

3Q25 Results | Transcript

Gustavo Lopes Rodrigues (Investor Relations Officer)

Hello! Good morning, everyone! My name is Gustavo, and it is a pleasure to have you joining us for our third quarter of 2025 earnings video conference. As always, Milton will walk you through our performance, and afterwards we'll open the floor for a Q&A session, where analysts and investors will be able to interact directly with us.

Before handing over to Milton, I would like to share a few instructions to help you make the most of today's event.

For those accessing this video conference via our website, there are three audio options available on your screen: the entire content in Portuguese, the entire content in English, or the original audio. The first two options offer simultaneous translation. To select your preferred option, simply click on the flag icon in the upper left corner of your screen.

Questions can also be submitted via WhatsApp to the number displayed on your screen. Today's presentation is available for download on the hot site and, as always, on our Investor Relations website.

With that, I'll now hand over to Milton, and I'll see you again shortly for the Q&A session.

Milton, over to you!

Milton Maluhy Filho (CEO)

Good morning, everyone! Welcome! It is a pleasure to be here with you once again to present our third quarter 2025 results. Thank you, Gustavo! In a moment, I will join Gustavo and Gabriel for our Q&A session.

The objective of this presentation, as always, is to share with you an executive and objective overview so that we have quality time for discussion afterwards. I believe it is important to have a Q&A session with adequate time and depth.

Let's move on to the numbers. I will begin with the main highlights. I will cover results, ROE, Capital, Services and Insurance, the Loan Portfolio, and long-term delinquency.

The first highlight is that we closed the quarter with very strong net income: R\$11.9 billion, representing growth of 3.2% compared to the second quarter of 2025 and 11.3% compared to the third quarter of 2024. Therefore, we continue to expand our bottom line.

Just as important as the bottom line is profitability. On a consolidated basis, our ROE reached 23.3%, and in Brazil ROE was 24.2%, so we posted a profitability expansion compared to the previous quarter. But what I always like to emphasize – and we include this in the footnotes for you – is the capital adjustment. As you saw on the first slide, in terms of capital, we closed the quarter at 13.5% of CET1. Adjusting the capital for our Board's approved risk appetite or to the CET1 level we have seen in the market, we are running at 25.4% ROE on a consolidated basis, and in Brazil at 26.7% for the period. This is a very strong profitability level, reaching almost 27% of ROE in Brazil.

How did we achieve this result? First, capital showed significant expansion in the quarter, with growth of 40 basis points. Compared to September 2024, we saw a slight decrease, but it is important to remember that we had a relevant additional dividend distribution this year.

Moving on to services and insurance: this was a very solid and strong quarter for this line, which grew by 4.0% in the quarter and 7.1% year-over-year.

Regarding the loan portfolio, we closed the quarter at R\$1.4 trillion, a growth of 0.9% compared to June and a 6.4% growth year-over-year. Excluding the FX impact, the portfolio grew by 1.7% in the quarter and 7.5% year-over-year.

Another highlight is delinquency. We have been able to grow the loan portfolio with high quality credit and with very well-controlled delinquency levels. Here, I am highlighting long-term delinquency, but you will see that the portfolio remains very well-behaved in any credit indicator such as cost of credit, stages, coverage, short- and long-term delinquency.

I would like to highlight the growth in our loan book. Let me start by focusing on the individual segment. We grew by 1.0% quarter over quarter and 6.5% year-over-year, and in this table, we present a breakdown of the segment. I would like to highlight mortgage loans, which grew by 2.0% in the quarter and 15.2% year-over-year. In the first nine months of this year, we originated R\$24 billion in mortgage loans, a 24% year-over-year increase. Our market share among private banks is 47% in this product, which is highly relevant for client relationships and for our long-term vision. Structurally, we have a higher savings balance among private banks, which also allows us to deliver long-term value to our clients.

Regarding the quality of the individual's portfolio growth, focusing first on credit cards, we grew by 4.3% in the quarter. The consolidated growth was 0.8%, but when we look at the mid- and high-income segments, we posted a significant growth, of nearly 24% year-over-year.

In personal loans, we posted a 1.4% growth, but it is important to break down this line. It is composed of consumer credit, which grew by 3.1% in the quarter and 9.6% year-over-year; revolving credit, which grew by 5% in the quarter and 15% year-over-year; and refinancing credit, which is the portfolio we aim to reduce, which declined by 3.4% in the quarter and 12.4% year-over-year. This shows that, beyond simply looking at aggregate performance, it is important to analyze the breakdown within each line we disclose.

In payroll loans, the highlight is the strong growth in private sector, up by 9.5% in the quarter and also up by 9.5% year-over-year. The public sector portfolio posted a slight decrease, and for INSS beneficiaries, which are the Retirees, the main effect comes from the interest rate cap implemented some time ago. We are currently facing our highest funding costs, which has led us to reduce origination in some channels, especially through banking correspondents. Today, most of our production is already being done through our own channels, and we have stopped operating in some segments due to low spreads and low returns.

Moving to the SMEs' loan portfolio, it was up by 1.1% in the quarter and up by 7.5% year-over-year. In Brazil, the portfolio grew by 1.2% in the quarter and 7.8% year-over-year, and the total portfolio grew by 6.4% year-over-year. Here, we present the breakdown excluding the FX impact. For SMEs, growth would have been 8% year-over-year. For large companies, nearly 10% year-over-year, and in Latin America, 4.5%. The total portfolio grew by 6.4% year-over-year and would have grown by 7.5% excluding the FX impact.

The highlight in SMEs is the government programs, which posted a growth of 10.9% in the quarter, a very solid result. When we look at the year-over-year performance, growth was over 110%. I would like to emphasize that this is a portfolio that is growing significantly, but with high quality.

We have been originating through these lines with shorter grace periods, of under 12 months, while we have seen the market originating with longer grace periods, closer to 24 months. Therefore, there is a difference in approach, but again, each organization or each bank has its own strategy; I am only highlighting how we have been doing business.

Moving on to margins, I will focus first on NII with clients. I would like to draw your attention to the fact that, considering the effect of working capital, the NII grew by 0.5% in the quarter, or R\$200 million. Average volume, product mix, and spreads had very minor effects. Additionally, there was a calendar effect – we know that this quarter had more calendar and working days, with five additional working days and one extra calendar day, which impacts liabilities and assets differently in the way we disclose the managerial results.

In the ‘Latin America and others’ line, we consider wholesale bank structured operations, and this is where we always expect some volatility. I would like to highlight that the previous quarter was very strong in terms of margin. We had already mentioned that it was an exceptional quarter, so it is natural that we see a smaller effect of these structured operations when comparing quarter-over-quarter. It is important to emphasize that in the year-over-year comparison, which is perhaps the best indicator to analyze our ability to generate NII with clients, we posted robust growth of 13.4%.

Moving on to NIM, first on a consolidated basis, we see a slight decrease – nothing to be concerned about, NIM is very much in line with what we posted in the first quarter of 2025. As I mentioned, the previous quarter was exceptional. The risk-adjusted NIM also performed this way. The risk-adjusted NIM was still higher than in the first quarter, but slightly lower than in the second quarter, with a minor variation.

For the annualized average margin in Brazil, this effect is even clearer: we posted significant NIM growth in Brazil – 9.5% in 3Q24, 9.3% in 4Q24, 9.8% in 1Q25, and 10% in 2Q25 – which was when I emphasized that it had been an exceptional quarter. Now, we have returned to a very high level of 9.8%, exactly the same NIM as in the first quarter of 2025. The risk-adjusted NIM reached 6.7%, which is even better than the NIM posted in the first quarter of 2025, but showing a slight decrease quarter-over-quarter. This demonstrates the strength and quality of our NII with clients.

