

## Itaú Day 2022

**Renato Lulia:** Hello, good morning! Welcome, everyone, to Itaú Day 2022. I am Renato Lulia, investor relations and market intelligence director at Itaú Unibanco. In this second edition of our 100% digital meeting, you will be updated first-hand on Itaú Unibanco's strategy and initiatives for building our future, with client-centricity as the primary focus.

We will start this morning with the opening speech from Milton Maluhy, CEO of Itaú Unibanco. Then, we will have the opportunity to follow a conversation between the co-chairmen of our board of directors, Pedro and Roberto. After that, we will have four panels presented by the Executive Committee members. Each panel will address a specific strategic theme. We will also have a question and answer session at the end of the presentations. Questions may be sent by WhatsApp or, if you're watching on the site, by clicking on the button on the platform. If you are watching on our YouTube channel, please scan the QR Code or use the WhatsApp number on the screen to send us your questions. Questions that are not answered live today due to lack of time will be answered later by our IR team. That is all for now. I'll leave you with Milton and see you later. Milton, the floor is yours!

**Milton Maluhy:** Good morning everyone and thank you, Renato! It is a great pleasure to be with you today for our second edition of Itaú Day. Throughout this morning, we will have the opportunity to share with you how we evolved on the fronts presented last year, but more importantly, to look forward and talk about the bank's future.

Over the last 18 months, we have been implementing and undergoing a crucial cultural transformation based on a genuine obsession with the clients. This translates into really understanding their pains, reacting quickly, and serving them in the best possible way. This means building the bank with the client and using technology to accelerate this journey further.

We are reaping results by adapting to a more digital culture and a much more agile mindset in how the bank operates. We work in communities where our product, business and technology departments work together. This model provides less hierarchy and more autonomy, and it is much more agility. This is translated into an attitude reflected by a phrase that has become a real mantra inside the bank: "we have each other's backs".

And this posture of working for the clients has already delivered impressive results, as you will see throughout this morning.

This was done without relinquishing our financial performance since results also drive us. We have consistently delivered outstanding profitability, we have built a successful brand, our employees are among the most satisfied, and we have positively impacted society.

A good summary of our ambition involves three fundamental elements: persistence with clients; having an agile and modern organization; and achieving sustainable growth, above market rates.

By achieving these goals, we will be able to: be our client's first choice; be the aspirational destination for talents; be the best option for shareholders in the long term.

The complexity of our current scenario, the number of changes in the market and competitive environment, as well as in the client's behavior and ourselves, have led us to revisit the values that guide our daily lives.

After careful analysis and the involvement of a diverse team from multiple areas, we launched the bank's new culture. The result is our new core values and drivers for our behavior and attitudes.

Starting with the central theme of this Itaú Day, I want to share some data that we have been following that underlie our client-centricity strategy.

The bank has around 66 million individual clients.

Of these, 67% are engaged clients. This means that most, or even 100%, of their financial needs are in our hands.

We note that the most engaged clients are more satisfied, loyal, and more profitable:

- they have a credit share of wallet of about 50%, in other words, the bank participates in about 50% of the credit risk of these clients, almost 3x higher than non-engaged clients;
- its NPS is 1.5 times higher than disengaged clients;
- the churn is four times smaller.
- revenue is more than 10x higher than a non-engaged client;

Finally, the 1% increase in our engaged client share generates an incremental result of approximately BRL1.2 Bi/year.

More than focusing on profitability, maximizing client satisfaction is our starting point. After all, we are client-obsessed. We structure what we call the "engagement machine" in the following way:

- we cluster the entire client base, understand their needs, and define the best conversation in the proper channel that best fits the client's needs.
- 87% of our offers are suited to their profile.
- the pace of growth of the engaged client base has been faster than that of total clients.
- We had more than 2 million new clients engaged only in the first half of 2022.

We will continue improving the client journey, reviewing processes, seeking efficiency, and improving their end-to-end experience.

We know that we are constantly learning and don't have all the answers. We are humble enough to recognize that we don't know it all. We always learn from our clients, from the competition, from other industries, and from our mistakes.

Our obsession with the client has led us to several initiatives during the year, as you will see throughout this morning.

Another important topic has been our Corporate Development agenda. This has always been in our DNA, proven by our history, however we have focused on it more profoundly and driven it forward in recent times. Here, we do not have a single goal of making new acquisitions and partnerships but rather an evident focus on improving our ecosystem, improving the commercial proposal, and bringing more value to our clients. We identify our competitive advantages and the strengths developed by other companies in the market that we can associate with or make an acquisition.

As I highlighted at the beginning of this conversation, the cultural transformation in the bank will lead us to wow our clients.

In addition, it is clear that we must take a step further to be sustainable; for that to happen, being big is not good enough. We must be quick.

It is not enough to be concerned with our clients; we must be client-obsessed.

It is not enough to be profitable; we must have sustainable growth above the market ratios.

