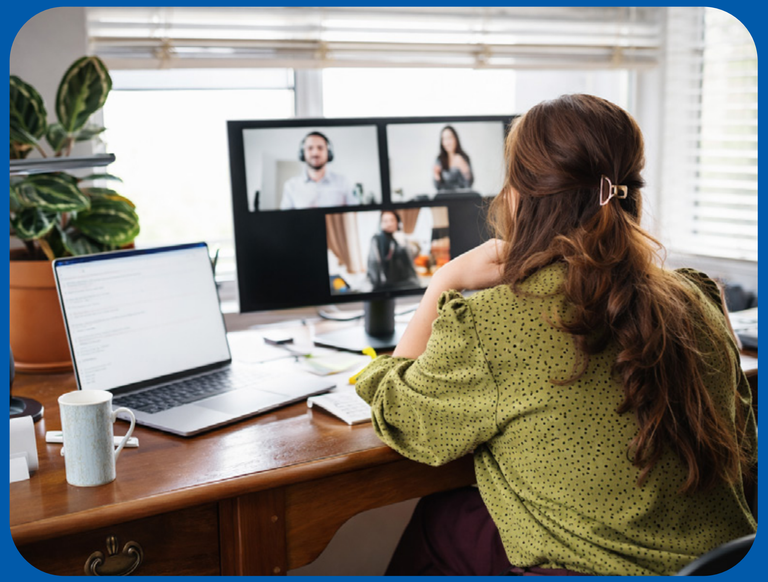


The data highlight the challenges of increasing diversity in leadership positions, a priority topic within the People strategy.

New Remote Work Model and Acculturation

We have advanced in consolidating Remote Work as a work model, aligning it with our Strategy. This initiative aims to balance personal and professional interests while fostering digital capabilities, creativity, quality of life, cultural strengthening, and a focus on collaborative results. Adoption Indicators for the Remote Work model (Jan–Dec 2025):

29,071 employees signed a Remote Work addendum for at least one day, representing approximately 34.4% of the workforce.



Organizational Climate Management at CAIXA

Since 2005, we have implemented an Organizational Climate Management strategy, initially using the Organizational Climate Survey (OCS)—an initiative that allows us to listen to employees, understand their perceptions of the work environment, and guide ongoing improvement actions.

The periodic application of the OCS enables us to establish a transparent relationship with our employees, based on dialogue and active participation.

We conducted the Climate Survey, which had over 27,000 respondents. Based on the results, we planned structural actions that will enable:

- A healthier work environment: actions focused on well-being, process improvement, and strengthening team relationships.
- Greater participation in decisions: the survey provides employees with a safe and structured channel to express their opinions.
- More qualified leadership: results guide development programs that enhance management practices.
- Improvement of working conditions: collected perceptions direct investments and structural improvements.
- Increased satisfaction and engagement, factors directly related to productivity and team performance.

We will invest in actions focused on the well-being and development of our employees. The organizational climate survey is a fundamental part of this process and reinforces the Company's commitment to building a work environment based on respect, inclusion, recognition, and development.

By listening to employees, we reinforce values such as transparency, respect, and collaboration

CAIXA Cultural Transformation Program

The Cultural Transformation Program is a strategic initiative designed to align the Organizational Culture with the 2030 Corporate Strategy. Its objective is to strengthen behaviors, values, and practices that foster a collaborative, ethical, innovative, and customer-centric environment, establishing the Target Culture as a central element in decision-making, people management, and value delivery to society.

Transformation is carried out through structured actions such as leadership training, activation of cultural ambassadors, training and mobilization to disseminate the Target Culture, targeted internal communication, and monitoring through specific indicators.

A key stage of the transformation is the "Leading by Example" initiative, focused on strengthening and developing leadership through strategic actions such as training, coaching, workshops, onboarding of new managers, and cultural counseling.

"Culture in Practice" Workshop mobilized leaders and technical teams from our National Management units to raise awareness and drive engagement with the Target Culture, reaching more than 120 management units. In December, the first 160 Culture Ambassadors were also trained, expanding the positive influence of the culture across our entire territory. This strategic network contributes to accelerating and disseminating the Target Culture, strengthening organizational transformation.

Absenteeism

The Absenteeism Indicator is a strategic element for us, as it is directly related to productivity, employee well-being, and risk management.

We maintain the lowest overall absenteeism rate among major banks, according to benchmarking data from 2021to 2024. The result achieved in December 2025 of 3.29% is considered a significant achievement, representing an approximate reduction of 0.60% compared to the rate recorded in the previous year.

2025 Higher Education Public Examination

We launched the 2025 Higher Education Public Examination notice, offering 184 immediate openings and 552 opportunities for a reserve list, allocated in a quantity equivalent to three times the number of positions per role. With nationwide coverage, the examination includes strategic areas such as Civil Engineering, Architecture, Occupational Medicine, Safety Engineering, Electrical Engineering, and Mechanical Engineering, strengthening the company's role in essential projects for the country's development. In addition to expanding the workforce in priority sectors, the examination marks a historic milestone by applying, for the first time, the new ethnic-racial quota legislation, reaffirming CAIXA's commitment to diversity, inclusion, and social responsibility.

DIVERSIDADE
Pela inclusão e respeito

Diversity

We are a public financial institution that recognizes diversity, equity, and inclusion as essential parts of our identity and the service we provide to the country.

Throughout the year, the Diversity and Inclusion Program was strengthened, with actions and projects developed to reinforce and expand our commitment to promoting a more inclusive, plural, and respectful work environment.

The actions of the Diversity and Inclusion Program were carried out based on five strategic pillars—gender, race/color, people with disabilities, generations, and LGBTQIA+. Initiatives included literacy and training activities, such as dialogue circles, themed events, and leadership awareness sessions. CAIXA made and reinforced public commitments to promote plural, safe, and respectful environments, helping to reduce historical barriers and strengthen a culture of equity and respect.

Female Leadership

In alignment with CAIXA 2030 Strategy and the pillars of diversity and inclusion, CAIXA University promoted several initiatives in 2025 aimed at training the female audience.

We completed the training of ten women in Public Finance, including an international module at Harvard University; the training of eight Black women in the "Leadership for Black Women in Public Service" course; and the "Empowering Women in Leadership" program, which included 35 female managers from the company.

These initiatives strengthened female protagonism, gender equity, and the creation of more diverse, innovative environments aligned with our strategic challenges.

Languages

CAIXA University conducted the "Busuu Webinar" – English and Spanish, the first foreign language event promoted at CAIXA.

This initiative marks a milestone in CAIXA's training journey, aligning with the guidelines for continuous development and the internationalization of skills. Language proficiency is recognized as a strategic competence, able to broaden professional horizons, strengthen global connections, and drive digital transformation.

Encouraging language learning strengthens CAIXA's performance in an increasingly globalized environment. In addition to expanding communication with international partners, this strategic skill, when linked to digital transformation, reinforces a culture that values innovation and adaptability—essential for competitiveness.

Throughout the year, we developed several actions aimed at strengthening the Organizational Climate and Organizational Culture, focusing on integrity, well-being, and healthy relationships in the workplace.

Leadership Development

We concentrated our actions on leadership development, cultural transformation, innovation, ethics, diversity, and digital skills, through in-person, digital, and hybrid initiatives, reaching managers, technicians, and administrators.

The CAIXA Leadership Journey 2030 was carried out, the largest in-person leadership training initiative ever conducted by CAIXA University, focused on strengthening the leadership skills of unit managers, aligned with CAIXA Strategy 2030. Structured as an integrated training journey, the action involved cocreation, training of internal instructors, and multiple in-person waves, reaching more than 4,700 managers across the country.

CAIXA University continued the CAIXA Mentoring Program, an initiative aimed at leadership development and the humanization of work relationships, connecting experienced employees to professionals on a succession path for unit management. The program recorded significant progress, with the training of 67 mentors, completion of 114 mentoring sessions, and 104 ongoing, in addition to launching Group Mentoring, expanding reach and collective learning.

Total investment in corporate education amounted to R$ 91.85 million.

These initiatives strengthened organizational capacity, adaptation to changes in the financial sector, and alignment with CAIXA Strategy 2030.

Health and Quality of Life

CAIXA em Movimento

Launched in 2024, CAIXA em Movimento is currently our main program for promoting healthy habits. The initiative mobilized thousands of employees across the country, encouraging practices that strengthen physical, mental, and emotional well-being.

The program features an app where employees record their activities—such as running, workouts, walking, and biking—and participate in campaigns aligned with the annual health calendar, with prize draws to encourage engagement.

As part of this strategy, Regional Circuits were held in 18 cities, expanding the reach of in-person actions to promote health and well-being. These events have become a foundational initiative for strengthening the organizational culture focused on caring for people, stimulating engagement and integration among teams.

We encourage integration, health care, and reinforce our commitment to the quality of life of our employees.

During the year, we had more than 55,000 employees registered in the app.

We offer our employees the corporate health and wellness benefit *Wellhub* . In addition to gyms, the platform provides resources to support nutrition and mental health, including a free Digital Plan that offers access to ten premium health and wellness apps.

The partnership with *Wellhub* is available to all active employees, retirees, and pensioners who are CAIXA Health beneficiaries, as well as their dependents (children and spouse/partner).

Nutrition and Healthy Habits

To support and motivate the adoption of healthy habits, we offer the Nutrition and Healthy Habits Program, aiming to raise employee awareness about healthy eating practices and encourage the acquisition of better lifestyle habits.

Lasting 15 weeks (15 hours), the program takes a multidisciplinary approach, including six meetings with a nutritionist, five with a psychologist, and four with a physical educator. The activities include educational interventions aimed at promoting, adjusting, and accepting healthy eating habits, carried out through lectures and activities led by accredited professionals.

Women's and Men's Health

The program encourages early screening for cervical, breast, and prostate cancer as an essential preventive measure

We fully cover:

For female employees

- Appointment with a gynecologist;
- Conventional or digital bilateral mammography starting at age 40;
- Pap smear starting at age 18

For male employees

- Appointment with a urologist starting at age 40.

Appointments and exams are carried out through the CAIXA Health Accredited Network.

Workplace Activities

The purpose of workplace activities is to promote employees' health and well-being at work through initiatives such as workplace exercise, conducted in groups with stretching and relaxation exercises led by a physical education professional, and express massage, provided individually by trained professionals. These initiatives help reduce stress, prevent work-related illnesses, and improve quality of life and interactions within the units.

Emotional Health Program

A fully sponsored corporate emotional health benefit that promotes emotional well-being and can generate effective results in reducing stress levels and reducing chronic illnesses. The program covers services in Psychology and Psychiatry, via a digital platform that makes the service available to 100% of employees, allowing consultations to be carried out online from anywhere.

Up to four psychological appointments and one psychiatric appointment may be performed per month, with the same number of appointments renewed in subsequent months. Additionally, the program offers urgent care services with qualified risk stratification.

Flu Vaccination

The CAIXA Flu Vaccination Campaign is held annually nationwide to ensure protection against viral strains circulating in the country. The initiative is intended for all active CAIXA employees and follows the guidelines of the Ministry of Health (MS) and the World Health Organization (WHO).

The aim of the campaign is to promote health and quality of life in the workplace, reducing risks and preventing diseases. We immunized 39,000 employees, reinforcing our commitment to care, well-being, and valuing people.

CAIXA em Dia

CAIXA em Dia was created to support employees during this period, offering guidance and tools to regain control of finances and strengthen emotional balance. The program provides financial counseling groups/classes led by a specialized psychologist, with up to 30 participants and lasting up to 180 days. In addition, the action also includes family members, such as spouses and children, as long as they can participate in the scheduled session times. Upon the employee's authorization, their information may be forwarded to our business area, which will contact them via the chosen channel to provide detailed information about the debt renegotiation process.

Reconectar CAIXA

We launched the Reconectar CAIXA Program, created to provide support and assistance to employees returning from long periods of leave who need to readjust to the workplace in a healthy and balanced way. The initiative ensures personalized follow-up, respecting individual needs, valuing health, and promoting well-being, so that each person resumes their routine with confidence, motivation, and safety.

Participants in the program have the support of a multidisciplinary team for a cycle of 90 days, which can be extended based on the team's evaluation.

Support Programs

We strengthen initiatives focused on active listening, transparency, and building an inclusive and respectful environment. Highlights include:

- Safe Dialogue: a program dedicated to providing support in situations involving moral harassment, sexual harassment, and discrimination, ensuring specialized support and secure channels for listening and guidance.
- Embrace: an initiative focused on supporting female employees in situations of domestic and family violence, offering psychological support and assistance measures.

These programs reinforce our commitment to fostering ethical, safe, and humanized work relationships, aligned with best governance practices and human rights.

Supplementary Pension

Supplementary Pension is a benefit offered to our employees, providing greater financial security and protection for their families.

With our matching contribution, employees can ensure a more secure retirement, in addition to benefits such as death and disability pension.

FUNCEF is the 3rd largest EFPC (Closed Pension Fund Entity), serving approximately 140,000 people including active employees, retirees, and beneficiaries.

Parental Leave

We implemented flexible rules for the enjoyment of Parental Leave, expanding the possibilities for extensions, aiming for greater inclusion and equity.

In this way, each family, regardless of its configuration, can choose the most suitable arrangement for caring for the child in the first months at home, whether through birth or adoption, promoting greater sharing of responsibilities.

We took another step toward advancing Gender Equity in the Company.

Saúde CAIXA

Saúde CAIXA is a health care plan established and sponsored by us, with nationwide coverage and non-profit purposes, exclusively for our employees—active and retired—and their dependents.

We expanded our accredited network in 2,644 municipalities with a low supply of services and added 847 new accredited providers, 308 of which specialize in the care of Global Developmental Disorder (GDD) and Autism Spectrum Disorder (ASD), to balance and optimize service capacity, especially in areas far from major urban centers.

Aiming to ensure responsible and welcoming care, we carried out 6,937 direct contacts with beneficiaries, conducted by a dedicated team focusing on active listening and individualized monitoring. The initiative is designed to support and redirect beneficiaries requesting high-cost procedures that use orthoses, prostheses, and special materials (OPSM).

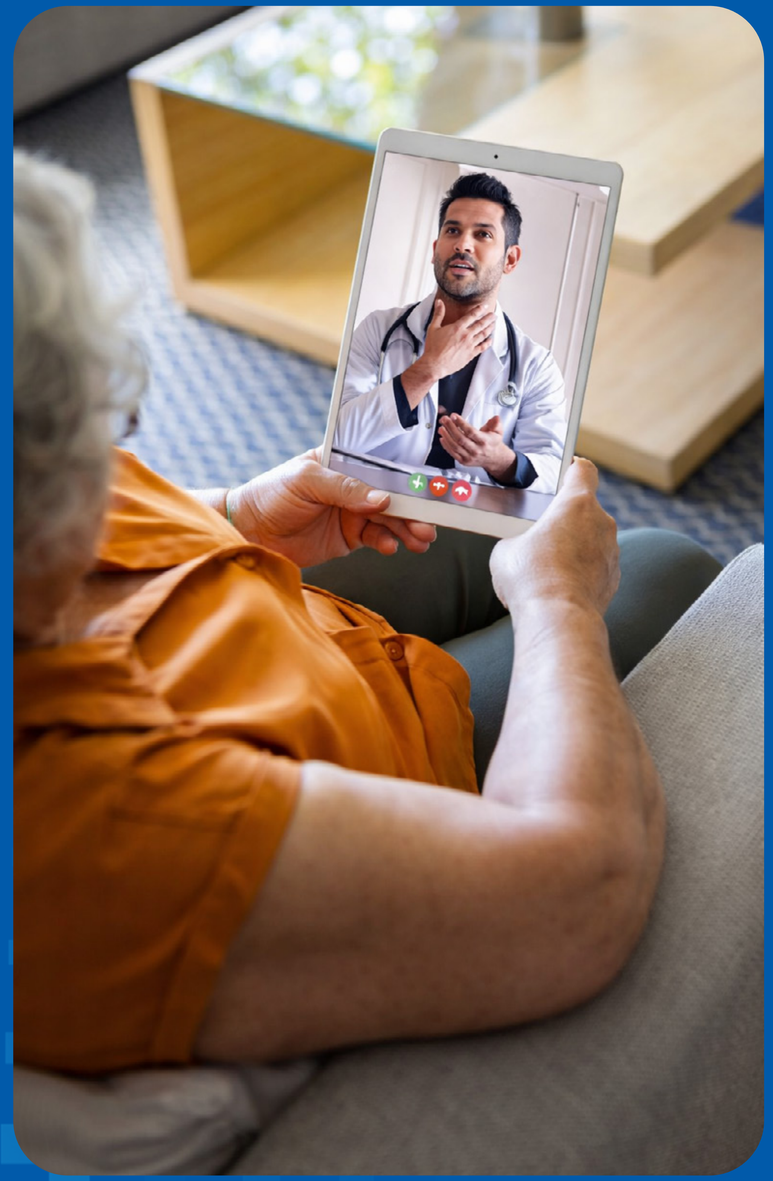
This action enables a second opinion from a qualified professional, ensuring that procedures are evaluated with technical rigor and in accordance with regulatory standards. As a result, we redirected 290 beneficiaries, representing significant cost avoidance for the plan. We provide all plan beneficiaries with simpler, faster, and more human-centered service, reaffirming Saúde CAIXA's commitment to quality care and respect for each beneficiary's journey.

We made the Saúde CAIXA Self-Service platform available, modernizing and simplifying the beneficiary experience.

The secure and intuitive digital environment allows users to make requests, monitor processes, and access information about the plan, increasing autonomy and agility in accessing essential services, such as the new features:

- Enrollment and maintenance of dependents;
- Requesting and tracking prior authorization for procedures;
- Requesting and tracking reimbursements.

We also implemented strategies to reduce waste and optimize health care costs. For the coming years, Saúde CAIXA is guided by strategic pillars of operational efficiency, customer experience, sustainability, and technological innovation, with the goal of developing solutions that prioritize quality service, preventive health management, and the well-being of beneficiaries, with transparency and responsibility.



CAIXA Apprenticeship

The CAIXA Apprenticeship Program aims to promote the social inclusion of adolescents and young people facing socioeconomic vulnerability by offering opportunities to enter the job market. The initiative encourages citizenship and the development of ethical and professional values through training in banking and administrative services.

More than simply meeting the legal requirement for hiring apprentices, the Program is aligned with our purpose of transforming people's lives.

For many participants, this is their first professional experience, representing an important opportunity for growth, learning, and development. During the contract, young people enhance their personal and professional skills, learn about responsibilities, and prepare to face the challenges of the formal job market.

According to data from the Apprentice Management System (SGA), in December 2025, we had approximately 3,450 active apprentices.

Internship Program

The CAIXA Internship Program, established under Law No. 11788/2008, is part of our talent development and social responsibility strategy. We offer internship positions at both the secondary and higher education levels in areas such as Architecture, Engineering, Accounting, Law, Economics, Information Technology, and Social Projects, in accordance with the pedagogical projects of educational institutions.

The initiative promotes the professional training of students through supervised educational activities in the workplace, encouraging values aligned with CAIXA's Code of Ethics and contributing to the technical, personal, and civic development of participants. Hiring is carried out by an Integration Agent, currently Super Estágios, responsible for selection, formalizing the Internship Commitment Term, and other operational tasks.

The CAIXA Internship Program is an entry point for the development of new professionals and for strengthening our social role as a public company. More than just offering opportunities and learning, the program connects academic theory to professional practice, contributing to students' personal, technical, and civic development.

For us, the Internship Program is an essential talent development strategy, as interns bring innovation, new perspectives, and contribute to process improvement, while supervisors and managers strengthen a culture of continuous learning. The program reinforces our institutional commitment to social and educational responsibility, supporting the ethical, professional, and civic development of students.

According to data from the Intern Management System (SGE, in December 2025, we had approximately 2,900 active interns.

Sustainable Value Creation through People

By integrating actions related to people management, culture, development, diversity, health, and well-being, we strengthen our organizational capacity and mitigate risks associated with workforce sustainability. The set of initiatives carried out during the year contributes to attracting, developing, and retaining talent, while also promoting healthier, more inclusive, and results-oriented work environments.

Thus, the People agenda is consolidated as a strategic driver for the implementation of the CAIXA 2030 Strategy, ensuring sustainable value generation for the institution, employees, and Brazilian society in the short, medium, and long term.

Marketing

Strategy

Our marketing campaigns play a fundamental role in strengthening the institution's relationship with Brazilian society. As a public bank, we face the challenge of communicating not only financial products and services but also social initiatives, government programs, and actions that directly impact the lives of millions of citizens. In this context, marketing acts as a strategic bridge between the institution and its diverse audiences.

The advertising campaigns developed reinforced our institutional positioning and our commitment to sustainable development, as well as the promotion of culture and sports.

Our sponsorships and those of our subsidiaries play a strategic role in the bank's relationship with Brazilian society. More than just associating brands with events and projects, these initiatives materialize our institutional presence in areas essential to millions of Brazilians, such as encouraging sports, valuing culture, supporting socio-environmental actions, and strengthening productive sectors through market events.

Results

Through campaigns, we were able to disseminate information on credit, housing, social programs, incentives for entrepreneurship, and digital solutions, contributing to financial inclusion and the country's economic development. We reinforce the trust and credibility of the brand, highlighting its commitment to social responsibility and transparency.

Thus, our marketing campaigns are essential for expanding public access to government policies, strengthening our institutional image, and supporting the mission to promote citizenship, development, and well-being for all Brazilians.

Our Internal Communication and Endomarketing played a fundamental role in the Organizational Transformation process brought by the CAIXA 2030 Strategy. It was through the communication actions developed that we were able to begin the process of understanding and incorporating the new Corporate Strategy. Throughout the year, we produced and disseminated consistent and attractive content about the Purpose, Vision for the Future, Values, and the six Strategic Pillars that guide the institution's journey toward a new cycle of growth, efficiency, and client-centricity, connecting all the company's communication actions to the narrative of the Strategic Plan.

Dissemination occurred through an integrated ecosystem of internal channels, allowing messages to reach CAIXA's various audiences— from administrative units to service networks— in a segmented, constant, and appropriate manner. This diversity of formats and languages made it possible to broaden the reach of the campaigns, reinforcing corporate identity and strengthening the sense of belonging.

In the CAIXA Community on Viva Engage, the corporate social network, there were more than 15 million views of published posts, with a 16% engagement rate from the general audience.

Regarding the CAIXA Journal, we reached 103 million page views, including the home page intranet.caixa.

Throughout the year, we published 2,209 articles, which averages nearly 10articles per business day, not counting other content on the Intranet, such as videos, surveys, and other materials.

Considering only the articles, we reached the mark of more than 3 million readings. Furthermore, considering the weekly audience, at the beginning of 2025, the average was about 50,000 readings per week, but throughout the year there was substantial growth in accesses, with a peak of 91,000 weekly readings.

Advertising

In the environmental area, the Sustainability Campaign – COP30 highlighted initiatives focused on sustainable development and responsibility for the planet's future. The campaign emphasized the message that "it's in our nature to make things happen" . In a survey conducted by the advertising agency after COP30, 83% of respondents said they believe that CAIXA "has a natural concern for people and the environment".

With the Cultural Advertising Campaign, we increased the number of visitors to CAIXA Cultural units by 68% compared to the previous year.

With the Sports Campaign, we reinforced our support "from the ground up." With the motto " support changes the game," we improved society's perception regarding the sponsorships we provide. According to a survey conducted by SportTrack, we are the third most associated brand with Basketball, the fourth most associated with Road Racing, and the second most associated with Gymnastics, ranking behind only sports equipment suppliers in all cases.

Communication regarding access to housing highlighted the Minha Casa Minha Vida – Middle Class campaign, featuring housing solutions aligned with the needs of this audience. As well as the Reforma Casa Brasil campaign, which highlighted accessible solutions for housing improvements.

We also highlight actions aimed at Credit, which are designed to boost entrepreneurship and economic development.

And finally, it is important to highlight the advertising campaign for the Mega da Virada, which showcased the record-breaking prize of over R$ 1 billion.

Social Media

We have made consistent progress in strengthening our relationships with customers and society by expanding and enhancing our digital presence. The launch of new institutional profiles—most notably CAIXA Esportes on Instagram and the brand's entry onto the Kwai platform—has broadened our communication reach and diversified touchpoints with different audiences, consolidating a base of over 12.6 million followers by the end of the period.

This growth reflects a strategy focused on customer centricity and the adaptation on institutional language to contemporary information consumption habits, fostering greater engagement, proximity, and recognition of the CAIXA brand in digital environments.

We launched the CAIXA Esportes profile, which significantly contributed to strengthening our institutional presence in the sports arena. The editorial strategy, anchored in the tagline "This changes the game," highlighted our longstanding support for Brazilian sports, showcasing our role in promoting social development through sponsorships of sports confederations and committees. The use of dynamic content, behind-the-scenes material, and cross-profile collaborations increased engagement and strengthened the emotional connection with audiences.

Transversally, the institutional Always On strategy maintained a continuous presence on social media, focusing on public service content and customer guidance, particularly on topics such as digital security, financial education, and ESG (Environmental, Social, and Governance.

In a context marked by the hosting of COP30, socio-environmental themed posts were among the top-performing, highlighting the alignment of institutional communication with society's growing expectations regarding responsible organizational conduct.

We also leveraged real-time communication initiatives with a focus on security, adopting lighter and more humorous approaches aligned with contemporary digital behavior. This strategy contributed to increased engagement and brought institutional communication closer to different audiences, while preserving its educational and preventive nature.

In the marketing sphere, digital communication reinforced the central role of customers, placing them at the core of the institutional narrative. Through more than 400 pieces of content and approximately 15 million interactions, initiatives such as Entrepreneur Moment showcased real stories and inspiring testimonials, while also boosting the visibility of our digital solutions, including digital accounts, open finance, and digital credit journeys, such as payroll loans for private sector workers (Worker Credit) and Home Renovation Brazil.

These initiatives reinforced the role of digital communication as a strategic driver of value creation, integrating relationships, reputation, financial education, and support for economic and social development, contributing to business sustainability in the short, medium, and long term.

Digital presence across social media platforms:

CAIXA (including Loterias and Sports	
Period	**2025**
	3,156,227
	5,812,629
	365,969
	503,478
	2,375,044
	367,292
	22,100
TOTAL	**12,602,739**

Our official website has established itself as one of the most accessed portals in the country, recording a significant volume of views—an average of 110 million per month. The portal continues to rank prominently in global rankings within the Finance category in Brazil. These highlights reflect the portal's central role as a platform for public and banking services, supporting essential operations such as checking social benefits, contracting financial products, accessing the FGTS, housing services, and government programs.

Sponsorship

We contracted 694 sponsorships, covering our key areas of activity: marketing social-environmental, cultural, and sports. AIn total, investments amounted to more than R$ 556 million in contracted values, of which R$ 220 million came from our own resources and R$ 336 million from our subsidiaries, including projects with multi-year terms, with disbursements made gradually over the course of contract execution.

In sports, we maintained a longstanding commitment. In 2024, we announced the sponsorship of the Brazilian Olympic Committee (COB), for a total of R$160 million, valid through the end of 2028, when the Los Angeles Olympic Games will take place. In 2025, we disbursed R$40 million, corresponding to the annual installments of the contract.

The same strategy was adopted in renewing sponsorships for the Brazilian Paralympic Committee (CPB), the Brazilian Athletics Confederation (CBAt), and the Brazilian Gymnastics Confederation (CBG), all valid from 2025 to 2028. Payments made this year totaled R$82.5 million, with these resources being fundamental for the promotion of Olympic and Paralympic sports, from grassroots to high performance.

We also support sports leagues such as Novo Basquete Brasil (NBB) and the Women's Basketball League (LBF), projects like Brasília Basquete, as well as running circuits and street races across the country, reaffirming our role as a driver of social change, promoting inclusion, health, education, and opportunities for thousands of Brazilians.

Through cultural sponsorships, we demonstrate our commitment to citizenship, diversity, and democratic access to Brazil's artistic and popular expressions, enabling relationship activities and experiences for clients and prospects.

In addition to popular events like Carnival and June Festivals, which mobilize millions of Brazilians, drive the creative economy, boost tourism, and strengthen community bonds, we sponsor excellent cultural projects, such as the Bolshoi in Brazil, renowned for high-level artistic training, and the Orquestra Criança Cidadã Meninos do Coque, which transforms lives through music, contributing to social inclusion, civic education, and the development of children and youth in vulnerable situations.

In the marketing and social-environmental areas, we prioritize events and projects that generate opportunities for strategic relationship-building, business prospecting, and strengthening institutional presence in relevant segments such as housing, construction, agribusiness, tourism, innovation, franchises, retail, the public sector, and the legal sector, as well as initiatives that foster access to information, productive inclusion, financial education, and improvement of social and urban infrastructure, aligning with the ESG agenda and COP 30, reinforcing CAIXA's position as a leading player across various economic sectors.

Sponsorship Investments

The list of contracted sponsorships is available for consultation in the Transparency section of the website Sponsorships **Patrocínios | CAIXA.**

CAIXA Cultural: Impacts and figures

Audience

We celebrated the 45th anniversary of the opening of the first CAIXA Cultural unit and reached a historic milestone by registering 1.2 million visitors, consolidating the largest audience in our history.

With investments exceeding R$ 102 million in cultural programming, we reaffirmed our position as the first network of cultural centers linked to a financial institution with presence in all regions of the country, further strengthened by the opening of CAIXA Cultural Belém.

The new unit started its activities with 90,000 visitors just during the month of COP30, a period in which it was part of the official cultural circuit of the event.

We held another edition of the CAIXA Cultural Selection process, now with a biennial term (2026–2027), strengthening our institutional commitment to operational efficiency, predictability of cultural programming, and democratization of access to cultural funding mechanisms. In this edition, we selected 226 projects in the fields of theater, dance, music, visual arts, and experiences, covering initiatives from all regions of Brazil.

Job Creation

The cultural programming carried out throughout the year directly contributed to the creation of 10,673 jobs in the productive chain of the cultural economy. In the area of client relations, we promoted 100 exclusive actions.

Through the CAIXA Gente Arteira Educational Program, we carried out over 700 educational actions at the eight operating units, impacting approximately 27,000 students. The initiatives provided in-person pedagogical experiences with original works and teaching materials specifically developed to enhance learning. As a significant advancement in inclusion, we offered free transportation to public schools and social institutions, expanding the reach of educational visits in all units.

Digital Results

In our digital operations, we recorded 46 million views on social media content and reached 9.3 million accounts on the Instagram of the CAIXA Cultural Units, representing a 35% increase in our follower base.

With the launch of the videocast Podculturar , we expanded our presence beyond physical spaces, distributing qualified cultural content on Spotify and YouTube, as well as broadcasting on open TV via Canal Gov. A total of 23 episodes were published, reaching over 710,000 views.

Partnerships

In terms of institutional partnerships, we signed two Technical Cooperation Agreements, one with the Brazilian Institute of Museums (IBRAM) and another with the National Institute of Historic and Artistic Heritage (Iphan). Joint initiatives have already led to workshops with masters of popular culture and to the exhibition Suspended Landscapes , developed by IBRAM. In partnership with the Postal Service, we turned the facades of the eight units into commemorative stamps, made available to collectors throughout the country.

Promotional Marketing

In 2025 , Promotional Marketing actions consistently contributed to CAIXA's institutional value generation, strengthening our brand, expanding relationships with strategic audiences, and supporting corporate business, inclusion, and sustainable development objectives. We structured initiatives in an integrated manner, operating across different segments and aligning with the guidelines of the Integrated Communication Strategic Plan, considering our national reach and the diversity of audiences served.

In the agribusiness segment, investments reached approximately R$136 million, enabling our institutional presence in 23 sector fairs, with a direct impact on relationships with producers, cooperatives, and economic agents, reinforcing CAIXA's role in promoting regional development and productive credit. In the sports segment, investments totaled about R$3.2 million, directed toward institutional promotion actions that increased brand visibility and strengthened its association with values such as inclusion, youth, health, and high performance.

Within CAIXA Lotteries, we invested approximately R$24 million in nationwide promotional actions, focusing on increasing societal engagement, strengthening the brand, and encouraging participation in lottery products, which play an important role in funding public policies. In the marketing segment, investments exceeded R$4 million, directed toward client relationship actions, helping to foster institutional proximity, strengthen partnerships, and generate business opportunities.

In the institutional segment, investments totaled about R$24.8 million, covering institutional actions, activations associated with sponsorships, internal relationship initiatives, and the production of strategic institutional materials. These iniciatives contributed to strengthening corporate identity, disseminating CAIXA's values, and reinforcing our social, cultural, and economic role nationwide, increasing the perception of value among society and other stakeholders.

Advertising and Promotion Investiments

The amounts invested are published quarterly when we present our results (Financial Statements) on CAIXA's website: **https://ri.caixa.gov.br/informacoes-financeiras/central-de-resultados/**

Technology and Innovation

Aligned with the Institutional Strategic Plan, our IT and Communication Master Plan guides CAIXA's digital transformation agenda.

In 2025, we intensified investments in technological modernization, security, resilience, and digitalization, overcoming historical infrastructure and process limitations.

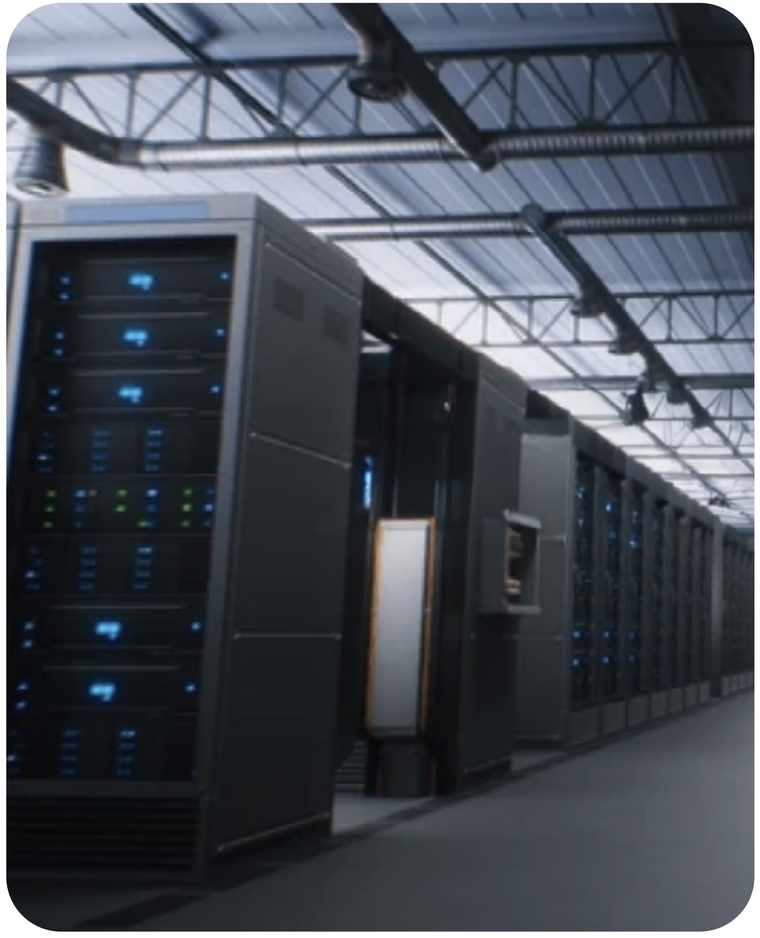
The evolution of IT—with expanded use of cloud, automation, artificial intelligence, and digital platforms—strengthened operational efficiency, customer experience, sustainability, and the ability to operate at scale, establishing technology as a central pillar in the generation of economic, social, and institutional value.

Below, we present our implementations for the year.

Services

It was a year of hard work and historical challenges such as dependence on legacy infrastructure, manual processes, low operational efficiency, and technological limitations.

Among the technology services that improved performance , we highlight our projects and initiatives.



It was a year of intense work and significant challenges, including historical constraints such as reliance on legacy infrastructure, manual processes, low operational efficiency, and technological limitations.

Among the technology services that contributed to improved performance, we highlight our projects and initiatives.

Modernization of IT infrastructure for high availability and security

The modernization of our technological infrastructure brought significant gains in performance and stability for critical applications and services, ensuring high availability and security of operations.

The new structure provides scalability to support the growth of transactions, such as PIX, and promotes greater operational and energy efficiency. The replacement of load balancers (ADCs), in operation since 2013, simplified the architecture and enabled the automation of service configuration and activation.

With the new market-standard server infrastructure (x86 architecture), we expanded processing capacity, modernized the multiplatform environment, and reduced maintenance costs for old servers, in addition to increasing service reliability.

