

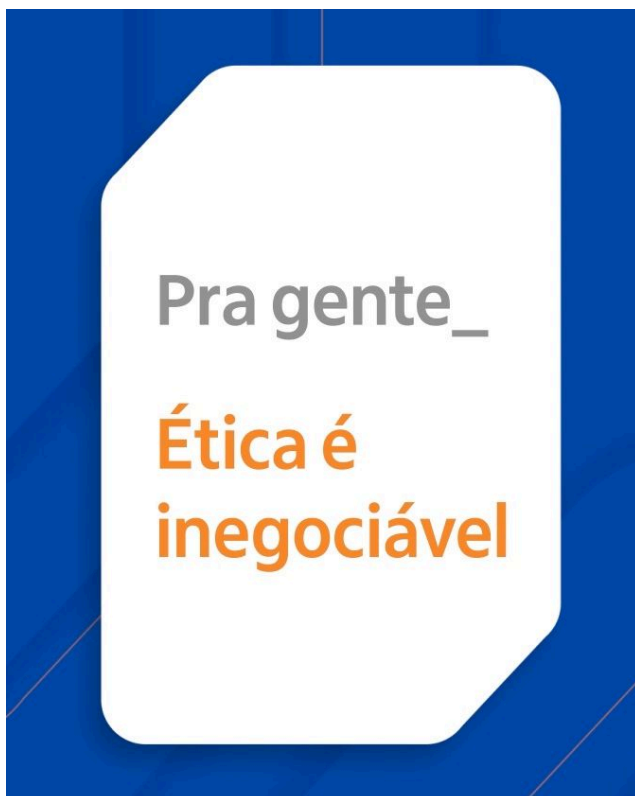
Itaú Day 2022

Letterings presented throughout executives' speeches.

Sérgio Fajerman



New core values – Itubers culture



For us Ethics are non-negotiable

A gente_ Trabalha para o cliente

Na comparação anual,
o NPS dos segmentos
cresceu:

- Pessoas Físicas + 2 pontos
- Micro, Pequenas e Médias Empresas + 6 pontos
- IBBA + 1 ponto

We put the client first

NPS annual growth:

Individuals + 2 points

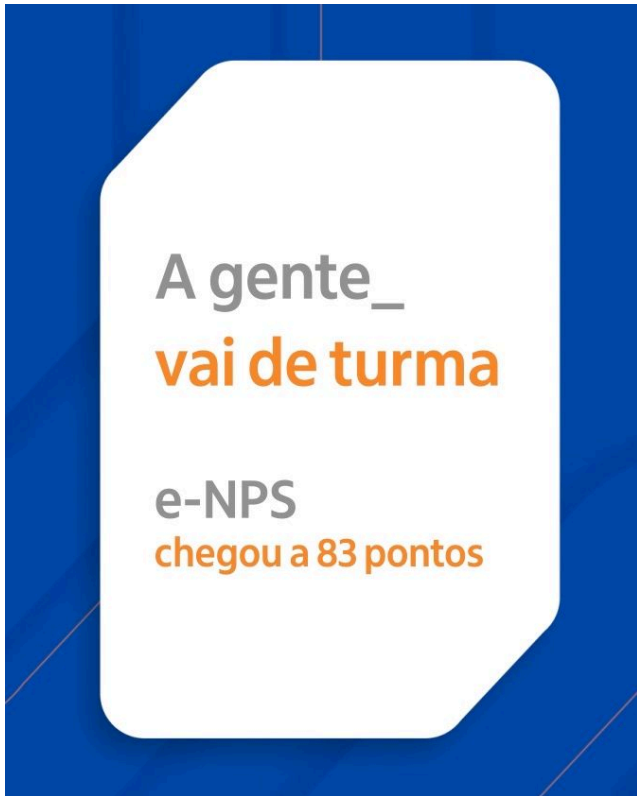
**Micro, Small, and Medium-sized
Companies + 6 points**

IBBA + 1 point

A gente_

Não sabe tudo

We don't have all the answers



We have each other's backs

e-NPS reached 83 points



We value diversity

Novos objetivos de diversidade até 2025

- Aumentar a participação feminina em cargos de liderança para 35 a 40% (em dezembro 2021, 33%)
- Aumentar a presença de pessoas negras em todos os níveis de cargos, inclusive de liderança, para 27 a 30% (em dezembro 2021, 24,4%)

New diversity targets for 2025:

- Increase female participation in leadership positions by 35-40% (33% in December 2021)
- Increase the presence of black people at all position levels, including leadership, by 27-30% (24.4% in December 2021)

A gente_

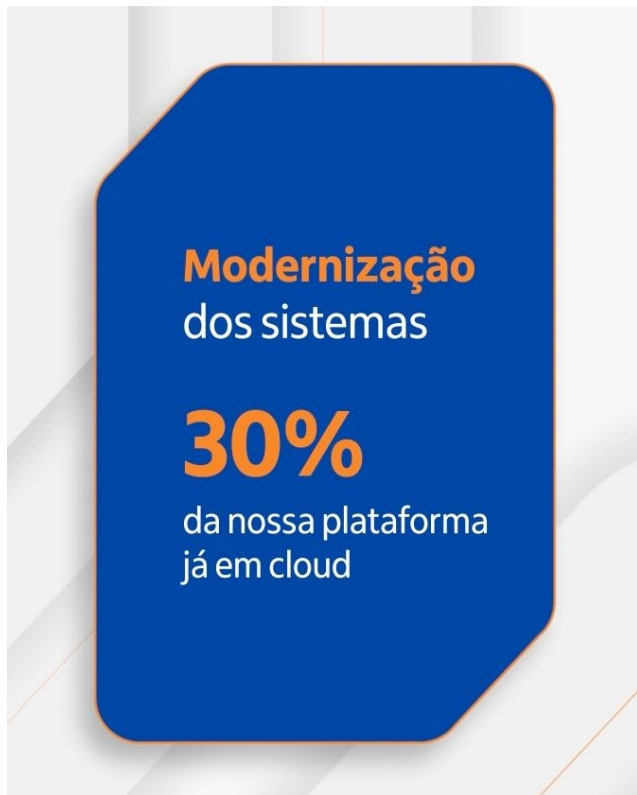
É movido
por
resultado

We are driven by results

Ricardo Guerra



- Digital
- Client-centric



System modernization
30% of our platform is already on
the cloud



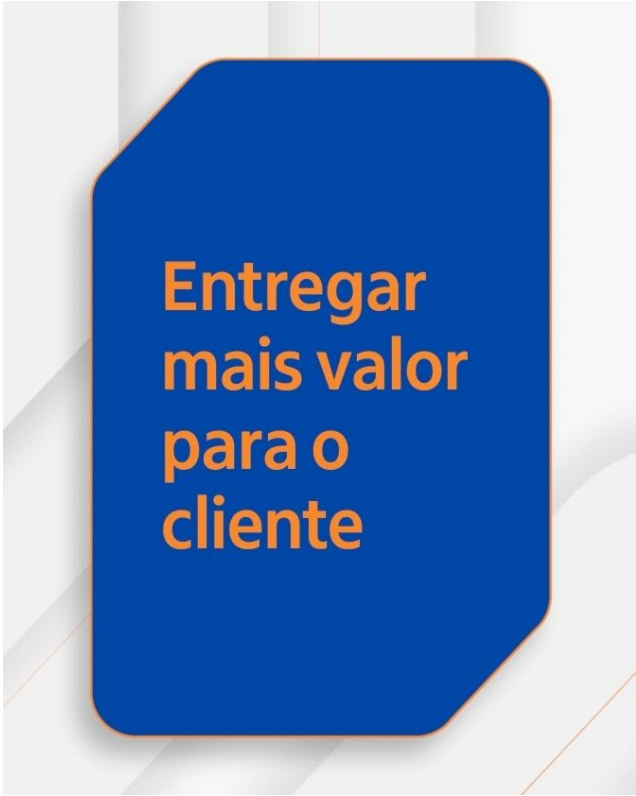
Agile delivery
8 times more improvements for clients