Now, regarding NII with the market: although the numbers may appear very stable, we know this is the hardest line to estimate in our budget exercise, given the inherent volatility behind these figures.

What did we highlight at the beginning of the year? First, we provided guidance indicating that NII with the market would be between R\$1 billion and R\$3 billion for the year. The main effect, as I mentioned previously, is that the capital index hedge costs would increase throughout the quarters. This was the only number we could be more certain about when we disclosed the 2025 guidance. And it is evident when we look at the accumulated results: we delivered R\$3.5 billion in market NII for the first nine months of 2024, and the capital index hedge cost was of R\$900 million. In the first nine months of 2025, market NII was R\$2.7 billion, down from R\$3.5 billion, but the main effect was the cost for hedging the capital index which doubled in the period.

So, in fact, we have performed very well. Our NII with the market is very strong, very stable, with a high alpha generation and a very accurate transfer price that avoids transfers between NII with clients and with the market. Our disclosures have been very transparent, and in respect with that, I will mention an update in our 2025 guidance: the only line that we will adjust is NII with the market, for obvious reasons – it is a mechanical adjustment, a small one. I will address this at the end of this presentation.

Moving on to commissions, fees and results from insurance, I would like to make a few highlights. The first one is in the payments and collections revenues, which grew by 3.7% in the quarter and 8.0% compared to the third quarter of 2024. For the nine-month period, growth was 6.1%.

What is the main highlight? We no longer refer to Rede as a separate acquiring business or company, as Rede is fully integrated into our operations. Nevertheless, we believe it is important to highlight the total transaction volume, which reached R\$258 billion – an important increase of 6.6% in the quarter. This demonstrates our ability to integrate businesses and focus on client profitability. The total transaction volume grew by 12.8% year-over-year.

Another highlight is the revenue from Advisory services and Brokerage, which posted a significant growth of 33.7% in the quarter, but a decline when comparing the accumulated results for the nine-month period. I remind you that last year was by far our best year in DCM, so there is a market volume effect. Our market share demonstrates that we continue to present a very solid performance. We are leaders in fixed income origination and distribution, with a 25% market share – in other words, one quarter of the market passes through the bank, and we have originated R\$91 billion over the nine-month period.

Another very relevant highlight is what we have been able to achieve year after year in our insurance business. We posted sound growth of 5.7% quarter-over-quarter and 17.8% year-over-year. Results for the first nine months were up by 17.1%. This growth is well distributed between earned premiums, which were up by 14%, and the recurring result (up by 17.3%). This performance has been very important for the bank's value creation, for expanding profitability, and for generating value across all our business channels. I am deeply pleased and satisfied with the evolution of our insurance business.

Now, regarding asset quality, I will be objective in my remarks, because as you will see in the credit indicators, the level of stability in our portfolio is truly impressive. Short-term delinquency is very well controlled. I will focus on these figures when discussing large corporate performance in the next slide. Actually, to make it easier for you, let me zoom in on this information. In Brazil, for short-term delinquency, you can see that the 15 to 90 days NPL for individuals remained absolutely stable, as did it for the SMEs' portfolio. There was an increase in this indicator for large corporates, but this is a specific case, of a client that has been in stage 3 for many quarters, with more than adequate provisions, and we felt that it was time to let it move into delinquency and follow the regular flow.

That is why I always say I do not like to track this indicator for large corporates. It has no correlation to either the cost of credit or the balance sheet effects. You will see that it has no impact on stage coverage, on migration between stages, nor on the cost of credit. So, it is only a representation of a client that was already properly provisioned in stage 3 and moved into delinquency—there is no cause for concern here. Again, this is a specific client.

For long-term delinquency, which does not have this impact, you will note that there is great stability in the NPL indicators for Brazil, for Latin America and considering all regions. When we break down the Brazilian operation by individuals, SMEs, and large corporate, we also see great stability. We have been able to grow with high quality within our strategy, maintaining a portfolio with a truly impressive level of provision and high quality. We have followed the asset quality indicators released for each industry, and when we compare our performance for each product against the industry figures, we note that we have performed much better than the market in terms of delinquency. In fact, in several products, we have seen significant increases in long-term delinquency, while NPL in our portfolio remains very stable. We do not usually disclose our delinquency rate breakdown by product, but I can assure you that, in addition to being at a much lower level than has been reported by industry, we continue to operate with great stability, while we have seen delinquency accelerate in the industry, especially the long-term delinquency. Once again, I emphasize our long-term vision, our capital allocation at the right price, and our daily and active risk management. And I believe the results speak for themselves.

Moving on to the stages, I will go straight to the portfolio and coverage in Stage 2, where you will note remarkable stability. Any volatility, given the size of our portfolio, does not generate or produce any material impact. Therefore, everything is within expectations, with no points of concern—and the same applies to Stage 3. If you look at both the portfolio in Stage 3 and the coverage in Stage 3, you will also see only very marginal variations.

It is clear that this flow is dynamic, because we do not migrate exposures to stages based solely on delinquency. Delinquency is one variable. As I showed you when we disclosed the implementation of Resolution 4,966, if you add up the nonperforming portfolios overdue by more than 90 days and compare it to the portfolios in the stages, the numbers are quite different because we look at prospective risk. In this way, migrations due to asset quality deterioration are adjusted well before the client actually becomes delinquent. This is the case for large corporates; for example, as I mentioned earlier regarding this specific client that has been in Stage 3 for many quarters with a performing loan. So, I believe that this proactive and forward-looking dynamic is very important when managing our balance sheet. Our performance reflects this.

Now I will briefly address two topics: the renegotiated portfolio and the cost of credit. I will first comment on the renegotiated portfolio. If you look at the credit-only portfolio, it continues to decline in what we call the renegotiated portfolio. We break down what refers to the restructured portfolio and what refers to the renegotiated portfolio, but the most important thing is that the ratio of the renegotiated portfolio over the loan book continues to fall – in other words, the nominal value is declining even though the loan book is growing.

I believe that at some point we will reach an inflection, and we may even see the nominal values rise. That's why it's important to analyze the ratio, to compare nominal values over the portfolio that has been growing over all these quarters.

On the right-hand side, we present the figures considering 4,966 Resolution, which considers credit and securities. The story is the same. The amounts are higher because in this view we include securities, but we also see nominal declines over the period. And the ratio also shows a very healthy performance, even better than in the credit-only view. This shows the high quality and strength of our portfolio.

The cost of credit has been flat. We have been delivering a very consistent cost of credit, and in relative terms, we also have a very solid result. When we look at the figures for the nine months, despite the increase from R\$25.9 billion to R\$ 27.2 billion, the ratio fell from 2.7% to 2.6%. Even though we see industry indicators deteriorating, our portfolios have been performing very well. I believe that risk management is our competitive advantage and it's something we strongly believe in.

Changing gears to opex, we posted an increase in non-interest expenses in Brazil of 4.5% in the quarter. Remember that this is a quarter that, historically, is pressured by the union agreement and wage raises. We also have a volume effect, with the operation performing very well. So, this is what we call "good cholesterol," especially when we talk about volumes.

The first nine months year-over-year growth in Brazil was 8.5%, and 8.9% on a consolidated basis, including Latin America. All of this is absolutely in line with our expectations, which is the most important thing. It was what we expected, with the significant investments being made in the operation, with a strong focus on topline generation, and all of this is ultimately reflected in the efficiency ratio.