The acquisition of new mainframe machines (IBM z17) reinforced the security, performance, and modernization of legacy systems. Expanding the use of the Zero Data Loss Recovery Appliance (ZDLRA) solution increased infrastructure resilience, allowing for near real-time restoration.

Modernization of card systems

69.5% increase in performance of our card processing platform:

- **68.6% improvement** in response time in our back office call handling system; and
- **72.69% increase** in performance in our credit card service system.

Modernization of telecommunications management and Wi-Fi for customers

- **Reduction from more** than 60 contracts to 13 contracts with connectivity integrators.
- **Free Wi-Fi now available** in 350 branches. Among the positive impacts, we highlight improved customer experience in branches with fast, secure internet access.

- **Promotion of the use of** CAIXA Tem and CAIXA App, fostering digital financial inclusion and education.
- **Reduction of service** failures and downtime in locations with limited infrastructure.
- **Behavioral analysis** of customers to improve service strategies.
- **Freeing up workforce** for business activities, reducing ope-rational demands.

Modernization of Real Estate Credit infrastructure

- **Investment of R$140 million** in disaster recovery infrastructure and contingency environments, increasing resilience and continuity of critical services.
- **18% reduction** in the monthly bill associated with the pre-vious infrastructure.
- **Expected return** on investment in 2 years.
- **Total project investment:** R$3 billion, with an estimated financial return of R$720 million over 7 years.
- **Estimated value** of the real estate credit portfolio under management: R$938 billion.

The initiative ensures continuity of Real Estate Credit services, mitigating risks of unavailability, strengthening our critical infrastructure, and contributing to operational security, efficient asset management, and the institution's technological autonomy.

Automated installation of the operating system in physical channels

Implementation of the automated process for installing the operating system on endpoints to serve our physical channels. This operating system update process replaces the in-person installation model, which required a field technician visit to perform the activity.

The automated installation offers an agile, controlled, safe, and efficient approach, carried out at night, outside customer service hours and without business impact.

The solution was initially applied to endpoints used for the Service Manager solution in branches, resulting in the installation of the updated Linux operating system on Totem (ticket issuer) and Thin Client (ticket panel) devices.

Considering the success of the implementation in branches, expansion to Self-Service and Lottery channels is already planned, which will result in automation of 100% of the equipment managed by our user service management teams.

Digital Education

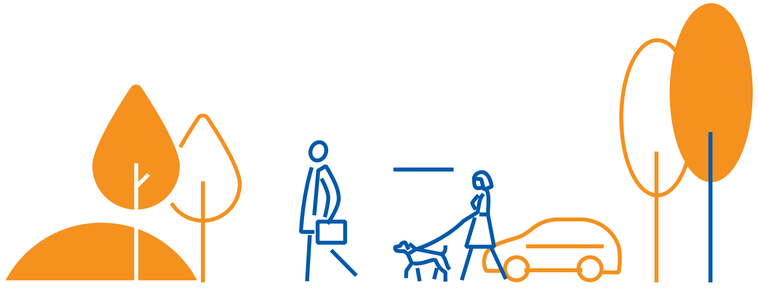
- **Computadores para Inclusão Program:** we partnered with MCom to transfer electronics for reconditioning and redistribution to communities in situations of social vulnerability. In 2025, more than 57,000 students were trained in 281 courses offered, 9.5 thousand tons of waste were properly disposed of, and thousands of people were impacted across the country.

Copilot Chat – Intelligent Virtual Assistant for CAIXA employees

Copilot Chat is an intelligent virtual assistant made available to all our employees, integrated with Microsoft Teams. The solution offers features such as document drafting and editing, meeting transcription and summarization (when recording or transcription is enabled), in addition to ensuring robust protection of corporate data, promoting productivity with security.

Biometrics for Cardless Withdrawals in Social Benefits

Biometrics for Cardless Withdrawals in Social Benefits is an initiative that expands the use of biometric authentication in self-service terminals for INSS, Unemployment Insurance, and FGTS beneficiaries. The action includes the evolution of the biometric validation API and integration with services such as the pawn system, promoting greater security, convenience, and digital inclusion in access to benefits.



Multichannel Service with 100% Cloud Contact Center

The Cloud Contact Center (SaaS - Software as a Service) is a solution contracted to modernize and centralize customer service. The platform, 100% in a cloud environment, integrates artificial intelligence for automated 24/7 service, connection with corporate systems, and multichannel interaction (voice, webchat, messaging, and social networks), promoting greater efficiency, security, and reduced operational costs.

Among some of the positive impacts of this action, we highlight:

- Enhanced customer experience with continuous (24/7) and multichannel (omnichannel) service;
- Operational efficiency with centralization and AI automation;
- Cost reduction with migration from traditional telephony;
- Enhanced security and robust technological support;
- 360° customer view, enabling quick and personalized decisions;
- Unification of unit service channels.

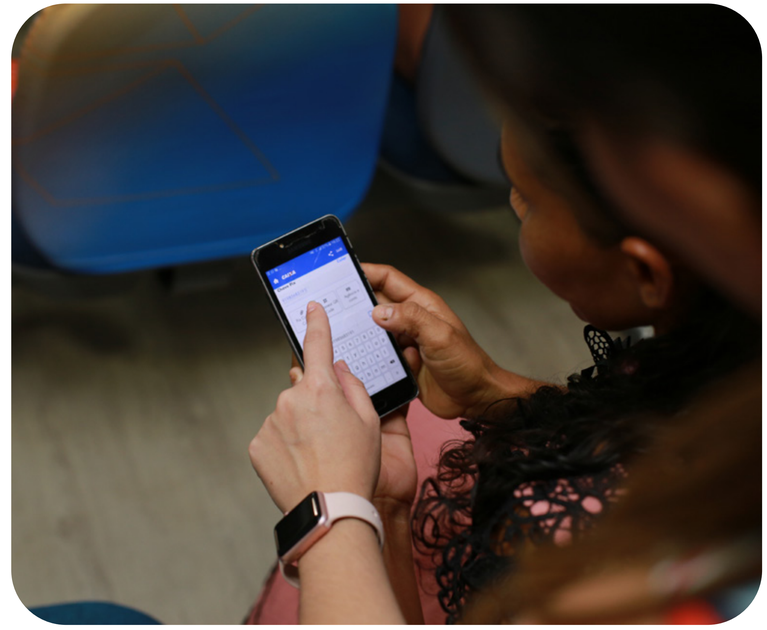
Solutions

We developed several technological solutions to better serve our customers. We highlight the following projects and implementations carried out during the year:

Solutions that improved customer experience

• CAIXA Internet Banking and CAIXA TEM

We implemented new customer-facing features designed to streamline daily activities, including: digital PIX dispute, user and device registration with xID, a Home screen with consolidated balances (Open Finance accounts), payroll account portability and linking, and the 'Pé-de-Meia' Treasury Direct in CAIXA Tem, with more than 30,000 exchange requests processed for Treasury Direct.



Plataforma.CAIXA

Updated and simplified journeys, providing the best experience for branch colleagues and customers.

895,000 customers served; 168,000 limits granted; 24,000 loans contracted; 35,000 evaluations requested.

Reforma Casa Brasil

We launched a fully digital journey for contracting the Reforma Casa Brasil product, reducing the average contracting time by 90%: 100% DIGITAL JOURNEY; R$ 40 billion in funds mobilized; R$ 580 million in funds already used.

Digital Housing Contract

Formalization of the first 100% digital housing contract, ensuring more agility, security, and compliance.

Omnichannel Contact Center

Integrated customer service solution - WhatsApp, WebChat, Social Media (Instagram and Facebook), Telephony, Email, SMS, and App Stores.

+4 million unique customers served per month; +15million automated services per month; +4 million human-assisted services per month.

Financial Manager 2.0

New journeys with a simplified digital experience, implementation of signatureless granting, GovConta unification, automatic Pix QR Code, Mobile authorization for Government, Batch opening of Salary Accounts, Corporate client registration update.

Other digital solutions and innovations

Digital Dossier

Modernization and expansion of the Digital Dossier Solution, centralizing and automating document management, offering a unified view of the customer and product dossiers.

95% reduction in compliance analysis time (CROT PJ – Plataforma. Caixa); 67% reduction in customer service time (CROT PJ – Plataforma.Caixa); +66 million documents processed; +40 million customer and product dossiers.

Zero Paper Project

Virtual document printing solution with automatic classification, sharing, and electronic signature, aiming to reduce paper, toner, and energy usage and improve process efficiency.

We reduced printing by approximately 17%.

Credit Portability Via Open Finance

Simultaneous launch of regulatory (reception) and business (prospecting) flows for Credit Portability services, with a loan potential of R$ 5.4 billion.

INICIADORA CAIXA

CAIXA Payment Initiator: Cash-In

Launch of the first CAIXA Payment Initiator service to the general public: "Bring Money" (Cash-In)

+3,500 Transactions; R$ 4 million in movements for CAIXA; average ticket of R$ 1,100,00.

CAIXA JUD

Modernization of our services for the management of Judicial Deposits. Deposit with Credit Card in up to 12 installments, New Deposit Journey, Automated Payment of Precatório, Electronic Alvará with PIX.

R$ 352 billion managed.

Carbon Calculator – COP 30

Creation of a platform focused on calculating and estimating carbon emissions from air travel, as well as enabling voluntary contributions to projects that compensate for those emissions.

Worker Credit

Implementation of the payroll loan for private sector workers (Worker Credit, an innovative solution that expands access to payroll loans for millions of private sector employees. Through the integration of various systems, this solution enabled millions of employees under the CLT regime to access credit.

Artificial Intelligence

MinhaIA.CAIXA

We launched the MinhaIA.Caixa platform, a strategic initiative aimed at democratizing access to Artificial Intelligence solutions within the institution. The platform was developed with a focus on process automation, advanced data analysis, and improving the customer experience, ensuring greater operational efficiency and innovation in services. With an intuitive interface and secure integration with internal systems, MinhaIA.Caixa allows employees to use AI resources simply and reliably, promoting agility, cost reduction, and technological sustainability.

32,000 trained employees

AI Agent Production Pipeline with Low Code

We implemented a production pipeline for the creation and publication of Artificial Intelligence agents, using Low Code tools. This initiative aims to speed up the development of intelligent solutions, ensuring governance, scalability, and security throughout the process. The pipeline includes project registration, approval flow through environments, and integration with Copilot Studio, allowing teams to develop and release agents quickly and in a standardized manner.

Results
AI-Driven Automation Challenge

- 27 projects;
- 501 registrants;
- 596 hours saved

- 45 new robots;
- 125 active robots;
- 34,000 hours saved

Digital Security

We established an executive office dedicated to CAIXA's Digital Security Strategy, focused on security guidelines, as well as the identification and advanced investigation of internal and external threats, weaknesses, and vulnerabilities. The unit's projects for 2026 include advancing Digital Security governance, strengthening vulnerability management and security by design, enhancing threat intelligence capabilities, and promoting a culture of security and awareness.

Ongoing Pursuit of Innovation

We established Sandbox CAIXA, a collaborative, secure, and agile methodology-driven experimentation platform that enables the testing of hypotheses, validation of prototypes, and co-creation of solutions with specialized technical support.

Sandbox CAIXA has become one of our key structured experimentation initiatives, fostering innovation in a secure, disciplined manner aligned with our strategic objectives. Since its inception, the model has continuously evolved, incorporating institutional learnings, enhancing its governance, and expanding its capacity to generate value for customers, employees, and society.

We launched two experimentation calls focused on putting products in the hands of customers, generating real value, and accelerating institutional transformation, in alignment with the Integrated Strategic Planning (PEI) and corporate objectives.

Innovation squads aim to identify effective solutions to customer problems by applying experimentation methodologies, including hypothesis validation and testing, leading to the development of a Minimum Viable Product (MVP), which is subsequently scaled across the organization.

Squads focused on areas such as the real estate market, regenerative finance, judicial deposits, housing improvements, digital wallets, and Open Finance were active throughout the year.

Startup calls are aligned with digital transformation guidelines, aiming to implement solutions that leverage technological advancements and deliver more agile and efficient services to customers.

The challenges launched during the year included, for example, Housing Improvements, Sustainable Credit, and Responsible Gaming.

Banking Operations

We operate in the coordination, control, and innovation of banking processes and non-financial assets held for sale (AMV), ensuring efficiency and security in the execution of activities, with a focus on simplifying and digitalizing the customer journey, making it more seamless and reducing operational risks through continuous modernization and technological integration.

We implemented projects aimed at operational transformation, such as reducing reliance on physical processes and digitalizing essential services. These initiatives contributed to greater agility, cost reduction, and improved user experience.

The Digital Pipeline is one of the strategic pillars to expand the offering of solution-oriented services, enabling customers to carry out transactions in a practical and secure manner.

IIn the short term, we worked to increase operational efficiency through automation and digital pipelines, digital transformation of operational workflows to eliminate physical steps and expand services, and to broaden access to credit for agribusiness producers and social housing.

Our annual objectives aimed to maximize financial return through the novation of the FCVS portfolio, digital pipelines, and AMV sales; reduce operational timelines and costs through automation; and expand citizenship and inclusion through new credit journeys.

Non-financial assets held for sale (AMV) – We have one of the largest real estate sales operations in the country, establishing ourselves as a benchmark in the national real estate sector. This activity goes beyond the requirements set by specific legislation, representing a strategic opportunity to generate value for the company and society by promoting asset circulation and stimulating the housing market. We have implemented innovative initiatives, such as a new centralized service model and automation with Artificial Intelligence, which have enabled greater standardization and efficiency in related processes.

Back Office – Consolidation of automation and digitalization initiatives focused on operational efficiency: An integrated Digital Pipeline with solutions designed to optimize internal processes, reduce processing times, and eliminate physical steps. These initiatives included intensive use of technology for digital documentation, electronic signatures, electronic registration, and automated pipelines for commercial operations, payroll-deducted loans, and corporate accounts.

Customer Journey – Omnichannel Integration and End-to-End Experience: New journeys for account opening, onboarding, contracting, settlement, maintenance, and closure — with automated workflows and resolution-oriented service. Expansion of the Digital Pipeline to products such as Payroll-Deducted Credit, Housing, Agribusiness, FGTS, and Corporate (PJ) Operations, integrating physical, digital, and remote channels to ensure a complete customer experience.

FCVS Portfolio Novation: Strategies to manage credits covered by the FCVS, ensuring greater efficiency and financial return.

Donation and Sustainable Management of Electronic Assets: Extension of the Technical Cooperation Agreement with the Ministry of Communications (MCom), inclusion of 8,000 ATMs in the program, and a cumulative donation of 100,000 pieces of equipment since 2023. This has resulted in the implementation of laboratories in 1,200 municipalities, refurbishment of 62,500 devices, training of 57,700 students, and the proper disposal of 9,500 tons of waste.

We exceeded our targets, achieving a strong impact on digital scale and customer experience, consolidating digital transformation initiatives, intensifying outreach in strategic segments, and expanding the offering of value-added products.

Results achieved

DIGITAL ONBOARDING	**Caixa TEM and account openings** (+25 million of transactions)
DIGITAL ACCOUNT VIA THE CAIXA APP AND A PAPERLESS APPROACH ON THE CAIXA PLATFORM	**+ 3 milion** operations
HOUSING - INDIVIDUALS CLIENTS	**+12 million** operations
CREDIT AND HOUSING PIPELINES	**996 thousand** Commercial Credit Operations and **428 thousand Housing** operations
PAYMENT OF PROPERTY EXPENSES (AMV)	**Reduced average service time from 120 to 14 days, an 84% decrease in SAC/BACEN complaints, and auctions held for over 50 thousand properties**
RESOLUTIVE AFTER-SALES SUPPORT	**+500 thousand** customers served and more than **RS 250 million** received in Housing contracts using FGTS
AI-DRIVEN VIRTUAL ASSISTANT	Intelligent service for **Worker´s Credit**
R$ 8.7 BILLION DEBT RESTRUCTURING	During the year, **reaching twice** the amount received in 2024
DONATION OF ELECTRONIC EQUIPMENT:	IDeployment of labs in **1.2 thousand** municipalities, refurbishment of **62.5 thousand** pieces of equipment, training of **57.7 thousand** students, and proper disposal of **9.5 thousand** tons of waste
MORE THAN 34 MILLION CUSTOMERS	Served through digital workflows (unique taxpayers) **47% increase compared to 2024**
47.4 THOUSAND AMV SALES	(totaling **R$ 5.8 billion** in financial volume), exceeding the annual target of **37 thousand**

Sustainability

Strategy

We reaffirm our role as an agent of transformation and sustainable development through our Public Commitments, which are part of the strategic pillar of Sustainability and Citizenship. These commitments demonstrate our intention to embed environmental, social, and governance (ESG) practices at the heart of our business, ensuring that every strategic decision contributes to a fairer, more inclusive, and resilient future.

Aligned with the Social, Environmental, and Climate Responsibility Policy (PRSAC) and global best practices, the commitments we have assumed reinforce our ambition to generate positive impact for society and sustainable value for Brazil. Among the commitments established, we highlight climate neutrality (Net Zero) and responsible waste management (Zero Waste) by 2050; expansion of the sustainable credit portfolio; strengthening female representation in leadership positions; and adherence to recognized international protocols, ensuring transparency, credibility, and alignment with the Sustainable Development Goals (SDGs) of the 2030 Agenda.

These initiatives not only reinforce corporate governance and risk mitigation, but also position us as a reference in sustainable finance, expanding business opportunities and strengthening investor confidence. Our goal is to continuously evolve, integrating sustainability into business strategy and promoting positive impact for clients, society, and the market.

Results

Sustainable Finance

With the aim of mobilizing resources to accelerate the financing of the Sustainability and Citizenship Agenda, we seek to strengthen strategic partnerships to increase the volume of investments allocated to sustainable projects. Among the main challenges we face are regulatory changes and the need to adapt to international requirements, while opportunities include expanding the range of financial arrangements for climate and sustainability, as well as increasing the number of projects that can be financed with these resources.

Our performance demonstrates the ability to attract and allocate investments to initiatives that generate tangible positive impacts for society and the environment, indicating promising prospects for expanding our portfolio of sustainable financing solutions and strengthening our institutional significance.

We also reaffirm our role as a pioneer in the carbon market in Brazil, with more than 15 years of experience developing and supporting sustainable projects. Our focus is to expand financial solutions for the generation and commercialization of carbon credits, promote the transition to a low-carbon economy, strengthen strategic partnerships to facilitate companies' access to this market, and implement innovative tools such as the emissions calculator used at COP30, in addition to brokering the commercialization of high-integrity carbon credits.

- **Fundraising** CAIXA was selected in the 1st Auction of the Eco Invest Brazil Program – Blended Finance Subline. The operation involves raising R$950 million from the National Treasury, with a commitment to leverage R$5.15 billion in foreign capital, totaling R$6.1 billion allocated to financing projects in the areas of housing, urban infrastructure, sanitation, and energy.
- **Social Bond Issuance:** We carried out the issuance of thematic bonds (Social Bonds) in the total amount of US$700 million, reinforcing our commitment to financing initiatives for financial inclusion and strengthening Brazilian micro and small enterprises (MPEs).
- **Emissions Reduction:** We created the Iterative Benchmark Tool for Low Carbon Projects (BIPc), aimed at measuring and managing the carbon embedded in the construction of housing developments, with the goal of supporting the Brazilian housing construction sector in reducing CO^2 emissions and increasing the adoption of low-carbon construction practices.

Impact Generated for Society

We have adopted structured indicators to measure the environmental and social contribution of our initiatives, with emphasis on Society Impact Generation Indicator (IGS):

The IGS is designed to measure, in financial terms, the positive and negative effects that our actions and business activities generate for society, encompassing both Social Impact and Environmental (Green) Impact.

Our objective is to significantly expand social and environmental impact by 2030, with the projected growth of this indicator aligned with the institution's net income target for the period, reinforcing our commitment to sustainable financial results and the generation of socio-environmental value. We assess our contribution through the impact generated by FIES and the Pé-de-Meia program, as well as the social benefits arising from financing under Minha Casa Minha Vida (MCMV).

We intend to enhance the IGS by incorporating new sub-indicators that capture the impact of additional CAIXA products and services. In this way, we reinforce our institutional commitment to responsible performance, promoting the integration of socio-environmental factors into our management and expanding the positive impact of our sustainability initiatives.

CAIXA tem!

We focused on the continuous enhancement of the CAIXA Tem application, delivering new products, modernizing digital journeys, and implementing significant security improvements. All these initiatives aimed to generate greater value, trust, and engagement for our customers.

These initiatives were guided by digital transformation, the ongoing evolution of the user experience, and the integration of CAIXA Tem with priority public policies.

We advanced in consolidating agile practices, strengthening operational security, and expanding financial inclusion and education. These efforts enabled us to achieve strong results in both qualitative and quantitative indicators, reinforcing the strategic role of the application within our service ecosystem.

Our approach was based on the following pillars: enhancement of security and improvements in application access, customer experience, products and services for micro-entrepreneurs, and the rollout of new products for customers. We implemented the Customer Satisfaction Score (CSAT) survey directly within the application, allowing users themselves to indicate priorities for improvement.

The index above 90% demonstrates strong customer satisfaction with the journeys and reflects the perceived improvements in the deliveries made throughout the year.

We opened more than 76 thousand MEI corporate (PJ) accounts throughout the year via the application, a channel that now accounts for over 50% of accounts opened for this segment. This represents a significant advancement that reinforces our role in promoting economic opportunities and supporting the formalization and development of micro-entrepreneurs in the country.

The expansion of the product portfolio in CAIXA Tem reinforced our commitment to promoting financial inclusion, financial education, and access to public policies. One of the main advances was the availability of investment options for beneficiaries of the Pé-de-Meia Program, allowing students to invest in Savings Accounts or Government Bonds (Tesouro Direto).

We made the Reforma Casa Brasil Program available in the application, providing greater agility and autonomy for those seeking to improve their homes, with the ability to contract and track all stages entirely digitally through CAIXA Tem.

In an increasingly competitive financial market—marked by rapid innovation, hyper-personalized experiences, and the presence of digital banks and fintechs—we face the ongoing challenge of evolving with agility and relevance. At the same time, this environment creates a strategic opportunity to strengthen customer loyalty and consolidate the CAIXA brand as a benchmark in convenience, security, and value-added services in the digital space.

We have evolved to a more robust model, changed the application login to a more secure and effective solution, and focused on improving multiple customer journeys, aligning them with those offered by digital banks.

Perspectives

For the coming periods, we aim to consolidate the CAIXA Tem application as a benchmark within the digital citizenship ecosystem by expanding the offering of relevant content—such as financial education and training—and strengthening integration with public policies, generating a direct and positive impact on the lives of Brazilians.

Social, Environmental, and Climate Responsibility Policy (PRSAC)

We published a new version of the Social, Environmental and Climate Responsibility Policy (PRSAC), a key instrument for guiding our governance and sustainability practices.

The PRSAC goes beyond merely meeting regulatory requirements; it consolidates our commitment to integrating social, environmental, and climate criteria into all corporate decisions, ensuring that our activities contribute to the preservation, remediation, and recovery of the environment.

The new version incorporated more specific principles aligned with our Materiality Matrix, the pillars of the United Nations 2030 Agenda, the SDGs, and the Federal Government's Ecological Transformation Plan. It also broadens the scope to include climate risks, integration with the SDGs, the ESG agenda, and the five global pillars — People, Planet, Prosperity, Peace, and Partnerships— each supported by guiding axes for concrete practices.

The policy now guides not only products and services, but also internal processes, governance, and institutional relationships, structured around the following axes:

PILLARS	AXIS
People	Promotes diversity, inclusion, and equity, ensuring that our decisions respect and value social diversity.
Peace	Reinforces ethics, transparency, and human rights as non-negotiable principles in all relationships.
Prosperity	Integrates citizenship and inclusion, employment and entrepreneurship, sustainable finance, and the management of social, environmental, and climate risks, ensuring responsible economic development.
Planet	Directs actions toward the energy transition, circular economy, bioeconomy, and agri-food systems, as well as infrastructure and climate change adaptation, reinforcing our commitment to environmental preservation.
Patnerships	Strengthens engagement with stakeholders, expanding collaboration for sustainable solutions.

The structure of PRSAC is directly aligned with the company's strategic goal of enhancing sustainability and social impact at the heart of the business. The format of the policy in pillars and axes provides clarity, consistency, and breadth to PRSAC, allowing sustainability to be integrated into corporate strategies and everyday operations. The current policy configuration also enhances the robustness of, and provides clearer guidance for, social, environmental, and climate practices, ensuring each dimension is addressed in an integrated and strategic manner.

Aligned with PRSAC, our internal regulations also establish prohibitions on contracting with clients involved in environmental crimes, sexual exploitation, or violations of human rights, such as child labor, forced labor, and discrimination based on race or gender, as set forth in Article 3, item II, of Law No. 9.029/95.

Financial Education Policy

We have made progress in strengthening **Financial Education** as a strategic pillar of our operations. CAIXA's Financial Education Policy has been revised and structured with guidelines that promote financial planning, savings formation, debt prevention, and the encouragement of conscious and responsible consumption.

We have established guiding principles for the incorporation of financial education measures into the routines and procedures for creating and reviewing products and services, with the goal of ensuring these actions are present transversally—from the conception of solutions to ongoing relationships with clients and users.

We also guide the implementation of educational initiatives at different stages of the relationship, always considering the appropriateness of content, language, channels, and timing of interaction, according to the characteristics, needs, and level of financial knowledge of the audiences served.

The enhancement of this policy reaffirms our institutional role as an agent of sustainable development, ensuring that our products and services effectively contribute to the financial well-being, autonomy, and quality of life of our clients and users.

COP30 BRASIL AMAZÔNIA BELÉM 2025

As co-organizer of COP30 – the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Belém/PA, marked a historic milestone for both the global climate agenda and for Brazil.

We reinforced our strategic role as facilitators of the transition to a low-carbon economy within the national landscape.

We actively participated in the mobilization of strategic discussions on climate finance, circular economy, and adaptation instruments for vulnerable municipalities, strengthening the public sector's role in tackling climate change.

The event led to significant advancements in the national carbon market, while also fostering strategic partnerships aimed at developing low-carbon projects. As a result, the Conference is expected to accelerate investments in green infrastructure, increase demand for certified carbon credits, and attract international funds, further streng-thening Brazil's leadership in the global market.

During COP30, we were recognized as leaders in the climate agenda by ensuring the full neutralization of the event's emissions. **More than 130 thousand tons of CO^2 were offset** through the sale of carbon credits from the Santa Rosa Waste Treatment Center (CTR) project, which is part of the CAIXA Solid Urban Waste Program of Activities (PoA), registered with the United Nations. The program includes initiatives for capturing, burning, and utilizing methane gas in landfills, directly contributing to emission reductions and advancing decarbonization in the country.

Alongside official offsetting, we provided voluntary greenhouse gas offsetting platforms for participants and visitors. The initiative was joined by **over 3,200 people, who voluntarily offset their carbon emissions from flights taken to attend the event**. The compensated travel corresponds to approximately 4 million kilometers flown, which is equivalent to about 100 trips around the Earth.

On the international front, we advanced strategic agreements that expand our activities in the global climate agenda. A highlight was the signing of the Accreditation Master Agreement (AMA) with the *Green Climate Fund* (GCF), a key step for direct access to international resources aimed at large-scale climate projects, with potential exceeding **US$ 250 million**. This progress positions us as an institution capable of operating on a global scale in promoting sustainable development.

The partnership with the Green Climate Fund (GCF) significantly expands our capacity to structure and finance projects that integrate green and blue infrastructure, sustainable housing, and resilient urban solutions. Additionally, we obtained approval to access non-reimbursable resources from the *Readiness and Preparatory Support Programme* (RPSP), with a project valued at **US$ 741 thousand**. This initiative will strengthen our institutional structure, build technical team capacity, and develop competencies for the effective acquisition and management of climate projects.

We launched the Protocol for Action in Climate and Environmental Disasters, which sets out guidelines for our response in emergency situations. This instrument enables faster, more coordinated, and effective actions in disaster scenarios, reinforcing our social role during critical moments and contributing to the strengthening of a more robust national policy for mitigation, adaptation, and recovery.

Our participation in COP30 was constructive, consistent, and action-oriented. We helped broaden discussions, foster partnerships, and support concrete pathways for a just, resilient, and inclusive transition. Coordination with various stakeholders expanded the reach of the debates and reinforced our commitment to strengthening the environmental, social, and climate agendas in Brazil.

More information about CAIXA's participation in COP30 can be found in the CAIXA 2025 Sustainability Report.

Sustainable Finance Portfolio

We use our Sustainable Finance Taxonomy as a strategic tool to classify products and modalities according to their contribution to social, environmental, and climate goals. With clear and auditable criteria, we identify, measure, and report our sustainable portfolio with complete transparency, reinforcing our commitment to responsible and innovative practices.

We offer credit lines for infrastructure and sanitation through FINISA, supporting sustainable transportation, water supply, sewage treatment, drainage, land regularization, and digital transformation.

In the renewable energy segment, we offer CAIXA Renewable Energy Credit for financing photovoltaic systems. We promote business eco-efficiency with credit lines for the acquisition of assets that increase energy efficiency, such as BCD Ecoefficiency, which finances up to 100% of the project.

In the housing sector, we work with products focused on affordable housing and social inclusion, such as the REFORMA CASA BRASIL program, which improves housing conditions with a focus on comfort, safety, and dignity.

In sustainable agriculture, we offer specific lines such as PRONAMPE Investment and our own programs to reduce emissions and strengthen productive systems aligned with responsible environmental practices.

Our Sustainable Finance Portfolio showed consistent growth, reinforcing our commitment to directing resources toward initiatives that promote positive social and environmental impact.

Our sustainable finance portfolio reached **R$ 867.5 billion** this year, and we continue to connect innovation, inclusion, and social-environmental responsibility.

Impact

We have consolidated our institutional operations and advanced the development of strategic projects with active participation in Enimpacto, reinforcing our role as a promoter and facilitator in the national ecosystem, fostering dialogue and integration with key sector stakeholders. At the same time, we progressed in initiatives that led to the creation of the Facility, an innovative platform for capital mobilization, development, and scaling of impact businesses, positioning CAIXA as a leader in the Impact Economy.

We inaugurated the Creative Economy Impact Hub in Pequena África, the port region of Rio de Janeiro. The space was designed to boost productive inclusion, supporting the professionalization and formalization of creative workers, micro-entrepreneurs, and youth, strengthening the local creative economy as a driver of income generation, dignity, and a sense of belonging.

The Hub's activities are structured through strategic partnerships with stakeholders from the Pequena África creative impact ecosystem, including the Technical Cooperation Agreement with BNDES, FIRJAN, SENAC, and SEBRAE, which brings together expertise in innovation, entrepreneurial training, productive development, and support for impact businesses. This cooperation strengthens the provision of training, mentoring, technical guidance, and market connections, expanding the reach of solutions and enabling their replication in other territories.

Additionally, we have made progress on the **racial equity** agenda through a Technical Cooperation Agreement with the Ministry of Racial Equality, structured around three fronts: expanding access to suitable financial solutions for peripheral areas and traditional communities; promoting anti-racist literacy and strengthening institutional diversity policies; and encouraging affirmative actions in hiring and support for local productive networks.

As part of this partnership, the establishment of the House of Racial Equality is planned. This future center, to be located in the port region of Rio de Janeiro, will serve as a reference hub for promoting racial equality, training, innovation, and valuing the memory of Pequena África.

Low-Carbon Housing Solutions (BIPc)

We launched BIPc – Iterative Benchmark for Low-Carbon Housing Projects https://bipc.org.br/, an innovative tool developed by us in partnership with the Foundation for Technological Engineering Development (FDTE) and the University of São Paulo (USP), which establishes the national baseline for embedded carbon in social housing. BIPc allows for identifying and promoting progressive reductions in carbon emissions already at the project phase, integrating data on materials and construction systems used in the PMCMV. Through this project, we strengthen our position in the global sustainable finance arena and create conditions to channel climate resources into housing, encouraging low-carbon construction practices and aligning with decarbonization goals.

Carbon

With regard to promoting climate justice, we facilitate the transition to a low-carbon economy through structured carbon projects. The Urban Solid Waste Program of Activities (PoA), registered with the United Nations since 2012, has already certified more than 5.4 million carbon credits, with each credit corresponding to the reduction of one ton of CO^2 in the atmosphere.

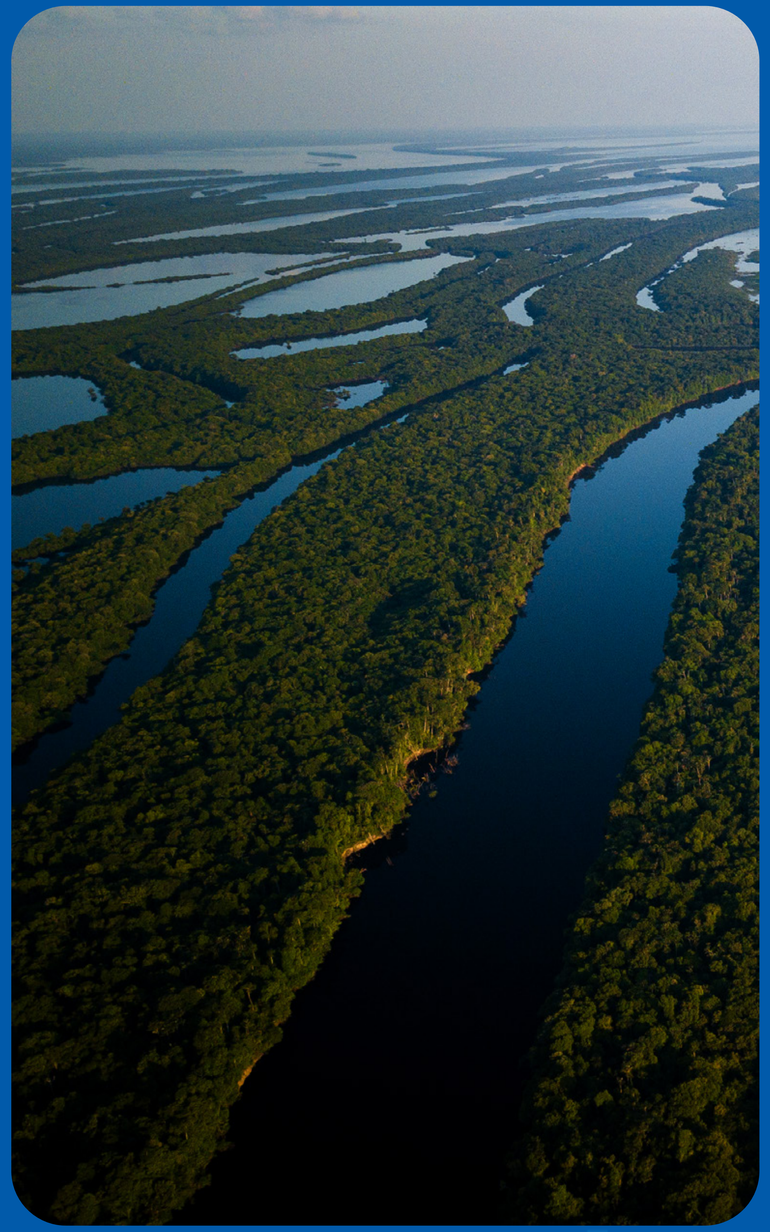
In addition to contributing to the mitigation of greenhouse gas emissions, this program enabled the humane closure of landfills and the creation of formal jobs, benefiting vulnerable communities, promoting public health, and strengthening social inclusion. This approach demonstrates how climate initiatives can generate integrated positive impacts, reconciling environmental sustainability with economic and social development.

FUNDO SOCIOAMBIENTAL | CAIXA

CAIXA Socio-Environmental Fund

The CAIXA Socio-Environmental Fund (FSA CAIXA) is one of Brazil's leading private socio-environmental investment instruments, aligned with the CAIXA 2030 Agenda and the 2050 Objectives and 2030 Targets of the Kunming-Montreal Global Biodiversity Framework.

The Fund's activities are structured along three strategic fronts: just transition, biodiversity and ecosystem services, and citizenship and entrepreneurship, with strong support for projects that promote social inclusion, environmental resilience, climate and social justice, and sustainable practices. The focus is on priority populations and territories that align with CAIXA's strategy, aiming to reduce inequalities and accelerate Brazil's sustainable progress.



Real and Potential Impacts

FSA CAIXA generates positive impacts on the economy, environment, and society, prioritizing vulnerable populations and strengthening sociobioeconomy businesses. The projects drive productive inclusion, environmental recovery, education, innovation, and women's empowerment, with risk mitigation ensured through public certificates and periodic validation visits.

The Fund is a national leader in socio-environmental investment, promoting climate justice, biodiversity conservation, social inclusion, and innovation. Its projects directly contribute to the country's sustainable development, with measurable results and a positive impact for millions of Brazilians.