**Focus on the best client
experience**

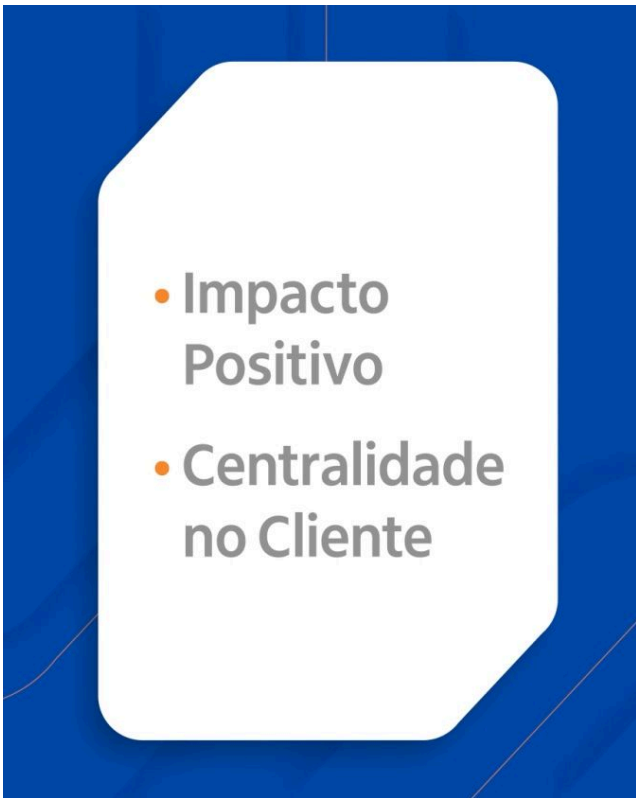


Scale data



Delivering more value to the clients

Leila Melo



- Positive Impact
- Client-centric

Nossa Nova Cultura

Pra gente, ética é inegociável

A gente trabalha para o cliente

A gente não sabe tudo

A gente vai de turma

A gente quer diversidade

A gente é movido por resultado

Our New Culture

For us, ethics are non-negotiable

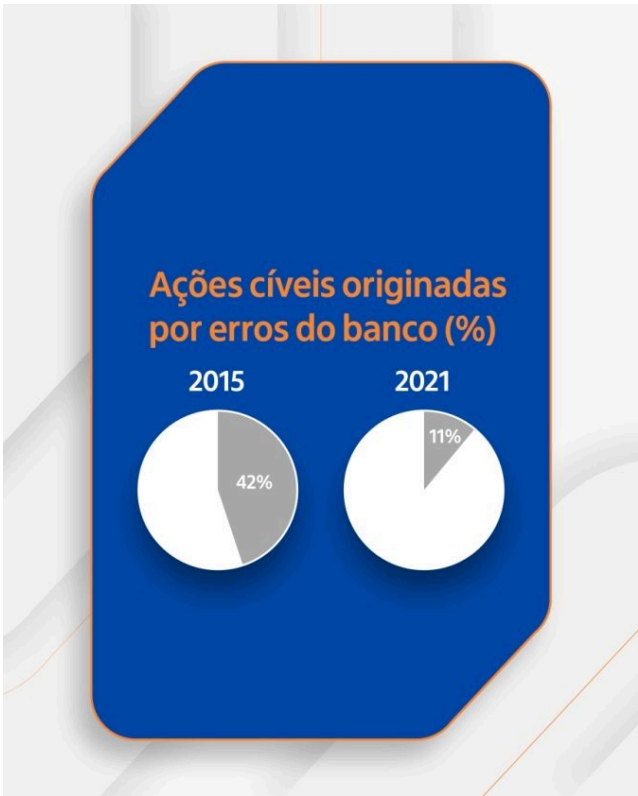
We put the client first

We don't have all the answers

We have each other's backs

We value diversity

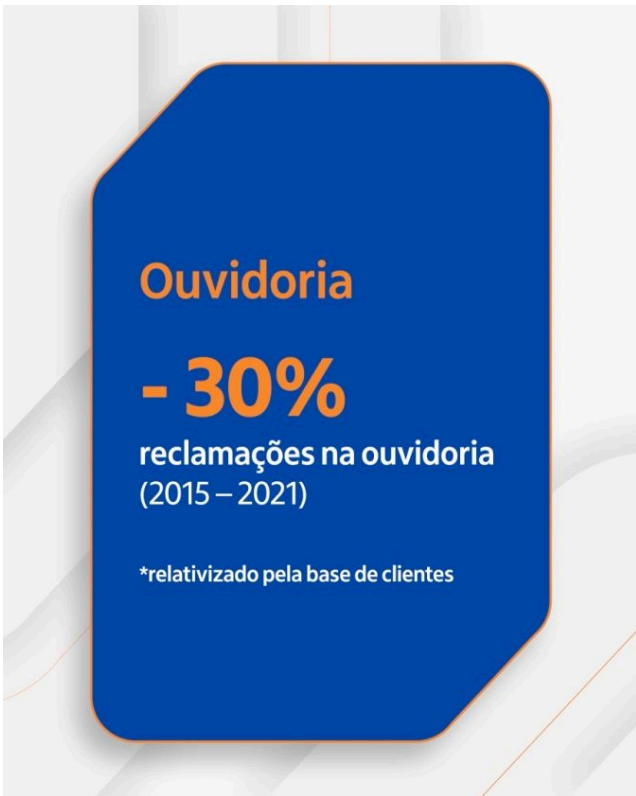
We are driven by results



Civil lawsuits arising from bank errors (%)



Legal: -50% lawsuits (2015 – 2021)



**Ombudsman: -30% of complaints
(2015 – 2021)**



Central Bank Complaint Ranking:
from 1st (Dec/15) to 12th (4Q21)



2.1 million clients receive monthly offers to renegotiate debts



Reinsertion:

**>20k people resuming credit card
use every month in 2021**



Financial Inclusion:

**granting limits to 1.8 million
people in 2021**



ESG integrated into the business



56% already disbursed = BRL224 billion

(from August 2019 to June 2022)

Net-Zero Banking Alliance

- 115 bancos de 41 países
- U\$ 70 trilhões, ou seja, 38% dos ativos globais, sob gestão

-50%
emissões totais até 2030

**Carbono neutro
até 2050**

- 115 banks from 41 countries
- USD70 trillion, or 38% of global assets under management
- 50% total emissions by 2030
Carbon Neutral by 2050

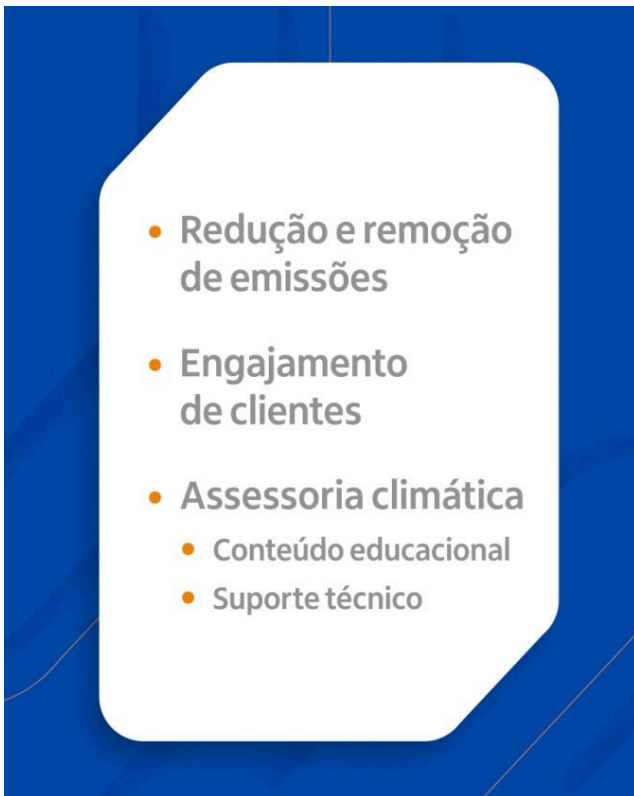
80%

das nossas unidades
abastecidas com
energia renovável

**80% of our branches supplied with
renewable energy**



The transition bank standing side by side with our clients.