It is not just about cost for the sake of cost. At the beginning of next year, I will share with you a very transparent view on costs for the future. But the most important thing is to look at the trend. We closed the Efficiency Ratio for this nine-month period at 36.9% in Brazil and at 38.8% on a consolidated basis. I remind you this is the lowest ratio in the industry when compared to universal banks peers.

In the calculation of this ratio, we include all the bank's expenses and do not leave any negative effects out of the indicator, so that the number is very consistent and transparent for the market. So, I believe this is a very relevant performance.

If we look at the figures from 2019 to 2025, the path has been very healthy for the bank's operational leverage and efficiency.

Next, let's talk about capital. First, just to clarify, we started the quarter at CET1 of 13.1%. As we can see, profit generation in the quarter was very strong, with a positive contribution to capital of 80 basis points. As I mentioned, we are running with a profitability level of nearly 27% in Brazil.

Interest on capital provisioned and IoC maximization results in a payout slightly above 30%, and leads to a capital consumption of about 40 basis points. This is already included in the ratio. Next, we see risk-weighted assets consumes 20 basis points, and finally, we have other prudential and equity adjustments that are practically flat. All in all, CET1 moved from 13.1% to 13.5% in the quarter.

We add AT1 to the CET1 and we reached a Tier 1 Capital Ratio of 14.8% in September 2025. It's interesting to note that we no longer have any perpetual instruments issued in foreign currency. In other words, 100% of our AT1 instruments are issued in Brazilian reais, at a much more competitive cost. So, this liability management we carried out was very important for the bank's capital management.

Finally, as I have already mentioned, the only line to be updated in the 2025 guidance is market NII. It is a minor adjustment. We originally expected between R\$1 and R\$3 billion for this line, and that was our best expectation. It is great that we performed better than we expected, and given that we only have a couple of months account for, we are updating our market NII

expectation and narrowing the range. Thus, our best expectation for market NII is between R\$3 and R\$3.5 billion.

So, this table consolidates 2025 guidance: except for the market NII, every other line has been reaffirmed, which demonstrates our ability to consistently predict results for the year and share them with you at the beginning of the year.

Of course, volatility is expected throughout the year; in the loan book we have the FX impact, so this is always something difficult to project. But the fact is that we have very solid discipline and transparency, and a high degree of predictability. I believe the most important thing is to have predictive capacity, to be able to forecast and manage with a long-term vision.

With that, I will conclude my presentation. I would like to thank you once again for your participation. Now, I will join Gustavo and Gabriel for the Q&A session. This was another solid and consistent quarter, with very high profitability and strong results. Most importantly, behind these numbers is all the transformation the bank has been undergoing for many years. We are at a very advanced stage, both in digital and cultural transformation and, above all, as a universal organization.

I believe the strength of Itaú Unibanco is being this universal bank, striving to be a leader in every segment in which we operate. And we have managed to be leaders in several of them, as I always say. We have a very balanced portfolio, with solid and consistent results in both wholesale and retail businesses, which have been decisive for value creation.

And most importantly, we are a 100% client-centric organization. All of our NPS and quality indicators have advanced materially. At the end of the day, the result is a consequence of a solid, strong franchise, with a client-centric and long-term vision.

We do not make decisions to maximize in the short term, nor do we grow the portfolio at the wrong price. We must maintain strong discipline in capital allocation and returns, and naturally, the results come in the long run.

That is what I wanted to share with you. I will now join the others for the Q&A session. See you shortly.

Q&A

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you for the presentation, Milton. We're back now, live from our studio with Milton and Gabriel for the Q&A session. Before we begin, I'd like to remind everyone that this session is bilingual—we'll respond to questions in the language in which they are asked. For those who needs translation support, our platform still offers the option to choose audio in Portuguese, English, or the original language. Additionally, you can send your questions via WhatsApp using the number displayed on the screen.

With that, let's go to the first question, which comes from Bernardo Guttmann from XP. Bernardo, good morning!

Bernardo Guttmann (XP)

Good morning, Gustavo, Milton, and Gabriel. Thanks for taking my question, and congratulations on the results. We're approaching the end of the year, and the bank is likely entering the budget discussion phase for 2026. The macro scenario remains mixed – economic activity is still solid, but interest rates are high for longer and the credit market is more selective. I'd like to understand how this context factors into the bank's strategic decisions for next year, especially in terms of portfolio growth, efficiency, and capital allocation. Itaú i has reached a turning point in the cycle with discipline and profitability, but perhaps now the challenge is to balance growing in an efficient, calibrated way in an environment that still demands caution. How does management view this balance today? Thank you.

Milton Maluhy Filho (CEO)

Well, first of all, thank you, Bernardo, for your kind words, and thank you for participating in our results conference call. Let me start by saying that I'll try to be very disciplined today in not giving an early preview of our 2026 guidance. First, because we're still in the process of building the numbers – I'd say we're in a more advanced stage, but there are still some steps to complete before we finish the work. But directionally, indeed, we have been finding opportunities to grow. I think that regardless of the scenario – and as you rightly pointed out, it's a scenario that has its challenges – the challenge here stems much more from uncertainty than certainty. So it's difficult to have absolute convictions in an uncertain scenario. However, a few elements are important. First, opportunities do exist. We will continue strengthening our franchises in all those segments in which we aim to grow with quality and with a long-term portfolio management view. Our ability to react today is much greater than it was at any other point in time. So, I can guarantee that we will enter 2026 with an extremely robust balance sheet, very well provisioned, strong capacity, a solid capital base, and very favorable momentum – all of which are a big help. Thus, our ability to react, whatever the scenario – be it more adverse or more positive – is enormous. This is important because in the past, with legacy systems, you would make certain credit and risk decisions and it would take some time for those to be implemented in production due to longer implementation cycles. With all the modernization the bank has undertaken, today these decisions are made daily and implemented immediately. So any need to react – we react the same day; we don't need to wait 24 hours to react, and that's very important.

Our guidance will represent the best information available at the time I present the guidance to you at the beginning of next year. But obviously, guidance is not set in stone. We like to give the market a high degree of predictability – I think we’ve managed to be quite predictable over the years, showing a lot of consistency in our guidances and very good execution discipline. But guidance is just the best information available at the time of disclosure. Now, always remember that depending on the year – and in a year with more challenges – reactions may differ from what was originally planned. So any course corrections, in either direction, we will communicate as soon as the information is available.

I remain optimistic in the sense that there are many opportunities. We talked a lot about this on Itaú Day – we gave a lot of information on how we are rethinking our businesses going forward. Clearly, some businesses are more mature and others have great opportunities. But again, it’s the strength of the whole that gives us a lot of confidence to continue growing – growing with quality, with disciplined capital allocation, and delivering good returns to shareholders.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Bernardo. Now let’s move on to the second question, which comes from Renato Meloni from Autonomous. Renato, good morning. Thank you for being here.

Renato Meloni (Autonomous)

Good morning, everyone. Congratulations on the results, and thank you for the opportunity to ask a question. I’d like to explore the small business segment a bit with you. Since the end of last year, you’ve been growing quite a lot in this segment, especially through the government-sponsored credit lines. So I’d like to understand a bit how you view the growth trajectory there – can it continue at the same pace, or will you start to encounter some limitations, whether external (perhaps due to government budget limits) or internal in terms of risk appetite or addressable market? Also, how do you see the trajectory of NPLs as the grace periods on these loans expire? Thank you.

Milton Maluhy Filho (CEO)

Hi Renato, how are you? Thanks for the opening remarks – it’s good to have you here with us. Thank you for your report as well. All of us were up last night reading your reports, so we appreciate the materials you published.