The year was marked by significant progress in the actions of the CAIXA Socio-Environmental Fund – FSA CAIXA, with initiatives focused on promoting sustainability, social inclusion, and strengthening governance.

We launched new calls for proposals with strategic thematic areas such as Regenerative Agriculture, Circular Economy, Women's Empowerment, and Regenerative Tourism; and published the updated version of the CAIXA Socio-Environmental Fund Guide, with detailed rules on eligibility, execution, monitoring, and accountability. Additionally, the Application Plan established guidelines, priority axes, and funding volume, consolidating the strategy for the period.

FSA CAIXA has already allocated R$ 474 million to 228 projects, benefiting millions of people across the country. These initiatives have promoted environmental regeneration, social inclusion, and sustainable development, consolidating our role as an agent of transformation.

Climate Justice and Biodiversity Conservation

We also highlight projects that strengthen Climate Justice and biodiversity conservation, essential pillars to address the challenges of climate change and ensure the protection of ecosystems.

Sociobiodiversity Network – With total investment of R$ 53 million, we have already disbursed more than R$ 39.4 million to support sustainable productive practices based on the responsible use of Brazil's biodiversity. The initiative benefits 400 social organizations in indigenous, quilombola, and extractivist territories, promoting bioeconomy businesses, food security, and nature-based solutions. In addition to generating income, the project values traditional knowledge and contributes to the preservation of biomes.

Regenerative Agriculture – With funding of up to R$ 50 million, we launched a call for proposals in 2025 to encourage the recovery of degraded areas, the restoration of soils and ecosystems, and the strengthening of family farming, promoting environmental conservation alongside the creation of local economic opportunities.

Circular Economy – In 2025, we launched a call aimed at promoting sustainable value chains, with a focus on the circular economy. With funding of up to R$ 53.9 million, the initiative seeks to reduce waste, encourage reuse and recycling, and extend the lifecycle of materials and products, combining social inclusion and climate resilience while respecting the specific characteristics of Brazilian biomes and integrating economic development with environmental conservation.

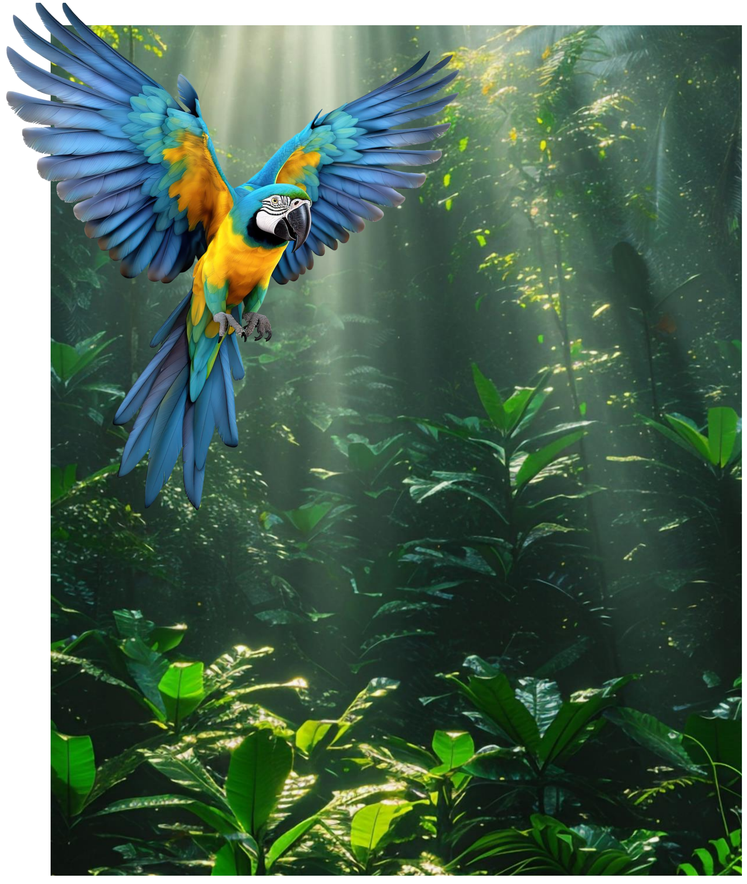
Regenerative Tourism – In 2025, a public call was launched with funding of up to R$ 29.7 million to encourage tourism models that promote ecosystem restoration, value local culture, and generate income for communities. This initiative contributes to climate adaptation and sustainable territorial development.

Social Mobility – The More Women in STEM project (Science, Technology, Engineering, and Mathematics) aims to establish an open-innovation program with impact, carried out by the CAIXA Socio-Environmental Fund. The initiative's mission is to foster innovative solutions with the potential to generate positive impact for girls and women throughout their educational and professional journeys in STEM.

Dignified Stilt Houses (Palafitas Dignas) – This project is an example of Climate Justice applied to housing. With total investment of R$ 20 million, we have disbursed more than R$ 7.8 million to promote housing solutions adapted to flood-prone areas in the Legal Amazon, reducing socio-environmental vulnerabilities and strengthening climate adaptation and quality of life for the populations served.

Reforestation and Conservation Projects – We have advanced environmental restoration through initiatives focused on recovering degraded areas using direct seeding of native species. These initiatives combine ecosystem restoration with the engagement of local communities, strengthening sustainable value chains and expanding vegetation cover. We have planted 3.9 million trees and restored 721 springs, with a target of reaching 6 million trees by 2026.

These actions contribute to mitigating climate change, conserving biodiversity, aligning with COP30 goals and the Sustainable Development Goals (SDGs), as well as valuing traditional knowledge and promoting a just transition, with communities playing a leading role in the territories served.



CAIXA Sustainability Assets Platform

We took a historic step by launching the CAIXA Sustainability Assets Platform, a pioneering solution aimed at recognizing and enhancing the value of the environmental services provided by waste pickers, turning them into a concrete income-generation opportunity. Through the trading of Reverse Logistics Recycling Credit Certificates (CCRLR), the platform connects cooperatives and independent waste pickers with companies that have regulatory waste collection targets, creating a structured, transparent, and fair market.

With blockchain technology and integration with Pix, the platform ensures traceability, security, and liquidity in transactions, eliminating longstanding barriers and reducing asymmetries. Companies can purchase credits directly through a digital marketplace, while cooperatives and waste pickers have simplified access to issue and trade certificates, with fast and predictable payments.

This initiative, launched during ExpoCatadores 2025, represents a milestone for the circular economy and for the socioeconomic inclusion of waste pickers across the country.

The pilot project, carried out in partnership with the Ministry of the Environment and Climate Change (MMA), ensures regulatory alignment and integration with national reverse logistics guidelines. Each credit traded represents more income, formalization, and dignity for those on the front lines of recycling.

In addition to trading recycling credits, the platform will also commercialize carbon credits and may, in the future, expand its scope to other sustainability assets.

TNFD LEAP Pilot and Frameword Adoption

We participated in the TNFD LEAP approach pilot, organized by Global Canopy, reinforcing our commitment to managing nature-related risks and opportunities. As a result, we enhanced our methodologies for assessing environmental impacts, risks, and dependencies within the commercial corporate lending portfolio, with emphasis on identifying relevant exposures in the Atlantic Forest and Cerrado biomes, and on strengthening socio-environmental management practices.

We joined the TNFD international framework, becoming the first large bank (S1) in Brazil to adhere to the initiative. Notably, our case study was the first from a Brazilian bank to be published on the TNFD portal, highlighting our leadership in sustainability practices within the national financial sector.

Participation in the pilot and adoption of the TNFD framework enabled important advancements, including the integration of environmental criteria into credit analysis, the development of indicators for managing nature-related risks, and alignment with international best practices, reinforcing CAIXA's commitment to sustainability and transparency.

Participation in the Deforestation-Free Finance Pilot

We participated in the Deforestation-Free Finance pilot, promoted by Global Canopy, deepening our understanding of the risks of deforestation and native vegetation conversion associated with rural credit. During the project, opportunities were identified to enhance processes, tools, and policies, which are currently under evaluation for future implementation.

Participation in this pilot reinforces our commitment to continuous improvement and the pursuit of best practices in sustainable finance, strengthening our position of leadership and responsibility in managing the environmental impacts of our activities.

Nature Align Pilot Participation

We participated in the NatureAlign pilot, promoted by Nature Finance, aimed at enhancing the identification and monitoring of the bank's dependencies and impacts on nature. The assessment, conducted on the corporate portfolio, made it possible to map relevant exposures to sectors with high environmental materiality—such as water treatment and distribution, construction, sanitation, waste, and meat processing—and to identify opportunities to strengthen socio-environmental criteria in credit and investment analyses. Participation in this pilot reinforces our commitment to the continuous improvement of the processes that support decision-making, as well as the pursuit of innovative tools for risk management and the promotion of best practices in sustainable finance.

Gold Seal of the Brazilian GHG Protocol Program (PBGHG

We are proud to have been recognized for the twelfth consecutive year with the **Gold Seal of the Brazilian GHG Protocol Program (PBGHG)**, the highest classification awarded to organizations that publish complete and verified inventories of greenhouse gas emissions. This achievement attests not only to the technical excellence of our inventory, but also to the independent verification performed by a third party, ensuring transparency, credibility, and alignment with international best practices. This recognition reinforces our ongoing commitment to responsible emissions management and the transition to a low-carbon economy.

Partnerships and Cooperation

We have established strategic partnerships with organizations such as

The World Bank (IBRD - International Bank for Reconstruction and Development), through which we have advanced in preparing the Energy Transition Financing and Digital Transformation Programs for States and Municipalities, as well as started a new project focused on sustainable housing – ECOHAB, which also includes the partnership of IFC - International Finance Corporation, a company belonging to the World Bank Group.

Our Energy Transition Financing project has made significant progress, structuring an estimated USD 500 million operation to finance electromobility projects, focusing on the electrification of urban public transportation. The goal is to replace buses powered by fossil fuels with electric vehicles, promoting the reduction of greenhou-se gas emissions, improvement of air quality, and innovation in Brazilian municipalities. In addition to environmental benefits, the project strengthens governance and social-environmental safeguards, positioning us as a strategic agent in promoting sustainable finance in the country.

IDB – Inter-American Development Bank, with whom we participated during COP 30 in the launch of the "Amazon for All" brand (an initiative where institutions work to create a financial investment product that will allocate resources to sustainable projects in the Legal Amazon region).

Green Climate Fund (GCF). The partnership with the GCF was formalized during COP30 in Belém, with the signing of the Accreditation Master Agreement (AMA), enabling us to raise and manage international resources for projects aimed at climate change mitigation and adaptation. With this agreement, we now have direct access to GCF resources to finance initiatives such as green infrastructure, sustainable housing, and energy transition.

By signing the AMA at COP, we have strengthened our leadership in the global sustainable finance arena, expanding the impact of our social and environmental actions and aligning the institution with international sustainability and climate justice standards.

At the same time, we obtained approval for the project submitted to the Readiness and Preparatory Support Programme (RPSP) in the amount of USD 741,000. This mechanism provides non-reimbursable resources to strengthen institutional capacities and prepare accredited entities, such as CAIXA, to access climate financing.

These partnerships expand access to technical knowledge, strengthen our institutional image, and enhance the social and environmental impact of our actions throughout the country.

We have expanded our reach in the carbon market by offering carbon credits in partnership with Azul Linhas Aéreas and its unit Azul NeoCarbon, dedicated to consulting and trading carbon credits. This collaboration aims to broaden access to the carbon market for companies of various sizes and provide customized solutions for emission offsetting, with emphasis on scope 3, which includes corporate travel and logistics.

Municipalization of the SDGs

Through our partnership with the Sustainable Cities Institute (ICS), we support Brazilian municipalities in integrating the SDGs into local planning, using the IDSC-BR for training and data analysis, and promoting sustainable urban solutions.

We delivered the Voluntary Local Report (VLR) to the first 50 municipalities that joined the "My Municipality for the SDGs" pact promoted by the National Commission for the Sustainable Development Goals (CNODS).

The Pact for Sustainable Development – "My Municipality for the SDGs" Commitment is a milestone to accelerate the territorialization of the SDGs in Brazil. This initiative strengthens the capacity of Brazilian municipalities, providing mayors with access to information, tools, and resources to implement public policies aligned with the Sustainable Development Goals.

The VLR is a mechanism that enables mapping and analysis of the progress in implementing the 2030 Agenda and the Sustainable Development Goals (SDGs) at the local and regional levels. It also strengthens commitment and engagement with the implementation and dissemination of the Agenda and gives visibility to public policies and programs aligned with the SDGs.

We are the first financial institution in the world to support the development of a Voluntary Local Report (VLR), positioning Brazil as the country with the highest number of reports issued globally.

Iterative Benchmark for Low-Carbon Projects – BIPc

It was through the partnership between CAIXA, the Foundation for Technological Development in Engineering (FDTE), and the University of São Paulo (USP) that we developed the BIPc platform – Iterative Benchmark for Low-Carbon Housing Projects, for calculating embodied carbon emissions in building structure projects, integrated with BIM and structural design software.

Adherence to the Ambição Net Zero and Conexão Circular Movements

We reaffirm our commitment to the best international sustainability practices by joining the Ambição Net Zero and Conexão Circular movements, in partnership with the UN Global Compact. These initiatives strengthen our goal of achieving net zero carbon emissions and reducing landfill waste disposal by 2050, aligning our strategies with scientific parameters and globally recognized standards. Joining these movements expands our engagement with publicly disclosed targets, consolidating the integration of sustainable practices into our operations.

Bidding processes and contracts

Our Bidding and Contracting process is structured and transparent, compliant with the State-Owned Companies Law No. 13,303/16, the CAIXA Bidding and Contracting Regulation (RLCC), and internal policies. We are committed to the highest standards of governance and transparency.

The CAIXA Bidding and Contracting Regulation (RLCC) was specifically developed to address the unique characteristics and needs of our institution and its subsidiaries, ensuring compliance with current legislation and the adoption of best market practices.

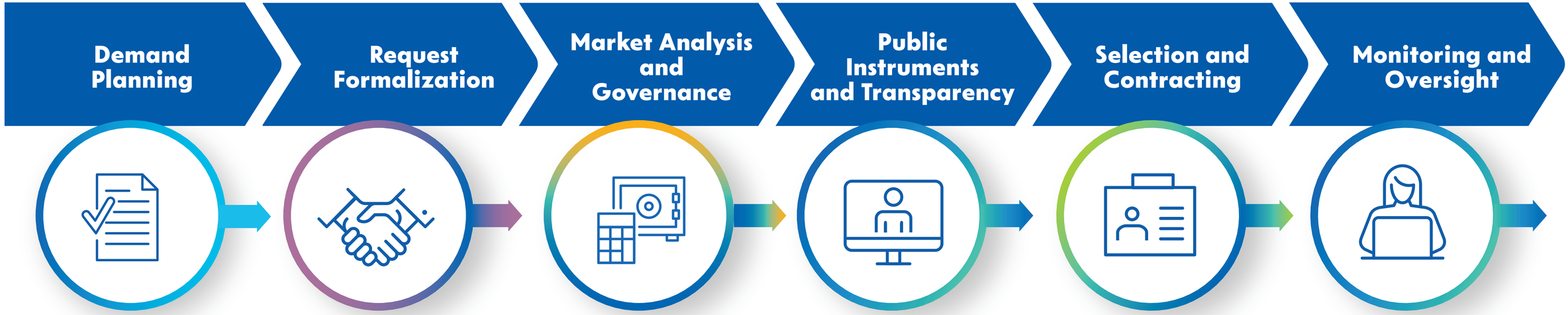
We launched the Sustainable Purchasing Guide, which marks a milestone in the incorporation of sustainable practices into our processes for procuring goods and contracting services and works.

The document sets clear guidelines to reduce environmental impacts, promote conscious consumption, and encourage suppliers to adopt sustainable practices. This initiative reinforces our role as a driver of sustainable development, aligning with the United Nations 2030 Agenda Sustainable Development Goals (SDGs).

The Guide provides orientation for around 11000 contracts annually, totaling approximately R$ 105 billion, transforming the Institution's purchasing power into a strategic mechanism to generate social and economic value, strengthen the local economy, and contribute to climate change mitigation.

The document "Guidelines for Sustainable Contracting and Supplier Relations" provides a structured approach for incorporating social, environmental, and climate aspects throughout all stages of the procurement process and in supplier relations, making sustainability a cross-cutting and inseparable principle of our contracting practices.

Steps of the Procurement Process



Demand Planning

Assessment of institutional needs, cost estimation, and definition of parameters that guide the procurement.

Request Formalization

The requesting department presents the justification and technical requirements of the good or service to be contracted.

Market Analysis and Governance

Survey of price references and approval according to decision-making levels and authorities.

Public Instruments and Transparency

Preparation and publication of the call for bids, ensuring clear criteria, broad competition, and equal access.

Selection and Contracting

Evaluation of proposals and selection of the most advantageous, considering price and quality, followed by contract formalization.

Monitoring and Oversight

Contract execution monitoring to ensure compliance, quality, and delivery of the expected results.

Innovative contracting focuses on differentiated and strategic solutions. This includes mechanisms for hiring startups and Private Interest Manifestation (MIP), allowing interaction with the market to develop projects that yield efficiency gains and innovation. In these cases, we publish calls for proposals, set guidelines, and evaluate submissions based on technical and feasibility criteria, ensuring fairness and transparency.

End-use contracts and business opportunities aim to strengthen our competitive position. These are partnerships or agreements that provide a competitive edge, access to technology, improved performance, and financial returns. Such operations follow specific rules, with justification for the lack of competition and demonstration of the advantage for the company.

Our sponsorship agreements are structured to ensure transparency, integrity, and strategic alignment, in compliance with corporate governance principles that guide the process from proposal receipt to execution and accountability.

Additionally, specific public notices, such as those for the CAIXA Cultural Program, provide detailed guidelines for participation in public selections, reinforcing transparency and democratic access to sponsorship opportunities. This initial stage contributes to the standardization and ensures equal treatment of requests submitted by entities from different segments.

At the same time, compliance, integrity, and risk checks are carried out, including document analysis, registration and due diligence, and assessment of the regularity of actions related to the analysis of accountability and sponsorship disbursements. This directly contributes to the management of reputational risks, mitigation of operational risks, and compliance with legal and regulatory standards, constituting an essential aspect of governance.

Once the technical and integrity analyses are completed, proposals proceed to deliberation in internal forums, in accordance with approval levels, budget availability, and contracting guidelines. This stage reinforces the segregation of duties and clarity in the chain of accountability, central elements of the governance model applied to CAIXA sponsorships.

Additionally, we inform that we are members of the CDP Supply Chain Program, working in partnership with the CDP – Carbon Disclosure Project, a non-profit organization specialized in environmental reporting, to develop supplier engagement strategies for obtaining responses to questionnaires on greenhouse gas emissions management and water usage in their operations. This makes it possible to assess their practices and identify risks, opportunities, and improvements.

Type	Quantity	Total Value (R$)
Non-Requirement	3 contracts	2,560,140,864.43
Bids	9 contracts	1,271,611,619.53
Competitive Performance	8 contracts	71,485,449.42
Business Opportunity	4 contracts	9,996,295.85
Public Contracts for Innovative Solutions	6 contracts	7,588,400.00
Contracts for Property Recovery with FAR Funds	9 contracts	9,257,957.01

Our numbers

In 2025

No ano de 2025 foram assinados **19,104** contracts were **7,715** suppliers, totaling contracted R$ **15014815358.38**

The number of active contracts in 2025 was **26,978** with **13,401** suppliers, totaling R$ **33,353,477,043.47**

In the year, **6,551** formal actions were completed, and R$ **34,749,91750** was recovered in fines/reimbursements

O número de atestes pagos foi de **194.095** of paid tax documents was **370.235**, totalling R$ **19.25 billion in payments**

For external clients and interested suppliers, we ensure transparency and regulatory compliance through the Bids Portal, where the following documents are published: RLCC, brochures, guides, codes of conduct, and notices that gather and explain all our processes and applicable rules for contracts.

For detailed information about our contracts, visit: **CAIXA Bids | Electronic Purchasing System.**

Internal Controls

Our Internal Controls System (SCI) is structured to promote conditions for achieving the Institution's strategic objectives. Responsibility for the proper functioning of SCI CAIXA belongs to everyone involved, who must act ethically and diligently in their activities. Our Internal Controls area is committed to the continuous improvement of SCI, aiming to support Senior Management in decision-making and, consequently, contributing to the accomplishment of strategic goals.

In compliance with the Institution's Internal Control, Compliance, and Integrity Policy, as well as CMN Resolution No. 4,968/2021, we have the following forms of operation:

- Independent Assessment: evaluation of the control and compliance environment in CAIXA's processes, products, and services, with topics based on the results of a prioritization methodology that considers pre-established criteria and gradations of strategic relevance for CAIXA.

- Follow-up: evaluation of weaknesses identified in independent assessment work, classified as "high" or "extreme" criticality or according to prioritizationcriteria and relevance for CAIXA.

- Internal Controls Consulting: conducted to identify, together with Management Units, opportunities for improvement that aim to support them in implementing progress in their processes, products, and/or services, with the goal of optimizing activities, reducing risks, strengthening controls, improving operational efficiency, and ensuring compliance with internal and external regulations.

- Segregation of Duties Monitoring: monitoring for potential conflicts of interest between areas from the internal control perspective, with the aim of verifying adherence to the principle of segregation of duties.

- Ongoing Monitoring of Internal Controls and Compliance: conducted through the analysis of previously defined indicators, covering our processes, products, and services.

FIGURE: CAIXA's Internal Control System (SCI) Stakeholders

We have established policies, procedures, and internal controls aimed at preventing the use of our institution for the commission of crimes related to "money laundering" or the concealment of assets, rights, and values, as covered by Law No. 9,613 of March 3, 1998, and the financing of terrorism, as outlined in Law No. 13,260 of March 16, 2016, in accordance with the regulations issued by the relevant regulatory bodies. In this context, we adopt procedures to know our customers, partners, and outsourced service providers; record all transactions carried out through our channels; and monitor and report situations with indications of money laundering or terrorist financing (ML/TF), as required by law.

Furthermore, we have an Internal Risk Assessment that aims to identify and measure the risk of our products and services being used for ML/TF activities. We conduct annual effectiveness tests to continually improve our mechanisms for preventing and combating ML/TF crimes.

We organize events related to the Prevention of Money Laundering, Terrorist Financing, and the Proliferation of Weapons of Mass Destruction (ML/TF/PWMD). The ongoing nature of these initiatives keeps the topic on the organization's agenda and enables the education and training of our employees by sharing best practices in ML/TF with national authorities who directly engage in combating illicit activities.

Additionally, we develop initiatives to promote a culture of internal control, including learning tracks, certifications, and workshops, with the aim of fostering, among other aspects, compliance with regulations.

Our Compliance

Our compliance consists of a set of practices and controls that ensure the bank's activities adhere to internal standards, external regulations, and ethical principles. This function is essential for guaranteeing transparency, integrity, and risk mitigation, thereby strengthening the trust of customers, employees, and regulatory agencies.

Our compliance structure aims to prevent harmful acts that may result in financial losses and/or damage to our reputation. Through our policies, standards, and procedures, it seeks to contribute to the sustainability of our business and the strengthening of the Institution's image.

We employ the Three Lines Model to operationalize the structure for Risk Management, Internal Controls, and Compliance. Under this model, business areas (1st Line) are responsible for identifying, measuring, assessing, monitoring, reporting, controlling, and mitigating the risks inherent to their activities. Control and risk units, along with other support units (2nd Line), monitor and evaluate the effectiveness of existing controls, identify any weaknesses, and require corrections for distortions and non-conformities. Internal Audit (3rd Line) is responsible for evaluating the activities of the 1st and 2nd Lines and reporting relevant matters to Senior Management.

Commitment to compliance is one of the foundations that support our daily operations. To reinforce this corporate responsibility, we have established the Compliance Program. Structured around pillars involving routines, people, processes, documents, and actions that work together systematically, the Program provides guidance for conducting business in accordance with applicable laws, regulations, and standards, creating a safe, ethical, and efficient environment for achieving the Organization's strategic objectives. It is available for consultation at the link CAIXA Compliance Program.

Additionally, among the notable actions to enhance compliance, is the completion of the project to make non-confidential regulations available in the ChatCAIXA knowledge base, an internal virtual assistant accessible via Microsoft Teams (Applications section).

This initiative aimed to simplify and speed up access to regulatory information, establishing ChatCAIXA as a strategic tool for qualifying regulations by managers. By tracking the most frequent questions and employee feedback, the project contributes to greater reliability and clarity of the applicable rules. The work was the result of joint efforts by the Compliance, Technology, and Service teams, strengthening the integration between areas for innovative solutions.

With this action, employees are able to locate regulatory information more quickly and accurately, which promotes greater efficiency in complying with rules and procedures, thereby strengthening CAIXA's culture of compliance.

PROGRAMA DE INTEGRIDADE CAIXA

The Integrity Program is managed by a specific unit within the Company and comprises the identification, monitoring, and evaluation of tools and mechanisms that span across institutional units and mitigate the risk of corruption in their respective areas of activity.

The Program is based on five pillars—Senior Management Commitment, Adequate Risk Management, Integrity Protocols, Communication and Training, and Monitoring and Disciplinary Measures — which operate jointly and systemically, interrelating with one another and enabling the continuous improvement of CAIXA's Integrity Program.

These pillars extend across the three areas of action: Prevention, Detection, and Remediation, in accordance with the guidelines issued by the Office of the Comptroller General (CGU).

It is the responsibility of the Integrity Management Unit (UGI) to oversee and ensure that the key players in the Ecosystem—those responsible for activities, programs, and policies related to internal controls, compliance, internal audit, correction, ombudsman, transparency, anti-corruption, and other related areas—work together in a coordinated manner. This collaboration is essential to guarantee the effectiveness of the Program, the improvement of internal control mechanisms, and actions guided by ethical relationships and the sustainability of our business and results.

Centralized coordination, carried out by the Vice Presidency and the Board of Directors to which the UGI is linked, brings greater transparency and speed to our actions. This effort contributes to the procedures adopted by the ecosystem's actors, aiming to strengthen the Company's image and reputation to levels of excellence and recognition by society and the market.

These actors are part of the Integrity Ecosystem, represented in the following figure, which were defined through the mapping of areas responsible for our main integrity protocols.

The actors operate in a manner aimed at identifying weaknesses and inconsistent practices in order to implement integrity measures. The exchange of information enables the improvement of internal control mechanisms, oriented toward generating sustainable results grounded in ethical business conduct and relationships.

The units responsible for the activities that comprise CAIXA's Integrity Program must establish normative guidelines, keep them updated, verify their compliance, implement integrity actions, clearly define responsibilities, and provide information to support the management of the Program.

The monitoring of the Integrity Program is carried out through the implementation of the annual integrity plan actions, the assessment of the performance of the program's management indicators, as well as the application of the integrity measures implemented throughout the year.

Learn more about CAIXA's Integrity Program at: https://www.caixa.gov.br/sobre-a-caixa/governanca-corpo-rativa/integridade/Paginas/default.aspx

Audit

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our Internal Audit function aims to protect and create value for the CAIXA conglomerate, strengthening corporate governance and contributing to the achievement of the Company's strategic objectives

Our Internal Audit Directorate (DIAUD) reports directly to CAIXA's Board of Directors (CA), maintains a relationship with the Audit Committee (COAUD), and is subject to the guidance and determinations of federal oversight and supervisory bodies, in accordance with applicable legislation.

Our work addresses topics defined based on risk and is carried out in accordance with the Annual Internal Audit Plan (PAINT), approved by senior management and prepared annually in compliance with the requirements of the Office of the Comptroller General (CGU) and the National Monetary Council (CMN), taking into account the CAIXA Conglomerate's Corporate Strategy 2025–2030, the CAIXA Budget Plan, and the Business Plan, as well as the expectations of senior management and other stakeholders.

We provide analyses, findings, and information related to the audits performed regarding the adequacy and effectiveness of internal controls, the economic use of resources, risk mitigation, the quality and performance of the management of units, processes, and systems, the compliance and legitimacy of actions taken, and adherence to the Company's policies.

We have formal agreements with CAIXA Cartões, CAIXA Asset, and CAIXA Loterias with the purpose of sharing Internal Audit structure and services, whose Annual Internal Audit Plans (PAINT) are presented annually to their respective Boards of Directors for approval.

In compliance with our legal obligations, we conduct periodic audits at Fundação dos Economiários Federais (FUNCEF), a closed-ended pension entity established by CAIXA, in which we examine managerial and/or operational aspects that may impact the Foundation's activities and/or affect the technical balance of the managed benefit plans.

Upon completion of the audits, the relevant results are communicated to our governance bodies, FUNCEF's governance bodies, supervisory authorities, and our managers whose mandates include oversight and supervisory responsibilities regarding the sponsored entity.

Our Quality Assurance and Improvement Program (QAIP) consists of continuous and periodic evaluations covering the entire scope of work performed and aims to establish ongoing activities designed to assess quality, produce management information, and promote the continuous improvement of the internal audit function.

In compliance with the regulatory framework of the National Monetary Council (CMN) and the Central Bank of Brazil (Bacen), Internal Audit assesses CAIXA's Social, Environmental, and Climate Responsibility Policy (PRSAC), including the evaluation of actions established for the implementation of the Policy and the process for managing social, environmental, and climate risks.

Our Audits

We operate independently and objectively, contributing to the improvement of corporate governance and strengthening risk management and internal controls. We have completed over 1000 audit engagements covering strategic, operational, and compliance processes, focusing on efficiency, transparency, and risk mitigation.

Our activities included integrated audits of relevant topics for the group, as well as consulting services aimed at strengthening integrity and governance. We also conducted training actions for auditors and managers, promoting knowledge and alignment with market best practices.

It is important to highlight that, according to CGU Normative Instruction No.10/2020, our Internal Audit measured the financial benefits resulting from actions in processes that led to savings, recovery of funds, and risk mitigation for the CAIXA Group. This outcome reinforces the positive impact of audit activities in generating value and protecting public assets.

To enhance the effectiveness of analyses, Internal Audit uses advanced technologies, such as data analytics tools (analytics), artificial intelligence, and automation, enabling greater technical depth, agility, and accuracy in evaluating processes and risks.

Internal Audit maintains collaborative work with external bodies and independent auditors, providing specialized support in information delivery and compliance with deadlines and determinations. This approach reaffirms our commitment to integrity, transparency, and value generation for the Institution.

IA-CM maturity level 3

Internal Audit adopts the IA-CM model, as recommended by the CGU. This guideline directs Government Internal Audit Units (UAIG) to preferentially use IA-CM in the implementation of their Quality Management and Improvement Program (PGMQ) and in external quality assessments.

IA-CM is an internationally recognized model that defines the necessary foundations for effective Internal Audit, aligned with professional best practices and the needs of Senior Management, directly contributing to the strengthening of governance, risk management, and internal controls within organizations.

The CGU validated the self-assessment carried out by our Internal Audit based on the IA-CM model, recognizing the institution as the first in the financial sector to achieve maturity level 3. To reach level 3, it was necessary to fulfill 182 essential activities and 25 key performance indicators (KPIs).

These criteria cover aspects such as evaluation of work quality, risk-based planning, technical training of audit professionals, among other foundational elements. Compliance with this level requires that all processes be formally documented, effectively implemented, and integrated into the organization's operational routine, demonstrating institutional maturity and a commitment to continuous improvement.

Maturity level 3 demonstrates that the Internal Audit function is fully institutionalized, with consolidated practices integrated into organizational processes. This recognition reaffirms our commitment to excellence, compliance, and continuous improvement, establishing Internal Audit as a strategic agent in value creation and in strengthening corporate governance.

"Our mission is to protect and create value for the CAIXA Group.

Internal Affairs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our internal affairs department operates strategically to strengthen integrity and corporate governance. As a member of the Federal Executive Branch Correction System (SISCOR), its responsibilities are defined in CAIXA's Social Statute, and its activities go beyond disciplinary investigations, promoting preventive actions that reinforce an ethical culture, transparency, and responsibility in public service.

With a central role in the integrity ecosystem, it works in an integrated manner with control areas. The department relies on 232 employees dedicated to managing Disciplinary and Civil Responsibility Investigations, procedures for Holding Legal Entities Accountable (Law No. 12,846/2013), and the recovery of losses resulting from irregular conduct.

It also serves as the secretariat for the Ethics and Conflict of Interest Prevention Commissions, providing support for activities in accordance with applicable regulations.

We have consolidated significant advances in the internal affairs area, strengthening practices related to integrity, efficiency, and corporate governance. The following initiatives highlight the main results of the period, demonstrating the institution's commitment to ethics and transparency:

Whistleblower's Journey

The web series Whistleblower's Journey portrayed the fictional character "Regina" as she experienced an irregularity, addressing not only the cognitive but also the emotional aspects.

We therefore highlight the preventive aspect of this initiative, namely its contribution within the organizational context to:

- Remind employees about the reporting and support channels, as well as the available materials on the subject;
- Encourage employees to submit their reports through institutional channels;
- Reduce the registration of occurrences that are not actually reports, such as "complaints," as well as the filing of unqualified reports, meaning those whose accounts lack the minimum requirements of authorship, materiality, and substantiation;
- Avoid unnecessary referrals to the correctional unit as the competent investigative authority.

CAIXA and CEP Technical Cooperation Agreement

We signed a Technical Cooperation Agreement with the Public Ethics Commission (CEP) to share CAIXA's Conciliatory Practice with the entire direct and indirect Public Administration.

CAIXA's Conciliatory Practice is a preventive tool for cases of complaints involving interpersonal conflicts, seeking quicker and more satisfactory self-composed solutions than the traditional ethics process.

Its objectives are to promote ethical awareness, restore dialogue between parties, and contribute to people management and harassment prevention.

Recognition: Included by the Board of Directors in the CAIXA Harassment Response Plan as an exemplary institutional practice.

During the year, we trained employees from the People, Ombudsman office, Control, and Integrity areas, as well as branch managers within the Retail Network Vice Presidency.

"Previne CORED" Actions Aimed at the CAIXA Conglomerate

We expanded the reach of the Previne CORED project actions to the CAIXA Group. The initiative aims to strengthen the culture of integrity, ethics, and corporate risk prevention.

The actions were carried out throughout the year with CAIXA Seguridade, CAIXA Loterias, CAIXA Cartões, and CAIXA ASSET, establishing the initiative as a strategic tool for promoting best practices and emphasizing integrity across the entire group:

- ***CAIXA Seguridade and CAIXA Corretora***

The first action took place in May, in Brasília (DF), in partnership with CAIXA Seguridade and CAIXA Corretora, focusing on preventing information leaks and the Administrative Accountability Process (PAR) for Legal Entities, highlighting the importance of information security and combating harmful acts against CAIXA.

- ***CAIXA Asset***

We held four editions of "PREVINE CORED" aimed at the CAIXA Group for CAIXA Asset employees, providing guidance on integrity and best practices to mitigate operational and reputational risks.

• ***CAIXA Loterias***

The first action took place in May, in Brasília (DF), in partnership with CAIXA Seguridade and CAIXA Corretora, focusing on preventing information leaks and the Administrative Accountability Process (PAR) for Legal Entities, highlighting the importance of information security and combating harmful acts against CAIXA.

Predictive Model

We introduced innovation in the admissibility process for reports by creating a prioritization model based on risk analysis using machine learning .

With the prioritization model, or correctional matrix, the reports admitted by the institution's Internal Affairs unit are evaluated and classified based on disciplinary risk and reputational risk. Accordingly, each case is handled in accordance with the degree of prioritization assigned.

The benefits of implementing the predictive model include:

- Optimized resource allocation;
- Prioritization of investigations with higher risk;
- Automated processing;
- Reduction of operational risk in manual processing;
- Faster application of general criteria for report admissibility;
- Absence of subjective values (personal evaluation);
- Reduction of reputational risk for CAIXA.

Centralized Reporting of Complaints

We centralized the processing of disciplinary and ethical reports within our internal investigation unit, which is part of the correctional area. This initiative marks a strategic advancement in managing these occurrences, ensuring greater efficiency and transparency. Among the main institutional benefits, we highlight:

- Standardization and Agility;
- Improved Information Management;
- Reduction and Specialization of Committees;
- Exceptional Handling of Institutional Complaints;
- Standardization of PAR Complaints;
- Consistent Performance;
- Expansion of Admissibility Review Competence;
- Promotion of Local Conciliation.

The centralization relies on an exclusive, specialized, and dedicated team, which contributes to enhancing the quality of the investigation processes.

The Specific Regulation for Investigation of Executives – AE165

We made regulatory adjustments to strengthen governance and transparency in disciplinary processes, in accordance with CGPAR Resolution No. 48/2023.