- Reduction and elimination of emissions
- Client engagement
- Climate advisory
- Educational content
- Technical Support



**Private Social Investment:
BRL764 million in 2021**

Flávio Souza



Itaú BBA
Wholesale Bank Leadership



IBBA Revenue

+23% in 2021

+28% in 2022



Índice de eficiência
abaixo de
25%

Retorno sobre o patrimônio
28%

Efficiency ratio: below 25%

ROE: close to 28%



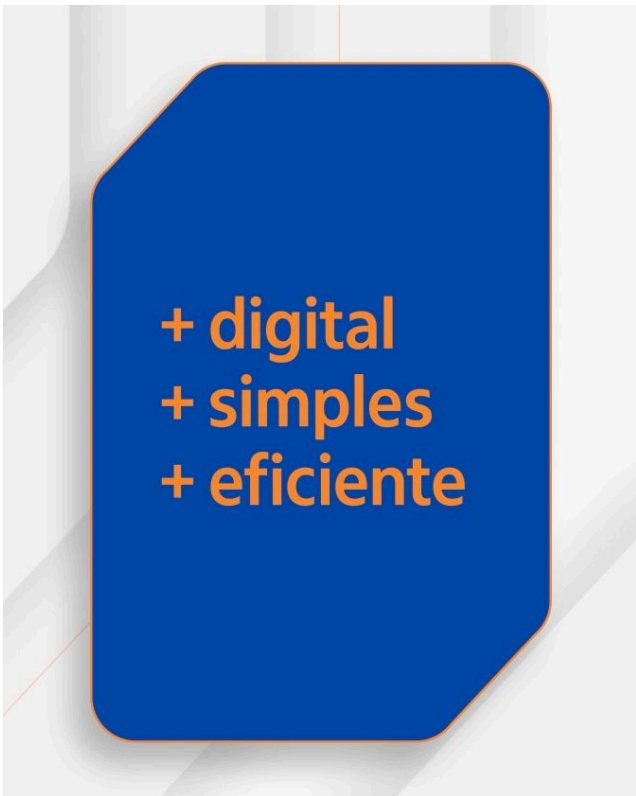
Proposta de valor adequada a cada cliente

Value proposition appropriate to each client



NPS = 78 points

The global level of excellence



+ Digital

+ Simple

+ Efficient



Leadership in Investment Banking

**30% of the volume originated in
Fixed Income**



Research for Individuals

Oportunidades

- Maior share corretora
- Tokenização de ativos

Opportunities:

- Higher brokerage market share
- Asset tokenization

Liderança Agro

entre os bancos privados

36 plataformas

agro

+ 700 profissionais

dedicados ao agro

Agribusiness Leadership among Private Banks

36 agribusiness platforms

+ 700 professionals dedicated to agribusiness



Agribusiness Portfolio
R\$71 billion

+ 50%

Agribusiness Clients

+ 200%

3,800 clients



Agribusiness Product innovation

maior
FIAGRO
da indústria

The largest FIAGRO in the industry

Oportunidades Agro

- Market Share
- Modernização das plataformas
- Novos produtos
- Expansão trading

Agribusiness Opportunities:

- Market Share
- Platform Modernization
- New products
- Trading expansion



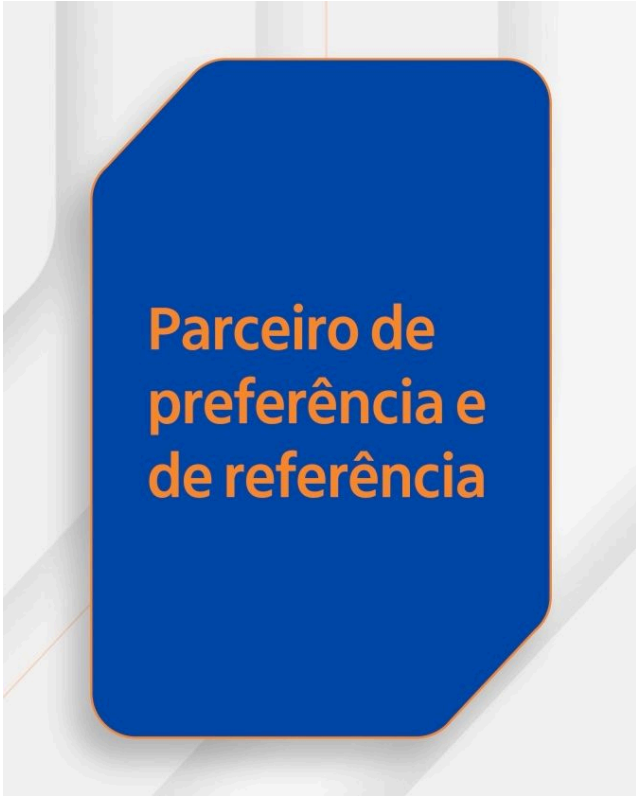
**Tech Niche: focus on the life cycle
of tech companies**



Relevance in Corporate Banking

Credit Portfolio: +20%
BRL279 billion

Efficiency ratio: 17.8%



Preferred and Reference Partner



Leadership in the new payment
industry: +20% growth



ESG Agenda: BRL400 billion for positive impact sectors (56% already disbursed)

Liderança em
operações ESG
no mercado de
capitais local

35% do volume
originado

**Leadership in ESG operations in
the local capital market**

35% of the originated volume

O **Itaú BBA**
não para

Itaú BBA never stops

André Rodrigues

+ de 1,5 milhão
de clientes

14,6%
Market Share

+ 21,7%
CAGR Carteira (17-22)
(SMEs Publicação)

Raroc > 30 %

iVarejo 2030 –
Transformação
SMEs

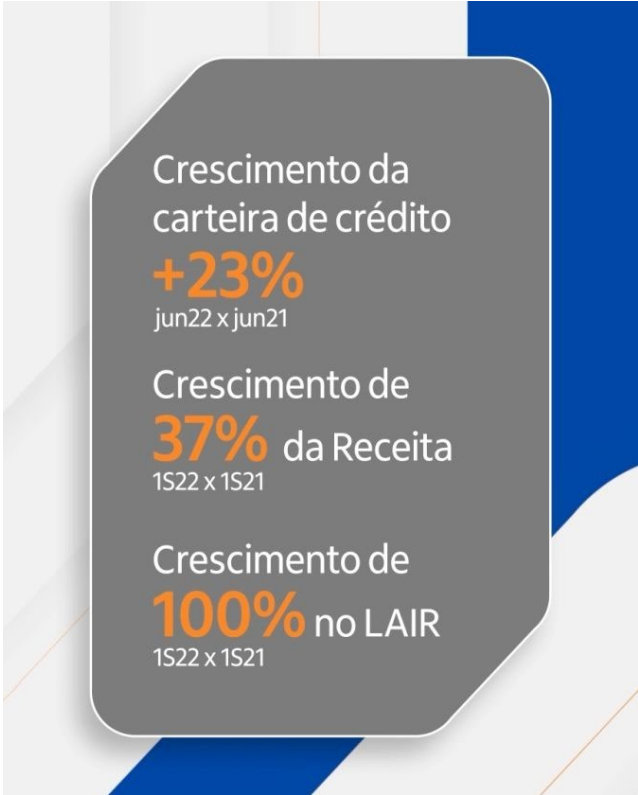
- + 1.5 million clients
- 14.6% Market Share
- +21.7% CAGR Portfolio (17-22)
(SMEs Publication)
- RAROC > 30%
- iVarejo 2030: SMEs
Transformation