I’d say the following: we remain very confident in our vision for companies, especially in the retail segment. We indeed managed to set an important growth pace, particularly with the government-sponsored programs, growing with a lot of quality and managing the allocation in these programs well – choosing the right client and the right way to grow, all within a unified value proposition. I think we’ve managed to assume an important leadership role from the start of these programs, and we have learned to manage them in a very smart and dynamic way.

Of course, each program is different. Take Pronampe – we’ve heard a lot about making the Pronampe program permanent; it plays a very important role, especially for these smaller clients. And the FGI (Credit Guarantee Fund) has an upcoming budget discussion regarding its future size – remember that it had a “change return”, as we say in the market. We took advantage of the first-loss piece that was available and saw there was room to leverage more. This returned roughly R\$100 billion to the market. So it was a very important process, and how

it continues will depend a lot on the government's allocation of resources. Among all the lines being allocated, this is one of the most efficient, because it generates leverage and a multiplier on the first-loss tranche, allowing us to serve a very large number of clients and companies through these programs.

Now, looking ahead, our operation doesn't depend on these programs. We have always had the ability to grow in this segment, growing with a lot of quality and always delivering the best product to the client. If that product is a government-sponsored one, that's what we'll offer – we'll meet the client's needs across the board. But more important is our cross-sell capability, our ability to generate transaction flow and primary banking relationships. This franchise has been very solid, with a very high level of profitability over the past years – we've talked a lot about that – and we continue to see room to grow going forward. Again, to grow with quality, without losing discipline in capital allocation, value creation, and especially by doing so at the right price. So we continue to see good opportunities in Retail SMEs (the retail business for legal entities).

One relevant point I'd highlight is the role of EMPs – our platform that is 100% powered by GenAI and has been in the market for some time. We went through an important evolution process with this platform, and from now on it will play a predominant role in our strategy. We never labeled it a "growth avenue" as such; rather, we were engaged in an important process of evolving the platform, learning, and continuously improving to deliver a flawless experience. I think we're reaching such a good level of maturity that this platform EMPs will assume a new role in our retail BUPJ strategy from here on. It will enable us to serve clients in a fully digital manner, very effectively and efficiently, with highly mature models that have already evolved in how we engage these clients.

So EMPs will take on a leading role in the Retail SME strategy going forward. We'll be able to discuss these developments over the coming quarters, for sure.

Gustavo Lopes Rodrigues (Investor Relations Officer)

All right. Now on to the third question. We have Gustavo Schroden from Citi. Gustavo, please go ahead with your question.

Gustavo Schroden (Citi)

Good morning, everyone. Thanks for the time and congratulations on the results – the consistency is really impressive. Milton, I'd like to hear a bit from you about the NIM with clients. I'll call what we saw this quarter a stabilization, vis-à-vis the dynamics we had been seeing – especially since the first quarter of 2025, when we were experiencing expansion. We saw here a couple of factors impacting the client margin, mainly on spreads and liability margin contributing negatively, and also the Latin America business. I'd like to understand: is the current level of NIM (annualized average net interest margin) with clients a reasonable level for us to work with going forward? Or do you think there were any one-off factors in the third quarter that interrupted that previous growth trajectory and led to a sort of plateau? I'm trying to understand if the margin has already expanded so much – we're talking about points above last year – so is there more room for expansion, or do you think the bank has reached a NIM level from which it will be more stable going forward? Thank you.

Milton Maluhy Filho (CEO)

Well, thank you, Gustavo – it's good to see you here at our results conference. I'll give two parts to my answer. The first part relates to this quarter's client's margin. I think it's worth clarifying a few points. Last quarter, you might recall, I talked a lot about how we had a very strong NIM and a large expansion, and that our NIM had jumped significantly when you compared the effect from the second to the third quarter. From the first to the second quarter, that very large jump has a few explanations, especially as we look at the third quarter now.

The first factor is that last quarter there was a significant increase in the credit card financing portfolio. This basically creates a bit of seasonality – more due to a calendar effect than anything else. So that effect boosted NIM and NII (the financial margin with clients) last quarter.

A second factor is that given the level of profitability we have today and the margin level we've been operating at – and you correctly noted the expansion we've had – we notice that some operations become more apparent; their volatility is a bit higher, more noticeable. So last quarter, we had the early recognition of results from some structured wholesale operations that, all else equal, would likely have occurred in the third and fourth quarters. This ended up also lifting the NIM to that level. There was a mismatch that accelerated NIM last quarter – had those results been recognized this quarter, they would have smoothed the trend.

Next, there's the issue of interest rate caps. These caps are important, especially for two portfolios: the INSS payroll loan portfolio and the overdraft portfolio. It also affects credit cards. Given that interest rates are structurally higher and funding costs are higher, this creates an effect on these products that have rate caps – it compresses the margin when that happens.

And the fourth factor – I promise this is the last – is the effect of FLEX. FLEX is how we account for our merchant credit receivables prepayment product at Rede. For several quarters I've mentioned that in the client margin we include the results of RAV from Rede and the funding cost of FLEX. The MDR result and the revenue from receivables prepayment *excluding* the funding cost are recorded under fee income. In the past this separation made sense, but the operations have become so significant that – at the beginning of next year – I'll bring you some revisions in how we present results in the managerial income statement and MD&A. We're going to make some changes – and this is one of them – but I will be very transparent about what the changes are and, more importantly, show what 2025 would look like on a comparable basis so you don't lose any reference points.

Now, with the increase in funding costs and the increased penetration of the FLEX product, it also had a negative effect on the margin this quarter. That covers the structural factors.

What do I think is the best way to look at this? First, how do I monitor NIM internally? I think we need to look at the annual basis – that's the best way to view the evolution of the bank's NIM and NII. We revised our guidance upwards for NII with clients at the beginning of the year, and later we updated the guidance. Today, our best expectation is to finish the year working near the midpoint of the guidance. This still implies some expansion in the fourth quarter so that we end up around the midpoint of the guidance. The midpoint I'm referring to corresponds roughly to a 12.5% growth; it might be a bit less than that, depending on how the fourth quarter performs – it's still early to say – but that's something we can anticipate. If you consider that

we're growing our portfolios and expanding our margin by over 12% year-on-year, you can get a good sense of the strength of the margin growth.

Now, looking at relative terms – which is the crux of your question on NIM – we imagine a certain stability from here on, perhaps. We achieved an important expansion, but more than the headline NIM, the NIM I like to track, as I always tell you is the risk-adjusted NIM. Because generating NIM isn't hard, depending on the quality of growth, the products you grow in, and the mix in which you grow. But a good part of that growth can often be given back in provisions later – that's why looking at risk-adjusted NIM is essential. So we've seen a good expansion in this risk-adjusted NIM over the past few quarters. The adjustment this quarter in the consolidated was 10 basis points; in Brazil it was 20 basis points – meaning last quarter was an outlier. The rest, if you look at it, falls within a natural trend, and I think we should be able to operate at around this level of margin – especially risk-adjusted margin – going forward. That covers the bank's structural margin.

Now, naturally, we'll still be working to expand NII to the extent we can grow the bank, grow the portfolios, grow the businesses in a well-balanced way. And despite a potential scenario of falling interest rates, we always show that slide illustrating how our sensitivity to the CDI rate is much lower than some analysts assume. So ultimately, even if we enter a cycle of structurally lower interest rates next year, our ability to balance the balance sheet – growing in other lines that benefit from lower rates – evens out the game. We remain positive on expanding NII. Next year – again, without getting ahead of the guidance – we will certainly see further NII expansion throughout the year, but with a relatively more stable NIM. There will be some volatility, within a reasonable range – it's not going to be a straight line; some volatility is expected but around a level similar to what we've observed.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Schroden. Now we'll take a question from Marcelo Mizrahi at Bradesco BBI. Marcelo, please go ahead.