Normative segregation: distinction between procedures applicable to employees (AE079) and executives, with the creation of a specific process.

Publication of Manual AE165: We established the Normative Manual AE165 – Investigation and Judgment of Disciplinary and Civil Responsibility of Executives (PDD), ensuring clear rules for investigations involving statutory members.

Institutional impact: Strengthening governance, increasing transparency in decision-making processes, and aligning with integrity and accountability guidelines.

Creation of the Organizational Climate Committee

Our Internal Affairs Department established its Organizational Climate Committee. The committee aims to propose, monitor, and implement actions focused on strengthening the organizational climate within the unit, fostering integration and valuing people. Among its responsibilities are analyzing indicators, promoting spaces for listening and dialogue with employees, preparing reports, as well as coordinating initiatives geared toward well-being in the workplace.

CGU Good Corrective Practices Contest – 2025

The contest organized by the CGU aims to encourage, recognize, and reward initiatives developed by public internal affairs units that promote improvements in accountability investigations or innovation in combating corruption. Internal affairs units were encouraged to submit their best initiatives in three distinct categories:

We were awarded 3rd place in the **"Prevention"** category, with the practice **Web Series of Videos: Whistleblower's Journey**.

For more information, visit **CAIXA Internal Affairs Department**.

Transparency

We are proud to announce the achievement of the **Diamond Transparency Seal** in the assessment conducted by the Association of Members of the Courts of Accounts of Brazil (Atricon), together with the Federal Court of Accounts (TCU) and the State Court of Accounts of Mato Grosso (TCE-MT), reaching a transparency index of 97.22%. This distinction positioned us as the most transparent financial institution in the country, reinforcing our strategic role in promoting citizenship and valuing best governance practices.

We also maintained **first place in the CGU's active transparency ranking**, with 100% compliance with the assessed requirements.

These results consolidate a significant milestone in the Institution's transparency journey, strengthening our performance as a national benchmark in access to information and public governance. The maturing of internal processes, combined with training and culture-building initiatives, has enabled us to raise the standard of data disclosure, making the Transparency Portal more accessible and comprehensive. This progress helps reinforce the trust of clients and partners and consolidates an organizational culture oriented by ethics, responsibility, and a commitment to the public interest.

The advancement of institutional maturity in transparency enhances social oversight, encourages civic engagement, and helps reduce response times to requests for access to information. Over the period, events held in partnership with the Office of the Comptroller General (CGU)—such as seminars and workshops, including the launch of the LAI x LGPD booklet—promoted dialogue among managers, experts, and civil society, broadening the debate on the challenges and opportunities of public transparency.

In addition to progress in the proactive disclosure of information, we have completed another year of absolute commitment to excellence in serving citizens through LAI requests. All demands were handled promptly, ensuring responses within the legal deadlines and maintaining a high standard of quality. CGU indicators demonstrate our consistent performance, with high resolution rates, reflecting our diligence and responsibility in ensuring transparency and strengthening society's trust in the institution.

Throughout the year, we not only fulfilled our legal mission but exceeded expectations, becoming an example of excellence and innovation in transparency for the entire Brazilian public sector.

- Diamond Transparency Seal **97.22%**
- CGU **100%**
- **9 years** without delays in responses
- Average response time **7,2 days**

Handling of Access to Information Requests

We are one of the Federal Government institutions that receives the most access to information requests. Since the enactment of Law No. 12,527/11,we have already received **more than 45,000 requests**, a number that positions the company as the **7th most requested institution under the LAI, among 320 public administration agencies**.

The volume of requests received highlights our relevance to society. This number reflects our impact on people's lives and demonstrates the population's interest in monitoring the institution's management. The magnitude is such that, since 2012, the number of access to information requests directed to us surpasses the total accumulated by all the other public banks monitored by the CGU.

Despite receiving a significant volume of requests, we maintain exemplary performance in our average response time. In the year, our average response time was only 7.2 days. This indicator reinforces our commitment to agility and transparency, ensuring that society has quick access to information of interest.

In addition to speed, we strive to ensure quality and clarity in our responses. In the year, out of **2,700 requests** received, **222** resulted in appeals to the CGU—just over **8%** —showing that the vast majority of demands are satisfactorily addressed, with no need for further appeals.

This performance over the year confirms the robustness of a process that is conducted with effectiveness recognized in public administration over a long historical sequence. For nine years, we have not missed the deadline for any LAI request. The combination of high volume, speed, and low appeal rate reflects an efficient and reliable model, which strengthens our image as an institution committed to transparency and citizen satisfaction. Each indicator reaffirms our dedication to ensuring that the right to information is exercised fully and with quality.

Proactive Transparency

In addition to all strategic actions that led to the achievement of the Diamond Seal in the PNTP, we have continuously **fully met all 49 mandatory proactive transparency items** monitored by the Office of the Comptroller General (CGU) through the Proactive Transparency System (STA).

This achievement, reached still in 2024, reinforces this administration's unwavering commitment to the Access to Information Law and to the guidelines of the CGU's Proactive Transparency Guide, once again demonstrating our leadership in the field of transparency.

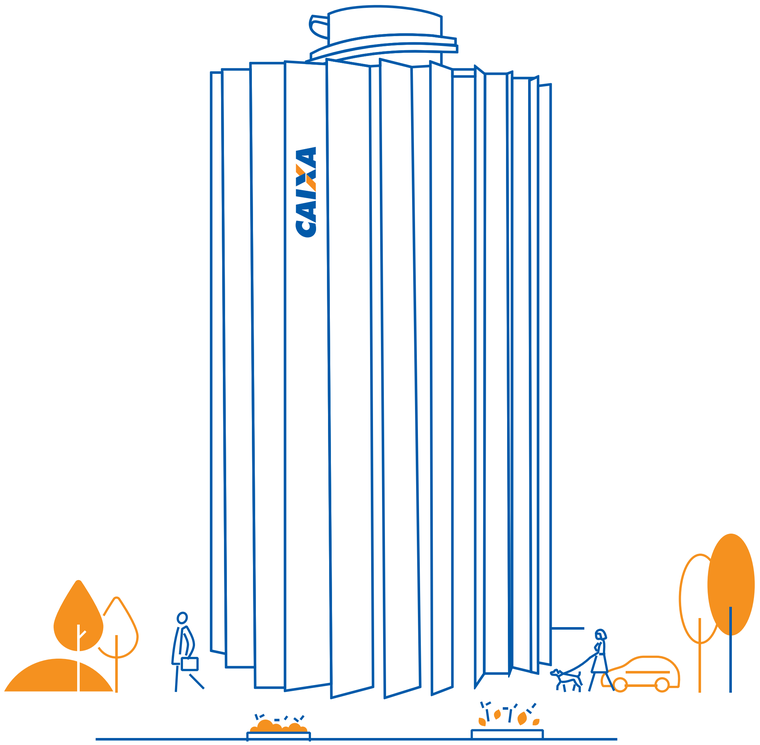
The year 2025 established us as the national leader in proactive transparency, the result of a robust institutional strategy, qualified engagement with oversight bodies, and a commitment to continuous improvement.

The achievement of the Diamond Seal in the PNTP is public recognition of a path of evolution, maturity, and responsibility, positioning us as a benchmark for the entire Brazilian public sector.

Subsidiaries

CAIXA Group

This is the group of companies formed by CAIXA and its direct or indirect equity interests. Its constitution was based on optimizing business opportunities, complementarity of products and services, and expanding support for macro-processes and strategies..



CONGLOMERATE STRUCTURE

Indirect equity interest

- CAIXA Pré-Pagos — 75%
- ELO — 33.33%

Subsidiaries

- CAIXA Cartões — 100%
- CAIXA Seguridade — 80%
- CAIXA Loterias — 100%
- CAIXA Asset — 100%

Minority Interests

- Núclea — 8.17%
- QuOD — 15.29%
- Tecban — 13.01%

Indirect equity interest

- CAIXA Consórcio — 80%
- CAIXA Residencial — XS3 SEGUROS | 75%
- CAIXA Capitalização — XS4 CAPITALIZAÇÃO | 75%
- CAIXA Assistência — XS6 ASSISTÊNCIA | 75%
- CAIXA Vida e Previdência — 60%

CNP — SEGUROS HOLDING – 48,25%
- CAIXA seguradora — 100%
- YOUSE — 100%

"Note: (1) The direct holdings CAIXA Imóveis, BIAPE, and Negócios Digitais are under liquidation and are not illustrated; (2) the indirect interests CNP Brasil Participações Securitárias and Youse Digital are limited liability companies and are not illustrated; (3) the subsidiaries of CAIXA Cartões, CAIXA Adquirência, CAIXA Fidelidade, CAIXA PAT, and CAIXA Contas e Pagamentos are not yet operational and are not illustrated in the diagram; (4) the indirect interests CAIXA Holding Securitária, TOO Seguros, PAN Corretora de Seguros, XS1 Holding Vida e Previdência, and Elo Holding Ltda. are paper companies and are not illustrated; and (5) Paranapanema, a direct holding of CAIXA through its securities portfolio, is not illustrated."

Subsidiaries

CAIXA Seguridade (CAIXA Seguridade Participações S.A.)

Constituted in May 2015, CAIXA Seguridade was listed on the Stock Exchange in April 2021, with CAIXA remaining its controlling shareholder, holding an equity stake of 82.75%. In March 2025, the company completed a secondary public offering of shares, and our stake became 80% of the total share capital.

The company aims to consolidate, in a single entity, all CAIXA activities in the fields of insurance, premium bonds, open private pension plans, credit letters, brokerage, and related activities, providing scale gains in the operations of the insurance segment.

CAIXA Cartões (CAIXA Cartões Holding S.A.)

CAIXA Cartões was constituted in 2018as a privately held corporation and is our wholly-owned subsidiary. Its operations began in January 2020, with the goal of boosting the CAIXA Conglomerate's participation in the payment methods market, providing agility and a dedicated approach to conducting business that contributes to the complementarity of our operations.

.

CAIXA Asset (CAIXA Distribuidora de Títulos e Valores Mobiliários S.A.)

CAIXA Asset, established in September 2021,is a privately held corporation and a wholly-owned subsidiary of CAIXA, exclusively dedicated to providing asset management services for third parties in investment vehicles. It stands out for its work with clients in the Government segment and with Own Social Security Regimes, possessing a portfolio of products recognized in specialized publications on investment management.

CAIXA Loterias (CAIXA Loterias S.A.)

Established in January 2016, CAIXA Lotteries is a privately held corporation, a wholly-owned subsidiary of CAIXA, whose purpose is to exclusively manage federal lottery services in accordance with current legislation. In April 2024, CAIXA approved the migration of the lottery product vertical, and the company became operational. This initiated a new business vertical, which included instant lotteries, marking a new cycle of operational expansion. The company aims to continuously expand its product portfolio, offering the Brazilian public responsible and secure entertainment solutions, aligned with the best practices in the gaming and betting sector.

Direct Minority Stakes

QUOD – Credit Intelligence Management S.A.

QUOD, established in 2017 as a privately held corporation, aims to provide services related to positive and negative credit registration data to financial credit institutions. CAIXA holds a 15.29% equity stake.

Núclea – CIP S.A.

The Interbank Payment Chamber (CIP), currently known as Núclea, was established in April 2001 with the purpose of operating in the transfer of funds and other financial assets, as well as in clearing and settlement within the Brazilian Payment System. CAIXA holds an 8.17% equity stake in the company.

TecBan – Banking Technology S.A.

TecBan was established in 1982, focusing on providing banking self-service through external ATMs. Its main objective is to serve as a complementary network for banks in their customer relationships by offering services, planning, and technology development in banking, commercial, industrial, and service areas. CAIXA holds a 13.01% equity stake.

Galgo - Information Systems S.A.

Galgo was established in July 2016as a privately held corporation. Its corporate purpose is to manage computerized systems aimed at standardizing and optimizing the transfer of information between institutions that operate or provide services in the financial and capital markets. In May 2025, we completed the sale of our entire equity interest in the company, corresponding to 6.67%, to RTM – Rede de Telecomunicações para o Mercado Ltda, in a transaction carried out in coordination with Galgo's other shareholders.

OTHER PARTICIPATIONS

Paranapanema S.A. - a publicly traded corporation operating in the smelting and refining of primary copper, as well as in the production of copper semi-manufactured goods and alloys. In 2025, CAIXA reduced its stake in the company to 5.8255% due to debt conversions into capital, as outlined in its judicial recovery plan.

At CAIXA, Paranapanema shares are classified in the TVM portfolio for accounting purposes.

Caixa Imóveis S.A. -a privately held corporation that operates in the real estate market. Since October 2025, the company has been undergoing a liquidation process.

Negócios Digitais S.A - a privately held corporation that has not conducted any business operations since its incorporation. It is currently in the process of dissolution and liquidation.

Biape (Iternacional Bank Ltd) – company established with the aim of cooperating for the development of the Inter-American savings market. Currently, it is in the process of liquidation.

Conglomerate Governance Model

The management of the CAIXA Conglomerate is guided by Institutional Policy and Corporate Policies, with emphasis on Internal Control Policies, Compliance and Integrity, Risk Management of the CAIXA Conglomerate, Transactions with Related Parties, Relationships with Clients and Users of CAIXA Products and Services, as well as the CAIXA Code of Ethics and Conduct.

We adopt governance and control practices proportional to the relevance, materiality, and risks of the businesses, and have established procedures and routines designed to ensure strategic alignment and the achievement of sustainable results for the Conglomerate.

As the controlling entity, we conduct regular supervision and monitoring of the companies within the Conglomerate to ensure the maintenance of economic and financial balance and the strategic alignment of investments. This process covers aspects related to governance, business, economic-financial perspectives, strategic alignment, internal controls, AML/CFT, PRSAC, and special risks. As a result of these processes, reports are submitted to internal governance bodies to ensure that the strategies of the investments are aligned with CAIXA Conglomerate guidelines.

Our investment and divestment decisions are based on business opportunities, product and service complementarity, similarity, and expanding support for macroprocesses and strategies. These decisions are guided by corporate governance rules and practices, transparency, and the independence and autonomy of the involved companies.

As shareholders, we have the prerogative to nominate executives and board members for the governance bodies of our Corporate Investments in accordance with statutory provisions and shareholder agreements. However, although we exercise this right, the administrators act independently, focused on the interests of the Companies as required by law.

Additionally, we participate in the General Meetings of the companies in which we hold direct equity stakes, to deliberate on matters provided for in current legislation and the bylaws of the Companies.

CAIXA Asset

We are CAIXA's third-party asset manager, responsible for managing investment funds and managed portfolios for more than one million individual, public, and private corporate shareholders.

With a strategic presence in the financial market, we offer innovative and secure solutions for investors, aligned with the principles of solidity, transparency, and responsibility that define the CAIXA brand.

In February 2025, we received the Best Bank and Platform to Invest ("MBPI") award, created by Você S.A. magazine, ranking 3rd among the best investment fund managers in the Multimarket, Equities, and Fixed Income categories. Also that month, Moody's Local Brasil reinforced our prominent position in the ranking of managers with the best performances for their fund shareholders, based on a study measuring managers' risk/return, and reaffirmed our standing over the past three years.

We also stood out in several rankings among the institutions with the best macroeconomic forecasts in the Central Bank of Brazil's Focus Survey Ranking, the Prisma Fiscal Ranking published by the Ministry of Finance, and the AE Projeções Ranking by Agência Estado.

During the year, we also had three appearances in the Focus Survey Ranking, 20 in the Prisma Fiscal Ranking, and one in the Agência Estado Ranking.

In February 2026, CAIXA Asset was recognized with the Best Bank to Invest (MBI/MBPI) award, an initiative of FGVcef – Center for Financial Studies at FGV/SP, which evaluates institutions based on market data from the previous year. In the edition based on 2025, the institution achieved 1st place in Fixed Income Funds and 2nd place in Multimarket Funds, reinforcing the consistency of our solutions and their alignment with our clients' profiles.

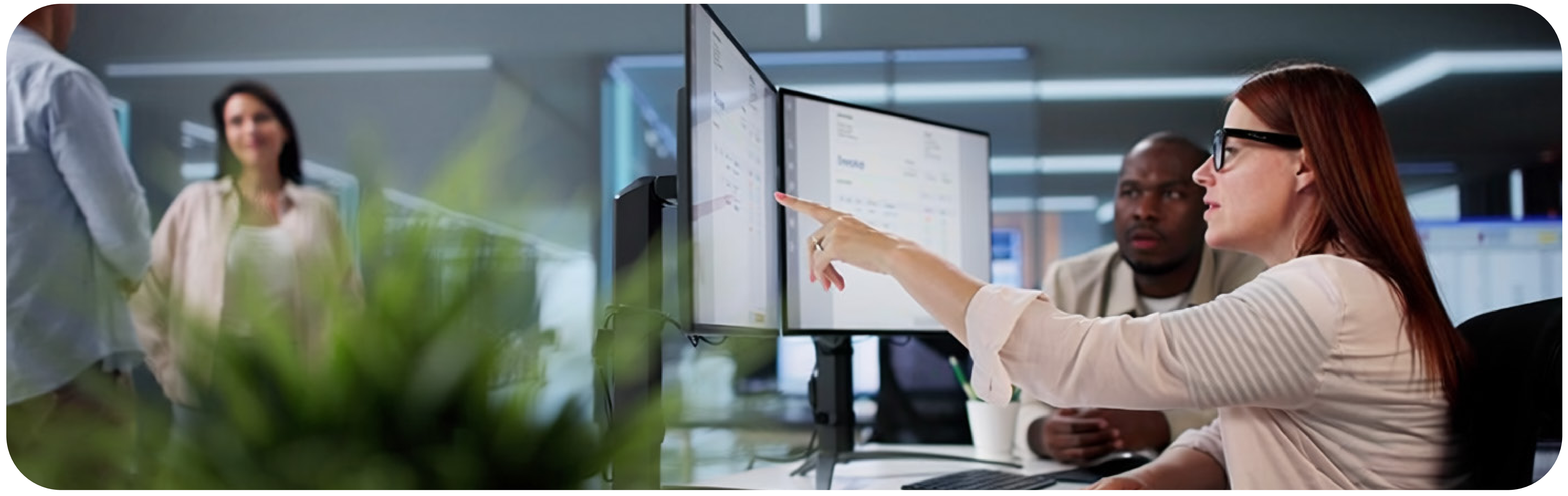
Recognizing the importance of responsible and conscious practices, we promote actions in sustainability and financial education, which benefit not only our clients but also generate positive externalities for Brazilian society, in line with CAIXA's Social Mission.

Among the various initiatives we have undertaken, we highlight our adherence to the Principles for Responsible Investment (PRI, our membership in the Association of Investors in the Capital Market (AMEC), and our commitment to the Brazilian Stewardship Code and Principles.

Additionally, we promote financial education initiatives within communities and actions to foster diversity, equity, and inclusion, as well as a program for engagement in social and environmental initiatives and support for CAIXA ASSET volunteerism.

We have also implemented a Greenhouse Gas (GHG) Emissions Inventory and made advances in integrating and incorporating ESG criteria into our policies, guidelines, and processes.

To learn more about the company and access its documents and detailed information, visit:
https://www.caixa.gov.br/caixa-asset



CAIXA Cartões

CAIXA Cartões

CAIXA Cartões has as its organizational purpose to " Revolutionize the payment experience and transform people's lives ", aiming to achieve the Vision of " Being a Reference in Payment Solutions ".

Strategic objectives:

- Be relevant in the Payment Methods market
- Be relevant within the CAIXA Group, including environmental, social, governance (ESG), and integrity aspects.
- Exceed the needs and expectations of customers and employees

Values:

We make a difference for Brazil

- We are one team that gets things done
- We care for people and the planet
- The customer guides our choices
- We have the courage to innovate
- Our integrity is non-negotiable
- Our results matter

CAIXA Cartões operated in the business segments of Credit and Debit Cards, Acquiring, Prepaid, Brand, and business opportunities in the market.

Credit Cards

In 2025, it outperformed the market average, with growth of 17.2% compared to 2024, versus 14.5% for the market, surpassing other traditional banks.

In total, 2.6 million credit cards were issued, with 60% through CAIXA's branch network and 40% via digital channels, which grew by 229% compared to 2024.

The launch of the **CAIXA Ícone Visa Credit Card** is an example of CAIXA Cartões' ability to innovate and compete in this market. The new card is exclusively for individual customers, with a minimum credit limit of over R$ 100,000. It ranked among the best cards on the market according to specialized media, and exceeded initial hiring forecasts, totaling 4,000 new contracts and 6,800 requests for product changes.

Acquiring

In 2025, CAIXA's azulzinha consolidated its position as a strategic solution for financial inclusion and innovation in payment methods. Participation in the **Gás do Povo** Program reinforces CAIXA's social role, making it possible to transfer funds directly between beneficiaries and resellers through acquiring, ensuring speed, traceability, and security in recharges.

In the area of sustainability, a milestone was azulzinha's presence at COP30, serving as a payment solution for offsetting CO2 emissions, integrating with the national effort that ensured the neutralization of 130,000 tons of carbon emissions during the event and reinforcing commitment to the global climate agenda.

Other relevant deliverables positively impacted CCH's results, such as the launch of Clover technology for business clients, which provides an ecosystem of solutions, offering a competitive advantage as well as differentiated acquiring conditions for priority sectors.

Initiatives were also carried out highlighting azulzinha as a business driver for the corporate segment, offering a value package that includes: investment fund (CAIXA AZULZINHA FIC FIF RF SIMPLES); cross-sell offers with credit products; annual fee waiver for the Credit Card; and a discount on Business Life Insurance.

Annual revenue reached R$ 28.6 billion, representing a 31% increase compared to the same period of the previous year.

Prepaid

We made progress with our product line, reinforcing the strategy of offering complete and integrated solutions to our clients. The main highlights of the year include:

- Started selling the tagCAIXA for individuals in CAIXA branches, increasing convenience for customers;
- Launched the tagCAIXA offer for individuals together with Rapidex Assistance, adding value and additional benefits for users;
- Strengthened the portfolio, focusing on integrated solutions and promoting cross-sell with banking products, enhancing commercial synergy and increasing reach;
- CAIXA meal and food benefit cards maintained their leading role in generating operating revenue within the Prepaid line.

As a result of these actions, CAIXA Prepaid surpassed 15 million clients and achieved revenue of more than R$ 6.8 billion in 2025, an increase of 22.3% over the previous year.

Your points become advantages for your everyday life. It's that simple. In October 2025, CAIXA Cartões launched the Uau CAIXA Benefits Program.

Created to promote engagement, loyalty, and recognition of CAIXA's clients, both individuals and businesses, the Program features a robust marketplace, with redemption options for airlines, retail partners, and exclusive experiences, as well as a Subscription Club that provides discounts, bonuses, and differentiated points.

In 2025, dividends received by CAIXA Cartões totaled R$ 158.61million. In the same year, Elo recorded a net profit of R$ 586.66 million, with credit card billing growth of 11.71%.

Sustainability

Among the environmental, social, and governance (ESG initiatives, we highlight the Book Donation Campaign for public school libraries in the Federal District, promoted through the CAIXA Volunteering Program, with broad participation by employees and collaborators of the Company.

In the same year, CAIXA Cartões was awarded the Gold Seal for auditing its Greenhouse Gas Emissions Inventory (IGEE) for 2024, positioning the Company as a benchmark in sustainable practices.

We developed an ESG Action Plan, aimed at internalizing these topics through practical initiatives in all areas of the organization. We published the 2024 Integrated Report, highlighting our ongoing commitment to sustainability and alignment with corporate responsibility guidelines and the social mission of our parent company, CAIXA.

Results

We achieved a milestone in our financial history, with net income of R$ 703.70 million, representing a 143% increase compared to 2024. This performance reflects CAIXA Cartões' strategy, particularly regarding the vertical integration of credit and debit card operations, which took place on April 1rst, 2025, expanding the products and services offered and directly impacting the results.

In this context, the expansion of the Credit Card product's revenue was one of the main highlights of the period. The transaction volume reached R$ 91.75 billion, a 17.23% growth compared to 2024, which resulted in an increase of Prepaid products also performed better, with a total volume of R$ 6.83 billion, corresponding to a 21% increase compared to 2024.

The largest portion of this revenue came from commission services of CAIXA Food and Meal Cards, which established themselves as the most important Prepaid products of CAIXA Cartões, strengthening the competitive position in the Food and Meal Cards market.

Additionally, CAIXA Cartões made progress in the Acquiring segment, driven by commercial and operational strategies implemented throughout the period. These initiatives contributed to efficiency gains, an expanded client base, and a higher level of satisfaction, culminating in the highest revenue ever recorded in this segment.

Acquiring revenue reached R$ 28.65 billion, representing an increase of approximately 31% compared to the same period of the previous year. In terms of income, the segment saw an 18% increase compared to 2024, totaling R$ 48.38 million, demonstrating CAIXA Cartões' ability to execute its strategy and adapt to a dynamic and constantly changing business environment.

CAIXA Loterias S/A

CAIXA Loterias S.A. ("CAIXA Loterias") is a corporation, a wholly-owned subsidiary of CAIXA, headquartered in Brasília, Federal District of Brazil. The Company was established by resolution of the CAIXA Board of Directors on October 1rst, 2015.

CAIXA Loterias' corporate purpose is to exclusively manage federal lottery services, as well as to operate lottery services, games, and related activities.

The company is registered under CNPJ No. 24.038.490/0001-83, is duly registered with the Commercial Registry of the Federal District under No. 5330001700-0, and is governed by its Bylaws as well as other applicable legal provisions. Its duration is indefinite.

The current Bylaws were approved at the General Meeting held on 11/25/2024.

For more information about the company, visit: ***https://www.caixa.gov.br/sobre-a-caixa/governanca-corporativa/caixa-loterias***

CAIXA Seguridade

CAIXA Seguridade Participações S.A., a holding controlled by CAIXA, develops and implements the commercial strategy for distributing CAIXA's insurance products. The company offers a broad and diversified portfolio of products, which includes insurance, private pension plans, premium bonds, credit letters, and assistance services. Additionally, CAIXA Seguridade earns revenue from brokerage, distribution, and the use of the CAIXA brand, resulting from the offering of these products through CAIXA's extensive network of branches and banking correspondents.

In 2025, the company celebrated its tenth anniversary of operations, strengthening its position among the largest insurance groups in the country. The year was marked by significant corporate advances, among which the completion of the Secondary Public Offering of Shares stands out. This event increased the volume of shares in circulation (free float) to 20%, expanding the liquidity of the shares and the company's shareholder base.

CAIXA Seguridade ended the year with a managerial net profit of **R$ 4.3 billion**, the highest historical result for the company, which represented an increase of 14.9% compared to the previous year. This performance reflects the consistency of strategic execution and the maturity of CAIXA Seguridade's operational model, as well as the solidity of its partnership structure.

Further information about the company can be found in its detailed reports, available at: ***https://www.ri.caixaseguridade.com.br/***

Budget *Information*

As a public company, we are required to present, on an annual basis, our budget to the Federal Government, whose budget preparation process follows the following government rules and guidelines:

- Article 165, §5, Item II of the Federal Constitution, Law No. 4,320/64;
- Budget Guidelines Law (LDO);
- Annual Budget Law (LOA);
- Bylaws of Caixa Econômica Federal – subparagraph "b", item XVI, Article 38.

The budgeting process flow and responsibilities are governed by internal regulations and involve the participation of head office managers, who, aware of the challenges, policies, and corporate strategies, propose business objectives.

The budget proposal is prepared in alignment with the Institutional Strategic Plan (PEI), the Business Plan (PN), the Risk Appetite Statement, and CAIXA's Capital Plan. It is guided by corporate responsibility, ethical business conduct, and sustainable growth, promoting the country's economic and social development.

In the budgeting process, Capital and Risk Indicators, ALM (Asset and Liability Management), and Profitability and Efficiency are assessed by the Risk and Finance areas, respectively, in addition to the evaluation of alignment with the Institutional Strategic Plan (PEI) and the Business Plan (PN) by the Strategy area. Only then is the proposal submitted for deliberation or opinion by the governing bodies (Executive Board, Audit and Technology Committees, Board of Directors, and Fiscal Council).

After the corporate budget is approved, we submit it in accordance with the Federal Budget structure, following the methodology of the Global Expenditure Program (PDG) of the Ministry of Management and Innovation/SEST, along with the Programmatic Investment Framework, to compose the Annual Budget Bill (PLOA).

Structure

SUCON
Superintendence of Accounting and Taxes
Ana Paula F. de Rezende Soares

GEINC
National Management of CAIXA Accounting

Definition of accounting policies and implementation of accounting standards.

Vanessa Herculano de Oliveira

GECOR
National Management of Registration and Control

Management of accounting record and consistency, calculation of accounting results and definition of the accounting reconciliation strategy.

Felippe Leonardo Moleiro de Oliveira

GEVID
National Management of Analysis and Disclosure

Management of information and financial statements, with analysis and reporting.

Thiago Prata Feres Ragil

GETRI
National Management of Taxes

Definition and management of compliance with tax obligations

Cristiane Fragoso de Souza Nelson

Financial statements

Our financial statements are prepared in accordance with the accounting guidelines established by Law No. 4,595/1964 (National Financial System Law) and Law No. 6,404/1976 (Brazilian Corporations Law), CMN Resolution No. 4,966/2021—which establishes the accounting criteria applicable to financial instruments—and CMN Resolution No. 4,818/2020—which consolidates the general criteria for the preparation and disclosure of individual and consolidated financial statements. They are also prepared in compliance with regulations issued by the Central Bank of Brazil (Bacen)—BCB Resolution No. 2/2020 and BCB Resolution No. 352/2023—and, additionally, with standards issued by the Brazilian Securities and Exchange Commission (CVM), where not in conflict with Bacen regulations, in accordance with accounting practices adopted in Brazil.

The consolidated financial statements include CAIXA and its controlled entities: Caixa Loterias, Caixa Cartões, Caixa Seguridade, Caixa Asset, the Caixa Ibirapuera Fixed Income Investment Fund, the ACR IV Credit Rights Investment Fund, and the Ânima COOASGO Credit Rights Investment Fund.

Explore our Financial Statements.
Acess: Central de Resultados

Annual Letter of Public Policies and Corporate Governance

Company Presentation

We are a public, privately held financial institution, endowed with legal personality under private law, its own assets and administrative autonomy, under the terms of Decree-Law No. 759, of August 12, 1969, linked to the Ministry of Finance and part of the indirect administration, registered with **CNPJ Nº. 00.360.305/0001-04**, under **NIRE Nº. 5350000038-1** and headquartered in Brasília, Federal District of Brazil.

Our purpose is:

a) Receive in deposit under the guarantee of the Union, popular savings, encouraging savings habits;

b) Grant loans and financing of an assistance nature, cooperating with public and private law entities in the solution of social and economic problems;

c) Operate in the housing sector, as a real estate credit company and the main agent of the National Housing Bank, with the objective of facilitating and promoting the acquisition of their own home, especially by the lower income classes of the population;

d) To explore, with exclusivity, the services of the Federal Lottery of Brazil and the Federal Sports Lottery under the terms of the relevant legislation;

e) To exercise the monopoly of operations on civil pledges, with a permanent and continuous character;

f) To provide services that adapt to its financial structure, delegated by the Federal Government or by agreement with other entities or companies;

g) To carry out, in the financial market, as an entity of the National Financial System, any other operations, domestically or abroad, and may stipulate monetary adjustment clauses, subject to the regulatory conditions established by the National Monetary Council; (Added by Decree-Law No. 1,259, of 1973);

h) Carry out, in the capital market, for investment or resale, the operations of subscription, acquisition and distribution of shares, bonds and any other securities or securities, subject to the normative conditions established by the National Monetary Council; (Included by Decree-Law No. 1,259, of 1973);

i) To carry out, as an Agent of the Federal Government, to put an account and order of the latter, and under the supervision of the National Monetary Council, any operations or services in the financial and capital markets, which are delegated to it, by means of an agreement. (Included by Decree-Law No. 1,259, of 1973)..

In the exercise of our public function, we play multiple institutional roles that support the execution of federal public policies and expand the capacity of states and municipalities to act:

- **Federal Representative:** we operate in the execution of contracts for the transfer of the General Budget of the Union (OGU), providing technical support and social assistance appropriate to the local reality, as well as the correct application of public resources according to technical, budgetary and regulatory parameters defined by the managing ministries and inspection agencies;
- **Operating agent:** we are executors of public policies, managing funds and operating programs delegated by the Federal Government or granted through a contract or agreement signed with other subnational entities and entities of the Federation, with emphasis on the Guarantee Fund for Length of Service (FGTS), acting in the feasibility of investments in housing, sanitation and infrastructure;
- **Financial agent:** we structure and finance credit operations aimed at urban, social and economic development;
- **Service provider to the public sector:** we serve the Union, states, municipalities, the Judiciary and the Public Social Security Regimes (RPPS), with recognized expertise in the management of social registries and in the payment of benefits of regional income transfer programs.

We are the main partner of the Federal Government in the execution of public policies and one of the largest financial institutions in the country.

Our directly contributes to reducing inequalities, the strengthening of citizenship and the social and economic advancement of the country, reaching millions of Brazilians in all regions.

As an operating agent of relevant social programs of the Federal Government, as well as income transfer initiatives at the state and municipal levels, we reaffirm our historical role as an instrument of public policies and as a bridge between the State and the population.

Our corporate purpose includes, in addition to the attributions provided for by law, the practice of all activities provided to banking institutions, as well as acting in the execution of public policies and, as a financial agent, of social programs and projects of a socio-environmental nature, which aim to reduce inequalities and improve the quality of life of Brazilians.

Our organizational structure includes direct and indirect subsidiaries and equity interests, in line with the premises of maximizing business opportunities and strengthening support for macro-processes and our corporate strategies.

> Through our work, we transform resources into opportunities, policies into results, and commitments into concrete social impact, contributing to a more inclusive, sustainable, and developed Brazil.

In 2025, we achieved economic and financial results, which reinforce the sustainability of our business model and support the fulfillment of our role as the main financial agent of the Federal Government's public policies.

We ended the year with a record level of recurring net income of R$155 billion, up by 10.4% compared to 2024;

Net accounting income of R$161 billion, reflecting greater operational efficiency, discipline in risk management and profitability;

Our recurring ROE reached 10.7%, demonstranting the ability to generate results in a balanced and sustainable way;

We reached R$1.378 trillion in the loan portfolio, with growth of 11.5%;

We reached a balance of R$938.0 billion in our real estate loan portfolio;

Total credit contracts totaled R$690.2 billion, expanding the access of families, companies and public entities to financial solutions essential to the country's economic and social development;

We consolidated the largest sustainable finance portfolio in the market, reaching a balance of R$ 867.5 billion.

We also strengthened our funding base and financial intermediation activities by expanding service fee revenues and through the consistent advancement of our digital transformation, which increased process efficiency, reduced operating costs, and enhanced the customer experience.

These advances contributed to our recurring results, even in a challenging macroeconomic environment.