Credit Portfolio Evolution



Credit Portfolio



Credit Portfolio Growth +23%

37% Revenue Growth (1H22 x 1H21)

100% EBT Growth (1H22 x 1H21)



RAROC 1H22
+ 11 p.p. in 12 months

Efficiency Ratio 1H22
-8 p.p. in 12 months



NPL Itaú x Market
(Itaú SMEs and Market SMEs)

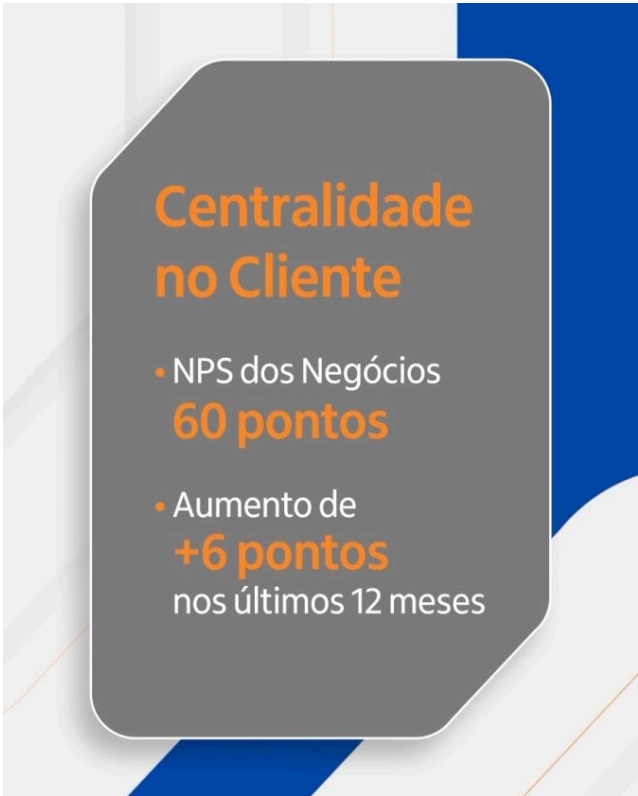
Cost of credit is at lower levels than pre-crisis

Evolution of the Cost of Credit/Portfolio



Comparative Mix of Client size x the Market

Comparative Mix of Bureau ratings x the Market



Client Centricity

Business NPS: 60 points

Increase of + 6 points in the last 12 months

Conquista de
+ de 800 mil
 clientes

**Crescimento
 anual de LAIR
 de 2 dígitos**

+800 thousand new clients
Annual double-digit growth EBT

“ Ser o **banco líder no segmento Empresas** por ser a primeira escolha dos clientes, entregando a melhor **experiência no dia a dia** e **assessoria nas decisões importantes**, com um **time diferenciado e reconhecido pelo mercado**, gerando a **performance mais destacada e sustentável do setor.**”

“Be the leading bank in the corporate segment by being the customers’ first choice, delivering the best day-to-day experience and advisory in important decisions, with an outstanding team recognized by market, generating the most outstanding and sustainable performance in the sector”



1. TOP BUSINESS: More elaborate services and credit needs; Specialized and tailored services; Focus on advisory

2. BUSINESS: Less sophisticated credit and transactional services; Phygital specialized services; Specialists in different ecosystems

3. PRO: Simple credit and transactional services; Preferentially digital service; Specialized managers that are promptly available; Clients with "financial difficulties."; Focus on financial restructuring

4. EMPREENDA: Transactional needs; Services at the branch or digital, leveraged by self-service



Key Credit Hub+ Specialists Specialists Hub

15 regional hubs with 60% of our employees (commercial, specialists and credit)
+275 exclusive business platforms
+ 1.2 thousand points of service in Brazil



Quality of the Journeys - UX
Global Product NPS
+27 points in current accounts
+23 points in overdraft
Last 12 months



Digital Channels
93% of transactions
52% of products sold

- Dados como diferencial Competitivo
- Máquina de engajamento
 - Aumentar Principalidade
 - Gerar + Lifetime Value
- Aumento acelerado de clientes engajados em nossa base de clientes + 4 p.p. em doze meses

Data as a competitive advantage

Engagement machine

- Increase principalality
- Origination + Lifetime Value

Accelerated increase of customers engaged in our customer base: + 4 p.p. in twelve months

Change Management

- Perfil das equipes
- Capacitação Estruturante (personalizada)
- Desenvolvimento das Lideranças
- Comunicação Inovadora

Change Management

- Team Profile
- Structured Training (personalized)
- Leadership Development
- Innovative Communication

Beyond Banking

Novas Parcerias 2022

- E-commerce
- Gestão de riscos

Qualidade das Soluções

Melhores Parceiros

Necessidades Reais

Beyond Banking

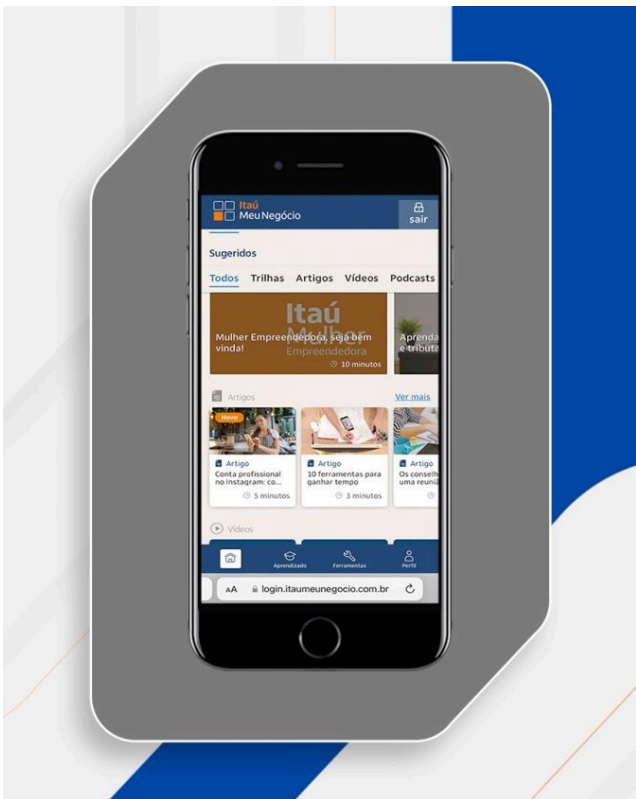
New partnerships in 2022

- **E-commerce**
- **Risk Management**

Quality of Solutions

Better Partnerships

Real Needs



Projeto Atlas

- Inovador
- 100% Digital
- Data e Design Centric
- Disruptivo

Atlas Project

- Innovative
- 100% Digital
- Data- and Design-Centric
- Disruptive

PMEs Itaú Unibanco

Crescimento sustentável

Excelência na Gestão de Risco

Elevada Rentabilidade

Referência para o Clientes e Mercado

SMEs Itaú Unibanco

Sustainable Growth

Excellence in Risk Management

High Profitability

Reference for Clients and for the Market

Pedro Lorenzini



Sustainable growth and efficiency



Paraguay
Market Share
Credit 13.6%
Deposits 16.8%
Credit Cards 50%



Uruguay
Client base +9% in 12 months
Market Share
Credit 16.8%
Deposits 14.6%
Credit Cards 50%