It is not enough to be aspirational; we must have solutions for different client profiles.

It's not enough to be reliable; we must be modern.

We must have an absolute focus on the difficulties and demands of our clients. After all, we understand that Itaú will always be as big as our clients want.

We must have an agile and entrepreneurial mindset that learns from new test cycles, from mistakes and successes, and maps out risks.

Having a team with more diverse mindsets, origins, and life experiences allows us to build better solutions for our clients, who are diverse.

With this message, I want to invite the co-chairmen of our Board of Directors, Pedro Moreira Salles and Roberto Setubal, to share their impressions about the current moment of Itaú Unibanco and the financial industry.

Pedro and Roberto, please, take it away!

**Pedro Moreira Salles:** Thank you, Milton. I will use your final statement and adapt it a bit to ask Roberto what his perspective is for this year. The last time we were here was June of 2021, and now we are here again in September 2022. So many things have changed. Roberto share with us your analysis of the last 15 months. How do you see the bank? What is your perspective on the executive committee?

**Roberto Setubal:** Well, I think we got off to a very good start. I think that in this period after the pandemic ended, the bank entered a new phase.

The world is undergoing profound changes that coincide with substantial post-pandemic market changes. I believe the executive team that took over, a new generation of executives, comes in very handy at this moment. I think they're doing a great job. The bank is undergoing many changes, which I believe are necessary since we are in a moment of transformation. And I think the bank took on a new pace with clients, growing and developing new businesses. The bank has active dynamism and strong motivation. So, I think we did very well at the start of our first year and a half of an almost entirely renewed executive team taking over the bank. Specifically, I believe this new generation of executives is bringing a spirit of change and a significant difference to this unique moment. It's a cultural change. An essential change in the elements that make up our culture has been widely discussed and proposed to the board. How did you see this change, Pedro?

**Pedro Moreira Salles:** First, I have to agree with you regarding your assessment of what happened at the bank during the last year and a half. And the cultural theme is fundamental. It is certainly not a new topic for us. After the merger, we started having to deal with it. We started taking the first steps in this direction in 2010. When we went all in, in 2015, we had already gone through a significant shift because things had already changed, and you were the one that led that change. In May 2022, Milton presented the new set of values which will direct or should direct our behavior and attitudes. We summarized that block of 10 attitudes and simplified them into six. So, we're talking about something very straightforward. We are talking about "we put the client first," that "we don't have all the answers," that "we have each other's backs," that "we value diversity," and that "we are driven by results." All this is based on something that has not changed and will never change, that for us, "ethics are non-negotiable." This was released in May 2022 and it's permeating the bank. We all understand that this is an adequate response to our challenges. I'll start with the value "we put the client first". What does that mean? It means that we also want to work with them, which leads us to the "we have each other's back" motto, and I think there's a great deal of adherence to what's being presented.

We discussed it tirelessly, internally, then put these values to stakeholders outside the bank. Then it went to the Board, of course, then through the Personnel Committee. Several rounds of intense discussions, and then, finally, it's done! This discussion was still ongoing at the board at the end of the first quarter of this year. And I think there is an intense involvement of the Itaú Unibanco community and firm adherence to what is being proposed.

It's such a contemporary movement. As you mentioned, it is an adequate response to the demands the institution has been observing, which drives the shift. So, I do not doubt that this is a crucial step, and it includes our technological transformation; as we had discussed last year, we will be 50% in the cloud by the end of this year, and we are getting there, but I think we might need to take a careful look at this again since so much has happened since then. So, let me ask you, how do you see our technological advancement?

**Roberto Setubal:** Pedro, you gave us an excellent description of the cultural change, which is a significant evolution, something we have always aspired for the bank. Now, the bank is at a time when it is much more connected to the world's transformations. And undoubtedly, in this transformation process, technology must accompany the bank's transformation. The market has changed a lot in recent years. We had several new companies emerging and bringing new technologies that created new challenges, which is excellent. I think we know how to respond to this new challenge. I see the bank reacting to it superbly.

We are moving quickly to put the entire bank in the cloud, giving us much more agility and the ability to navigate this market permanently in transformation. Technology must be combined with culture because technology alone doesn't work either. We transform the entire bank into communities and squads that will bring these technological possibilities together, providing the bank with fantastic agility.

So, it's a transformation process led by a new team and generation, and I think our technological reaction has been very good. I believe that by the end of next year, practically all of our business lines will be in the cloud and, therefore, in a position to evolve and make the bank grow faster, respond to the market and provide great satisfaction to our clients.

I think today, more than ever, we are highly focused on the client. And how do you see this new focus on clients?