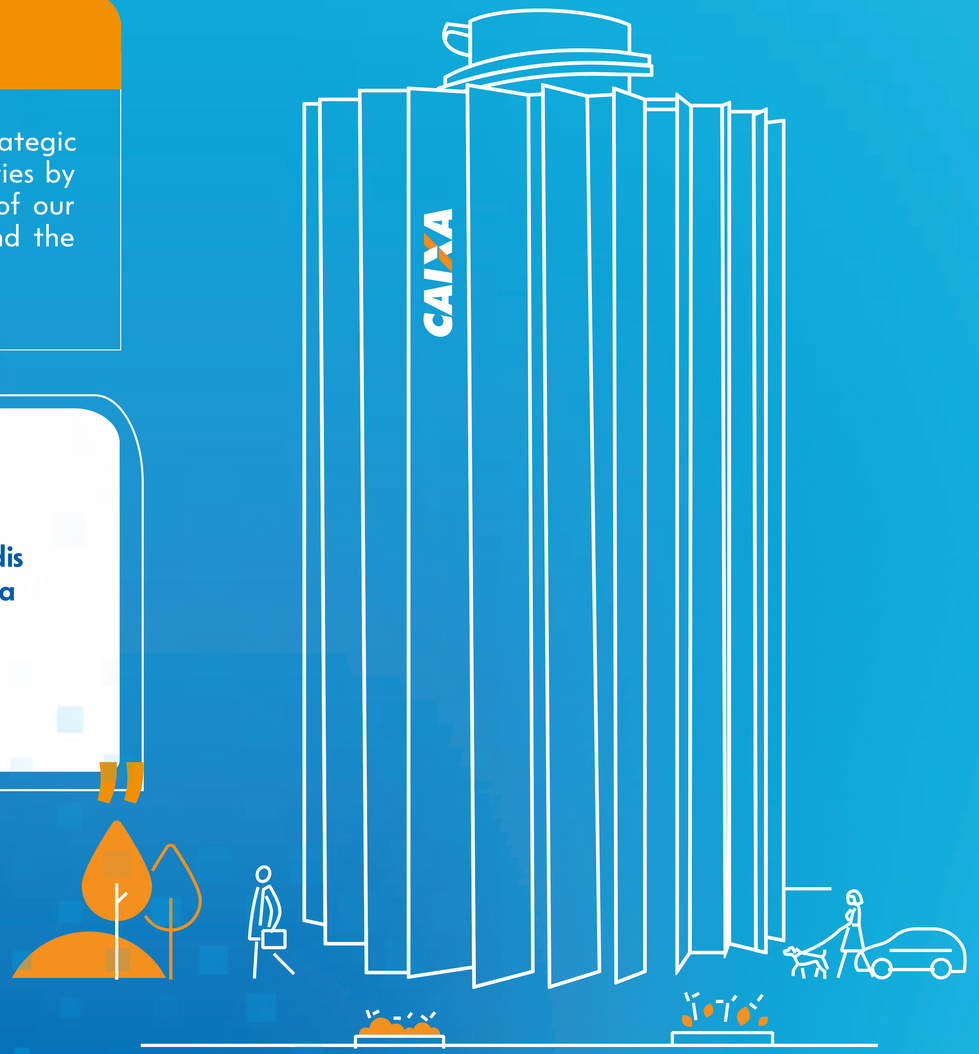
The 2025 results reaffirm our role as a public, sustainable, and indispensable bank for Brazil, ensuring the financial foundations necessary for the continuity and improvement of the public policies under our responsibility, aimed at transforming the lives of our customers.

This document, referring to the 2025 fiscal year, has been approved by the members of our Board of Directors and is structured to present, in a clear, organized, and accessible manner, the main information guiding our institutional performance. Its development seeks to provide an integrated view of our role within the context of public policies, as well as the principles underpinning our management and governance.

Did you know?

Our Board of Directors is the collegial and strategic decision-making body that carries out its duties by considering long-term interests, the impacts of our activities on society and the environment, and the fiduciary duties of its members.

The current members of our Board of Directors:
Carlos Antônio Vieira Fernandes
Daniel Cardoso Leal
Francisco Petros Oliveira Lima Papathanasiadis
Isadora Maria Belém Rocha Cartaxo de Arruda
José Luiz Trevisan Ribeiro
Pedro Luiz Costa Cavalcante
Raquel Nadal Cesar Gonçalves
Sandro Jardel Pompeu de Brito



Contributions to public policies

Our trajectory is marked by achievements, challenges and, above all, transformations in the lives of millions of people. That is why we are more than a bank, we are an institution driven by people who take care of people, building bridges to a better future.

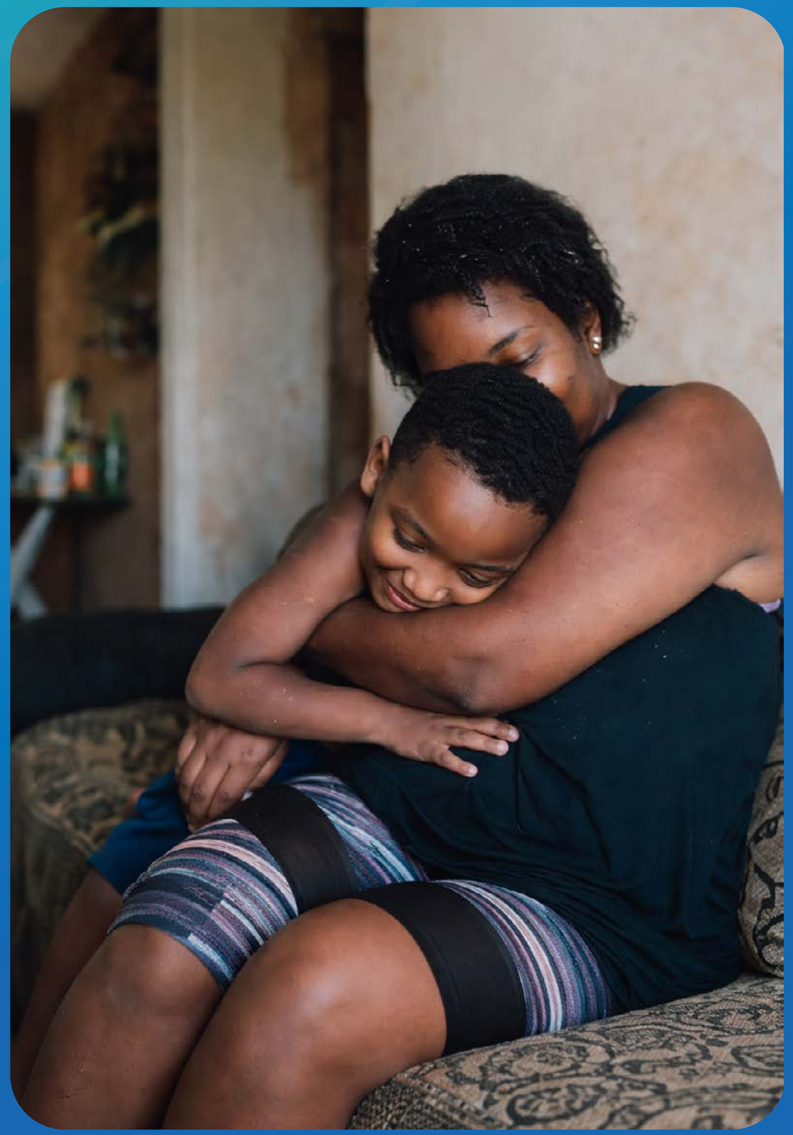
In every decision, every project and every service, we stand by those who believe that dreams can come true, and we re-affirm our purpose of transforming people's lives.

Thus, we reinforce the integration between strategy, public interest and the generation of social, economic, environmental and climate impact for society , promoting social inclusion through social programs and benefits that serve millions of Brazilians in vulnerable situations, as well as fostering economic development and boosting the economy.

The products and services listed below represent those that most contribute to the implementation of public policies, reflecting our strategic role as a public financial institution and operating agent of the State.

ACTIVITIES DEVELOPED TO COMPLY WITH PUBLIC POLICIES

THEME	CAIXA PROGRAM	SDG
INCOME TRANSFER PROGRAMS	Bolsa Familia, Auxílio Gas and Gás do Povo	
REGIONAL SOCIAL BENEFITS AND INCOME TRANSFER PROGRAMS	Acquisition of sneakers, Future Savings, Paraíba Birth Allowance, School Scholarship10, School Savings, Straw Hat, etc. Carioca Family Card, Ipojuca School Scholarship, Solidarity Invoice, First Step, Alagoas Child, Mothers of Pernambuco	
WORKER BENEFITS	Salary Bonus, Unemployment Insurance, Social Security and Assistance Benefits Managed by the INSS	
OTHER SOCIAL PROGRAMS	Athlete Scholarship, Green Scholarship, Crop Guarantee, Pronasci and PTR Rural and Fishing	
REGIONAL, TERRITORIAL AND URBAN DEVELOPMENT	Financing for the Public Sector, Rural Credit Lines, Pronamp and Pronaf, Caixa Políticas Públicas – Cpp, Transfer of the General Budget of the Union to States and Municipalities, Technical Advice on Concessions and Public-Private Partnerships and Voluntary Local Reports (Rlvs)	
ACCESSIBILITY	Credit: PwD	
ACCESS TO HOUSING	Minha Casa Minha Vida Program, Minha Casa Minha Vida Program – Counterpart Cities and Minha Casa Minha Vida Reconstruction Program – Rio Grande do Sul	
ENTREPRENEURSHIP AND MICROCREDIT	Pronampe, Procred 360, Microcredit Transfer and Giro Caixa FGI	



THEME	CAIXA PROGRAMS	SDG
EDUCATION	Pé De Meia and Novo Fies	
SOCIAL, ENVIRONMENTAL AND CLIMATE RESPONSIBILITY	Caixa Tem Application, Savings, Carbon, Environmental Fund, Enimpacto's Participation Impact Business, BCD Eco-Efficiency Modalities and Renewable Energy	
HEALTH	Popular Pharmacy, Caixa Hospitais and Caixa Giro SUS	
HOUSING FINANCING FUNDS	Residential Lease Fund – FAR Social Development Fund – FDS	
GUARANTEE FUNDS	Salary Variations Compensation Fund – FCVS, Popular Housing Guarantee Fund – FGHAB, Educational Credit Operations Guarantee Fund – FGEDUC, Worker´s Severance Fund – FGTS Birthday Withdrawal Anticipation Fgts (Asa FGTS)	
OTHER FUNDS	Environmental Compensation Fund – FCA, Support Fund for the Structuring of Concession and Public-Private Partnership Projects – FEP, Costing Fund for Savings to Encourage Permanence and School Completion for High School Students – FIPEM Crop Guarantee Fund – FGS Social Fund - PMCMV Faixa3 Reforma Casa Brasil	

Income Transfer Programs

Income transfer programs consist of public policies aimed at the direct transfer of financial resources to individuals or families in situations of socioeconomic vulnerability, with the purpose of reducing poverty, mitigating social inequalities and ensuring minimum subsistence conditions.

We work in the implementation and operationalization of these programs, enabling the execution of income transfers and contributing to the effectiveness of government policies to combat poverty and promote social development.

We have several contracts with the Union, States and Municipalities for the operationalization of various income transfer, emergency and worker programs.

Bolsa Família *(SDGs 1, 3, 7, 10, 14 and 15)*

Bolsa Família, the largest income transfer program in Brazil, serves families enrolled in the Federal Government's Unified Registry with a monthly income of up to R$ 218 per person, integrating actions in the areas of health, education and social assistance.

The program provides for a protection rule that allows the temporary permanence of families that exceed the income limit, for up to 12 months, with the receipt of 50% of the benefit, avoiding abrupt exclusion and encouraging financial autonomy.

We act exclusively in the operationalization of Bolsa Família payments, ensuring capillarity and access through its service network and digital channels.

Between January and December 2025, 234.9 million installments were paid to 22.1 million families, totaling R$157.4 billion.

Learn more at: https://www.caixa.gov.br/programas-sociais/bolsa-familia/Paginas/default.aspx

Auxílio Gás *(SDGsS 1, 3, 7, 10, 14 and 15)*

The Auxílio Gás, instituted by Law No. 14,237/2021, aims to mitigate the impact of the price of cooking gas (LPG) on the budget of low-income families.

The benefit is paid bimonthly and corresponds to 100% of the national average price of the 13 kg cylinder, maintaining relevance as a social protection policy in the face of energy inflation.

In 2026, the benefit will be gradually replaced by the Gás do Povo program.

In 2025, 30.2 million installments were paid, totaling R$ 3.3 billion

Learn more at: https://www.caixa.gov.br/programas-sociais/auxilio-gas/Paginas/default.aspx

Gás do Povo *(SDG 1, 3, 7, 10, 14 and 15)*

The Gás do Povo is the new public policy created to expand and strengthen access to cooking gas in Brazil. The program gradually replaces the Auxílio Gas para os brasileiros (Law No. 14,237/2021), ensuring more social justice, health, and dignity for low-income families. The initiative aims to ensure free refilling of the gas cylinder (LPG), reaching approximately 50 million people across the country.

The program strengthens the production chain and reaches around 58 thousand LPG resellers, with greater transparency guaranteed by the recharge voucher, used exclusively for the acquisition of the cylinder, with payment to resellers made by CAIXA.

This action is part of the public mandate and our strategic planning, according to the contract with the Ministry of Mines and Energy and the Ministry of Social Development and Fight against Hunger.

In 2025, we made 376.4 thousand payments, totaling R$ 37.7 million, from the availability of 1 million recharge vouchers.

For 2026, we will continue to be exclusively responsible for the availability of vouchers, the accreditation of resellers and payments for recharging, ensuring the continuity and institutionalization of public policy.

Learn more at: https://www.caixa.gov.br/programas-sociais/programa-gas-do-povo/Paginas/default.aspx

Regional Social Benefits And Cash Transfer Programs

We are also a strategic partner institution of states, municipalities and the Federal District, operating more than 50 regional income transfer and social benefits programs, such as Criança Alagoana (AL), Mães de Pernambuco (PE), Chapéu de Palha (PE), Bolsa Escola do Ipojuca (PE), Primeiro Passo (BA), Poupança Futuro (PB) and others. This action ensures that the resources reach the beneficiaries quickly, safely and efficiently, promoting financial inclusion and social mobility.

Through its service network and payment technology solutions, CAIXA expands access to financial services and consolidates its role as an inductive agent of regional public policies.

In 2025, we made 6.5 million payments related to regional programs, totaling R$ 1.2 billion.

For the regional programs, the fulfillment of the current contracts signed with public entities and the approximate expansion of 10% in the number of new contracts are planned, maintaining the commitments to efficiency, transparency and compliance in the execution of public policies.

Regional Programs

ALAGOAS
- Maceió Social Programs
- Aux Housing
- Alagoas Child
- EJA Bag Olho D'Água das Flores
- Rural Aid Girau do Ponciano
- Viva Bem Atalaia Scholarship
- São Sebastião EJA Scholarship
- Campestre Solidária
- School Scholarship 10
- Permanence Aid Scholarship
- Murici Citizen Grant Program

AMAZONAS
- Itamarati Citizen
- Manicoré Municipal Aid

BAHIA
- Step One
- Municipal Family Grant
- Conceição da Feira
- EJAI Heart of Mary

CEARÁ
- Sobral
- Croata Aid
- Municipal Family Grant Gente
- Pé de Meia Crateús Card

MINAS GERAIS
- Social Programs of Juiz de Fora
- We Are Together Belo Horizonte
- Ouro Branco Municipal Income
- Basic Income Program - Araxá
- Programs of São Gonçalo do Rio Abaixo

PARAÍBA
- Damião's PBF Christmas Aid
- Pro Renda Zabelê
- GURJÃO Social Reception Program
- Christmas Allowance Program
- Social Educator Program
- Future Initiative Program
- Municipal Pé de Meia
- Christmas Check

PERNAMBUCO
- Ipojuca School Scholarship
- Mothers of Pernambuco
- Sneaker Acquisition Program
- Straw Hat

PIAUI
- New Corral

RIO DE JANEIRO
- Social Rent 2025 - Mountain Region
- Social Rent 2025 - Manguinhos
- Social Rent 2025 - São Gonçalo
- Social Rent 2025 - Niterói

RIO DO GRANDE DO NORTE
- Programa Jovem do Futuro
- Programa de Apoio ao Estudante - PAE

SERGIPE
- Laranjeiras Student Aid Program

SÃO PAULO
- PAD Unemployed Support Program - Monte Alto
- Municipal Minimum Income II Itapeva
- Campinas Income 2023
- Guarulhos Housing Aid
- Monthly Scholarship
- Social Aid of Itapira
- Food Safety Aid Card
- Birth Aid Card
- Calamity Aid Card Ourinhos SP

TOCANTINS
- Learning Scholarship

Employee Benefits

As the main paying agent for various social and labor benefits, we are responsible for the operationalization of payments to programs such as Salary Bonus, Unemployment Insurance, among others, playing a fundamental role in promoting social welfare and guaranteeing labor rights in Brazil.

We ensure that millions of Brazilian workers have quick, safe and efficient access to various benefits that contribute to the protection of workers in times of need, the valorization of formal employment and the strengthening of citizenship

Salary Bonus

(SDGs 8, 10 and 16)

The Salary Bonus, instituted by Law No. 7,998/90, ensures that workers who receive from employers who contribute to the Social Integration Program (PIS) or to the Public Servant Asset Formation Program (PASEP) the amount of up to one minimum wage, according to the annual calendar defined by the Deliberative Council of the Worker Support Fund (CODEFAT), in order to supplement the income of low-paid workers, promoting greater social justice and financial support.

We act as a paying agent, according to the current contract with the Ministry of Labor and Employment, ensuring that the benefit reaches eligible workers through our network of agencies, correspondents and digital channels, promoting financial inclusion and reducing inequalities.

In 2025, CAIXA made 23.4 million payments, totaling R$ 27.1 billion.

Learn more at: **https://www.caixa.gov.br/beneficios-trabalhador/abono-salarial/Paginas/default.aspx**

Unemployment Insurance

(SDGs 8, 10 and 16)

We act as a paying agent for Unemployment Insurance, a constitutional benefit intended for formal workers and employersdismissed without just cause, artisanal fishermen during theclosed season and workers rescued from conditions prior to slavery, ensuring temporary financial supportforthein a situationof vulnerability.

The performance in the program is in line with our strategic purpose of transforming people's lives and the vision of being indispensable to Brazil, based on values that reaffirm its public responsibility

In 2025, we made 31.9 million payments, totaling R$ 57.0 billion

Learn more at: **https://www.caixa.gov.br/beneficios-trabalhador/seguro-desemprego/paginas/default.aspx**

Social Security and Assistance Benefits Managed by the INSS

(SDG 2, 3, 8 and 13)

We act as a paying agent for social security and assistance benefits of the National Institute of Social Security - INSS, serving 8.0 million beneficiaries throughout the country and occupying the second position among the banks hired to make these payments.

Our network of branches, correspondents and digital channels ensures capillarity, accessibility and financial inclusion, reinforcing our commitment to reducing inequalities and serving the most vulnerable populations.

In 2025, CAIXA made 87.3 million payments, totaling R$169.4 billion.

Learn more at: **https://www.caixa.gov.br/beneficios-trabalhador/inss/Paginas/default.aspx**

Other social programs

In 2025, we made 1.6 million payments in several other social programs, totaling R$ 2.6 billion, demonstrating our operational capacity and the alignment of our operations with the public interest.

Among the other social programs, we highlight:

Bolsa Atleta

(SDGs 2, 3, 8 e 13)

The Bolsa Atleta guarantees financial aid to high-performance athletes, who do not have sponsorship, so that they can dedicate themselves to training and participation in national and international competitions.

The benefit, managed by the Ministry of Sport with payment operated by CAIXA, includes athletes of Olympic, Paralympic and linked to the International Olympic and Paralympic Committees, supporting the development of their sports careers.

Learn more at: https://www.caixa.gov.br/esportes/bolsa-atleta/Paginas/default.aspx

Bolsa Verde

(SDGs 2, 3, 8 e 13)

The Environmental Conservation Support Program or Green Grant Program is aimed at encouraging environmental conservation, ensuring financial support to families in extreme poverty who work to protect ecosystems in rural areas.

The program encourages income generation, the improvement of living conditions and the participation of beneficiaries in environmental, social, technical and professional training actions.

The program is managed by the Ministry of Environment and Climate Change with payment operated by CAIXA.

Learn more at: https://www.caixa.gov.br/programas-sociais/bolsa-verde/Paginas/default.aspx

Garantia Safra

(SDGs 1, 2, 5 e 8)

The Garantia Safra, created in 2002, ensures minimum subsistence conditions for family farmers in municipalities subject to recurrent crop losses due to drought or excessive rainfall, covering crops such as corn, beans, rice, cassava and cotton.

The benefit, managed by the Ministry of Agrarian Development and Family Agriculture (MDA) and with payment operated by CAIXA, supports rural families in regions of greater climate vulnerability, contributing to food security and socioeconomic stability in the countryside.

Learn more at: https://www.caixa.gov.br/poder-publico/infraestrutura-saneamen-to-mobilidade/area-rural/garantia-sa-fra/Paginas/default.aspx

Pronasci – National Program for Public Security with Citizenship *(SDGS 1, 2, 5 and 8)*

The National Program for Public Security with Citizenship - PRONASCI, established by Law No. 11,530/2007, promotes actions for the prevention, control and repression of crime, integrating social policies and initiatives to protect victims.

In this program, we act as a paying agent for the Training Scholarship, a benefit aimed at the professional qualification of military and civil police officers, firefighters, experts and prison guards, contributing to the appreciation of these professionals and the strengthening of public security.

Learn more at: https://www.caixa.gov.br/programas-sociais/pronasci/Paginas/default.aspx

PTR Rural and Fishing *(SDGS 1, 3, 7, 10, 14 and 15)*

The Rural Income Transfer and Fishing Programs (PTR Rural and PTR Pesca) were instituted based on a judicial agreement and are aimed at artisanal fishermen, family farmers and agricultural reform settlersresiding inregionsimpacted by socio-environmental damage caused by the collapse of the Fundão dam, in Mariana-MG.

We act as a paying agent, ensuring that the benefits reach the impacted populations and contributing to the social, economic and environmental recovery of these territories.

Learn more at: https://www.caixa.gov.br/programas-sociais/ptr-rural/Paginas/default.aspx

Summary of Social Programs Execution

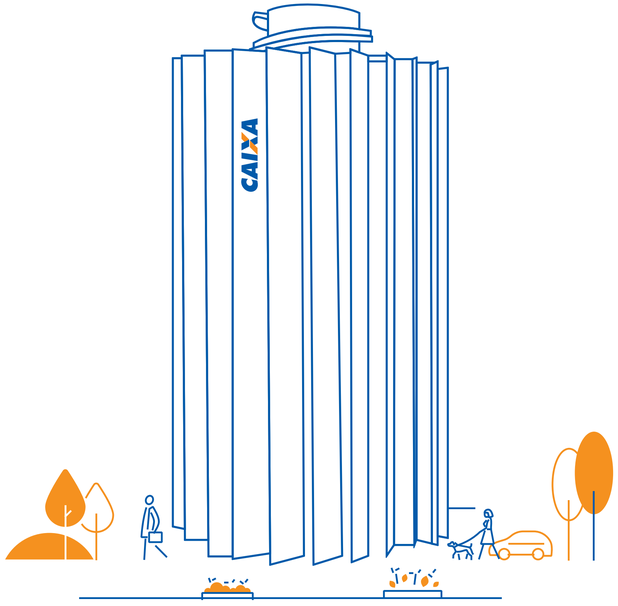
PROGRAM	TOTAL AMOUNT OF PAYOUTS	AMOUNT OF PAYOUTS *(in millions)*	TOTAL AMOUNTS PAID	AMOUNT PAID *(in billions)*	NUMBER OF BENEFICIARIES
BOLSA FAMÍLIA	376,394	234	R$ 157,422,432,575.00	[illegible]	22,133,204
AUXÍLIO GAS	30,173,251	30	R$3,256,381,838.00	3	5,475,860
GÁS DO POVO	376,394	0	R$ 37,712,861.71	0	376,394
REGIONAL PROGRAMS	6,549,984	6,5	R$ 1,173,489,156.15	[illegible]	1,710,276
SALARY BONUS	23,361,593	23	R$ 27,074,313,996.00	[illegible]	22,887,062
UNEMPLOYMENT INSURANCE	31,924,638	31	R$ 57,026,657,214.95	[illegible]	9,320,599
INSS	87,340,726	87	R$ 169,384,885,634.51	[illegible]	8,032,562
OTHER SOCIAL PROGRAMS	[illegible]	1	R$ 2,649,881,516.73	2	1,117,049
TOTAL	**416,292,972**	**416.2**	**R$ 418,025,754,793.05**	**418.0**	71,053,033*

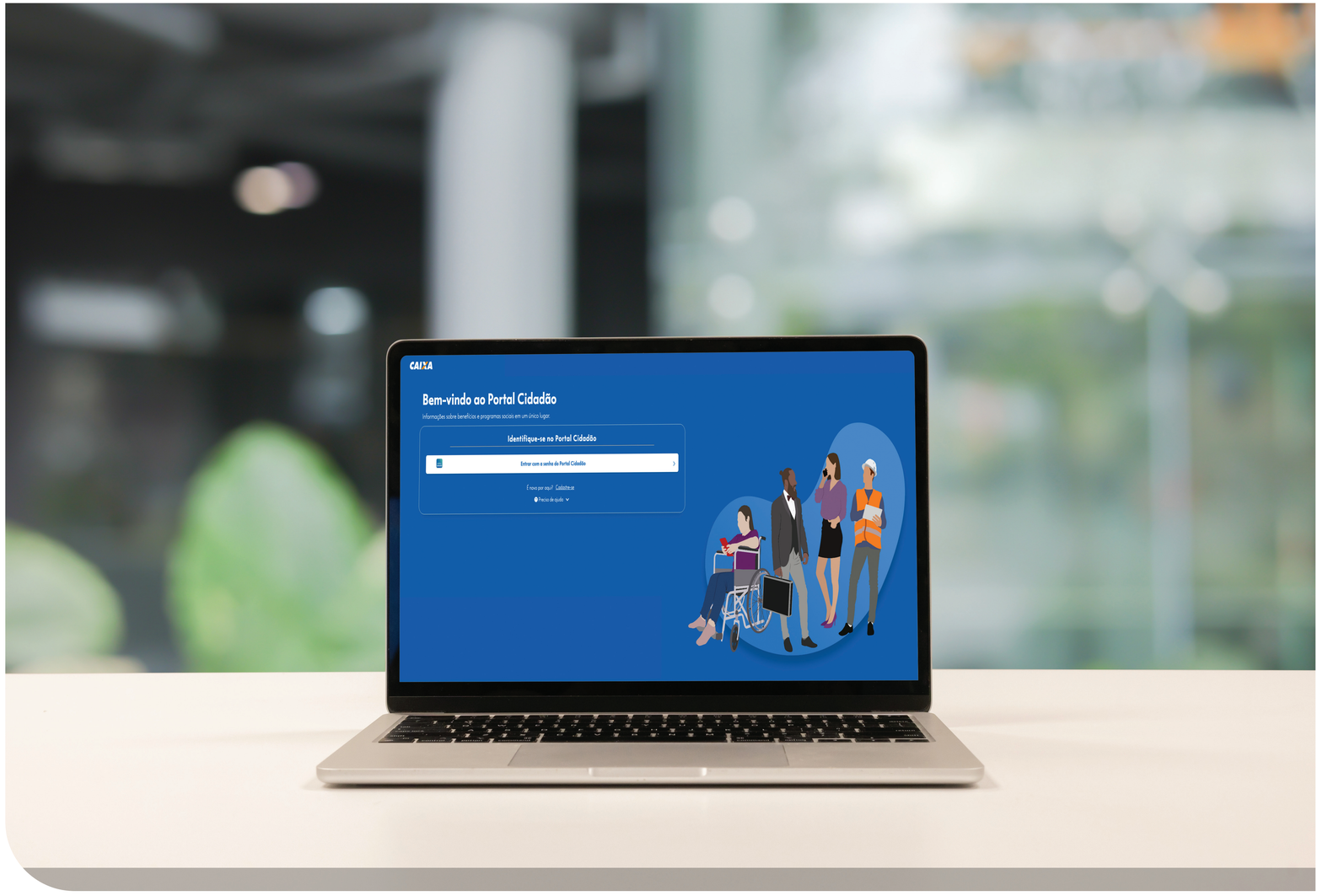
*A beneficiary can be within one or more programs

Citizen Portal

To improve the citizen experience and strengthen access to public policies, we make the Citizen's Portal available to beneficiaries of social and social security programs, at the address **cidadao.caixa.gov.br.**

The platform reflects our commitment to excellence in serving beneficiaries of social programs, by offering a secure, complete, reliable, and accessible digital channel for consulting information on labor, social, and social security benefits, as well as for managing and updating beneficiaries' data.





Regional, Territorial And Urban Development

Financing For The Public Sector

We act as a financial agent for structuring credit lines aimed at financing the public sector, with operations backed by both FGTS resources and our own resources, enabling investments in housing, basic sanitation, urban mobility, social infrastructure and public management modernization.

Pró-Moradia

Pró-Moradia uses FGTS resources to enable investments aimed at housing production and urbanization, contributing to the reduction of the housing deficit and the promotion of decent housing, in alignment with the National Housing Policy and the NEW PAC.

2025 Highlights

- Operations of the Pro-Moradia program totaled more than R$ 898.3 million
- Priority for regions of greater social vulnerability
- Housing projects linked to the NOVO PAC

Outlook 2026

- Maintenance of the high level of investments, conditioned to the budget allocation of the FGTS
- Continuity of contracts linked to the selections of the NEW PAC
- Contribution to the reduction of the housing deficit

Sanitation for All

Sanitation for All uses FGTS resources to finance water supply, sewerage, solid waste management and urban drainage actions.

2025 Highlights

- Contribution of R$ 2.4 billion contracted by the Sanitation for All program with States, Federal Districts and Municipalities, operated with FGTS resources
- Expansion of sanitary infrastructure in several states.
- Direct contribution to the Sanitation Legal Framework.

Outlook 2026

- Continuity of hiring, observing electoral and budgetary constraints
- Focus on the expansion of water supply and sewage networks
- Contribution to the goal of universal sanitation by 2033.

Pró-Transporte and Pró-Cidades

The Pró-Transporte and Pró-Cidades lines use FGTS resources to support investments in urban mobility and sustainable urban infrastructure, with a focus on improving public transport, accessibility and quality of urban spaces.

2025 Highlights

- Participation in the set of operations of the Pro-Transporte and Pro-Cidades programs in the amount of R$ 16 billion.
- Support for structuring urban mobility projects
- Alignment with the guidelines of the NOVO PAC

Outlook 2026

- Continuity of contracting sustainable urban mobility projects
- Priority for the implementation of public transport corridors and cycling infrastructure.
- Implementation of integrated urban infrastructure projects in medium-sized cities.

FINISA – Financing for Infrastructure and Sanitation

FINISA uses resources from our treasury and is intended to finance capital expenditures of States, Municipalities and the Federal District, aimed at the execution of works and investments in urban infrastructure, sanitation, mobility, social infrastructure and modernization of public management.

2025 Highlights

- Contracted operations totaled R$7.6 billion.
- Approximately 28% participation in the public sector financing market.
- Support for the implementation of structuring public policies..
- Encouragement of sustainable and digital transformation projects

Outlook 2026

- Expansion of the product portfolio in the financing market for public entities.
- Priority for sustainable projects and energy efficiency, modernization of public management, sanitation works, mobility and social infrastructure.
- Strategy aimed at states and municipalities of size I.

National Fund for Investment in Social Infrastructure – FIIS

FIIS is a line of credit aimed at financing investment projects and the acquisition of machinery and equipment in the areas of education and health, strengthening social infrastructure and human development.

2025 Highlights

- Resumption of the operation of the BNDES Resource Line.
- Focus on projects in the areas of education and health.
- Consolidation of our performance in financing social infrastructure.

Outlook 2026

- Forecast of investment of up to R$ 10.0 billion, distributed among qualified financial agents.
- Continuity of work in education and health projects.
- Strengthening of institutional partnerships with subnational entities.

National Program to Support the Administrative and Fiscal Modernization of Brazilian Municipalities – PNAFM

The PNAFM's main objective is to modernize and strengthen the administrative and fiscal management of the municipalities, promoting greater efficiency, transparency and institutional capacity. We act as a financial agent for the Program, in partnership with the Ministry of Finance.

The Program was structured in three phases. The first (2001-2012) focused on the initial implementation of administrative and fiscal modernization projects in the municipalities. The second phase (2010 to 2017) expanded and deepened the actions to strengthen fiscal management, with a focus on increasing the efficiency oftax collectionand public spending. The third phase (2017 to 2025) aimed to consolidate municipal fiscal autonomy, through the integration of administrative, financial and asset management and institutional strengthening, and is in the final stage of execution, with closure scheduled for December 2025.

Highlights of the three phases of the program

- 201 contracts signed.
- R$ 1.5 billion in investments.
- 169 municipalities benefited throughout the country.

Outlook 2026-2041

- The return phase of PNAFM III is scheduled to end in 2041, with semiannual charges. There is no disbursement scheduled for the year 2026, considering that the signed sub-loan contracts are in the return phase.

Rural Credit Lines *(SDGS 2, 8 and 12)*

Rural Credit is a strategic instrument for the execution of public policies aimed at the economic and social development of the country.

In line with our corporate purpose, its various modalities have a regionalized impact, promoting local development, productive inclusion and income generation in rural areas.

Our activities are guided by socio-environmental and governance criteria, encouraging sustainable practices and the mitigation of environmental impacts.

For 2026, our expectation is to continue operations with our own resources and in accordance with the national rural credit policy, reinforcing the role of Rural Credit as a structuring basis for a sustainable, competitive and socially inclusive agribusiness.

By contributing directly to food security and economic stability, these operations sustain, in an integrated way, the entire agribusiness cycle — from production to commercialization and industrialization.

Rural Credit

Industrialization

The industrialization line finances activities of transformation and processing of agricultural products, adding value to production and strengthening agribusiness production chains. This line enables cooperatives to promote job creation, increased competitiveness in the agro-industrial sector, greater production efficiency and waste reduction, strengthening sectors such as food, biofuels and derived products.

Commercialization

The marketing line is intended to finance the storage and sale of agricultural production, ensuring liquidity to the producer and greater stability in market prices. By ensuring adequate conditions for commercialization, this line avoids losses, ensures income, maintains the regular supply of food and raw materials and reduces sudden price fluctuations, strengthening the agribusiness production chain and integrating CAIXA, in all regions of the country, with sectors such as grains, meat and derived products, in line with government guidelines for food security and rural development.

Costing

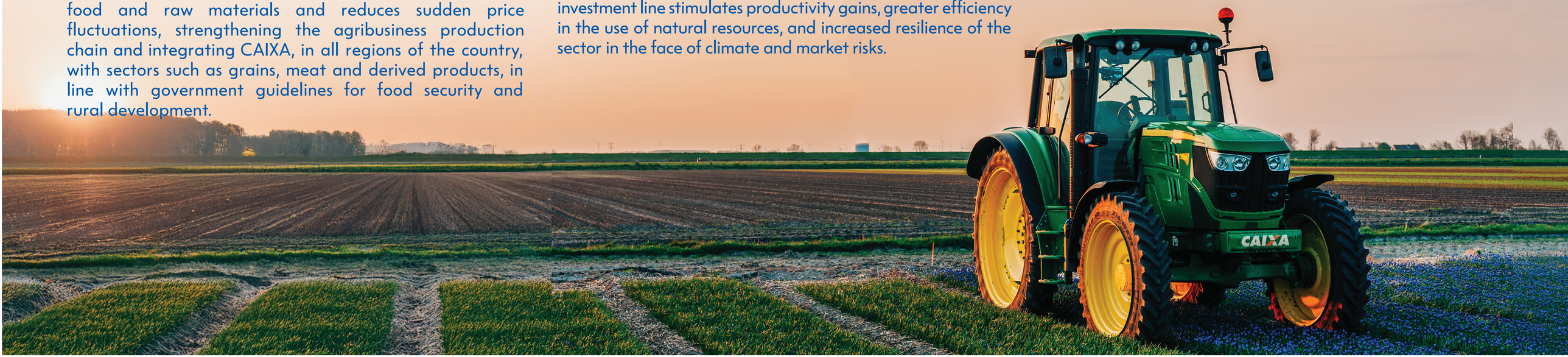
The costing line finances expenses related to agricultural production, such as the acquisition of inputs, seeds, pesticides, fertilizers, animal feed and other operating costs necessary to ensure the production cycle. This line ensures the regularity and continuity of food production, strengthens food security and contributes to national economic stability, integrating CAIXA into agribusiness production chains and strengthening essential sectors such as grains, meat, milk and fruit and vegetables, with regionalized impact, income generation and productive inclusion, especially in municipalities with a strong dependence on agricultural activity.

Investment

The investment line enables increased productivity, reduced costs and strengthens the competitiveness of rural producers and cooperatives. By financing technological improvements, mechanization, infrastructure, and sustainable practices, the investment line stimulates productivity gains, greater efficiency in the use of natural resources, and increased resilience of the sector in the face of climate and market risks.

For 2026, resources will be allocated in accordance with the applicable regulations, without a specific contract with the Federal Government for payment for services rendered, as the operations stem from the national rural credit policy.

Learn more at: **https://www.caixa.gov.br/agro/Paginas/default.aspx**



PRONAMPE AND PRONAF

(SDG 2 and 8)

The National Program to Support Medium Rural Producers - PRONAMPE aims to support medium rural producers in the expansion of agricultural production, technological modernization and improvement of competitiveness by boosting production on an intermediate scale, ensuring greater efficiency and competitiveness.

The National Program for the Strengthening of Family Agriculture - PRONAF is aimed at family farmers, aiming to strengthen family-based agriculture, promote productive inclusion and ensure food security, strengthening family farming, essential for internal supply and food security

These credit lines enable resources with differentiated conditions for strategic segments of agribusiness and are aimed at economic and social development, by promoting food production, the generation of employment and income in the countryside and the reduction of regional inequalities, in line with government guidelines for the agricultural sector.

Thus, the impact of these operations is regionalized, since the financing is directed to producers from all regions of the country, promoting productive inclusion and boosting regional economies.