Argentina
Share Flat
Credit and Deposits



Chile


Aumento de participação no capital do banco

Crescimento do market share e relevância

Chile

Increase of capital share in the bank

Market share growth and relevance



Colômbia

Reposicionamento da marca

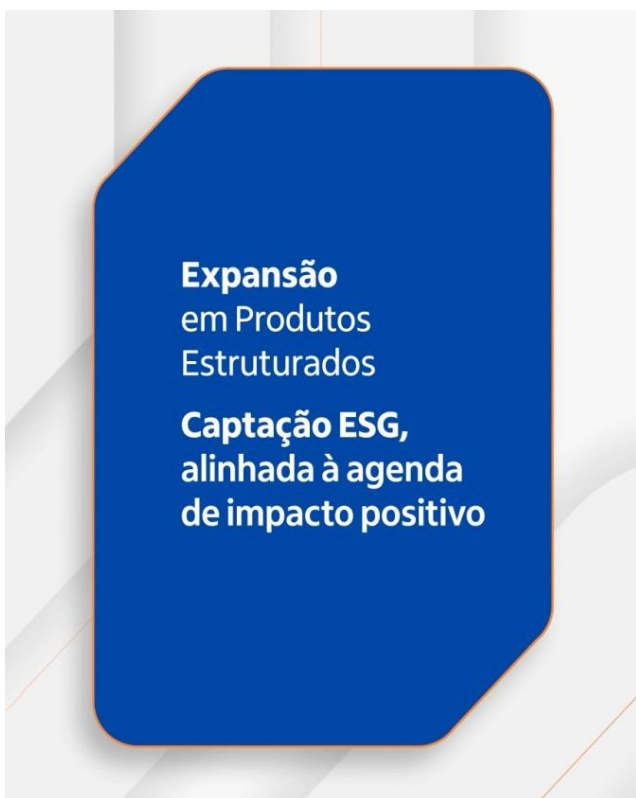
Colombia

Brand Repositioning



Global Markets and Treasury
Innovation in structured solutions

Market Share:
Derivatives 16%
Exports 17.5%
Imports 21.8%



Expansion in Structured Products

ESG funding, aligned to the positive impact agenda



Launch of Digital Assets

André Sapoznik



+ 18 million clients (+25% growth YoY)



The largest business in the market
(41.6 million credit cards).

Evolution of credit card billing
(+27.5% trailing 12 month)

Melhorias na jornada

- contestação de despesas completa no app
- tracking completo de cartões pelo app
- revisão das comunicações para aumentos e reduções de limites

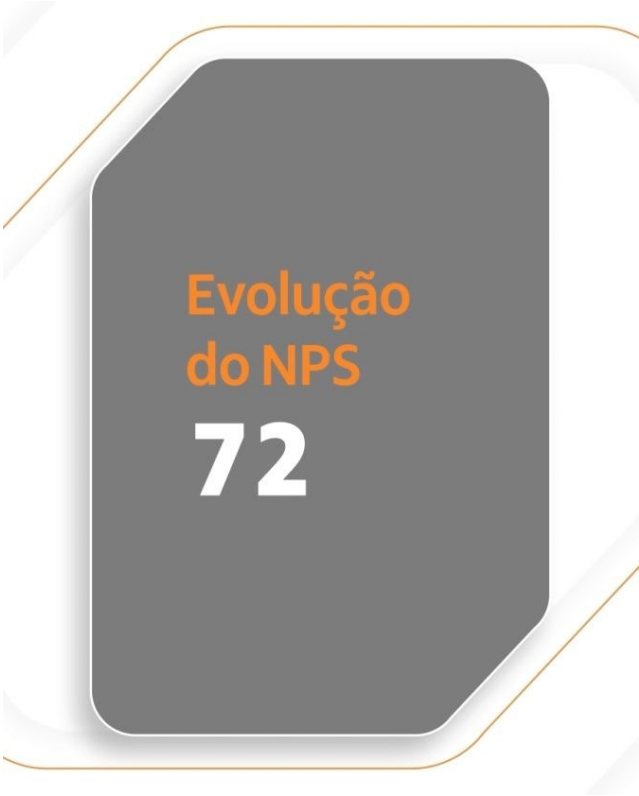
Journey Improvements:

- full in-app expense contestation
- full card tracking through the app
- new communication for credit limit changes

Evolução na digitalização de faturas

Ano	Porcentagem
2019	48%
2022	90%

Evolution in invoice digitization from 48% in 2019 to 90% in 2022



NPS: 72



Largest iPhone 13 seller in Brazil at launch:

+160k iPhones sold

Revenue of BRL1.3 billion

NPS > 90 points



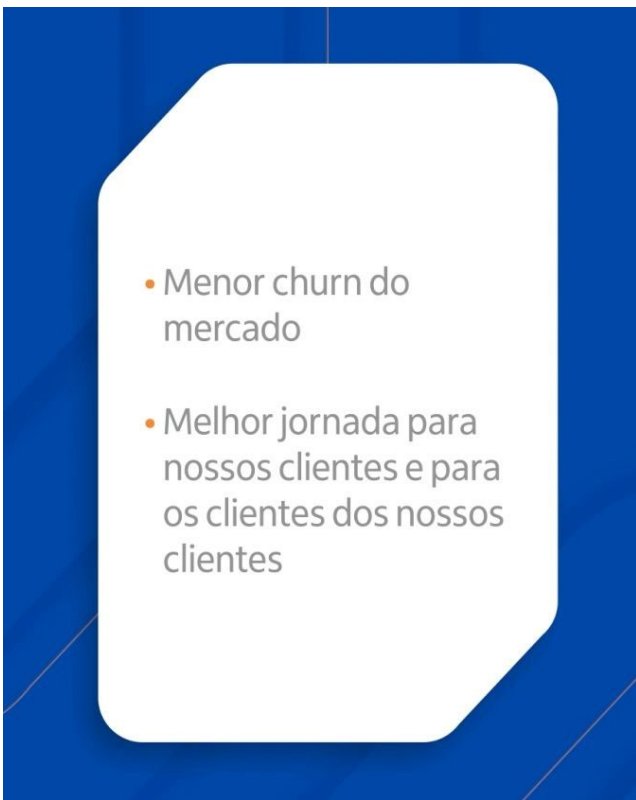
Client-centric instead of product
or channel-based



REDE Total revenue: BRL340
billion in 1S22 (+22%YoY)



#1 in e-commerce 28.1% market share 1Q22 | + 64% 1S22 x 1S21



Smallest churn in the market

A better journey for our clients and their customers

Tecnologia como
vantagem competitiva

Orientação obsessiva
por **dados** e **ferramentas
analíticas**

**Technology as a competitive
advantage**

**Obsessive for data and analytical
tools**

**Experiência
do cliente**
como diferencial

Estamos aonde
o **cliente** está

**Client experience is what sets us
apart**

We serve clients where they're at



Digital interaction evolution (base 100) (+3x)

Digital product and service acquisition (base 100) (+3.1x)

Alexandre Zancani



Collateralized portfolio growth

Carteira de crédito sem garantia

R\$ bilhões

	Jun/22	Δ tri	Δ ano
Crédito pessoal	47,7	+ 8,1%	+35,6%
Cartões	126,3	+ 8,0%	+43,1%