Marcelo Mizrahi (Bradesco)

Hello, everyone. Thank you for the opportunity. Congratulations on the very solid results once again. My question is regarding capital. We saw very positive organic capital generation this quarter. Common Equity Tier I (CET1) is at 13.5%. I think the question is: last year, after distributions, the level the bank ended up at was 12.3%. Looking ahead at growth prospects, it might be early to tell, but there are other challenges too. Could you talk a bit about what you mentioned before – that range of 11.5% to 12.0% CET1 that the bank was comfortable maintaining? What would that comfort level be today – in other words, what CET1 level would the bank be comfortable maintaining after a potential dividend distribution, if it occurs?

Milton Maluhy Filho (CEO)

Sure, Marcelo. Thanks again for being here, and thank you for the kind words at the opening. I think the key point on capital is to reinforce a few things. First, our dividend distribution policy hasn't changed – we remain committed to our policy. Of course, there's a degree of subjectivity, in quotes, because many analyses are done before deciding on the dividend amount to be distributed.

Just to recap: at the Board's risk appetite level, we operate with a risk appetite of not working below 11.5% CET1. That's defined in the Board of Directors' risk appetite framework. We, in management, operate with a 0.5% buffer on top of that, which means we aim for 12.0%, because we never want to run too close to the minimum. In such situations, you risk missing good opportunities – to grow, to invest, to make decisions that might consume capital a bit faster, despite the very strong capital generation capacity the bank has shown.

If you look – as we mentioned earlier in the presentation – this quarter we generated 80 basis points of CET1 before provisioning for Interest on Capital and share buybacks. So what do I see going forward? Our goal is not to hoard excess capital, but we don't have a fixed dividend payout target either. We have a goal to allocate capital with discipline, expecting to create value, and to make long-term decisions that always strengthen and grow the organization.

We're in the middle of exactly this process now – looking ahead, assessing the budget, our capacity to grow, credit risk, market risk, operational risk. And remember that at the start of this year, the phase-in of Basel III operational risk and credit risk capital requirements began, including some structured operations on the wholesale side. This means that in the first quarter we had to apply roughly 45 bps of capital for regulatory changes. There are three years left this phase-in runs through 2028, so there are three more installments interest-free, to pay due to these effects. Naturally, we factor that into our planning.

So we'll look at growth capacity, capacity to allocate capital profitably, capacity to absorb regulatory effects – whatever they may be. Based on that projection, we'll identify what excess capital exists. Then we'll take a proposal to the Board of Directors, and the Board will deliberate on the dividend distribution. But as I've been saying: it's no longer an "extraordinary" dividend, it has effectively been an additional dividend, given this has become our recurring practice in recent years. We see no reason to change the policy as it's designed today. Any new developments, the market will be informed, via all the proper communication protocols. We strictly follow all CVM regulations to ensure we remain fully compliant, including around these comments on dividends, so that we comply with all disclosure standards.

Gustavo Lopes Rodrigues (Investor Relations Officer)

All right. Next up is Eduardo Rosman from BTG. Rosman, good morning. You may proceed.

Eduardo Rosman (BTG)

Good morning, everyone. Thank you for the opportunity. On Itaú Day, you mentioned that you intend to materially improve the cost to serve and the bank's efficiency, especially in the retail segment, and that in doing so you would also give up some revenue in order to grow more. I'd like Milton's view on whether he sees this as a defensive move or an offensive move. Thank you.

Milton Maluhy Filho (CEO)

How are you, Rosman? Good to see you. Thanks for the remarks – I read your report as well. Thank you for the quality and depth of the report you released yesterday.

Let me put it this way: at the start of the year – I mentioned this in the presentation – I want to give you a clearer view of how our efficiency ratio is composed. We tend to oversimplify the view of the bank's non-interest expenses when we try to do comparisons with players that might

focus on specific segments. So first, our bank is a very significant portfolio of businesses, each with a different level of maturity and at different points in their industry cycles. Some are in heavy investment mode, others have a deeper efficiency agenda, and so on. It's important to understand the whole in order to avoid jumping to premature conclusions based on a single non-interest expense number. But it's our responsibility to demonstrate that to you more clearly. Currently, we break it down by retail bank and wholesale bank – you can see that in the MD&A – but that's the finest breakdown available with the way we report. I think we need to be more precise in showing you the strategic path forward, segmented by business.

Gabriel, who is here by my side, has been leading an extremely important efficiency effort across the bank. And efficiency is something we have to pursue every day. It's not solely the responsibility of Gabriel's team, much less confined to a specific department. I think all of us, in our respective areas, need to examine things daily and look for improvements. The evolution of our efficiency ratio over all this time shows our discipline in generating top-line growth while controlling costs, so that this combination leads to consistently better operating leverage.

Indeed, in the mass-market segment, I feel it is much more an offensive move than a defensive one. Why? Because in the mid- and high-income we run with an efficiency ratio that's a bit higher than the bank as a whole, but that's an operation with a different cost to serve – serving mid- and high-income clients has a very different cost structure than a 100% digital platform. Now, we understand that the service model can evolve over time. So we talk about physical, we talk about remote – André (our head of Retail) discussed at Itaú Day a bit about this evolution and how he envisions moving a large portion of clients and operations to remote channels over the coming years. That's an important initiative we'll continue to execute with a lot of focus.

Itaú Day was about sharing with you what we call a "refresh" – how we're revisiting our business strategies looking forward, both in retail individual clients and retail SME. I can tell you that we are already in execution mode. We've already begun executing these projects that are so important for the bank's future. I'm certain they will create a lot of value down the road – not only by enabling growth in our portfolios and deepening client relationships across various segments, but also by leading to greater operating leverage and an even more efficient platform in those segments where cost to serve is critical for the sustainability of the business model.

So we see – especially at the base of the pyramid, in the more massified segments – that if we don't operate with a much lower efficiency ratio, it's unsustainable. But to achieve that, brute force alone won't do; you need to do it very intelligently. You need the right tools, technological infrastructure, and platforms to serve your clients with high efficiency in that segment. If you can accomplish that, the natural consequence is significantly better operating leverage and a much lower cost to serve. Therefore, you become more competitive, especially in terms of absorbing credit costs. Because when you're running with a very high efficiency ratio, your post-cost margin is very low to absorb losses in a segment that tends to be more volatile. Granted, we choose not to participate in some sub-segments when we make these strategic decisions – especially those that aren't resilient in more severe cycles – but even so, there is a huge opportunity out there. Our Itaú Agências channel (as we call it internally) has shown important improvements in results, and we've been able to align top-line and cost to create a much more efficient operation.

And if along the way we have to “disrupt ourselves” – things we’re already doing today – and give up some revenue to accelerate cost evolution while increasing the lifetime value of clients and serving them with the right value proposition, we will do that. And that’s the execution mode I just mentioned. So I think early next year I’ll be able to give you more color on this.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Rosman. Now for the next question: we have Daniel Vaz from Safra. Good morning, Daniel, and thanks for joining us.