We remain committed to offering the operations of PRONAMP and PRONAF, consolidating them as strategic instruments for sustainable rural development with the expectation of maintaining the supply of credit to family farmers and medium-sized producers, prioritizing projects that promote sustainability, technological innovation and adding value to production, using our own resources for the year 2026.

Learn more at: **https://www.caixa.gov.br/agro/investimento/Paginas/default.aspx**

CAIXA PUBLIC POLICIES – CPP

(SDG 8, 9, 10, 11, 17)

CAIXA Public Policies consists of the provision of services of analysis, monitoring, advice and consultancy in public policies, related to engineering, architecture, social and operational work activities and is intended for public agencies and entities at the Federal, State, Municipal, Federal and State Judiciary levels and State-Owned Companies

This initiative supports the execution of public policies through technical and operational support in the execution of strategic projects aimed at infrastructure, housing, sanitation, health and education, throughout the country, enhancing our performance as a link between public entities and the necessary financial and technical solutions, ensuring that resources are applied efficiently and transparently. in accordance with government guidelines, reducing inequalities and strengthening public management, integrating CAIXA into local production chains and the effective execution of policies.

In 2025, we met the goal of 500 contracts signed, projecting R$ 280 million in revenues over the next five years, demonstrating continuity and institutionality, which support the expectation of expanding the portfolio, technical training and greater efficiency.

For 2026, the resources come from service contracts, including contracts with the Federal Government and relevant agreements, such as that of Itaipu Binacional, with transfers of more than R$ 1.7 billion.

Learn more at: **https://www.caixa.gov.br/poder-publico/modernizacao-gestao/servicos-caixa/caixa-politicas-publicas/Paginas/default.aspx**

TRANSFER OF THE GENERAL BUDGET OF THE UNION TO STATES AND MUNICIPALITIES

(SDGS 1, 3, 4, 6, 10, 11, 13, 16)

We have been the representative of the Union, since 1996, in the operational management of transfers from the General Budget of the Union (OGU, carrying out project analysis, monitoring works and accountability, enabling public policies defined by the ministries.

Within the scope of the New PAC, we operationalized investments in housing, sanitation, drainage, education and health.

In 2025, R$ 5.5 billion were allocated from the National Fund for Social Interest Housing – FNHIS to contract more than 40 thousand housing units in about 1,380 municipalities.

These transfers aim to support municipalities and states in the development of actions aimed at the production or acquisition of housing units, regular and equipped with public services, in urban locations of municipalities with a population of less than or equal to fifty thousand inhabitants, and aimed at families whose monthly gross family income falls within the Urban Range 1 or 2.

Our operations integrate engineering, construction and service production chains, with a regionalized impact throughout the country, supported by a network of 72 Government Offices, with coverage in 100% of the national territory.

Institutional continuity is ensured by accreditation, Service Provision Agreements (CPS) and regulations (IN No. 2/2018, MGI Ordinance No. 7,925/2024 and Joint Ordinance No. 28/2024), with results from 2024–2025 supporting expectations of expanded deliveries in 2026.

The 2026 activities will be carried out with resources from the General Budget of the Union (OGU) provided for in the Annual Budget Law (LOA), with remuneration via Service Provision Contracts (CPS) when there is a contract with the Union, covering contracting and monitoring of new operations of the New PAC, release of transfers and technical guidance to the entities.

TECHNICAL ADVICE ON CONCESSIONS AND PUBLIC-PRIVATE PARTNERSHIPS

(SDGS 7, 8, 10, 11)

We provide technical advice to governments in the preparation of concession projects and Public-Private Partnerships (PPPs), helping to plan, organize and monitor all stages of the process.

This includes the joint analysis and validation of the necessary studies and documents — such as technical, legal, environmental, social, communicationand financial — to ensure that projects are well structured, feasible and secure before they are implemented.

Our work enables projects in sanitation, public lighting, mobility, solid waste and social infrastructure, in all regions of the country, including small and medium-sized municipalities.

Thus, we integrate production chains by connecting public entities, consultancies, private operators and financiers, generating private investments, local jobs and improving public services, in alignment with its corporate purpose and public policies.

In 2025, 52 contracts were signed, with consolidation of remuneration for success, sustaining growth expectations in 2026, with the goal of structuring and auctioning dozens of projects.

The 2026 resources come from revenues from service provision (including success) and partnerships and technical cooperation agreements (such as PBH Ativos). The performance maintains institutional continuity through standardized processes, training and indicators.

Learn more at: **https://www.caixa.gov.br/poder-publico/modernizacao-gestao/parcerias-publico-privadas/Paginas/default.aspx**

VOLUNTARY LOCAL REPORTS

(SDGS 7, 8, 10, 11)

Voluntary Local Reports are tools used by local governments (municipalities) to evaluate, monitor and report progress in the implementation of the UN Sustainable Development Goals (SDGs) in their territory, in short, they work as a management instrument, enabling sustainable development through local actions.

We support Brazilian municipalities in training and data analysis, stimulating sustainable urban solutions, based on the preparation and delivery of Voluntary Local Reports - VLRs to those who joined the "My Municipality for the SDGs" pact, an initiative of the National SDG Commission - CNODS, strengthening municipal governance and management by integrating the SDGs into local planning.

Through automated and personalized diagnoses, we support sustainable urban development and social inclusion policies, generate regionalized impact, and ensure institutional continuity, with a total of 50 municipalities trained.

With initial operations in 2025, we work to expand the reach and consolidate the initiative in the following years.

For 2026, the extension of training and support to municipalities is planned, with the expectation of developing new RLVs and identifying Programs and Actions at the Federal and State levels, as well as CAIXA products and services that contribute to the achievement of the SDGs and sustainable development of Brazilian cities.

BOTA PARA ANDAR PROGRAM – BPA

(SDGS 1, 10, 11, 16)

The Bota para Andar Program (BPA), instituted by the Ministry of Cities, aims at the resumption and completion of housing works paralyzed by the PMCMV – Track I, linked to the Residential Lease Fund (FAR), Social Development Fund (FDS) and National Rural Housing Program (PNHR), by overcoming technical, legal, financial and administrative obstacles, contributing to the reduction of the housing deficit and access to decent housing for low-income families.

As FAR manager and Financial Agent, we work in an integrated manner with the Ministry of Cities, carrying out face-to-face actions in the States to define strategies and deadlines for solving projects with operational or legal difficulties, strengthening the civil construction production chain and promoting regional development.

In 2025, we concentrated our actions in the states of Maranhão, São Paulo, Pernambuco, and Amazonas, with impacts on urban revitalization, infrastructure improvement, and social strengthening. As a result, 17 projects were solved, benefiting more than 6,450 homes and approximately 25.8 thousand people, ensuring the continuity of the housing policy and guiding future expectations of maintenance and expansion of these deliveries in the following year.

Accessibility

PwD CREDIT *(SDGS 3, 10 e 11)*

The purpose of the PwD Credit is to offer facilitated conditions for the acquisition of assistive technology goods and services that promote accessibility and quality of life for people with disabilities. The initiative seeks to reduce social barriers and expand the autonomy of people with disabilities, highlighting CAIXA's role as an executor of public policies aimed at social and financial inclusion, the promotion of citizenship, accessibility and equal opportunities, in line with government guidelines and legislation to protect people with disabilities.

This type of credit integrates us into the assistive technology production chains, stimulating specialized sectors and promoting economic development with regionalized impact, covering the entire national territory, with face-to-face and remote service, ensuring access to people with disabilities in urban and rural areas and strengthening productive and social inclusion.

In 2026, we will use our own resources, with different conditions of rate and term in the concession of operations, maintaining the commitment to the expansion of PwD Credit, consolidating it as a strategic instrument for social inclusion, with the expectation of expanding the customer base served by the program.

Learn more at: https://www.caixa.gov.br/voce/credito-financiamento/financiamentos/credito-pcd/paginas/default.aspx

Access to Housing

MINHA CASA MINHA VIDA PROGRAM

(SDGS 1, 8, 10, 11 e 13)

Minha Casa Minha Vida

The Minha Casa Minha Vida Program (MCMV) aims to promote access to decent housing for Brazilian families, especially those with lower income, working to reduce the housing deficit, improve living conditions and promote social inclusion, as a structuring instrument of the Federal Government's housing policy.

Our performance as the operating and financial agent of the Program ensures the execution of government guidelines with national scope, reinforcing our social purpose, and integrates us intensely into the civil construction production chain, mobilizing construction companies, organizing entities, technical professionals, suppliers and local labor, with relevant and regionalized economic and social impacts, strengthening local economies and contributing to the generation of jobs in municipalities of all sizes.

In 2025

- The Program recorded investments of **R$ 124.9 billion** (onerous and subsidies);
- There were **659.5** thousand hires;
- About **1.9** million beneficiaries;
- **29** delivery events with resources from the FAR and FDS, in **28** cities in **18** states, benefiting **12.1** thousand families (more than **48** thousand people).
- There was a contribution of **R$ 15billion** from the Social Fund
- The modality for the Middle Class, Range **4** was created
- The Casa Brasil Reform program was launched with resources of **R$ 30 billion**
- Of the FAR projects contracted in the 2024/2025 cycle, **570** had the works started, totaling 85,000 housing units in execution.

The program also favors social inclusion through special financing conditions for families with income up to R$ 9.6 thousand.

For 2026, the planning foresees R$ 142.1 billion from the FGTS and R$ 30 billion from the Social Fund, maintenance of the volume of contracts in 2025, contracting of 30 thousand units in the Rural modality and 21282 in the Entities modality, contributing to the government goal of 3 million homes contracted by the end of the year.

We also highlight comprehensive sustainable construction practices such as the Casa Azul + CAIXA and Casa Azul Uni Seals and the launch of the BIPC tool that work as strategic tools to raise the standard of housing sustainability in Brazil, reinforcing our institutional role as an inducer of good environmental, social and climate practices in the civil construction sector.

The BIPC (Iterative Benchmark for Low-Carbon Projects) is a technical tool designed to study and compare embodied carbon in housing developments, enabling the assessment of the environmental impact of construction projects throughout their life cycle. Its use supports the promotion of construction solutions with lower carbon emissions, contributing to more efficient buildings aligned with the climate agenda and the Sustainable Development Goals (SDGs).

The Casa Azul + CAIXA Seal is a voluntary socio-environmental classification instrument, created to recognize and encourage housing developments that adopt sustainable solutions in design, construction, use and maintenance. The seal evaluates criteria such as urban quality, energy efficiency, water management, sustainable production, social aspects and innovation, generating environmental, social and economic benefits for the entire construction chain and for residents.

The Casa Azul Uni Seal is a certification aimed at the individual construction of housing by individual clients, especially associated with real estate financing operations with sustainability criteria. It recognizes projects that incorporate efficient solutions from an environmental and construction point of view, and may be required or used as a reference in certain CAIXA credit lines

Did you know?

Sustainable seals and certifications, such as those promoted by CAIXA, have been consolidating in Brazil and around the world as strategic tools to raise the quality, efficiency and resilience of housing, in addition to facilitating access to climate finance

We have also joined forces with the World Bank Group (WBG) to promote and finance affordable housing, green buildings, and retrofit projects, using blended finance through the Ecoinvest program — a Brazilian government initiative that mobilizes resources from the national and international private sector, coordinated by the National Treasury and the Ministries.

Our performance takes place under a consolidated institutional structure, reflects our operational stability with technical criteria, transparency and encouragement of sustainable public management, ensuring continuity, predictability and effectiveness of public housing policy.

Learn about other modalities of the program below

The Minha Casa, Minha Vida – Rural Program (PMCMV Rural)

created in 2009 by Law No. 11977/2009, expands access to decent housing for family farmers, rural workers and traditional communities, promoting social inclusion, permanence in the countryside and strengthening family farming. Operated by CAIXA with resources from the General Budget of the Union, the Program ensures governance, transparency and efficiency, integrates with local production chains and generates regional impact by boosting rural economies and reducing territorial inequalities.

In 2025, within the scope of the Rural PMCMV, we managed around R$ 920 million, enabling the contracting of 49,139 housing units and the delivery of around 3,445 thousand units.

For 2026, the Annual Budget Law provides for R$ 15 billion for the Program, ensuring the institutional continuity of rural housing policies, whose expectation is to reach the contracting goal defined by the Management Body of 30 thousand housing units, boosting the expansion of service to farming families, rural workers and traditional communities.

MINHA CASA MINHA VIDA PROGRAM - CIDADES CONTRAPARTIDAS

(SDG 1, 10, 11)

We operationalized the Minha Casa, Minha Vida Cidades Contrapartidas Program as an operating agent for the management of resources contributed by subnational public entities, enabling the granting of housing subsidies to the low-income population, in alignment with our social objective of social inclusion, urban development and reduction of the housing deficit.

By directing resources to areas of greater vulnerability, with local economic and social effects, we integrate the civil construction production chain, generating regionalized impact.

Our institutional planning ensures the continuity and improvement of the program, with process improvement and development of technological tools to qualify the service to public entities, using the results of previous years as a basis for future expectations.

In 2025, we registered the adhesion of 02 States and 04 Municipalities, totaling R$ 132 million in contributions, with R$ 26 million in subsidies granted to 178 beneficiaries.

In 2026, the resources to be used derive exclusively from the contributions of subnational public entities, and the execution is conditioned, when applicable, to the legal restrictions of the electoral period.

MINHA CASA MINHA PROGRAM VIDA RECONSTRUCTION - RIO GRANDE DO SUL

(SDG 1, 10, 11)

The Minha Casa, Minha Vida RECONSTRUCTION Rio Grande do Sul Program, through the FAR Assisted Purchase modality, serves families whose homes have been destroyed or interdicted due to the events that led to the decree of the State of Public Calamity in Rio Grande do Sul, in 2024.

By the end of 2025, contracts were completed that made it possible to serve 9,569 families. The estimate is to serve 6,000 families, through the acquisition of new or used properties funded by the Residential Lease Fund (FAR).

As the manager of the FAR, we operationalized the public housing policy, acting in an integrated manner with the civil construction chain and the local real estate market, generating jobs, moving the regional economy and strengthening businesses in the affected areas.

Our regionalized performance allows for agile responses to emergency demands, enabling the use of different types of properties, including units produced with FAR resources, repossessed properties, as well as public and private properties.

This entire process strictly observes criteria of habitability and urban legality, ensuring the effectiveness of the housing solutions offered, contributing to the reduction of the housing deficit and the socioeconomic reconstruction of the communities.

Entrepreneurship and Microcredit

PRONAMPE *(SDG9)*

The National Program to Support Micro and Small Businesses - PRONAMPE aims to offer credit with differentiated conditions for micro and small companies, aiming to ensure working capital, maintenance of jobs and continuity of productive activities, strengthening the segment that represents most of the business in Brazil.

As an executing agent of public policies aimed at economic and social development, we contribute to productive inclusion, job and income generation, and national economic stability, by enabling credit guaranteed by the Operations Guarantee Fund (FGO), reducing access barriers for companies with less capacity to offer guarantees.

This action integrates us into local production chains, strengthens sectors such as commerce, services and industry, and ensures that resources reach all regions of the country, including less favored areas, promoting balanced development and economic inclusion.

Thus, we remain committed to the expansion of PRONAMPE, consolidating it as a strategic instrument for the strengthening of micro and small companies, with the forecast of using own resources in 2026, guaranteed by the FGO, in accordance with current regulations, and the expectation of expanding the supply of credit.

PROCRED 360

(SDG 9)

PROCRED 360 is a credit solution structured to offer companies flexible and integrated financing conditions, including working capital, anticipation of receivables and investment lines, in order to support financial sustainability, ensure liquidity and expand the capacity for business expansion, favoring our performance as an executing agent of public policies aimed at economic and social development.

The product, by strengthening micro, small and medium-sized enterprises, promotes job creation, competitiveness and productive inclusion, in alignment with government guidelines to stimulate the economy, contributing to public policies by offering credit with differentiated conditions and integrated solutions that meet the needs of companies in different phases of the production cycle, positioning us as a strategic partner in production chains and stimulating sectors such as commerce, services and industry.

We remain committed to maintaining PROCRED 360, consolidating it as a strategic instrument for strengthening Brazilian companies and in 2026, we will use our own resources, guaranteed by guarantee funds, with the expectation of maintaining the offer of integrated credit to companies.

MICROCREDIT TRANSFER

(SDGS 1, 8 & 10)

The purpose of Microcredit Repasse is to provide resources to partner institutions that operate oriented productive microcredit, expanding the supply of credit to low-income formal and informal entrepreneurs, fostering small businesses, promoting financial inclusion and stimulating income generation, contributing to the reduction of inequalities and the dynamization of the local economy.

As an executing agent of public policies aimed at economic and social development, through microcredit, we support microentrepreneurs who traditionally face barriers to access credit, aligning with the guidelines of the National Program for Oriented Productive Microcredit (PNMPO).

This action integrates us into local production chains, strengthening sectors such as commerce, services and artisanal production with an impact on different regions of the country, ensuring capillarity and productive inclusion in urban and rural areas, especially in vulnerable communities.

In 2026, resources will be used to transfer to partner institutions, in accordance with the PNMPO guidelines, with a focus on maintaining the supply of microcredit and prioritizing operations that promote productive inclusion and income generation, reaffirming the commitment to the continuity of the product and its consolidation as a strategic instrument for financial inclusion and social development.

GIRO CAIXA FGI

(SDG 8 & 10)

GIRO CAIXA FGI is a line of credit aimed at micro, small and medium-sized enterprises (MSMEs) to maintain their activities, offering working capital guaranteed by the Investment Guarantee Fund (FGI), aimed at expanding access to credit for entrepreneurs who face collateral restrictions, promoting financial inclusion and business sustainability, preserving jobs, fostering productive activity and contributing to economic recovery, aligning with government guidelines to support MSMEs.

The product enables credit with differentiated conditions and integrates us into local production chains, strengthening strategic sectors such as commerce, services and agribusiness, with a regionalized impact, since the distribution of credit considers our network capillarity, present in more than 98% of the country's municipalities, ensuring that resources reach less favored regions and promoting balanced development.

Our expectation is to maintain the supply of credit to MSMEs, contributing to the sectors that impact the generation of employment and income, while maintaining our commitment to continuous improvement, expanding digital channels and simplifying processes for greater accessibility.

For 2026, we estimate the allocation of own resources, complemented by the FGI, to guarantee credit operations with a lower requirement for real guarantees, ensuring the continuity of the FGI CASH TURNOVER as an instrument to support MSMEs.

Education

Pé-de-Meia Program

(SDGS 1, 4, 5 e 10)

The Pé-de-Meia, instituted by Law No. 14,818/2024, aims to encourage the permanence and completion of students in public education, through financial support.

The program serves young people from 14 to 24 years old, with monthly and annual payments made via CAIXA Tem, including installments linked to completion, which can be directed to Social Savingsor Treasury Direct, strengthening the financial education of beneficiaries.

We operate exclusively in the operationalization of Pé-de-Meia's payments, ensuring capillarity, access and efficiency through its service network and digital channels.

In 2025, we made

39.4 million payments, totaling R$ 107 billion.

Learn more at: **https://www.caixa.gov.br/programas-sociais/pe-de-meia/Paginas/default.aspx**

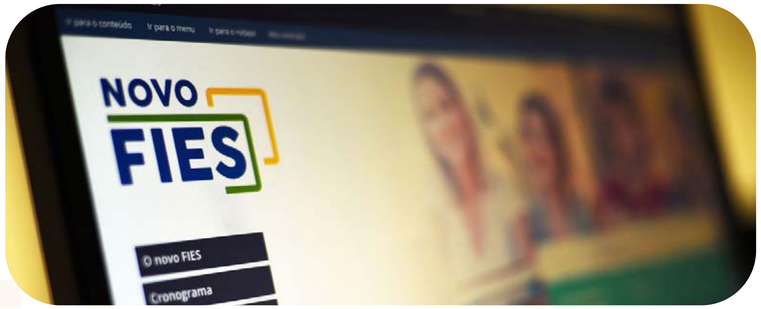
Novo FIES

(SDGS 1, 4, 5, 7, 9, 10, 12, 13, 16 e 17)

The program enables access to non-free higher education, generating regional impact by expanding professional qualification and reducing inequalities, especially by primarily serving students from lower-income families by enabling zero interest to those who need it most, and a scale of financing that varies according to the candidate's family income.

We have been acting as the Single Agent of the New FIES since January 2018 and we are responsible for the administration of the Guarantee Fund, which, since 2018 has enabled the public policy and ensured the sustainability of the New FIES, by acting as a financial agent and by acting as an operating agent of the program, the latter two attributions being formalized in the Service Provision Agreement No. 05/2024, signed with the Ministry of Education.

In this condition, we fully execute public policy, offering support to educational institutions and students, ensuring legal compliance, transparency and efficiency, in addition to managing the custody of Treasury Financial Certificates – Series E (CFT-E), the processes of repurchase, transfer and payment of taxes, as well as contractual amendments in SIFES, integrating us into the education production chain and generating regional impact through the maintenance of educational institutions, job creation and professional training.



By 2025

We registered an active portfolio of **420.0 thousand** contracts, totaling **R$ 27.0 billion,** which shows the institutionality and continuity of the policy.

There was the payment of the **quotas by the Union** and the **Sponsors.**

Approval of the policy for the **recovery of honored credits,** aligning the **renegotiations** with the conditions of FIES.

We provide contract renegotiation **via FIES App.**

By 2026

We will comply with the current contract of the **New FIES** with the **MEC/FNDE,** and it is up to us to carry out the operational execution of the program with efficiency and profitability.

We will carry out the maintenance of systems and the expansion of **digital solutions.**

It is expected to invest more than **R$ 1.0 billion, from the Federal Government** and the Sponsors, including **R$ 880.6 million** from the MEC budget, with the objective of guaranteeing the financing of **112.0 thousand students**

Based on our strategic planning and the CAIXA 2030 Strategy, we ensured the institutional continuity of the program with the goal of signing contracts with 91% of the students selected by the Ministry of Education, maintaining the program as an instrument of social inclusion, expanding the number of vacancies and intensifying the recovery of honored credits.

Social, Environmental and Climate Responsibility

CAIXA Tem App *((SDG 1, 4, 8, 9, 10, 16)*

CAIXA TEM, launched in 2020 with the objective of enabling the digital payment of Emergency Aid, has consolidated itself as the main digital channel for social payments in the country. The application operates more than 23 million benefits monthly, moving significant resources in nationwide programs, such as Bolsa Família, PIS, Unemployment Insurance, Pé-de-Meia and Reforma Casa Brasil, in addition to regional initiatives.

In 2025, **CAIXA TEM registered the mark of 80.5 million users** transacting in the application, with **3.1 billion transactions,** reaffirming its relevance as a strategic platform for the execution of public policies and for expanding access to digital financial services

During the period, several improvements were implemented with a focus on improving the user experience, including the revitalization of journeys, the availability of new digital onboarding, the implementation of Pix Recurring and Pix Automatic, as well as the expansion of access to Government Programs, such as Reforma Casa Brasil, and the offer of investment solutions associated with the Pé-de-Meia Program.

For 2026, the planning foresees the institutional continuity of these initiatives, with an emphasis on improving the benefits payment journeys, the usability of the application and the integration with new digital citizenship initiatives, in line with CAIXA's strategic guidelines.

Through CAIXA TEM, we promote financial and digital inclusion on a national scale, with a regionalized impact, with the App enabling the first banking access for millions of Brazilians, including in emergency contexts, contributing significantly to the reduction of inequalities and the expansion of the exercise of citizenship.

SAVINGS
(SDGs 1, 8 and 10)

CAIXA Savings is a financial product intended for the formation of reserves by customers, with monthly income and security guaranteed by the Credit Guarantee Fund (FGC). Its purpose is to encourage the culture of savings, promote financial education and ensure liquidity for families and individuals, strengthening our mission to foster financial inclusion and support public policies aimed at economic stability and social development.

As a safe and accessible instrument for the accumulation of resources, Savings contributes to the reduction of financial vulnerability and to the mobilization of resources that finance strategic sectors, such as housing and sanitation, through the Brazilian Savings and Loan System (SBPE), contributing to public policies by enabling resources for housing programs, such as Minha Casa Minha Vida, and for investments in urban infrastructure.

In addition, it promotes financial inclusion by providing simplified and digital accounts, expanding access in less favored regions, given that our capillarity, present in 98% of the country's municipalities, allows savings to be accessible to all Brazilians, strengthening local economies and integrating us regionally and nationally into the production chains of civil construction and the real estate sector.

We remain committed to expanding savings, prioritizing digitalization and integration with applications, reinforcing the expectation of continuity in 2026, with a focus on financial education and integration with digital channels.

For the period from January to December 2026, the funds raised through savings will be directed predominantly to housing credit operations, according to regulations.

CARBON
(SDGs 7, 9 e 13)

In the carbon market, we have a strategic, consistent and avant-garde performance, aimed at promoting solutions that support the reduction of greenhouse gas (GHG) emissions and strengthen the transition to a low-carbon economy, positioning us as an agent of transformation, connecting sustainability, economic development and positive impact on society.

Our performance in the carbon market occurs in a structured and integrated way, supporting public and private clients throughout the carbon cycle, from planning to off-setting their greenhouse gas emissions.

We are pioneers in the subject and holders of the first Brazilian carbon credit program registered with the UN, focused on the theme of urban solid waste, structured as the Activities Program (PoA). It is the largest large-scale program in the world in this segment, consolidating us as a reference in the regulated carbon market.

Our Carbon product fosters sanitation, infrastructure and urban solid waste management projects, contributing to the transition to a low-carbon economy, sustainable development and social inclusion.

Started in 2025, the projects are aligned with the National Solid Waste Policy and the National Policy on Climate Change, with a focus on reducing methane emissions, strengthening the capacity of States and Municipalities to meet climate goals and expanding access to the carbon market, with carbon credits being ancillary revenues.

In 2026, the resources will be directed to the registration and expansion of projects and participants, demonstrating continuity and institutionality of the policies.

SOCIO-ENVIRONMENTAL FUND- FSA

(SDGS 1, 5, 6, 7, 11, 12, 13 e 15)

Socio Environmental fund CAIXA (FSA CAIXA) supports projects aimed at social inclusion, climate justice, biodiversity conservation and sustainable development, in alignment with our corporate purpose and public policies on housing, sanitation, education, income generation and bioeconomy.

Our work integrates production chains by supporting cooperatives, impact businesses, traditional communities and urban and rural initiatives, with a presence in all regions of the country and a regionalized impact on the generation of work, income and improvement of the quality of life.

We ensure the continuity of this initiative through strategic planning, annual notices, monitoring of results and accountability.

In 2025, **21 Financial Cooperation Agreements** were signed, allocating **R$ 60,205,559.16**. Estimated the positive impact at **15,664 direct beneficiaries and 522,619 indirectly**.

For the 2026 fiscal year, it is expected to support dozens of new projects, expand the impact in priority areas (climate justice, biodiversity, productive inclusion), strengthen production chains, and deliver measurable results in income generation, training, environmental restoration, and social inclusion.

Total allocation:

R$ 210,627,828.56, of which

Regenerative Tourism R$ 29,751,579.29, 15 projects

Circular Economy 53,911,873.20, 13 projects

Regenerative Agriculture 50 million, 12 projects

Women's Autonomy R$ 62,334,185.41, 14 projects

Integrated and Sustainable Development of Territories (DIST) R$ 14,630,190.66, 4 projects

IMPACT BUSINESSES AND PARTICIPATION IN ENIMPACTO

(SDGS 9, 10, 11 and 12)

We work in Impact Businesses to strengthen initiatives with positive social and environmental impact, aligned with public policies for sustainable development, productive inclusion and social innovation.

Our work integrates financing, technical support and institutional articulation to production chains, with a regionalized impact on urban and rural communities, ensuring continuity and institutionality through planning, monitoring of indicators, impact reports and partnerships, with expansion of actions based on previous results.

For 2026, R$ 3,721,478.00 is expected to be spent on technical assistance to impact businesses and the transfer of knowledge from the partner Coalition to CAIXA. These resources support the expansion of the number of supported initiatives and the generation of results in inclusion, innovation and sustainability, in adherence to public policies.

Learn more about Impact Business at:
https://www.caixa.gov.br/sustentabilidade/negocios-sustentaveis/negocios-impacto-social/Paginas/default.aspx

BCD ECO-EFFICIENCY MODALITIES

(SDGS 7, 12 and 13)

The Eco-Efficiency Modalities of BCD (Banco de Crédito Direto) aim to finance projects and investments aimed at energy efficiency, the reduction of environmental impacts, and the sustainable use of natural resources, including the acquisition of low-consumption equipment, renewable energy systems, waste treatment, and the adoption of clean technologies.

These modalities contribute to public policies by enabling investments in sustainable technologies, supporting national emission reduction and energy efficiency targets, and integrating us into green production chains, encouraging sectors such as civil construction, industry, and agribusiness to adopt cleaner practices, with emphasis on projects that promote sustainable local development, green job creation, and improved environmental infrastructure.

As an executing agent of public policies aimed at sustainable development and the mitigation of socio-environmental risks, through this program, we encourage responsible business practices, reduce greenhouse gas emissions, and contribute to accelerating the transition to a low-carbon economy, in alignment with government guidelines and the climate commitments assumed by Brazil.

We remain committed to maintaining the Eco-efficiency modalities, consolidating them as strategic instruments for the ESG agenda and for meeting national climate goals and, in 2026, we will use our own resources with the expectation of maintaining the supply of credit for eco-efficiency projects.

RENEWABLE ENERGY

(SDGS 7, 12 and 13)

Our Renewable Energy line aims to finance projects aimed at generating clean and sustainable energy, such as photovoltaic systems, aimed at both individuals with the objective of reducing dependence on non-renewable sources, promoting energy efficiency and contributing to the energy transition in Brazil.

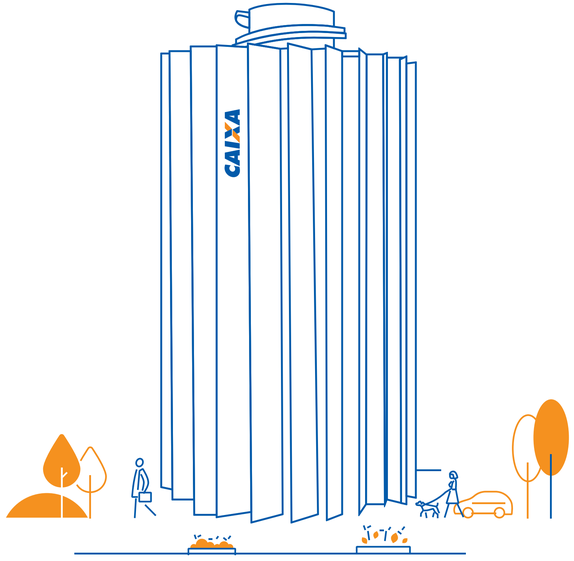
As an executing agent of public policies aimed at economic and social development, including sustainable initiatives, we encourage practices that reduce environmental impacts, promote energy savings and contribute to national decarbonization goals, in alignment with government guidelines and the country's climate commitments, enabling investments in distributed generation and energy efficiency, supporting the National Energy Plan and the goals of the Paris Agreement, integrating ourselves into green production chains, encouraging sectors such as civil construction, industry and agribusiness to adopt sustainable solutions.

With financing directed to projects in all regions of the country, promoting sustainable local development, generation of green jobs and improvement of energy infrastructure, we remain committed to maintaining the Renewable Energy line, consolidating it as a strategic instrument for the ESG agenda and for meeting national climate goals.

In 2026, we will use our own resources, in addition to possible partnerships focused on sustainability, with the expectation of maintaining the supply of credit for renewable energy projects, prioritizing operations that promote distributed generation, reduction of energy consumption and use of clean sources.

MEASURES ADOPTED UNDER THE DIVERSITY, EQUITY AND INCLUSION PACT

Within the scope of the Pact for Diversity, Equity and Inclusion, CAIXA adopts a set of structured measures aimed at strengthening the organizational culture and fulfilling the commitments made. Among the main actions, the following stand out: periodic diagnoses of the diversity profile of the staff, continuous dissemination and awareness actions through campaigns, annual diversity calendar and the performance of the Regional Diversity Commissions, the development and availability of institutional content, the maintenance of official reception and reporting channels, as well as the formalization and monitoring of these initiatives in governance instruments institutional, in alignment with the public commitments assumed by the company, observing the principle of "practice or explain".



Health

FARMÁCIA POPULAR PROGRAM

(SDGS 3, 9 and 16)

In the Farmácia Popular Program, we work in the accreditation and renewal of pharmaceutical establishments, receiving, checking and validating, in a centralized and digital way, the necessary documentation, such as CPF, CNPJ and certificates. This action strengthens public health policy by expanding the access of the low-income population to essential medicines, with greater agility, security and reduction of bureaucracy.

Learn more at: **https://www.caixa.gov.br/empresa/farmacia-popular/Paginas/default.aspx**

CAIXA HOSPITAIS and CAIXA GIRO SUS

(SDG 3 and 10)

Our CAIXA Hospitais and CAIXA Giro SUS products support public health policies by granting working capital to non-profit and private entities associated with SUS, with credits receivable from the Ministry of Health, ensuring the continuity of services and the financial sustainability of the care network, especially in vulnerable regions.

This performance integrates us into the health production chain as a financial agent, with social and regional impact by strengthening hospitals and clinics throughout the country.

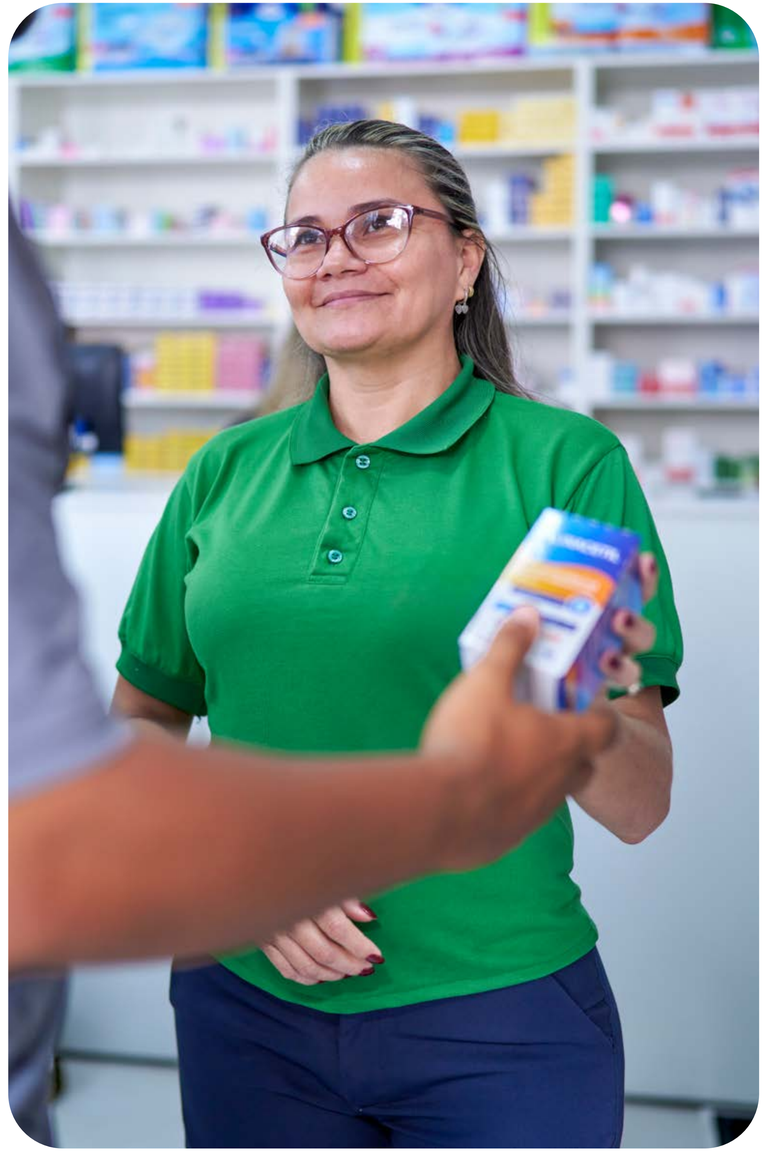
At the 33rd National Congress of Santas Casas, advances were announced in the CAIXA Hospitals line, with extended deadlines, better conditions, debt renegotiation and expansion of specialized care.

Highlights 2025

- The consolidated portfolio had a total exposure of R$ 5.37 billion, serving more than 560 philanthropic and private hospitals linked to the "SUS".

For 2026

- We will maintain our own resources in the lines, with a balance target of R$ 5.5 billion at the end of the year, an increase of 2.48% compared to 2025, forecasting an increase in the volume of operations and an increase in the social impact.