Unsecured loans for individuals:
Personal loan +35.6% YoY
Credit Cards +43.1% YoY

Imobiliário
1º lugar entre os bancos privados

Consignado
1º lugar no setor privado e INSS (Dez/21)

Cartões
Líder de mercado

Veículos
3º lugar em originação

Mortgage:
Ranked #1 among private banks

Payroll Loans:
Ranked #1 in private sector and pensioners (Dec/21)

Cards: Market leader

Vehicles:
Ranked #3 in origination

Proporcionar **experiências excepcionais para os clientes** de forma eficiente

Providing exceptional client experiences efficiently



Product acquisition NPS of 83 (+21 points)

Mortgage NPS of 67 (+37 points)



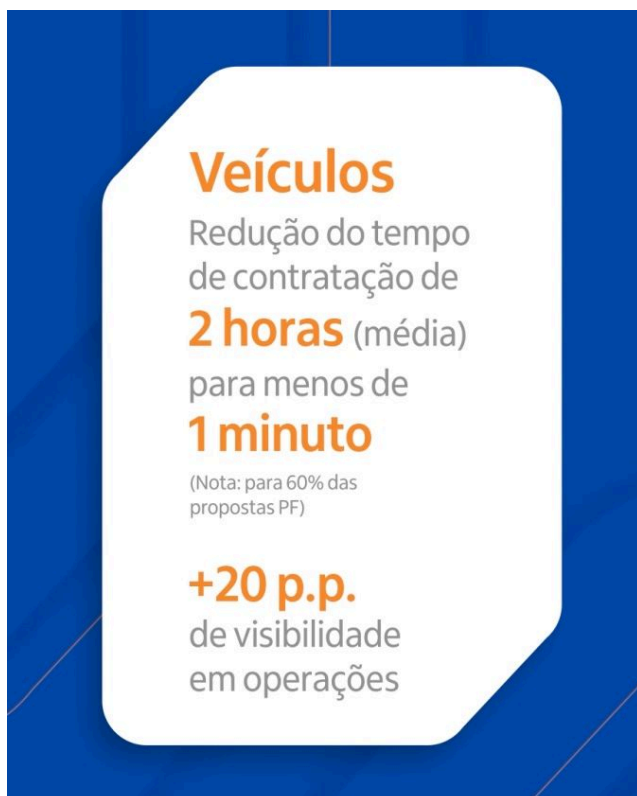
Central Bank of Brazil Complaint Ranking:

From 5th place in 2H18 to 19th place in 2H21



Public Sector:

Portfolio of BRL 8.7 billion (+91% in 12 months)



Vehicle:

Reduction of product acquisition time from 2 hours (average) to less than 1 minute

(Note: for 60% of Individual proposals)

Ser a **principal escolha** de crédito dos brasileiros

Empoderar o cliente para alcançar equilíbrio em sua vida financeira

To be the main choice of credit for Brazilians and empowering the client to balance their financial lives

de **120** para **1**
Motor de Decisão de Crédito

de **7** para **1**
Ferramenta de Gestão

de **106** para **0**
Robôs para decisão automática

de **50** para **1**
Pontos de inserção de novos dados para decisão cliente

Plataforma única de crédito

Ambições 2022

- **10 produtos** conectados a nova plataforma
- **+150 origens** de informação na visão cliente

Unified credit platform

2022 Ambitions:

10 products connected to the new platform

+150 information sources in the client view

a gente_
é movido por resultados

Ser **obcecado**
pelos clientes

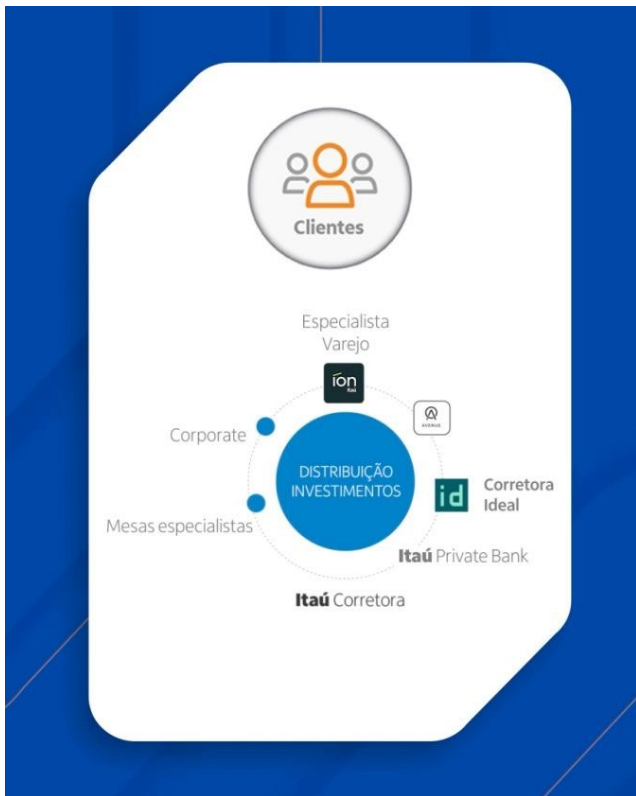
we are driven by results

we put the client first

Carlos Constantini



Complete Investment Ecosystem



Investment Ecosystem (Investment Distribution)



Investment Ecosystem (Asset Management)



Investment Ecosystem (Content and Education)

Inteligência Financeira IF

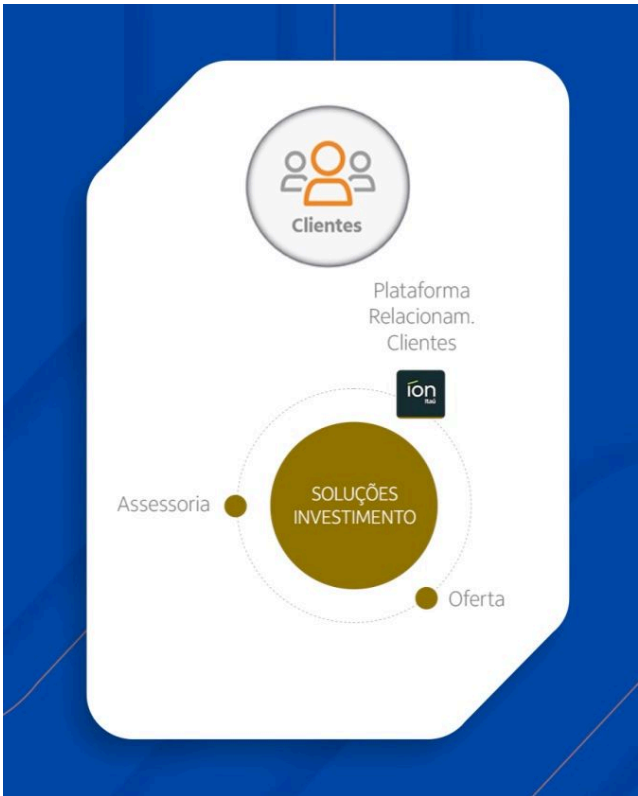
Investidor Em Foco | investir em quê? beta

CANAIS

WhatsApp, LinkedIn, Instagram, iOn, Twitter, YouTube, Spotify, deezer, Apple Music, Email

Nossa ambição é estar entre as 3 maiores plataformas de conteúdo e educação financeira do Brasil

Our ambition is to be among the 3 largest financial education and content platforms in Brazil