Daniel Vaz (Banco Safra)

Good morning, Gustavo, Milton, Gabriel. Thank you for the chance to ask a question. I want to follow up on Mizrahi’s question about capital and dividends this year. If we consider capital generation in the fourth quarter and the phased-in adjustments on January 1st for operational risk from Res. 4,966, CET1 could end up around the current 13.5% level. As we approach year-end, there’s a topic affecting many publicly traded companies regarding the taxation of dividends from next year, which raises a fiduciary discussion about potentially declaring dividends before the end of 2025 – basically to take advantage of a better timing and utilize excess capital. Given your excellent profitability – and consequentially capital generation – Itaú might be the only incumbent bank for which this discussion really makes sense. How are you thinking about this? Would it make sense to pull forward an extraordinary dividend declaration by the end of 2025 – maybe even considering 2026 – to capitalize on this window? Thanks for taking my question.

Milton Maluhy Filho (CEO)

Thank you, Daniel. Thanks for the opening comments – good to see you again. You have indeed touched on a key point. We’re aware of and closely following this discussion around potential legislative changes on dividend taxation. It’s true, there are proposals under debate. We’re watching this very closely, and we definitely have a fiduciary duty to act in the face of any change in context – especially regulatory or legislative, whatever it may be. So we will track how this evolves. If any significant new developments arise, we will of course conduct our analyses, make our decisions, and inform the market as soon as the Board of Directors reaches a decision.

So, we’ll monitor the regulatory and legislative evolution closely. Our dividend policy remains in place, and we will adhere strictly to our fiduciary duty. If there ends up being any change from the usual course – due to any new factor – we will take it to the Board; once deliberated, we’ll communicate it to the market. We’ll be keeping a very close eye on the legislative and regulatory developments.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Daniel. Now we’ll go to the next question with Yuri Fernandes from JP Morgan. Yuri, good morning.

Yuri Fernandes (JP Morgan)

Good morning, everyone. Congratulations on the results and thank you for the opportunity to ask a question. I want to ask a bit about your retail loan growth and also tie it into the Itaú Day theme. At Itaú Day, you mentioned you expect the retail portfolio could double in five years. Yet

we still see somewhat modest growth – about 1% quarter-on-quarter – though it's a nuanced figure. Within that, Uniclass and Personalité credit card loans are growing very well; some consumer finance segments are growing nicely; and other lines, like INSS payroll loans, are a bit weaker. I'd like to ask you, Milton: when should we start seeing perhaps an acceleration in your retail loan portfolio? I understand it's not immediate – it's an ambition to double the portfolio, but we won't suddenly see growth rates at the CAGR implied by that goal. So, if you could comment a bit on retail loan growth, I'd appreciate it. Thank you.

Milton Maluhy Filho (CEO)

Thank you, Yuri – great to see you here again, and thanks for the question. We remain very committed to our ambition in retail, both individual and small business (PJ). I did tell you those were ambitions, aspirations – not guidance. So it's very important to make that distinction. But the aspiration remains in place – the ambition to continue growing is still there. We believe there are many opportunities to grow, especially with the more resilient customer segments where we've been able to grow with quality. It's no coincidence we broke out the Uniclass and Personalité numbers for you, so you can see how strongly we've been able to grow in mid- and high-income.

The more aggressive de-risking of the less resilient segments – most of that is now behind us. What we have now is much more the natural dynamic of making choices – where to grow and where to pull back. That's part of credit's nature: whenever you're managing credit, you're choosing where to grow with quality and in which segments you see more warning signs or concerns and therefore decide to reduce exposure. Taken altogether, we still think there's plenty of room to grow in both retail PF and retail PJ, and we will clearly reflect that in the numbers when we provide guidance and our forward-looking view.

We're very excited about the progress – obviously there's a more uncertain scenario for next year, and we will never put ambition or aspiration ahead of sound risk management and capital allocation. I think we have a track record of navigating well through turbulent waters, if they indeed materialize. I also think our portfolio has never been as prepared to face whatever challenges come. This means that if the opportunities are clear – and we believe they are – we will be able to grow with quality in this segment. There's still a lot of ground to cover; a lot of opportunity even within our own house. The entire One Itaú migration brings us much closer relationships with clients where we previously had a very superficial engagement – maybe just one product. Now, with this whole dynamic, we're starting to see the size of the opportunity. So I'm very optimistic – I really am. I've been closely following the strategic reviews for PF and PJ, and I'm very excited about the future. I think we have some really important outcomes to harvest over time, across all dimensions.

But, as I always tell you, I prefer to deliver rather than overpromise. So I am optimistic – but there's execution risk, there are our operating circumstances, there's the macro scenario... We need to monitor how household income commitment evolves, interest rates, unemployment, economic activity, inflation... These are all important factors for making decisions and managing risk.

To give you some insight that I think is very relevant: if everything had held constant this year, we probably would have operated with an even lower cost of credit than what we're likely to

end the year with. Over the course of the year – and this is natural in an expected loss model – you watch the PDs and LGDs of your clients, and you also have a forward-looking view of the macro environment. This forward-looking component is part of our credit origination models. And we recalibrated these models throughout the year, which in turn calls for a bit more provisioning compared to what we initially anticipated. We also reinforced provisions in specific cases where we felt it was prudent. So, we've never been this well provisioned, and we're delivering – possibly – near the midpoint of the guidance (our best expectation today) for cost of credit. We're going to deliver credit metrics of very high quality, while reinforcing provisions as models call for more, or as the macro forward-looking outlook is adjusted. That sets us up to start the year ready to seize whatever space needs to be taken.

So I find the road ahead encouraging – but again, this isn't a 100-meter dash; it's a marathon, as you hinted. Don't expect a 15.8% CAGR right out of the gate if you did the math on doubling the portfolio by 2030. That's not what we're talking about. But the trend is very positive.

Gustavo Lopes Rodrigues (Investor Relations Officer)

All right. Now moving on to the next question with Eduardo Nishio from Genial. Nishio, good morning.

Eduardo Nishio (Genial Investimentos)

Good morning, Gustavo, Milton, Gabriel. Congratulations on the results. I have a question – actually a follow-up to Rosman's – regarding efficiency and the mass-market segment. The mass market, ever since the rise of neobanks, has become a very challenging segment. I'd like to understand what motivated Itaú to now go after this segment more aggressively. You mentioned being in attack mode. Was it driven by demand from a younger demographic, or what are you seeing now that's different from a few years ago, when stepping back from this segment seemed more straightforward?

On that note, regarding efficiency: as you've said, you already have a lower cost-to-income ratio than your peers. If you can improve that ratio further, you're essentially embarking on a cost-cutting journey. I'd like to understand a bit more – is it possible to reach an efficiency level around 30%, and how long would that take? How does that align with your venture into the mass-market segment, which is also challenging. Thank you.

Milton Maluhy Filho (CEO)

Thank you, Eduardo. Thanks for the initial comments – it's great to see you here again. Let me perhaps rephrase your question a bit, because I think it needs context. I don't believe we ever truly gave up on the lower-income segment. We've always found ways to serve these clients, albeit through very different models than what we have today. In the past, how did we serve this segment? Through partnerships with retailers. We grew a lot over time via that channel because we believed that it offered a suitable value proposition, an appropriate cost to serve, and risk levels that were manageable and sustainable in the long run. We have a significant volume of clients today who are considered mass-market, especially if you re-base incomes in our portfolio. We're talking millions and millions of clients that we serve today, but whom we could serve in a better way – whether in terms of experience on digital channels or in the super app, or in terms of credit. So we do serve these clients; we have relationships with them.

When we stratify by income, I always caution that there are mass-market clients who are indeed target clients for the bank. Why? Because they are stable and resilient through cycles. There are several profiles or personas in this group that are very resilient and are clients we focus on intently. A prime example is INSS pensioners – they may have lower incomes, but it's a very stable segment long-term. Our INSS payroll loan portfolio is the largest in the market, and that's one of the reasons. That's one example.