Housing Financing Funds

HOUSING LEASE FUND – FAR

(SDG 1, 10, 11)

Fundo de Arrendamento Residencial (FAR) was established by Provisional Measure No. 1,823 of 1999 and Law No. 10,188 of 2001 to provide resources for Federal Government housing programs, supporting investments in the development of real estate projects (housing units), the construction of education and healthcare facilities, and other housing-related complementary infrastructure, as provided by law, through the creation of a diversified portfolio of real estate assets, financial instruments, and/or operational modalities available in the financial market.

The Fund acts as a fundamental instrument to enable the Federal Government's housing programs, aligning itself directly with public policies aimed at promoting the right to housing, social inclusion and sustainable urban development. Through the contribution of resources, the fund enables both the production of housing units and the construction of complementary public equipment, such as schools, health units and infrastructure of essential services, as established in the current legislation.

As the operating agent and manager of these resources, we are strategically integrated into the production chains of the civil construction sector, mobilizing suppliers, construction companies, service providers and other local and regional economic agents. This action stimulates the generation of jobs, income and the strengthening of the economy in the various regions of the country, promoting a direct impact on regionalized development and contributing to the reduction of the housing deficit and to the improvement of the quality of life of the population.

Highlights 2025

- Under the PMCMV, more than 50% of the PMCMV portfolio was paid, with contracts for families benefiting from Bolsa Família and BPC, as well as contracts with 60 installments paid (MCID Ordinance No. 1248/2023) and more than 21787 housing units contracted, ensuring continuity and institutionality of policies.

2026 Outlook

- The Annual Budget Law allocates R$ 5.8 billion to the FAR, under our management, for contracting, monitoring and delivery of social housing.

SOCIAL DEVELOPMENT FUND– FDS

(SDG 1, 10, 11, 16)

Fundo de Desenvolvimento Social (FDS) is aimed at financing investment projects of social interest in the areas of popular housing through the Minha Casa, Minha Vida - Entidades Program (PMCMV-E), the Crédito Solidário Program (PCS) and the Regularização Fundiária e Melhoria Habitacional Program (REGMEL), promoting the expansion of access to decent housing, strengthening social inclusion and contributing to the improvement of the quality of life of low-income families organized in cooperatives, associationsand other civil society entities.

Did you know?

Minha Casa, Minha Vida Program - Entidades (PMCM-V-E): The PMCMV-E is a modality of the Minha Casa, Minha Vida Program aimed at financing the production of housing for low-income families in urban areas, organized by private non-profit entities (such as associations and cooperatives).

Crédito Solidário Program: It is a program that allows families grouped by a cooperative, association or private non-profit entity, with a monthly family income of up to R$ 1,125.00 to finance the acquisition of housing, usually in urban areas.

Regularização Fundiária e Melhoria Habitacional Program (REGMEL): It is a program aimed at the land regularization of urban settlements and housing improvement with the objective of ensuring legal security of tenure and promoting improvements in the housing conditions of low-income families, through actions such as land regularization, infrastructure improvements, accessibility, sanitation, among others.

The SDF plays an important role in promoting sustainable development by enabling housing solutions that strengthen community cohesion, encourage land regularization, and drive urban improvements.

We have managed the Fund since its creation in 1,991, ensuring governance, transparency and efficiency in the application of resources, carrying out technical monitoring of the projects, continuously contributing to the promotion of social well-being, housing solutions, more inclusive, sustainable and resilient cities, integrating us into the housing production chain.

Hilights in 2025

• The Fundo de Desenvolvimento Social (FDS) received about R$ 171 million in contributions from the Federal Government for the PMCMV-Entidades.

• At REGMEL, the volume of funds managed reached about R$ 737 million.

• Expansion of the Fund's scope of action was expanded with the regulation of the Periferia Viva Program – Regularization and Improvements, formalized by MCID Normative Instruction No. 40/2025, which established the guidelines and procedures for the execution of urban land regularization actions and housing improvements in peripheral territories.

Based on this performance, future commitments focus on expanding support for housing access policies, expanding land regularization, and intensifying technical and social monitoring of projects.

For the 2026 fiscal year, the Annual Budget Law (LOA) will allocate R$ 500 million to the Fundo de Desenvolvimento Social (FDS) to carry out the actions of the Minha Casa, Minha Vida – Entidades Program (PMCMV-E). These resources will be applied in the hiring, monitoring and delivery of housing units of social interest, strengthening the policy of social production of housing aimed at low-income families organized in community entities. As the FDS operating agent, we will be responsible for the comprehensive management of this allocation, ensuring efficiency, governance and transparency at all stages

Our expectation is that, through the FDS, the PMCMV-Entidades will seek to achieve the contracting goal defined by the Managing Body of 21 thousand housing units, driven by the resources provided for in the Annual Budget Law (LOA) 2026.

Guarantee Funds

SALARY VARIATION COMPENSATION FUND – FCVS

(SDGS 8, 10, 11, 16, 17)

FCVS reimburses financial agents for the debts related to the remaining debit balances from the settlement of housing financing contracts signed with final borrowers of the Sistema Financeiro de Habitação (SFH) and assumes the rights and obligations of the extinct public policy of the SFH Housing Insurance (SH/SFH), which had a guarantee of permanent equilibrium at the national level until December 31, 2009.

In the context of our corporate purpose, our performance provides legal and financial certainty to the granting of real estate financing, contributes to the stability of the SFH and ensures predictability to financial flows and enables the continuity of housing credit, integrating us into the production chain of housing credit and public financing, with a relevant and regionalized economic impact, reflected in figures of the order of billions of reais.

In this context, States, Municipalities and social security institutes of different federative entities that, over time, have acquired FCVS contracts from third parties as financial assets, in addition to other financial agents, are directly benefited.

- In 2025, we carried out novations in the approximate amount of R$ 21billion, corresponding to 362 processes.

The results achieved in previous years show the installed operational capacity and our institutional maturity to meet this expectation, providing security and effectiveness to the execution of the public policy of debt novation FCVS.

For 2026, the perspective is based on optimizing the performance of the FCVS novation process, with a view to meeting the deadline established in item I of paragraph 2 of article 1 of Law No. 10150, of 2000, for the conclusion of the Fund's novations. In addition, it is expected that all novation processes that have an audit opinion suitable for the period will be processed by the CGU and the STN.

It is estimated that, for the same year, approximately R$ 561 million will be set aside to cover expenses related to the management fee and for the fund's final activities, the Budget Guidelines Law (LDO) and the Annual Budget Law (LOA) of 2026 provide for an estimated allocation of R$ 37 billion for the realization of FCVS credit novations throughout the year.

SOCIAL HOUSING GUARANTEE FUND – FGHAB

(SDG 1,10,11)

Fundo Garantidor da Habitação Popular (FGHAB) was created with the purpose of guaranteeing the payment to financial agents of the installments of housing financing, in case of unemployment and temporary reduction of the ability to pay, assume the outstanding balance of the housing financing, in case of death or permanent disability, the recovery expenses related to physical damage to the property and guarantee, directly or indirectly, part of the risk in operations contracted as of June 1rst, 2022.

Thus, the Fund enables the execution of the federal housing policy by reducing credit risk and ensuring continuity of payment in situations of vulnerability.

As the administrator of FGHab and the main financial agent of the Minha Casa, Minha Vida Program (PMCMV), we operate at the center of the production chain, being indispensable to boost and strengthen housing policy as a continuous policy.

In 2025, the publication of Law No. 15,164 expanded the attributions of FGHab, especially to allow its performance as an instrument for mitigating credit risk in public housing policies, including in housing improvement and housing requalification programs.

With the legal reinforcement conferred by Law No. 15,164/2025 FGHab began to act predominantly as a credit risk guarantee fund, partially or totally ensuring the fulfillment of financial obligations assumed by borrowers in housing operations under federal programs, including those carried out under the Reforma Casa Brasil Program, for income range 1. All this expansion reinforces CAIXA's role as a partner of the Brazilian State in reducing the housing deficit.

Outlook 2026

- For the 2026 fiscal year, the expectation is that approximately **190,000 guarantees** will be granted by the Fundo Garantidor de Habitação Popular (FGHAB), intended for the Reforma Casa Brasil program. Each guarantee must include operations with **an average ticket of a financed amount of R$ 15,000.00**, covering **80% of the credit risk of each contract**.

EDUCATIONAL CREDIT OPERATIONS GUARANTEE FUND– FGEDUC

(SDG 1, 4, 10, 17)

FGEDUC is an instrument directly linked to the execution of public educational policies and aims to partially guarantee to FIES, the credit of operations contracted until the second half of 2017, in case of student default, and to pay quotas in the Fund for Costing and Management of Savings to Encourage Permanence and School Completion for High School Students – FIPEM. in the amount of up to 6 billion reais.

By managing FGEDUC, we strengthen our institutional role by fostering education, expanding access to higher education through credit, enabling FIES student loans for students who are unable to present a guarantor, reducing historical barriers to entry and promoting social inclusion.

We took over the administration of FGEDUC in 2018 by decision of the Union, integrating ourselves into several productive and institutional chains linked to the execution of the State's educational and financial public policies.

In 2025

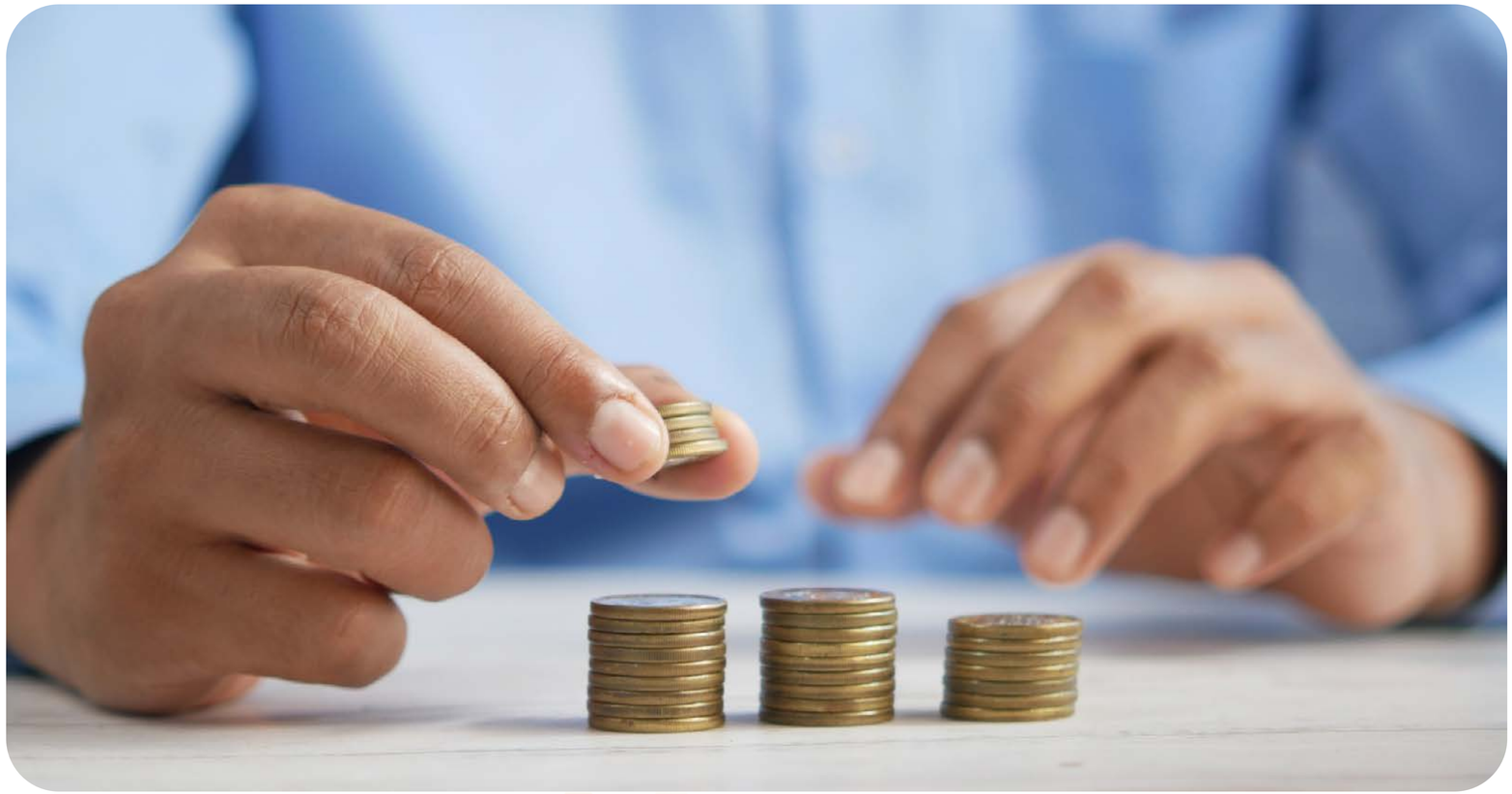
- In 2025, FGEDUC honor payments to FIES totaled around R$ 43.5 million

Outlook 2026

- In 2026, FGEDUC will continue to be committed to recovering the honored credit, enabling the release of margin for new honors to FIES.

Did you know?

Education programs supported by FGEDUC help to expand access for vulnerable socioeconomic groups, strengthening the reduction of structural inequalities.



CREDIT GUARANTEE FUND FOR PUBLIC-PRIVATE PARTNERSHIPS FGC3P

(SDGS 1, 3, 6, 7, 8, 10, 11, 13, 16, 17)

Fundo Garantidor de Crédito para Parcerias Público Privadas (FGC3P), launched in 2025 at COP30 (Belém PA), aims to foster the market for concessions and Public-Private Partnerships (PPPs) by strategically providing guarantees in credit operations carried out by companies that carry out sustainable projects in concessions and PPPs in Brazil.

These guarantees facilitate the access of companies to credit, expanding the potential of new PPPs and multiplying the number of projects to be executed, which reverts to greater capacity to execute the projects, benefiting states and municipalities with better quality works and more efficient services.

These are innovative projects in areas such as basic sanitation, sustainable infrastructure and efficient public lighting, among others, with positive and real social and environmental impacts. All projects supported by FGC3P are aligned with the UN Sustainable Development Goals (SDGs) and the commitments made by Brazil at COP30.

FGC3P is closely linked to our public policy, sustainability and robust governance strategy, which ensures continuity and predictability in its operation over the next few years.

In 2025, we structured and launched the product, started fundraising with a sustainability anchor and pipeline focused on priority PPPs (including projects structured via FEP), creating operationalization trails for 2026.

In 2026, we foresee the expansion of funding and guarantees, reduction of credit costs, more competition and acceleration of works with high social/environmental impact, with continuous accountability, especially with the forecast of:

- Initial funding of R$ 100million and stabilization of initial equity to start granting guarantees;
- First operations guaranteed, even if in partial volume, conditioned to the flow of funding and the pipeline of qualified PPPs;
- Guarantees directed to the first PPPs structured by the EFF, increasing the bankability rate of the projects;
- Entry of Small and Medium-sized Enterprises (SMEs) in the bids and first guaranteed operations for medium-sized companies during 2026.
- First FGC3P accountability cycle, with public disclosure of metrics and governance.

These deliveries are fully in line with what was announced by CAIXA and the government during the launch of FGC3P and reflect the Fund's vocation as an instrument for the financial viability of the country's sustainable infrastructure.

WORKER´S SEVERANCE FUND – FGTS

(SDGS 1, 3, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15)

Worker´s severance fund (FGTS) was established to protect the worker in cases of dismissal without cause, serious illness, retirement, among other hypotheses provided for by law, through the formation of a financial reserve composed of monthly deposits, made by the employer, in an account linked to the employee.

In addition to their function of protecting workers, these resources foster investments in the areas of housing, sanitation and infrastructure to improve the quality of life of the Brazilian population.

In relation to this Fund, we act as FGTS Operating Agent and Financial Agent with the following duties:

Operating agent:

Maintain and control the linked accounts of the workers, collect the funds deposited by the employers and operationalize the execution of the popular housing, basic sanitation and urban infrastructure programs, established according to the guidelines of the FGTS Board of Trustees (CCFGTS).

Financial agent:

Use the fund's resources to finance housing, sanitation and infrastructure, observing the conditions defined by the CCFGTS and sectoral public policies.

Highlights 2025

- The FGTS executed the largest budget in its history, which totaled R$ 164.3 billion.
- The investments made totaled R$ 153.5 billion in preliminary figures.
- It financed 607.6 thousand housing units (R$ 144.7 billion) in all regions of the country.
- Invested R$ 3.7 billion in urban infrastructure.
- Invested R$ 5.1 billion in basic sanitation.
- It surpassed R$ 101 billion in payroll loans with 17.0 million contracts signed and 8.5 million workers benefited, at an average interest rate of 3.2% per month.
- In response to Provisional Measure 1,290/2025, 10.8 million workers withdrew from their linked accounts, totaling R$11.2 billion, with about 87% of payments made entirely digitally.
- In turn, Provisional Measure 1,331/2025 reached 12.6 million workers with an estimated release of R$ 8.4 billion.
- It released R$ 872 million to 283 thousand workers in 676 municipalities affected by extreme events, who were enabled to withdraw, in support of calamities.

For 2026, the FGTS operating budget foresees about R$ 160.5 billion in hiring, of which R$ 144.5 billion for housing, R$ 8.0 billion for sanitation and R$ 8.0 billion for urban infrastructure, in addition to R$ 12.5 billion in housing discounts.

The 2026 plan reinforces the digital modernization of services, improvements in user experience, and the execution of multi-year investments, consolidating the FGTS as a permanent instrument for sustainable urban development, social inclusion, and the reduction of regional inequalities.

Learn more at: **https://www.fgts.gov.br/Paginas/home.aspx**

Anticipation Saque Aniversário FGTS (ASA FGTS)

(ODS 1, 3, 6, 7, 8, 10, 11, 13, 16 e 17)

The ASA FGTS is a line of credit for payment for services rendered, which allows the worker to anticipate the amounts of the FGTS Birthday Withdrawal, offering immediate liquidity with affordable conditions, providing citizens with greater financial autonomy, favoring financial inclusion and social development.

The program, by making resources available for consumption, debt settlement or personal investments, contributes to the movement of the economy and to public policies to protect workers by expanding access to credit based on a labor right, without the need for additional guarantees.

ASA FGTS is a strategic product in the credit portfolio for individuals and integrates CAIXA into production chains by stimulating sectors such as trade and services with regionalized impact, considering the national coverage of FGTS and CAIXA's capillarity

For the period from January to December 2026, the expectation is to prioritize the digitalization of the process and the reduction of the time to release credit with the use of CAIXA's own resources to grant operations

Other funds

ENVIRONMENTAL COMPENSATION FUND - FCA

(SDGS 6, 11, 13, 14, 15)

Fundo de Compensação Ambiental (FCA) is a private fund whose resources come from environmental compensations contributed by public and private entrepreneurs, due to projects that generate significant environmental impact, under the terms of article 36 of Law No. 9,985/2000.

We act as administrator of the Fund's financial resources, ensuring governance, transparency and efficiency in the application of resources, in order to contribute to environmental preservation and to the strengthening of the National System of Conservation Units (SNUC).

By receiving resources from environmental compensation and applying them to the implementation and maintenance of the Conservation Units established by the Federal Government and to actions to preserve protected areas under the management of the Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio), we contribute both to environmental preservation and to the strengthening of production chains associated with nature conservation in different regions of the country.

Did you know?

The expansion of the use of resources is essential for improving the conditions for nature preservation in Brazil.

The continuity and institutionality of this public policy are evidenced by the results already achieved.

- In 2025, we reached the mark of R$ 2.6 billion in financial availability, for final allocation to the Federal Conservation Units
- We estimate the execution of the budget of R$ 100 million for 2026.
- We foresee the application of R$ 266 million for the period 2025–2027

In line with our sustainability strategy, FCA reinforces our institutional commitment to integrate social, environmental and climate responsibility into our processes and operations, contributing to environmental education, improving the quality of life of populations and adopting measures aimed at preserving the environment, among other aspects.

SUPPORT FUND FOR THE STRUCTURING AND DEVELOPMENT OF CONCESSION AND PUBLIC-PRIVATE PARTNERSHIP – FEP

(SDGS 4, 6, 7, 9, 10, 11, 17)

The FEP is a private legal fund with assets divided into quotas, whose exclusive purpose is to finance specialized professional technical services, with a view to supporting the structuring and development of concession projects and public-private partnerships of the Union, the States, the Federal District and the Municipalities, in an isolated or consortium regime.

The fund's activities cover the sectors of public lighting, urban solid waste, water and sewage, socio-educational units, social leasing, distributed generation, early childhood education and hospitals.

Currently, the FEP portfolio has 83 projects in the five regions of Brazil, more than 380 benefited municipalities, almost 32 million benefited Brazilians and R$ 37.5 billion in total investment.

In the 2024–2026 Strategic Plan, the FEP made commitments such as expanding support for structuring, strengthening governance, expanding the portfolio, technical cooperation, institutional communication, and fundraising.

We represented the Fund, as Administrator, and in 2025 signed 13 new contracts for structuring projects, published a new version of the Fund's Statute, with the possibility of including new structuring agents, conducted a satisfaction survey with the structuring of the Project by FEP, and had almost R$ 24 million in contribution to the Fund through Ordinance MF 808/2023.

For 2026, it is expected to hold about 20 auctions, hire new structuring agents, sign a contract in the health area, new agreements with the Inter-American Development Bank (IDB) aimed at the preparation of standard projects for early childhood education and also expand the training of public agents related to the structuring of concession projects and Public-Private Partnerships (PPPs).

Did you know?

The FEP is the link between public demand and the technical capacity necessary to make concessions and PPPs with high social, environmental and economic impact viable."

SAVINGS INCENTIVE FUND FOR EDUCATIONAL PERMANENCY AND COMPLETION FOR HIGH SCHOOL STUDENTS – FIPEM

(SDG 4, 10)

FIPEM aims to mitigate the effects of social inequalities on the permanence and completion of high school, reducing retention, dropout and dropout rates and contributing to the promotion of social inclusion through education. In addition, it seeks to promote human development by acting on structural determinants of extreme poverty and its inter-generational reproduction, in addition to stimulating social mobility.

The Fund is a structuring instrument of the public educational policy of the Pé-de-Meia Program, by ensuring the continuous funding of the savings-incentive provided for in Law.No. 14,818/2024, with a national impact on the reduction of evasion, dropout and retention in secondary education and in the promotion of social inclusionand social mobility of millions of students.

We operate the fund by ensuring regular payments on a national scale, integrating ourselves into the chain of execution of education policy through institutionalized governance, internal controls, and legal compliance, which demonstrates continuity and stability of the policy.

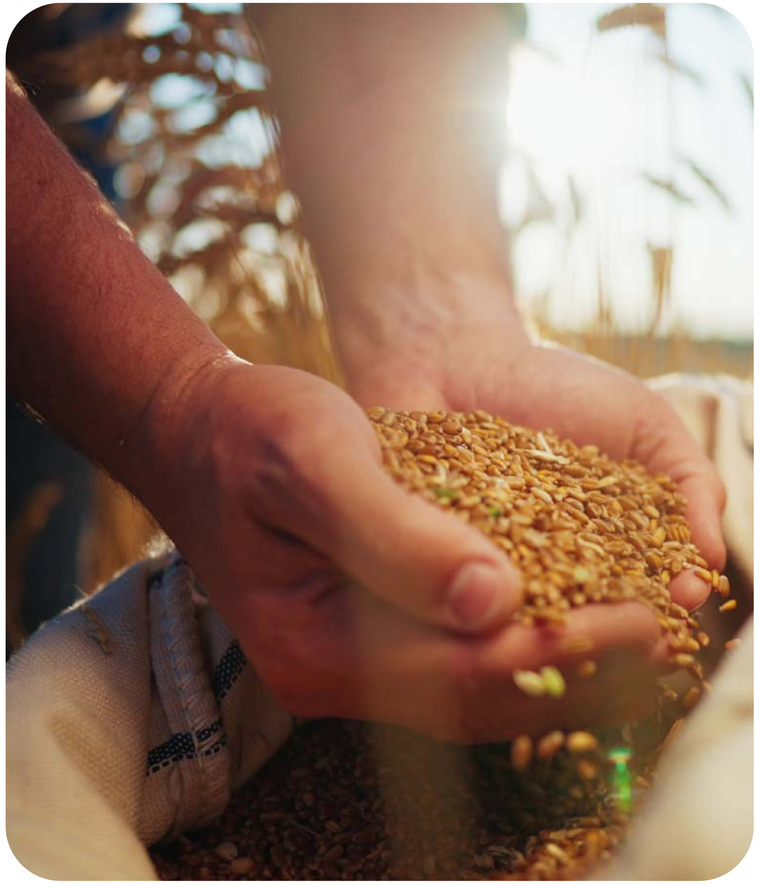
Our commitments, within the scope of FIPEM, demonstrate continuity and institutionality of the public policies that sus-tain the Pé-de-Meia Program. TheFund's governance struc-ture, integrated into our corporate model — with segregation of functions,committees and internal controls — ensure operational stability and compliance with legal and transparency standards.

The significant contributions of the Federal Government, FGEDUC and FGO ensured liquidity to the Fund and show the permanent commitment to the maintenance of the program, projecting the continuity of educational incentives and regular execution of payments, ensured by liquidity management and rigorous cash flow planning.

In 2025, approximately R$ 3.9 million were operationalized in Enrollment Incentive installments and about R$ 5 million in Frequency Incentive installments, ensured through CAIXA Tem, expanding access and facilitating financial mobility for low-income families, with stable monthly payments and national capillarity via CAIXA Tem.

In 2026, FIPEM will have a financial balance of R$ 1 billion, intended for the maintenance of educational incentives and operating expenses, reinforced by financial revenues linked to the Selic rate.

These resources will becontinuously reinforcedby financial revenues from the remuneration of FIPEM's cash equivalents at the Selic rate, in addition to any subsidy refunds recorded during the course of the operation.



GARANTIA-SAFRA FUND – FGS

(SDGS 1, 2, 10, 11, 16, 17)

The Garantia-Safra Fund (FGS) ensures minimum income to family farmers in municipalities subject to crop loss due to drought or excess water in the areas of the Superintendence of the Development of the Northeast - SUDENE (Northeast, North of Minas, Jequitinhonha Valley and municipalities in ES), including Amazonas since the 2021/2022 harvest, by virtue of Ordinance No. 27/2021, guaranteeing minimum income to maintain consumption and avoid productive collapse in periods of loss, allow producers to continue acquiring inputs for the next planting and maintain the flow of resources in the local economies of rural municipalities.

The Fund centralizes the collection and financial management for the payment of the Crop Guarantee Benefit, promoting social protection, food security, climate risk mitigation and regional development, with a direct impact on rural economies by maintaining consumption, acquisition of inputs and flow of local resources.

We manage the fund, in line with our corporate strategy and institutional policies of governance, sustainability and socio-environmental responsibility, continuing the results of previous years and sustaining expectations of increased efficiency, reach and social impact, integrating directly into the family farming production chain and expanding the regionalized impact of the program, strengthening the rural economy, ensuring financial flow in critical periods and fulfilling its social role as a public bank.

The successful execution of programs such as Garantia Safra in the previous year contributes to future goals of greater efficiency, reach and social impact.

In 2025, more than R$ 800 million were made available for the payment of benefits, covering almost 700 thousand family farmers, ensuring economic resilience in regions affected by climate disasters.

For 2026, approximately 900 thousand seasonal workers are expected to join the FGS, we will deploy operational, technological and human resources to make payments via the CAIXA and Caixa Tem network, according to MDA guidelines.

In addition, there is an expectation of collecting contributions from seasonal workers via PIX, with integration with the management systems of the Garantia-Safra Program, ensuring automatic identification of the taxpayer, transaction registration and bank reconciliation.

SOCIAL FUND - PMCMV FAIXA 3 and REFORMA CASA BRASIL

(SDG 1, 10, 11)

The Social Fund is an accounting and financial fund, linked to the Presidency of the Republic, which has, among its various purposes, to be a source of funds to be used in the development of social housing, through the Minha Casa Minha Vida Program (PMCMV) – Tier 3 and Reforma Casa Brasil.

The Minha Casa Minha Vida Program (PMCMV) – Tier 3 is a line of financing for individuals with an income of up to R$ 9,600.00, with the objective of offering reduced interest rates, making the acquisition of affordable housing more accessible nationwide.

Reforma Casa Brasil is an initiative that offers facilitated credit for the renovation of housing, ensuring decent conditions with comfort, safety and accessibility.

From these programs, we integrate ourselves into the civil construction chain by acting as an operational manager of the Social Fund resources and as a financial agent enabling financing. Thus, we promote urban development, social inclusion, and the right to adequate housing so that the low-income and middle-class population can face the challenges of inadequate housing through housing improvement.

In 2025, R$ 11 billion was transferred to the service lines financed by the Social Fund.

In 2026, R$ 38.6 billion is expected to be executed by the Social Fund. In addition to the accreditation of new financial agents for the execution of the Reforma Casa Brasil program. It is also expected that the number of financing will grow and the beginning of the financing modality for the production of housing units for individuals, under the MCMV program – Tier 3.

Strategy and Corporate Governance

Strategy

We have an institutional and strategic structure oriented to the delivery of results to specific audiences — individuals, small, medium and large companies, microentrepreneurs and individual entrepreneurs, as well as public entities of all spheres — and to the Brazilian population in general, in line with our public mission and our role as an agent of social policies. economic and development.

This structure is based on the Institutional Strategic Plan 2025–2030, prepared from a vision of the future that reaffirms us as an indispensable institution in Brazil, assessing with agility, efficiency and customer centricity, with the purpose of transforming people's lives.

The plan integrates public purpose, business values and long-term objectives, guiding decisions, investments and organizational priorities to ensure relevance, solidity and positive impact on society and is organized into six strategic pillars, which guide the conglomerate's performance and value generation in an integrated manner:

- Customer at the Center;
- Efficiency and Profitability;
- Technology and Innovation;
- People, Culture and Agility;
- Sustainability and Citizenship; e
- Acting in Ecosystem.

These pillars reflect strategic choices that balance economic and financial results, technological innovation, organizational development, and socio-environmental commitment, ensuring that we meet the demands of our various stakeholders without losing sight of our social function.

Based on these pillars, we define strategic objectives, which translate the main institutional challenges and guide the implementation of initiatives throughout the organization. These objectives connect strategy to execution, driving advances in topics such as customer experience, operational efficiency, digital transformation, financial inclusion, sustainability, and strengthening organizational culture.

To ensure the timely and consistent delivery of results, we have a structured governance model, based on collegiate bodies, clear decision-making processes and performance monitoring mechanisms. In this context, the work of the Organizational Transformation Office stands out, responsible for coordinating strategic initiatives, monitoring indicators, and promoting alignment between planning, execution, and results. This model ensures transparency, alignment and the ability to adapt, allowing us to respond quickly to market and societal demands.

The institutional strategy also prioritizes technological evolution and the integration of physical and digital channels, expanding access, convenience, and quality of services provided to the population, especially in regions and segments historically underserved. In addition, it prioritizes ecosystem action, establishing partnerships and connections that enhance innovative solutions and expand the conglomerate's capillarity.

In the social field, our strategic structure reaffirms the commitment to citizenship, sustainability, and promotes responsible credit, financial inclusion and initiatives that contribute to the development of the country.

The scope of strategic planning requires not only the definition of objectives and initiatives, but also a governance system capable of sustaining their execution over time.

More information on Strategy can be found starting on page 30 of this document.

Governance

In this context, our governance system is structured with principles, rules, structures, instruments and processes, by which we are directed and monitored, with a view to protecting the rights of all stakeholders and generating sustainable value for us, for the Union and for society in general, with ethics, based on the five guiding principles of our governance:

ETHICS

INTEGRITY

To practice and promote the continuous improvement of the ethical culture at CAIXA, avoiding decisions under the influence of conflicts of interest, maintaining coherence between discourse and action, and preserving loyalty to the Organization and care for stakeholders, society in general and the environment.

EQUITY

To treat the sole shareholder and other stakeholders fairly, taking into account rights, duties, needs, interests and expectations, as individuals or collectively, assuming a differentiated approach according to the relationships and demands of each stakeholder with CAIXA, motivated by a sense of justice, respect, diversity, inclusion, pluralism and equal rights and opportunities.

TRANSPARENCY

Provide stakeholders with true, timely, coherent, clear, and relevant information, whether positive or negative, and not just that required by laws or regulations. This information should not be restricted to economic and financial performance, but should also include environmental, social and governance factors. The promotion of transparency favors the development of business and stimulates an environment of trust for the relationship of all stakeholders.

SUSTAINABILITY

Ensure our economic and financial viability, reduce negative externalities on its business and operations, and increase positive ones, taking into account, in its business model, the various capitals (financial, intellectual, human, social, natural, reputational) in the short, medium and long term, understanding that CAIXA operates in a relationship of interdependence with social ecosystems, economic, climatic and environmental.

ACCOUNTABILITY

Perform their duties with diligence, independence and with a view to generating sustainable value in the long term, taking responsibility for the consequences of their actions and omissions. In addition, they must be accountable for their actions in a clear, concise, understandable and timely manner, aware that their decisions may not only hold them individually accountable, but also impact CAIXA, its stakeholders and the environment.

The principles are observed through good corporate governance practices, which convert them into objective recommendations in the Institution, aligning interests with the purpose of preserving and optimizing the economic and social value of the Organization, so that we are increasingly able to contribute with products and services that impact on improving the quality of life of Brazilian society.

We favor collegiate, agile and decentralized deliberation through the constitution of internal forums, at the strategic, tactical or operational level, as a way to provide synergy between the areas, avoid conflicts of interest and safeguard the interests of the Company and its subsidiaries.

This structure of forums and committees comprises the General Meeting, the Fiscal Council, the Board of Directors (BoD), the Advisory Committees to the BoD, the Board of Directors and the other councils or committees, as described below:

More information on CAIXA's collegiate structure can be found starting on page 16 of this document.

CAIXA Organizational Structure

The achievement of the institutional strategy, guided by the corporate governance system, requires an internal organization aligned with our strategic objectives and with the deliberation and control mechanisms we have adopted.

In this context, to ensure an appropriate distribution of responsibilities, segregation of duties, and the necessary support for the implementation, monitoring, and evaluation of strategic initiatives, we have organized ourselves internally by allocating activities, resources, and personnel across different areas within the organization, enabling a flexible and effective structure for achieving the institution's strategic objectives.

Considering the strategic level of operations, in addition to the Office of the President and its affiliated units, we currently have 12 Vice Presidencies and 28 Directorates, whose activities cascade into functional and business units.

- The Business Units are responsible for the direct management of the key elements required to conduct business across customer segments, strategies, products, channels, and operations, as well as for business results, monitoring, mitigation and oversight of risks, management of contract guarantees, and the performance of the credit cycle for originated operations. To this end, they must provide the necessary means to execute the corporate strategy within their scope of operations.
- The Functional Units have autonomy in process management and perform essential functions that support and assist the Business Units, contributing to revenue generation through scale gains and working to balance productivity and efficiency in light of the specific characteristics of each of our business areas.

In this way, we demonstrate the organization and capacity to deliver results that simultaneously meet the needs of our specific customers and the broader public interest. The combination of a long-term strategy, strong governance, digital transformation, a people-centered culture, and socio-environmental responsibility underpins value creation and consolidates the institution's relevance to Brazilian society.

More information on Governance can be found starting on page 31 of this document.