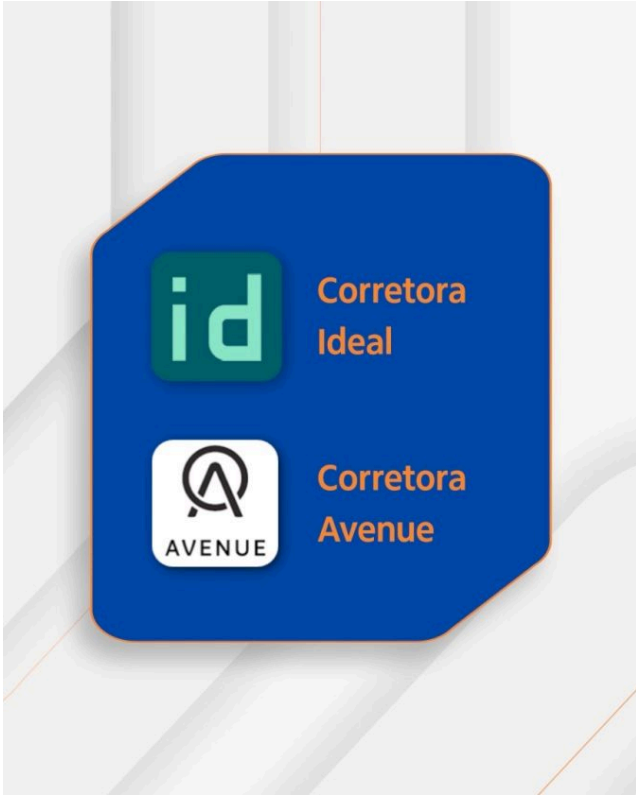
Investment Ecosystem (Investment Solutions)



**Investment Ecosystem
(Investment Services)**



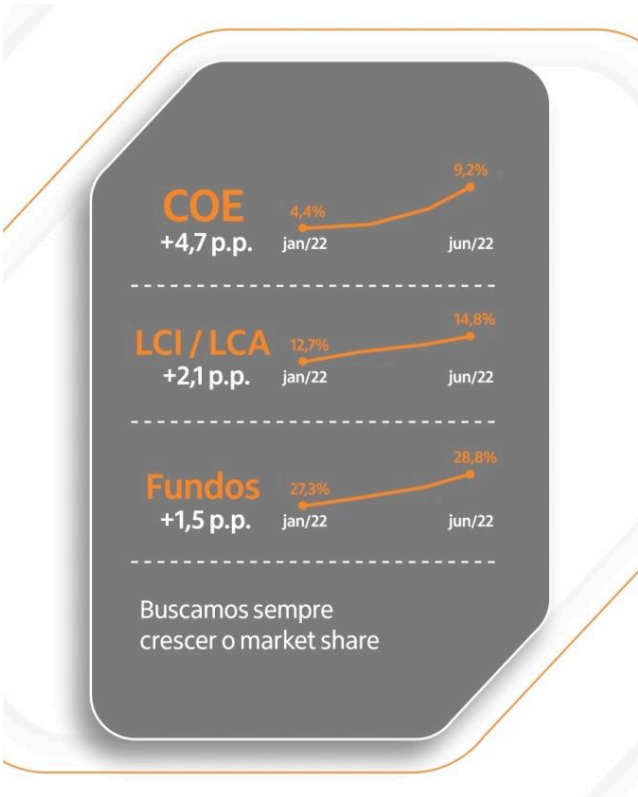
**Investment Ecosystem
(Origination)**





119 offices already implemented

100% of regions covered at the end of 2022



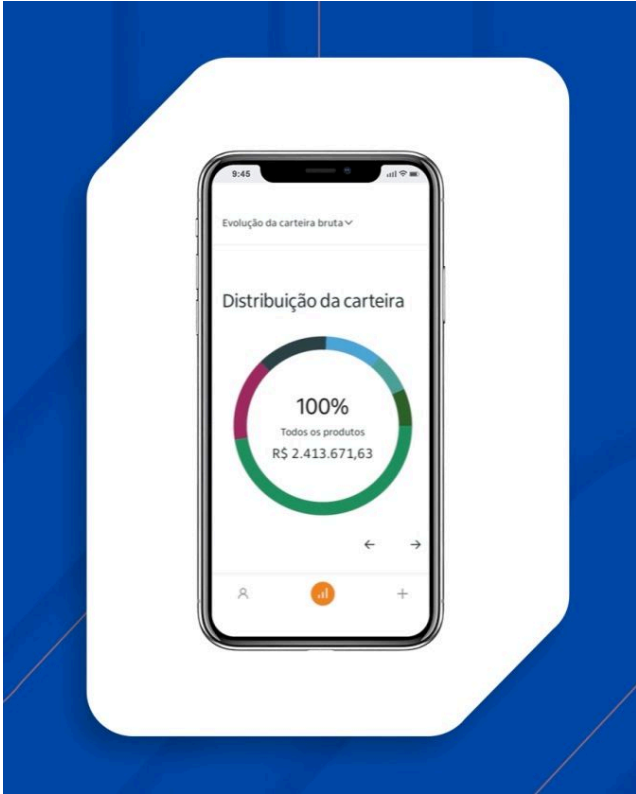
Market share evolution (structured operations certificates, real estate and rural credit bills and Funds)

We always seek to grow market share



NPS evolution





1 milhão de downloads do app

plataforma de investimentos

The image shows a smartphone screen with a dark background. The logo for 'Ion Itaú' is displayed in white. To the right of the phone, the text '1 milhão de downloads do app' is written in orange, and 'plataforma de investimentos' is written in white below it.

1 million app downloads investment platform

1ª Corretora de banco

com RLP Ações e ampliação do mercado secundário renda fixa

1st bank broker with equities RLP and expansion of the fixed income secondary market

O melhor Private para o nosso cliente

WINNER 2021

Outstanding Global Private Bank - Latin America
(Private Banker International, 2021)

2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2012 | 2011 | 2010 | 2009

BEST PRIVATE BANK IN LATIN AMERICA

Best Private Bank in Latin America
(The Banker, 2021)

2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2012 | 2011

28,0%

de market share no Brasil nos torna líder de mercado

+R\$660bi

em ativos no Brasil e no exterior

*fonte: Anbima Junho/2022

Private Bank Awards: the best private bank for our clients

Itaú Asset Management
 maior asset privada do mercado brasileiro

11,4%
 de market share no Brasil
*Fonte: Anbima Junho/2022

+R\$813bi
 em gestão de ativos

13 vezes
 Melhor gestora de fundos
 Guia de Fundos FGV

Itaú is the largest private asset manager in the Brazilian market

+BRL813bn in AuM

13 times elected Best Fund Manager

Multimesas
 Atingimos R\$100 bi de AuM em fundos de Retorno Absoluto

GD Presente no Global Dinâmico MM
E Possui fundo dedicado

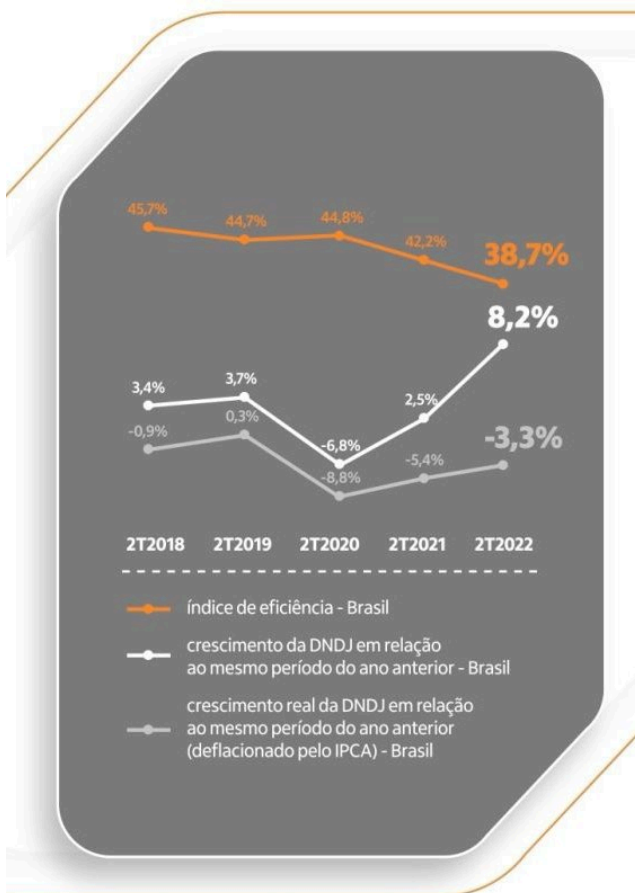
Além de outros times acessados exclusivamente via estratégias Global Dinâmico