What it shows us is the following: there's been a significant digitalization of customers over the past years, and new technology allows us to serve them in a different way. Things we couldn't do in the past, we can do today because scale is no longer dictated by mainframe processing capacity. It's now far more about having cutting-edge technology that delivers a very low cost to serve. So technology has evolved and many customers have become digital. There is a new way to serve these clients that's different from how we used to, and it's more sustainable. Why more sustainable? Because if I improve my efficiency ratio and bring it down, my capacity to absorb credit losses increases. That means I can better serve clients who today are not in our target segments. Our target segments, we serve very well. But even within our target segments, I can increase my exposure; and those who are non-target today, over time – given a lower cost to serve – they become targetable. So these are existing bank customers that I could serve better, and I end up with a larger universe to address than I had before.

As I can serve them better – with a much better, more fluid experience at a much lower cost to serve and far more scalable long-term – customers today considered “mass-market” or lower income become an attractive segment to serve. That's our view on the segment. And to do this, you must advance the digital transformation. Because we spent a lot of time on the bank's platform overhaul – creating tech modules, the Super A4pp (which is essentially the cornerstone of all this) – we can now serve these clients in a much more efficient way, with different operating leverage. And then your firepower – your ability to compete, including on price – changes. When we serve a client via a digital channel, with a fully digital product journey, we don't carry the cost of the entire branch network for that specific operation. We're already competitive.

We used to serve many of these customers through our finance companies. We believe we can have a much more full-banking relationship with these clients rather than a mono-line relationship. And we can do so with a completely different approach: fully digital, much lower cost to serve, and very scalable. That's our view of the segment. Yes, there's work to be done. We will incrementally improve the retail efficiency ratio. Obviously, the bank's overall efficiency ratio depends on our ability to grow the top line – that combination of revenue and cost in which we continue to see good opportunities, but we think there's room, directionally, to keep improving. But more important than looking at the aggregate is understanding the components. There are segments where we're already a global benchmark in efficiency. The bank's consolidated efficiency ratio is already globally benchmarked – you can compare us to many banks worldwide and we're at a first-tier efficiency level. That's not to say there's no room to continue advancing. In some segments we will advance much more than in others. The relative improvement in specific areas will be greater than for the whole, simply because of how each segment contributes to the overall number at the end of the day.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Nishio. And now, for the next question, we'll switch to English because we have Carlos Gomez-Lopez from HSBC. Carlos, thank you for your question. Please, go ahead.

Carlos Gomez-Lopez (HSBC)

Thank you, Milton. Thank you, Gustavo. And thank you, as always, for the consistency in your results – you make our job very easy. I have a question about taxes. We are in a situation where, thanks to the high level of interest on capital (IOC), many banks are reporting very low effective tax rates. In fact, Itaú is the honorable exception here. Additionally, we will have the accelerated amortization of deferred tax assets starting next year. Are you concerned that, at some point, there could be a policy reaction attempting to further increase taxation on banks, with the aim of boosting the immediate cash revenues the government can obtain from the banking sector? Thank you.

Milton Maluhy Filho (CEO)

Thank you, Carlos – it's good to see you. Let me start by thanking you for the compliments – much appreciated; we take this very seriously.

On the second part of your question – whether we anticipate any changes or increases in bank taxation – no, we do not. Of course, there's a significant discussion today about potential tax asymmetries between banks and companies that aren't exactly banks. So if there are any changes for payment institutions, we have safeguards in place; if it's for non-bank financial companies, we have our vehicles for those as well. In other words, there might be some marginal regulatory adjustments, but nothing consolidated for banks given the level of tax we already pay today.

So, we are not expecting significant changes. There may be minor tweaks, but in aggregate terms we wouldn't see a relevant impact on our corporate tax rate. We don't anticipate that for two reasons: first, our industry in Brazil already pays the most corporate tax in absolute terms. And comparing with other economies around the world, Brazil is different – we have a 45% corporate tax burden, which is pretty hefty. The government is aware of that. I've heard the Finance Minister say more than once that he recognizes the tax level for the financial industry is very high. So I'm not expecting major changes.

Now, about the effective tax rate: Gabriel, could you comment a bit on our numbers? I think it would be interesting to share that.

Gabriel Amado de Moura (CFO)

Hi, Carlos – thanks for your question. As Milton mentioned, the effective tax rate we had at the beginning of the year – which we had already noted – was about 31.5%, and we indicated it would converge to the guidance we have for the year. That remains our expectation. As you pointed out, the main factor explaining the difference between Brazil's statutory rate of 45% and the effective rate we observe is the payment of interest on capital, as well as the geographic distribution of our results among the different companies in the group. Those are the two main effects. But ultimately, we are sticking to the guidance we provided and we are converging toward it.

Milton Maluhy Filho (CEO)

Exactly.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you. And now we return to Portuguese, as our next question comes from Antônio Ruetta at Bank of America. Antônio, good morning. Please go ahead.

Antônio Ruetta (Bank of America)

Good morning, everyone. Thank you for your time and once again congratulations on the consistency. I'd like to explore a topic we've touched on only briefly in this call, which is the card acquiring business. It was quite important this quarter, notably due to the pressure on NIM it caused. What I want to ask is: we see volumes growing in double digits – certainly above any competitor – indicating that market share has been growing sequentially for some time now. I'd like to understand the main drivers here. Where are you growing? In which segments? And more importantly, how have you been able to gain this market share in acquiring? Are we already seeing an influence from Itaú Emps here, or is it too early to say? Thank you.

Milton Maluhy Filho (CEO)

All right, Antônio. Good to see you. Thanks for the kind opening words – consistency is indeed something we value greatly. This predictability is hugely important to us. The way we look forward, project our results, and aim to keep control of the levers, above all.

Speaking about acquiring, I'd say the results we're seeing are due to a very well-executed integration, deeply embedded within our business, especially in the SME space. We closed Rede's capital in 2012, and 13 years later – actually more, since integration – we're seeing the results of a business fully integrated into the bank. So, is there any particular segment? Not really – we've managed to grow in both wholesale and retail and have gained share in both.

What's the strategy? I think the strategy is the bundle – being able to serve the client in the best possible way, not with a product-centric view but with a flow-centric, payments-and-collections view. And Rede is part of the value proposition. We stopped looking at Rede as a standalone business or product with isolated pricing. That said, despite this, we remain very disciplined in our client-level view and very careful not to "rent" market share. As you know – I used to be CEO of Rede back in 2013-2015 – a large chunk of the TPV, which moves share, is concentrated in the biggest clients. It's not hard to be more aggressive on pricing – to price below your minimum interchange plus issuer fee and end up with a negative marginal cost, effectively renting market share. That isn't sustainable, because at the first contract renewal, you'll likely need to adjust the price and the market share disappears. So we're very disciplined on price and very disciplined in risk allocation – this isn't a risk-free business. Depending on the segment, there are higher or lower chargeback risks, and we take that into account; we evaluate business models thoroughly and choose to engage in parts of the chain we believe are sustainable. We have very strong discipline on all anti-money laundering controls as well – it's a key focus in managing this business.