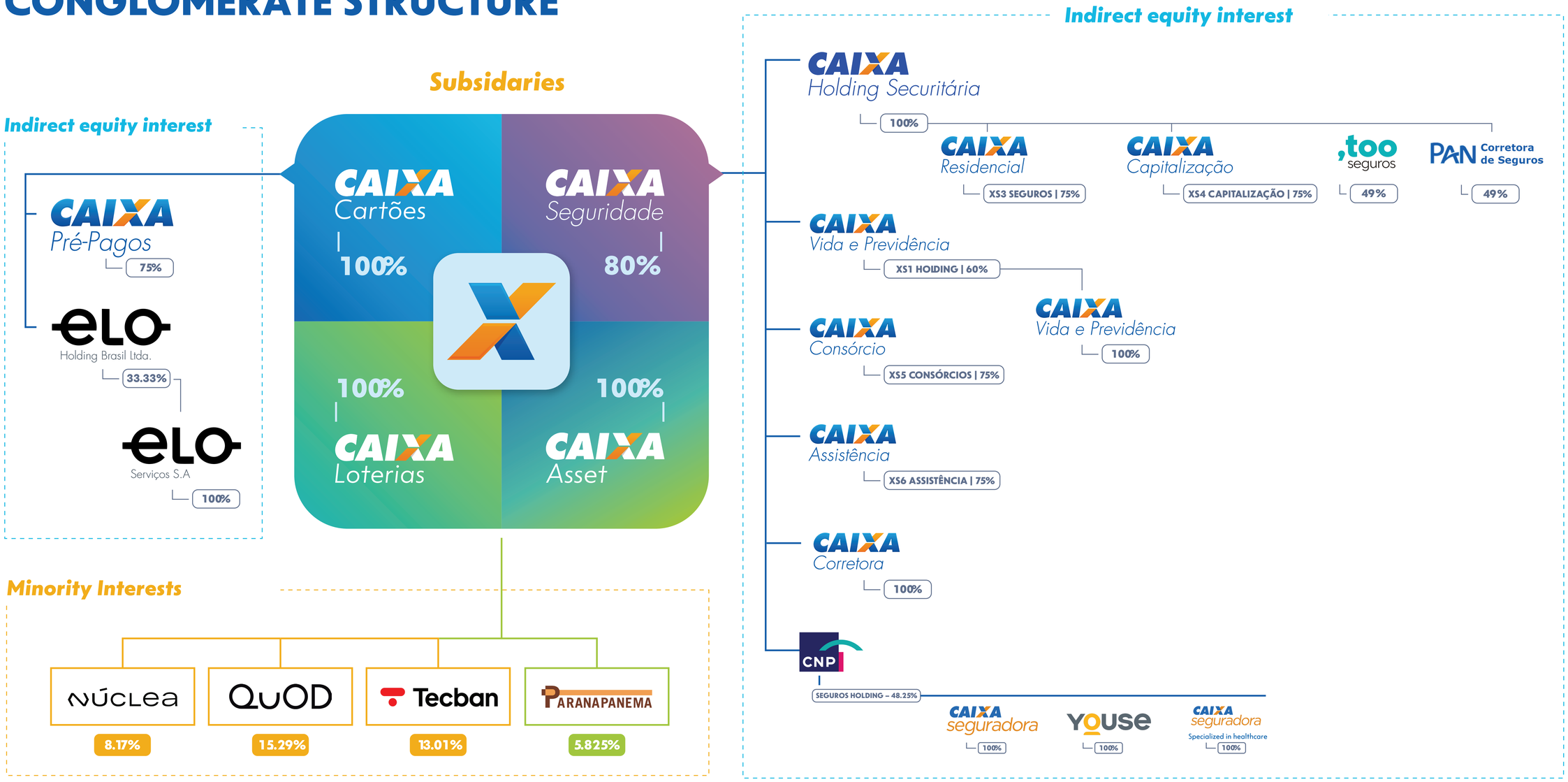
Corporate information and corporate governance

Our corporate information reflects the organizational structure and operating model of the conglomerate, showing how we organize ourselves to fulfill our corporate purpose, support the execution of public policies and strengthen our business strategies.

We have a structure of subsidiaries and their direct or indirect equity interests, investment and divestment decisions are based on business opportunities, with the premises of optimizing business opportunities, complementing products and services and expanding support for macro processes and strategies.

The organizational chart below presents our direct and indirect equity interests and respective percentages of economic participation.

CONGLOMERATE STRUCTURE



Our operations extend to a relevant set of indirect participations, which reinforce the capillarity and diversification of the Conglomerate and expand our presence in complementary chains of the financial and payment system, as well as in specialized segments, contributing to operational efficiency, innovation and business sustainability, in line with our institutional role.

We highlight our direct subsidiaries, which expand our operations in strategic segments. Through CAIXA Seguridade, we concentrate the insurance, pension, capitalization and consortium businesses; with CAIXA Asset, we manage resources and investment funds; through CAIXA Loterias, we are responsible for the operation of federal lotteries; and, with CAIXA Cartões and its subsidiaries, we operate in the means of payment, acquiring, loyalty and digital accounts.

By expanding the integration with the companies of the Conglomerate, we consolidated a more articulated and strategic performance.

For 2025, relevant advances stand out:

- Readjustment of the Conglomerate's structure through divestment initiatives and establishment of new partnerships;
- Strengthening integrated management, improving advice and monitoring to ensure greater effectiveness in business development and reinforce our role as controller;
- Intensification of strategic and business integration, promoting improvement in the quality of service and in the generation of results.

Economic and Financial Data and Risk Factor

Economic and financial data

In 2025, we had a recurring net income of R$15.5 billion, up 10.4% compared to 2024, and net accounting income of R$ 16.1 billion, up 18.7%.

This performance reflects the execution of business strategy, discipline in risk management and continuous improvement of operational efficiency. Recurring ROE reached 10.7%, an increase of 0.3 percentage points, evidencing our ability to generate results and strengthen the profitability of equity, even in a challenging macroeconomic environment.

We expanded the loan portfolio in line with the scheduled guidance, ending the year with a balance of R$1.378 trillion, up 11.5% from the previous year. The performance was mainly driven by real estate credit, which reahed R$938.0 billion, an increase of 13.0%, reaffirming our leadership in this strategic segment.

Total credit contracts totaled R$690.2 billion, up 12.2%, demonstrating the effectiveness of the commercial guidelines and the alignment between economic and financial performance, support for the country's development and the transformation of our customers' lives.

Also in line with guidance, we made progress in operational efficiency and in strengthening the revenue structure, supported by digital transformation and the modernization of internal processes. Productivity gains, combined with the control of administrative expenses, contributed positively to the recurring result.

These advances allowed us to increase the Institution's efficiency, expand operational capacity and sustain business growth with greater cost rationality and focus on the customer.

For 2026, we present the following forecasts

Indicators	Guidance 2026 (Variation % 2025)
Loan Portfolio	9.0% to 13.0%
Sustainable Finance Portfolio	9.0% to 13.0%
Mortgage Loans - CAIXA Own Funding	9.5% to 135%
Mortgage Loans - FGTS Funding	8.0% to 12.0%
Sanitation and Infrastructure	5.0% to 9.0%
Administrative Expenses	3.0% a 7.0%
Financial Margin	11.5% to 15.5%

Our complete financial and accounting statements, as well as the explanatory notes and detailed information on CAIXA's economic and financial performance, are available on the Investor Relations website, at: **https://ri.caixa.gov.br/informacoes-financeiras/central-de-resultados/**

Risk Factors

Our activities are subject to risk factors that may affect operational, financial, economic and reputational performance.

We act comprehensively in the identification, assessment and management of risks relevant to our business, including financial, operational, technological, socio-environmental, climate, strategic, regulatory and reputational risks.

We contribute to the strengthening of governance and risk management practices, in accordance with the guidelines of the Central Bank and the institution's Risk Appetite Statement, incorporating advanced practices, especially in the fields of technology, cybersecurity and artificial intelligence.

We also recognize that climate change poses significant challenges to the financial sector and cities, with impacts on urban infrastructure, mobility, sanitation, natural resources, and social inclusion.

In this context, we reinforce initiatives aimed at resilience, sustainability, and regulatory adaptation, in order to mitigate systemic, social, and reputational risks, strengthening solidity, transparency, and our institutional role as the main executor of public policies.

More information on risk can be found on page 19 of this document.

Composition and management compensation

The overall compensation of the members of our statutory bodies was approved by the General Meeting held on March 28, 2025, pursuant to Technical Note No. 8421 (SEI 49362475), of the Secretariat for Coordination and Governance of State-Owned Companies (Sest), according to the limits established below:

- Managers (President, Vice-Presidents, Officers and members of the Board of Directors): up to R$ 75,955,838.21 (seventy-five million, nine hundred and fifty-five thousand, eight hundred and thirty-eight reais and twenty-one cents);
- Fiscal Council: up to R$ 257,133.60 (two hundred and fifty-seven thousand, one hundred and thirty-three reais and sixty cents);
- Audit Committee: up to R$ 3,360,232.62 (three million, three hundred and sixty thousand, two hundred and thirty-two reais and sixty-two cents);
- Independent Risk Committee: up to R$ 2,569,589.64 (two million, five hundred and sixty-nine thousand, five hundred and eighty-nine reais and sixty-four cents);
- People, Eligibility, Succession and Compensation Committee: up to R$ 122,444.64 (one hundred and twenty-two thousand, four hundred and forty-four reais and sixty-four cents).

Did you know?

CAIXA's management is composed of the members of the Board of Directors, the President, Vice Presidents, and Executive Officers.

The Variable Compensation of Officers (RVD) is part of the Global Compensation of Officers (RGD), composed of Fixed Compensation, Variable Compensation and Benefits, in accordance with current internal rules.

The Variable Compensation Program for Directors complies with Sest's annual guidelines and the provisions of CMN Resolution No. 5,177/2024, with the objective of stimulating the achievement of our strategic objectives, in line with prudent management of short, medium and long-term risks. The CAIXA 2025 RVD Program was approved by the Board of Directors, according to Extract from CA Minutes No. 918 of the ordinary meeting held on May 19, 2025.

In the 2025 fiscal year, the RVD Program included three indicators related to the public policies we executed, corresponding to 50% of the total value of the variable remuneration perceived by the Directors, namely:

- FGTS contracting;
- Effectiveness of Contracting the New PAC;
- Sustainable credit contracting.

Health Care Benefit Plan

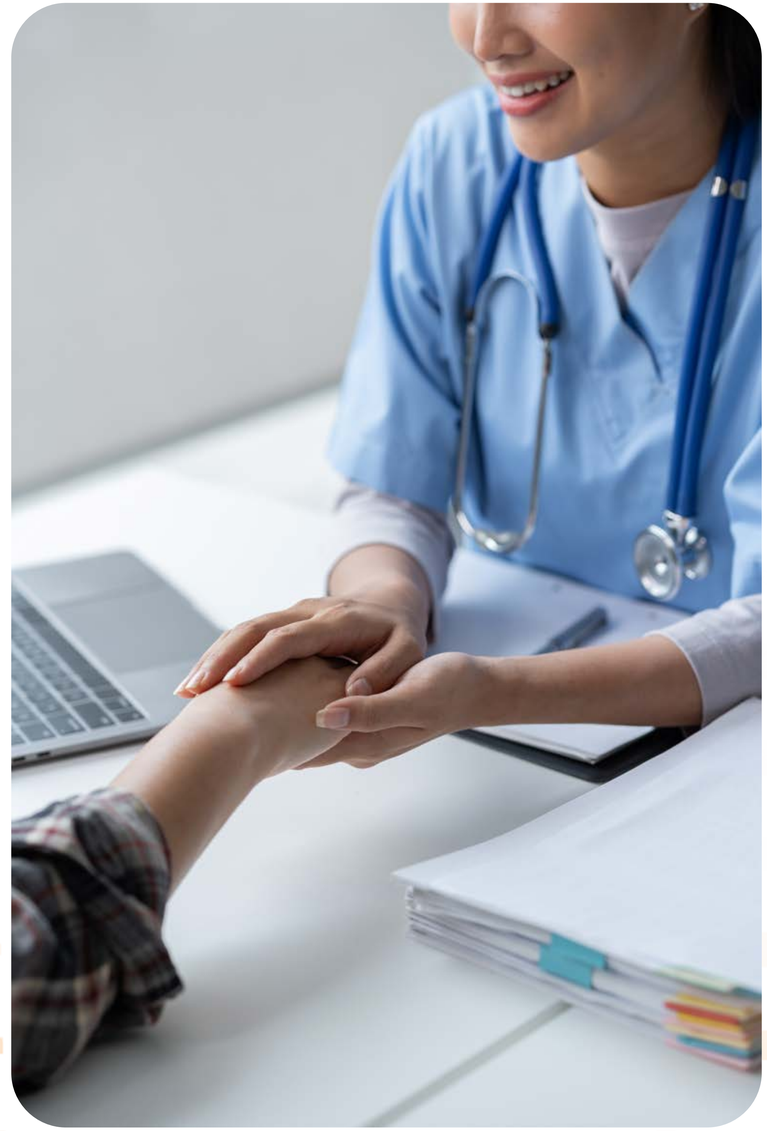
Evaluation and monitoring of the management of self-management operators that administer health care benefit plans.

In compliance with the provisions of CGPAR Resolution No. 36/2022, our technical report on the health care benefit – base year 2024 was assessed by the Board of Directors, Audit Committee, Board of Directors and Fiscal Council, and approved without reservations or notes of corrective measures, given compliance with regulatory demands.

The approved goal plan is composed of three indicators:

- Timeliness of prior authorization from Saúde CAIXA: aims at the quality of service to beneficiaries and compliance with the rules of the National Supplementary Health Agency (ANS).
- Saúde CAIXA user satisfaction: aims to measure the quality of service and the level of satisfaction of the beneficiary with Saúde CAIXA.
- Management of the cost of Saúde CAIXA: aims to ensure the sustainability of the plan and to mitigate financial risks to CAIXA and the beneficiaries of Saúde CAIXA.

The evaluation of the three indicators permeates the pillars of service, keeping the beneficiary as the most relevant pillar of care, observing compliance with the rules set forth by the ANS, class councils and other health regulatory bodies, in addition to the financial pillar, which has as its principle the financial balance and sustainability of Saúde CAIXA.



Innovations and good practices

Improvement of the normative and institutional framework

In compliance with Law No. 13,303/2016 and good corporate governance practices, in 2025, we revised and updated our Bylaws. Among the most relevant updates, the provision that the Executive Board must have at least 1/3 of women in leadership positions stands out, reinforcing the institutional commitment to gender equality, diversity and inclusion in strategic decision-making processes.

This measure favors more plural and qualified decisions, aligned with ESG principles and consolidates our performance as a public institution committed to generating sustainable value for society.

Strengthening business governance and decision-making

We implemented a strategic action aimed at increasing efficiency and agility in doing business: the review of Business Governance.

In September 2025, the Business Collegiates were revised, with relevant advances, aiming at simplifying routines and operational improvements.

These measures resulted in greater clarity of roles, increased decision-making efficiency, reduced complexity and positive impacts on the quality and timeliness of decisions related to business and renegotiations.

The initiative brought business issues even closer to the strategic vision, centered on the customer, reinforcing an agile, efficient and results-oriented performance.

Training and governance culture

To reinforce the culture of governance, the Training Meeting for Managers and Leaders was held, which addressed corporate governance and compliance as transversal competencies. On the occasion, the governance unit answered questions about governance, transparency, compliance and responsibilities of managers, essential topics for the credibility and effectiveness of the institution.

This initiative reinforces the view that governance should permeate all organizational decisions, promoting clarity of responsibilities, accountability, and institutional engagement.

Onboarding Program for Managers

In 2025, we implemented the Onboarding Program for new Officers and members of Advisory Committees, Board Members and the Fiscal Council as a strategic initiative to strengthen corporate governance.

The program aims to expand the understanding of governance agents on the main topics of interest to Caixa, and on the performance of the Vice-Presidencies and Executive Boards, including those linked to the Presidency and the Board of Directors, contributing directly to the qualification of the decision-making process.

The program was structured in a personalized way, according to the mandate of each incoming member. The action has generated positive returns, evidenced by the greater mastery of Caixa's operation, providing more consistent analysis of the agendas, in addition to reducing the maturation time necessary for the full exercise of fiduciary duties, reinforcing the effectiveness and responsibility in the performance of the governance bodies.

Recognition in Governance

In the 2025/2026 fiscal year, we participated in the 7th Cycle of the Governance and Public Policy Indicator (IG-SEST), an instrument of the Secretariat for Coordination and Governance of State-Owned Companies (SEST/MGI) aimed at assessing the maturity of federal state-owned companies in corporate governance, good practices with a focus on innovation and adherence to public policies.

The cycle was marked by the new updated methodology, which expanded the evaluation beyond regulatory compliance, incorporating criteria related to the effectiveness of practices, the ability to deliver public value and alignment with federal public policies, based on the principle of "Practice or Explain", according to which the company must demonstrate the adoption of the evaluated practices or, alternatively, present reasoned justification when not applicable to their institutional reality.

In this context, we obtained results at the highest level of maturity: in the Excellence range, evidencing the institutional advancement of its governance practices, the strengthening of transparency and the consolidation of mechanisms aimed at integrity, innovation and effectiveness in the execution of public policies, reaffirming its strategic role in national development.

Recognition in Transparency

We also highlight the achievement of the Diamond seal in the National Public Transparency Program (PNTP) 2025, which highlights the Company's commitment to the qualified disclosure of information, access to information and the adoption of good accountability practices.

More information on recognitions we obtained throughout the year can be found on page 11 of this report.

ESG partnerships and commitments

In the field of strategic partnerships, we adhere to the ESG20+ Program, aligning ourselves with the 20 Guiding Principles for Sustainable Development. Joining reinforces our commitment to environmental, social and governance practices and positions us as a protagonist in the sustainable finance agenda.

The program encourages collaboration between the public, private and civil society sectors and establishes an action plan with a 20-year horizon.

The content of the program is under public consultation at the address: https://esg20.org/.

Governance of strategy and institutional transformation

In the 2025 strategic cycle — covering formulation, deployment, evaluation, and monitoring — our institutional strategy was reviewed in accordance with Law No. 13,303/2016 through teams dedicated to each of the six strategic pillars: Customer in the Center; Efficiency and Profitability; People, Culture and Agility; Technology and Innovation; Sustainability and Citizenship; and Ecosystem Performance.

The process involved workshops with leaders, internal and external surveys, application of a materiality matrix, qualification of indicators and active participation of the collegiate bodies, including the Board of Directors, ensuring active listening practice and continuous improvement.

As evidence of this engagement, an internal survey conducted in September 2025, with around 13 thousand employees, indicated a high level of identification with our purpose, vision and values, as well as a greater understanding of strategic objectives and commitment to Transformation 2030.

Governance of the CAIXA 2030 Portfolio and BMT

The CAIXA 2030 Portfolio brings together the dynamic set of strategic initiatives that materialize the pillars of the 2025-2030 Institutional Strategic Plan. Initiatives are prioritized based on objective criteria, such as strategic impact, effort, contribution to the goals of the Institutional Strategic Plan (PEI)/Business Plan (PN), cost, duration and interdependencies, and are periodically reviewed to ensure alignment and adaptation to the internal and external context.

To orchestrate the execution of the strategy, we structured the Transformation Management Office (TMO), which integrates strategic governance, project management (PMO) and change management (GMO). This structure ensures transparency, risk mitigation, and a focus on value creation.

The BMT governance model is supported by recurring and complementary corporate forums:

- Pillar Meetings (biweekly): Biweekly instances that bring together leaders and sponsors of the pillars to detail the progress of the initiatives linked to each pillar of the Strategic Plan. In these meetings, status, risks and unlocking needs are discussed, ensuring tactical alignment and engagement of the areas;
- Transformation Management Committee (weekly): executive forum for monitoring value delivery, deliberating on adjustments and prioritization, and addressing critical risks;
- BMT on the Board of Directors (weekly): consolidated presentation of the status of the transformation, strategic indicators and deliberation on initiatives with the greatest impact.

These forums operate with specific governance rites characterized by agility and procedural simplicity, with a cadence different from ordinary routines, forming a cycle of adaptive governance that ensures reasoned, staggered decisions aligned with corporate objectives.

With this set of practices, we consolidate a unique, integrated, and dynamic portfolio of strategic initiatives, reinforcing our corporate governance, our ability to execute, and our commitment to social inclusion, sustainability, efficiency, and excellence in the customer experience, for the benefit of society and stakeholders.

In the exercise, we contributed to the strengthening of governance, transparency and our institutional credibility.

Economic highlights

In the capital markets domain, we achieved international recognition by receiving the "Sustainable Deal of the Year (Financial Institutions)" award from LatinFinance, in recognition of our inaugural US$700 million issuance carried out in 2025. The award highlighted the transaction as a benchmark in the Latin American market, based on criteria such as innovation, social impact, quality of execution, strategic relevance, and alignment with best practices in governance and sustainability. This recognition reinforces our ability to access international markets with transparency, technical rigor, and a focus on social impact, strengthening our institutional reputation and our strategic role as a public bank.

In addition, we received 19 distinctions in economic forecast rankings assessed by the Central Bank, the Ministry of Finance, and Agência Estado. This result demonstrates the technical capability, methodological quality, and credibility of the estimates produced internally, reaffirming our role as a qualified reference in the formulation and monitoring of the national economic outlook.

Innovations in Sustainability

We consolidate our leadership in sustainability through pioneering governance, transparency, and high-impact structuring deliveries.

In the platform axis, we launched the CAIXA Sustainability Assets Platform, a digital ecosystem that connects those who generate sustainability and/or impact assets with those who want to generate socio-environmental impact, ensuring transparency, traceability and integrity. With the use of blockchain and Pix, promoting circular economy, traceability and income generation for waste pickers, with a pilot in partnership with the Ministry of Environment and Climate Change - MMA and planned expansion to carbon credits and other assets.

In sustainable finance, we mobilize significant volumes of resources and innovative solutions: R$ 6.1 billion in the first Eco Invest auction and R$3.5 billion in the second, supporting the restoration of 230 thousand hectares; US$500 million for the digital transformation of states and municipalities; US$400 million for the Ecohab program; and US$741.6 thousand from the Green Climate Fund (GCF) to structure the CAIXA Resilient Cities Program, with an initial potential of R$3 billion in climate investments.

This front also includes initiatives such as the Iterative Benchmark for Low-Carbon Projects (BIPC) for low-carbon housing, electromobility projects, and the CAIXA Carbon Product, which expands the generation and trading of carbon credits, including aggregated projects and innovative tools such as the emissions calculator used at COP30.

In support of governance and sustainable planning, we became the first financial institution to promote the preparation of Voluntary Local Reports (RLVs), supporting Brazilian municipalities and positioning Brazil as a global reference in SDGs.

In terms of digital inclusion, the modernization of the CAIXA Tem app has expanded secure access to banking services, benefiting millions of users across the country with validation via WhatsApp, facial biometrics and digital solutions that reduce the need for face-to-face service, allowing the regularization of the use of the application without the need to go to a CAIXA Branch, an important advance in offering faster, safer and more inclusive digital services.

Innovations in People Management

We adopt corporate governance practices aimed at people management, aligned with the principles of diversity, equity, quality of life and strengthening the organizational climate.

Among the ongoing initiatives, dialogue circles on combating racism and discrimination, supporting parenting and confronting moral and sexual harassment stand out, promoting an inclusive and safe work environment.

In order to strengthen diversity, the 2025 Formal Education Incentives provided for additional points in all incentive systems for women, black, brown or indigenous people, based on registration and self-declared information, according to rules established in the respective notices.

This set of actions also includes the "Whistleblower's Journey" web series, aimed at strengthening the culture of integrity, ethics, and protection against abusive practices, as well as courses and training programs focused on inclusive leadership, gender equity, development of managerial skills, and promotion of quality of life at work, in line with global best practices. In addition to these initiatives, actions aimed at engagement, well-being and valuing diversity are added, with a focus on strengthening the organizational climate.

Additionally, as good people management practices, we have adopted remote work in hybrid and full-time models, with clear criteria, risk mitigation, and encouragement of organizational transformation. In this context, special conditions were implemented, such as reduced working hours and/or mobility, for employees with PwD dependents, contributing to the balance between personal and professional life, engagement, inclusion, efficiency and the strengthening of the organizational culture.

These practices show our commitment to responsible, inclusive corporate governance oriented to the sustainable development of people.

In the context of succession, in July 2025, we published the Management Succession Policy and Plan, reinforcing our commitment to good corporate governance practices and the promotion of diversity, equity, and female leadership in senior management. Based on the statutory provision, the policy establishes guidelines to ensure that at least one third of the Executive Board is composed of women, as provided for in the Bylaws.

The Succession Plan complements these guidelines through concrete actions, such as training and development programs aimed at the executive training of women, especially within the scope of the Succession Program for Managers, ensuring their participation in succession cycles and even enabling the formation of exclusive classes. Such initiatives strengthen gender equity in senior management and contribute to organizational sustainability.

These actions consolidate the pillars of diversity, equity, quality of life, inclusive leadership and a healthy organizational climate, in line with CAIXA's governance principles and with the expectations of the market and society.

Good practices in internal controls

We provide a Whistleblowing Channel so that internal and external audiences can register complaints about illegal acts, including receiving reports on human rights violations.

The whistleblowing channel is hosted in an external and independent environment, and is operated by an external company that guarantees whistleblowers in good faith (employees, customers, users, contractors, partners) transparency, confidentiality, security and suitability in receiving complaints about suspected acts of illegality.

Complaints may report unlawful acts committed by employees and statutory employees occupying any hierarchical position, our representatives, the conglomerate, as well as outsourced companies, suppliers and business partners.

Complaints can be made anonymously, at the option of the whistleblower, and must be related to our activities, about situations with indications of illegality that involve the conduct of our employees.

Complaints can be made using the following means:

Website: **http://www.caixa.gov.br/denuncia e https://canalconfidencial.com.br/caixa/**

Email: **canaldedenunciascaixa@canalconfidencial.com.br**

By phone: **0800 721 07 38**

The whistleblower is offered the guarantee of anonymity and protection to the whistleblower in good faith against any type of retaliation, as provided for in internal rules, in addition to the confidentiality of the information provided.

Any kind of retaliation against an employee who registers a demand in the whistleblowing channel is prohibited, the whistleblower in good faith who suffers retaliation must open a new complaint describing the retaliation suffered so that the appropriate measures can be taken. The complaint of retaliation is received quickly and the investigation carried out by the Office of the Comptroller General of the Union (CGU).

Also, throughout 2025, several actions were carried out by the actors of the Integrity Ecosystem to disseminate the culture of Integrity, and, in all of them, the whistleblowing channel was disclosed.

Good practices in integrity

We reaffirm our commitment to ethics, transparency and corporate governance through the Integrity Program, in line with Law No. 12,846/2013 (Anti-Corruption Law), Law No. 13,303/2016 (State-Owned Companies Law) and the principles of the Internal Controls and Compliance Policy.

The Program brings together mechanisms and procedures aimed at preventing, detecting and combating corruption and other illicit acts, consolidating policies, protocols and actions that guide the conduct of managers, employees, partners and suppliers, promoting an ethical and safe corporate environment.

Among the Program's main protocols and initiatives, the following stand out:

- Institutional campaigns and educational actions: Promotion of a culture of integrity through initiatives such as the "Integrity Week" and the campaign "Integrity, this line does not cross", with the active sponsorship of senior management, aimed at preventing harassment, discrimination and fraud.
- Strengthening of the Whistleblowing Channel: Independent platform, with guaranteed anonymity and whistleblower protection.
- Integrity Due Diligence (DDI): Assessment of integrity risks in direct hiring, sponsorships, and donations, aiming to mitigate integrity risk and strengthen corporate integrity.
- Integrity contractual clauses: Requirements for third parties and suppliers, encouraging ethical and sustainable practices.
- Integrity background check: Evaluation to support nominations and designations to strategic positions, ensuring security and compliance with legislation, without prejudice to meritocracy.
- Indicators and monitoring: Inclusion of the "Seal of Integrity" in the performance evaluation of CAIXA units.

These actions reinforce our commitment to the dissemination of good management practices, sustainability and protection of human rights, contributing to a responsible relationship with companies that adopt anti-corruption and integrity systems. The Integrity Program highlights the Institution's commitment to combating involvement in illegal acts, irregularities, whether actively or passively, and contributes to ensuring transparency, ethics and trust in all operations of our Conglomerate.

Good practices in auditing

Our Internal Audit acts as an essential pillar for corporate governance, ensuring transparency, integrity and compliance in our processes.

In line with the best practices in the market and the guidelines of regulatory agencies, the unit has invested in initiatives that reinforce credibility and operational efficiency.

Among the main good practices, the following stand out:

- Adoption of risk-based methodologies: Prioritizing strategic areas and critical processes, ensuring greater effectiveness in risk mitigation.
- Compliance with international standards: Compliance with the standards of the Institute of Internal Auditors (IIA), strengthening the quality and independence of evaluations.
- Continuous training: Training and updating programs for auditors, ensuring technical knowledge and adherence to regulatory innovations.

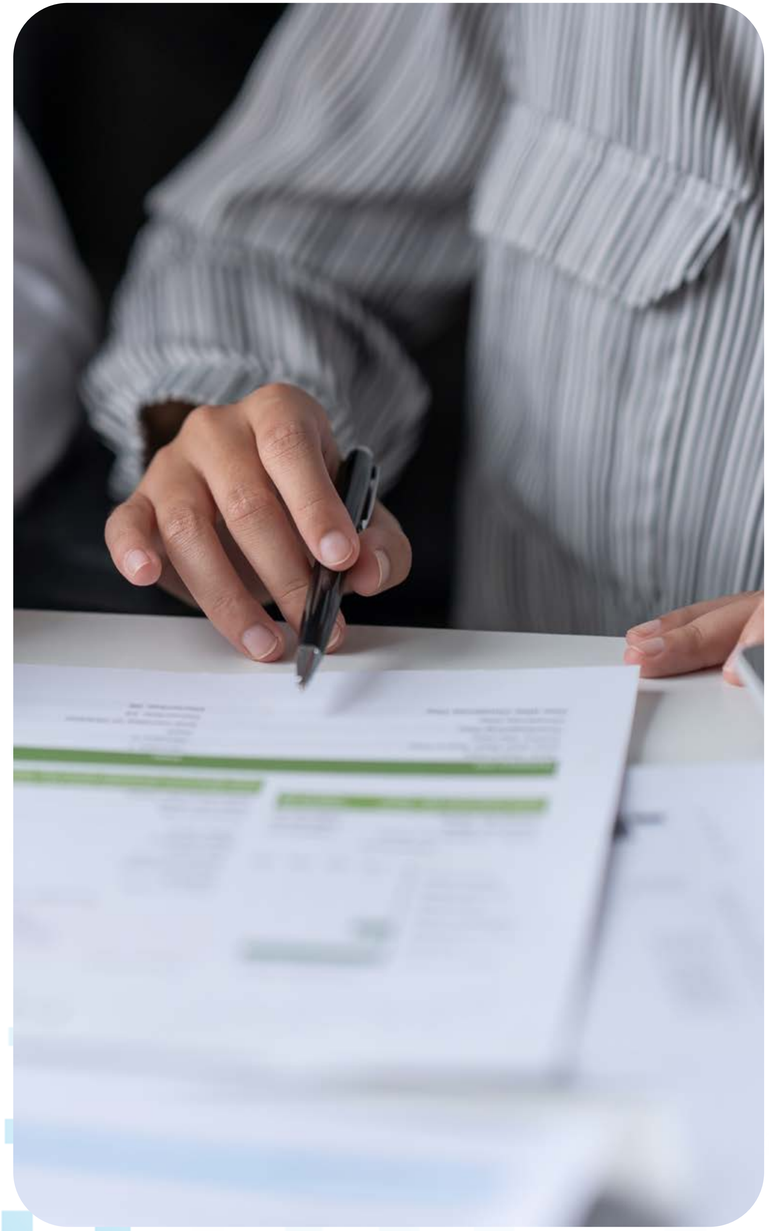
In the area of innovations, Internal Audit has advanced with:

- Use of data analysis and artificial intelligence tools: Application of data mining techniques to identify patterns and indications of inconsistencies, expanding preventive capacity.
- Test automation and continuous monitoring: Reduced time and increased accuracy in checks, allowing for more agile responses.
- Integration with corporate systems: Ensuring greater traceability and reliability of the audited information.

Our Internal Audit has achieved IA-CM (Internal Audit Capability Model) level 3 certification, an international recognition that attests to the maturity and excellence of the internal audit function, making CAIXA the first Financial Institution to reach this level of maturity.

This milestone reinforces our commitment to robust governance practices and the continuous improvement of its processes. These practices and achievements consolidate us as a reference in the financial sector, strengthening society's confidence and reaffirming its strategic role in public management.

We also have an independent audit, essential to strengthen the transparency and credibility of organizations, it reinforces governance and ensures the integrity of the information that supports the institution's strategic decisions. Our independent auditor is Mr. André Dala Pola - apola@kpmg.com.br - (61) 3362-3701.



Comments from Management

We present this Annual Public Policy Letter as an expression of the Company's institutional commitment to the public interest, sound governance, and the generation of economic and social value for Brazil. This document reflects CAIXA's performance in the 2025 fiscal year, within a challenging context marked by continuous progress and achievements, reaffirming the Company's collective interest and its purpose of transforming people's lives through agility, efficiency, and a customer-centric approach.

Throughout the year, the Board of Directors oversaw the execution of the institutional strategy, the results achieved, and the strengthening of corporate governance, ensuring that strategic decisions considered long-term impacts on society, the environment, and the Company's sustainability. Notable progress was made in governance, transparency, integrity, and risk management, as recognized by external assessments and the maturation of internal processes.

The CAIXA 2030 Strategy, structured around pillars that balance efficiency, innovation, customer centricity, sustainability, and ecosystem-based operations, guided the Company's strategic decisions and investments.

The results achieved in 2025 reflect a continuous process of strengthening CAIXA's role as an implementing agent of public policies and demonstrate the balance between its public mission and institutional sustainability. CAIXA recorded a record recurring net income of R$15.5 billion, representing a 10.4% increase compared to the previous fiscal year, with a recurring return on equity (ROE) of 10.7%. The expansion of the credit portfolio, which reached R$1.378 trillion, with emphasis on housing finance, reinforces the Institution's relevance in financing development and promoting access to housing.

CAIXA's operations go beyond a strictly market-driven approach, being directly linked to its corporate purpose by contributing to the implementation of State public policies and to preserving the Country's capacity to design and implement strategic instruments for development, social cohesion, and the reduction of inequalities.

In 2025, this performance translated into concrete results, with the execution of more than 416 million social benefit payments, totaling R$418 billion and reaching approximately 71 million beneficiaries across the country. CAIXA was responsible for the operational execution of key income transfer, worker protection, education, and housing programs, ensuring nationwide reach, efficiency, oversight, and access through its service network and digital platforms, particularly CAIXA Tem. These figures demonstrate the Institution's capacity to translate government guidelines into effective social impact.

This Annual Letter of Public Policies consolidates CAIXA's main results, initiatives, and outlook for the 2025 fiscal year and reaffirms the Institution's commitment to the responsible, efficient, and transparent execution of the public policies under its responsibility.

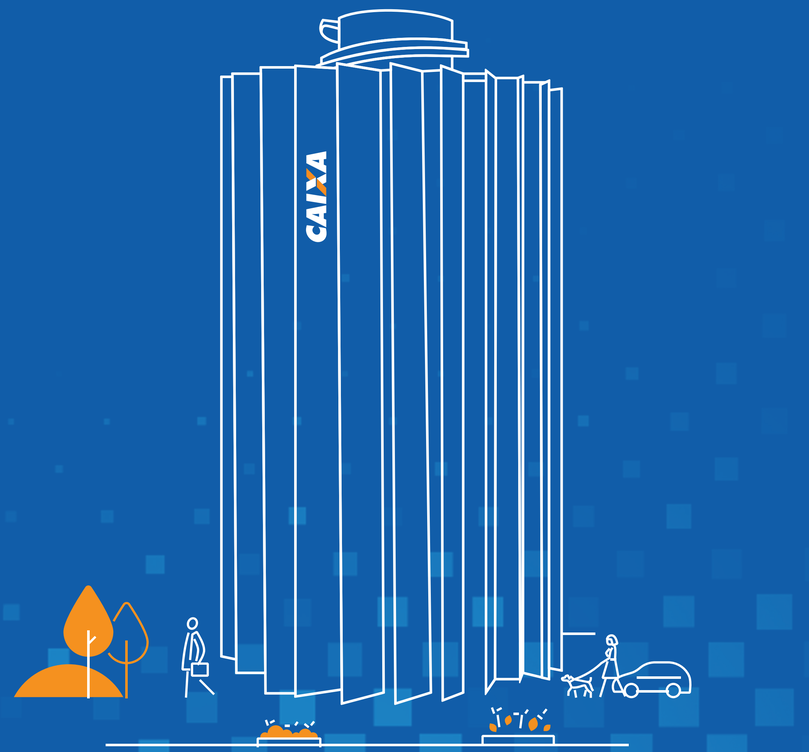
This Board acknowledges the efforts of Management, the technical staff, and all CAIXA employees in conducting their activities with responsibility, professionalism, and a commitment to Brazilian society.

By endorsing this document, we reiterate our conviction that CAIXA will continue to play an essential role in the Country's development, transforming public policies into tangible results for Brazilian society, and reaffirm the Board of Directors' commitment to strategic oversight, sustainable value creation, and the ongoing strengthening of CAIXA as an instrument for economic, social, and environmental development, in service of the State and society.

CAIXA Board of Directors

For the preparation of this document, information from 2025 made available by the current management and contained in the Company's internal controls and reports was used.

More information about the Board of Directors can be found at:
https://ri.caixa.gov.br/conselho/



CAIXA