Multi-desks

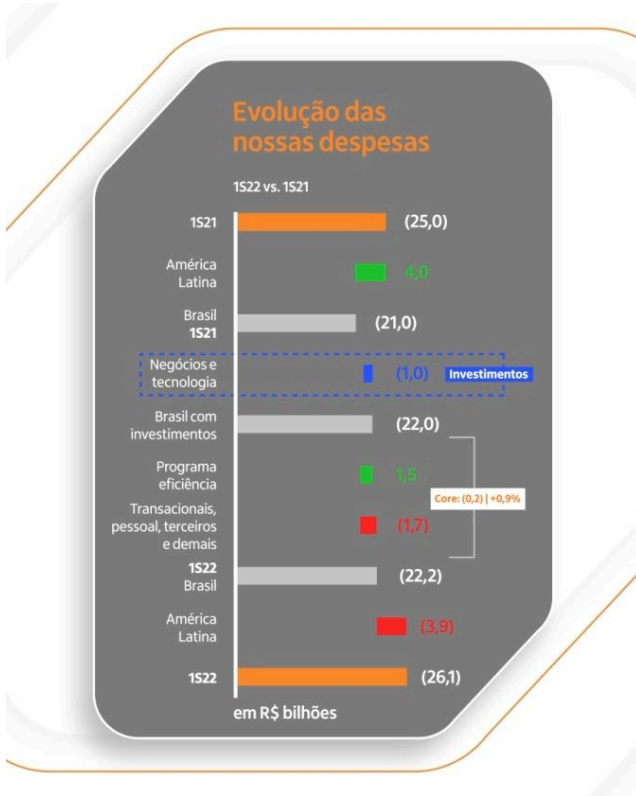
Alexsandro Broedel



The bank has received recognition from the market on multiple occasions regarding the way we communicate.



Best efficiency ratio in our recent history



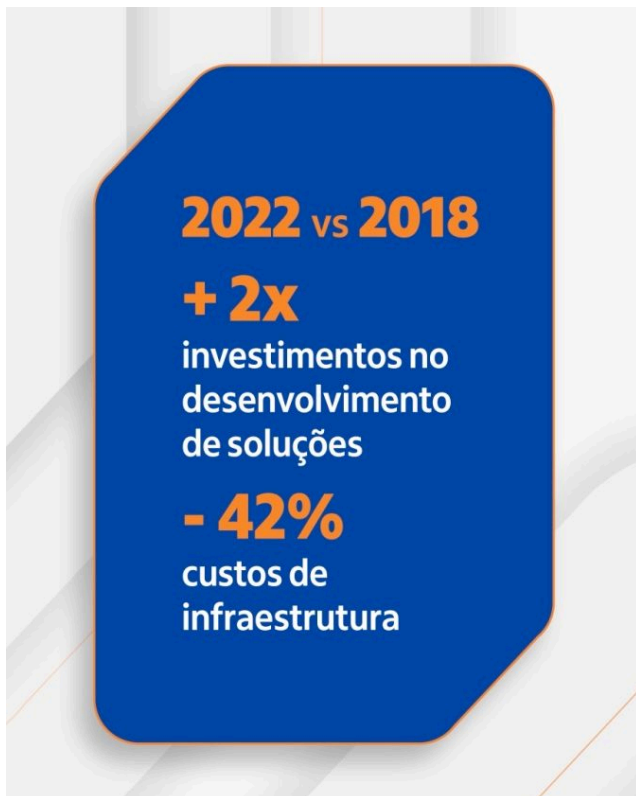
Evolution of our expenses

Estratégia ESG traduzida em 10 compromissos de impacto positivo

1. Cidadania Financeira
2. Inclusão e Empreendedorismo
3. Financiamento em setores de impacto +
4. Investimento responsável
5. Transparência nas comunicações
6. Gestão inclusiva
7. Ética nas relações e nos negócios
8. Gestão responsável
9. Amazônia
10. Investimento social privado

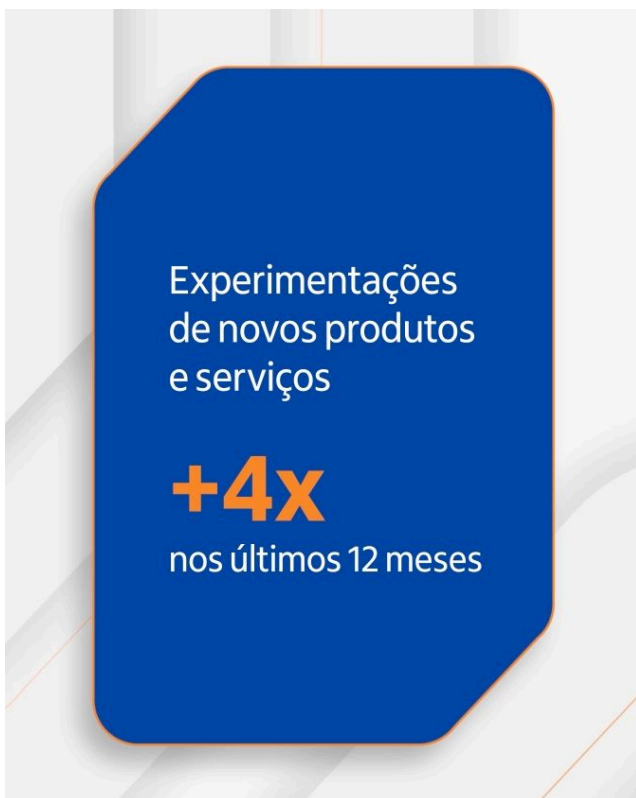
ESG strategy translated into ten positive impact commitments (for more details, please access our Integrated Annual Report)

1. Financial Citizenship
2. Inclusion and Entrepreneurship
3. Financing in positive impact sectors
4. Responsible investment
5. Transparency in communications
6. Inclusive management
7. Ethics in relations and business
8. Responsible management
9. Amazon
10. Private Social Investment



2022 vs. 2018: +2x investments in solutions development | -42% Infrastructure costs

Matias Granata



Experiments on new products and services: +4x in the last 12 months



Credit Portfolio (Jun-22) > BRL 1 trillion



Share of digital interactions
* Considering total hires, transfers and payments made through all channels except cash

100%

das propostas do Varejo sendo decididas no mesmo dia, na sua maior parte em tempo real, em 2022

in 2022, 100% of Retail proposals are being decided on the same day, mostly in real time.

Redução de

86%

na utilização dos caixas eletrônicos para habilitar o uso de canais digitais

Reduction of 86% of the utilization of ATMs to enable the use of digital channels



**100% of the loan portfolio
undergoes a socio-environmental
risk analysis**



Net-Zero Commitment