We've been able to do this with a strong value proposition, quality of service, fast support, and quick SLAs for clients. We serve a large number of merchants with same-day settlement. We

have faster terminals, we have higher authorization rates. When we look at the cards and Rede ecosystem, we understand the client's payment flows very well and very quickly, so we can deliver a value proposition that goes beyond just the POS terminal. I think it's a combination of factors: our relationship managers are now equipped to talk about any topic – including Rede – knowledgably. In the past, that knowledge was more confined to specialists; over time, now everyone is fluent in discussing it. That gives you scale, the ability to serve your client better, faster. And the customer journey and experience play a very important role. We've seen significant improvements in NPS because it's not just about being price competitive. Price is one factor, but what the merchant needs is to sell – to sell quickly, with quality – and when there's a problem, to get a new terminal fast enough so they don't lose sales. Sometimes a half-hour unable to process sales costs much more than a small uptick in the MDR. So the merchant is willing to pay the fair price if they feel they're getting the appropriate service level. That, I think, is the work the SME team together with Rede has been doing over all this time.

As for EMPs, it provides an integrated journey. It even offers Tap-to-Phone as a solution for smaller merchants – that's a notable innovation – but it doesn't yet move the needle in terms of volume or TPV. Despite strong customer engagement with the product, the number of clients and volume are still very small – it's not significant in the figures for TPV or market share. However, it will certainly be a very important lever in repositioning our Retail SME business going forward – this platform is already fully integrated.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Antônio. Now moving to the last question, we have Henrique Navarro from Santander. Henrique, good morning. Thank you for being here. Please go ahead.

Henrique Navarro (Banco Santander Brasil)

Thank you for the opportunity. Congratulations on the results – a 23% ROE is simply outstanding. Congratulations to you all. My question is about the soft guidance you referred to as an “ambition” for 2030. We've discussed this before – the numbers are very strong, and to deliver them Itaú would need to start right away in 2026. So my question to you, Milton, is: how are you thinking about 2026? I imagine Itaú will deliver something like 7-8% portfolio growth this year. Do you see a possibility for portfolio growth to be practically double that – considering a more favorable credit cycle in 2026? In other words, what's your mindset for 2026?

Milton Maluhy Filho (CEO)

Thank you, Henrique. I appreciate the kind words on the results. We're very pleased with the level of profitability – and given the bank's capital base, it's even more impactful. We were very happy this quarter to post a 26.7% ROE in Brazil – I think that number is perhaps more comparable within the industry. We're really pleased. But, again, many challenges ahead – so we approach it with a lot of humility and a level head. Past results are no guarantee of future results, and strong past performance should not breed future complacency. That's our mantra here.

Regarding 2026, let me clarify a few things which I find really important. And the responsibility for communicating this clearly lies with us – with me, above all. First, what we shared at Itaú Day is much more aspirational than a soft guidance. I want to make that very clear, because

otherwise every conversation we have from now on will have everyone fixated on doubling the portfolio by 2030. Whenever you do a strategic review for any business, you set an ambition – you set a bar by saying: if everything goes perfectly as I'd like, if every lever works – it's almost a “priced to perfection” scenario – then I'll get *this* outcome by the end. Can we do it? Yes. Do the levers exist? They do. But it depends on countless circumstances: the macro environment, our execution capability, changes to the value proposition – everything has to go absolutely right.

So that's the first point I want to make. The second point is to tell you the following: we're not going to give any specifics on portfolio growth yet, but especially in a year like 2026 with uncertainty, I can guarantee you we're not going to come out with a guidance showing, say, 15% loan growth – double what we'll likely grow this year. I think it's important to state that up front. We need to look at the breakdown by segment afterwards, and those can vary.

But imagining that in a year like 2026 – one with a lot of uncertainty, an election year, potential for more volatility, a year when the Central Bank might begin a monetary policy adjustment cycle depending on conditions largely outside the Central Bank's control like fiscal policy, government spending, inflation, risk perception for Brazil, Brazilian cost of capital, the external scenario... – there are so many variables. I'm not even predicting scenario A or B; I'm just saying the uncertainty for 2026 is greater than the uncertainty was for 2025. That's a normal feature for any country going into an election process, as we will next year.

So, that's to say: don't expect a loan growth guidance of 15% – the doubling – don't do the math of a 15.8% CAGR to hit 100%. What I can tell you is: (1) the strategy is on track; (2) we are extremely confident in our ability to create value in the retail businesses; (3) so far, the plan is absolutely on track – there's been no deviation; (4) next year is already an inflection point, undoubtedly – we will already reap some rewards from everything we've been seeing. But we are who we are, within our circumstances, and we will execute prudently and safely to ensure this is sustainable and truly a long-term plan. If we get to the end and we haven't doubled the portfolio because circumstances didn't allow, we won't beat ourselves up over it. Of course, we'd always like to do more, but we will steer the ship with all the information we have. I believe our management toolkit is very solid, and we're not going to abandon crucial tenets like risk management and capital allocation. We will not sacrifice those principles that are so fundamental to our management culture and how we run the bank.

So that's it. Now, directionally things will improve – results are starting to come in and I'm sure we'll have a great story to share with you as time goes on. I'm already trying to manage expectations here: don't expect 15% loan growth, because otherwise the market will be hugely disappointed. We will never overpromise, and certainly we won't bring numbers that are way beyond our capacity. Now, one key thing – and I circle back to my answer to the first question: if opportunities arise and next year turns out to be a more benign scenario – a “risk-on” scenario – we will accelerate swiftly. Our ability to react, in terms of capital, balance sheet, liquidity, well-tuned business models, and a highly motivated team – means we can flip the switch instantly. It doesn't take us more than 24 hours to make and implement decisions at the bank. That's incredibly important and will make an even bigger difference going forward.

Gustavo Lopes Rodrigues (Investor Relations Officer)

Thank you, Navarro, and thanks to all of you who participated in our results videoconference. With that, we conclude our Q&A session and also our third quarter 2025 videoconference. Thanks again, everyone. Thank you, Milton. Thank you, Gabriel. I'll now hand it over to Milton for his closing remarks.

Milton Maluhy Filho (CEO)

Well, thank you. First of all, I'd like to thank all of you for being here. I also want to thank my trusty sidekick Gabriel, our CFO, and Gustavo, our IR Officer. It's a privilege to have them here with me in this chat with the market.

I'd say to all of you that we're very pleased with the progress – and maybe circle back to the original point. At the start of the call in my presentation, I said that at the end of the day, the numbers are the consequence of work done with a lot of dedication, energy, competence, and deep knowledge of our operations and businesses – with a lot of grit and a strong desire to keep growing and evolving, but, above all, with a great deal of humility. We are fully aware that the results are solid and the returns are very strong, but we're also very conscious of the challenges that lie ahead. At no moment do I want to give the impression that there is any complacency – because there isn't. Here at the bank, we constantly push ourselves – all the time, every day – to do better. And the way to do better is to delight our customers every day, to have this obsession with the customer, and to step into this era – the era of experimentation, the era of hyper-personalization. The decisions we made in the past – bold decisions – are proving to be very much on target in terms of the results we're delivering.

So our ability to compete in any niche, any market, any segment has never been stronger. We're very enthusiastic about the opportunities still ahead. But with feet on the ground – capital allocation, value creation, efficiency, continuous execution mode, and above all, a long-term view. We will never mortgage the future by making short-term decisions just to make next quarter's results marginally better than expectations. We believe that the stock's performance should be driven by structural improvements. We don't want the stock to rise on hype. The stock should rise with consistency and quality – and that's why we're here.

I'd like to thank you – the investors and analysts – for your role in providing feedback, for talking with us every day, for asking tough questions, for challenging us. That's what makes us better. After all, we don't know everything – that's part of our culture. Thank you once again to everyone, and here's to the next quarter. All right, folks? See you next time.