**Pedro Moreira Salles:** Look, I don't think it's something we've been chasing for a long time, but we definitely took a leap in that direction now. I just referred to the first item in this new culture, "we put the client first." I believe the bank has been disseminating this perception. This implies huge changes in products, services, prices, client support, and client experience in any channel, whether an in-person service channel or a remote one. And I think this became, in fact, the central discussion at the bank. There's no doubt about that. There is still a lot to be done, no doubt, but the fact is that our NPS, which was introduced about five or six years ago, has been advancing year by year, and we have made a 15-point leap from 2018 to now. Our Goal is 20, in September, we went up 15, so we have five more to go! Anyway, we see it at the board; we talk to so many people... I have been talking to the teams that make up the retail area. The discussion around client-centrality permeates the organization.

It's no wonder we see new growth. Our client base has gone up 16% in one year. We have 65 million individual clients, 25 million account holders, and more than 2 million corporate clients. The growth of a base of this size is because we are doing the right thing.

And that results in this growth. In the past, we mentioned that we were playing defense and could not attack. And you talked about technology; we talked about culture...I think the bank is finally ready to attack; as we saw this last year, our top line grow by 15% or 16%, in a scenario that is not the most

appropriate to grow. Our credit portfolio growth has been over 20% and the growth of services is above 10%. Anyway, the bank is reacting and reacting very well because it understands the client's needs. So I'm very excited about what I'm seeing.

**Roberto Setubal:** I completely agree, Pedro. The main significant change in the bank is the shift towards the client. I think you mentioned a series of numbers showing the bank's growth in its number of clients, and I also see that not only in the numbers but also through a great concern within the bank of making this effort to listen to our clients.

As an example of the internal changes in the bank that I am talking about, (there are tangible elements that go clearly in this direction), we added to all employees' goals an item related to clients in some way; clients are present even in the most centralized areas, and the client is present in their goals. I think this is a significant transformation. And it is not just a generic NPS goal but several improvements in our process, our service, and our systems which will materialize in clear improvements for clients. I think this is essential, and it shows the focus that was previously mainly financial in the bank. Today it's the financial aspect combined with this focus on the client. I also see that it is essential that Milton is making a significant change in the bank, proposing to make a big change in the internal organization of the bank even at the executive committee level, giving a much greater focus to the client.

A focus on looking at the client and focusing on the client level. So I see this transformation that you mentioned as very real, including the numbers, and in fact, this is also being transformed into our DNA. I think the bank is changing its DNA, which was more financial, and now, client-centric.

In that sense, I believe we started playing offense. We are no longer on the defense; although that is still important. Still, we are now on the attack, conquering new spaces in the market and going after the competition, with newcomers challenging us in client satisfaction. And we are responding, understanding that we must improve, and we are improving.

As you said, improvements have a long way to go, but we are on the right path. I think the first step was to understand that we needed to change. The second step was to start this journey, and I believe that is the way to go.

On the board level, we have given great support to these changes, to this new direction of the bank, and in fact, I think things are evolving in the right direction.

**Pedro Moreira Salles:** So, Roberto, I agree with what you're saying about playing offense; we can see it in the bank. The climate has changed so much in these last years.

Speaking of NPS, the e-NPS (employee Net Promoter Score) also leaped and went up ten points, reaching 83, which is an extraordinary level, but I think it also has to do with the business models that converged. Last year we mentioned that the rules were not the same anymore, and there were, in some way, competition changes that happened through various mechanisms.

The market has changed, it's not the same anymore, and we see that this growth is significant. The capital market finances this growth, but now it's also looking for results, profit can't be too many years into the future. This means that these new players with a fascinating story must know what our real world is like. Somehow this is also being perceived within the organization, and in our ability to compete, which is reflected in our numbers, we have become even more significant, better, more competitive, and we are telling a more interesting story. So, to me, the scenario is very favorable to the Bank. Don't you think so?

**Roberto Setubal:** I agree, Pedro. I think the new competition came when the world was going through that transformation and the pandemic. And I think today, the increase in interest rates worldwide, the difficulty in raising resources in the capital market, high inflation, and all that, means they are facing the

same problems. We first improved client support and are working to be client-centric. And now, they struggle to present financial results, as capital market demands it. So now I know the game is leveling out, and I think we are better off to compete.

It's easy for you to grow by offering very low prices and, in a way, even subsidizing to attract clients. But when you need to show results, I think the competition gets more equitable. I think we are in a good moment, and at the same time, we made this substantial internal change, focusing on clients as well.

So, I think it's a great time. I think we're well prepared for this. The bank has always known how to show results, and it will continue since it's our DNA. And now, as I already mentioned, being client-centric is essential for us to continue this growth and transformation process without losing focus on the result. I wanted to end by saying something I mentioned a few years ago, that the executive would have to be not only a business executive but also have to understand technology, to be able to take advantage of the best opportunities technology can offer.

Today, I would say that the executive must not only understand business, technology but also understand clients because they are all connected. The client influences the business, and technology must serve the client. So, a complete executive these days must have this set of competencies, which is the reality we live in. And that's how we're developing the bank. And that's how we're thinking about the future. With this, I would like to give the floor to the Executive Committee members that will show you what is being done in each of the business areas, but before that we'll listen to what our clients expect in a bank. So, a great day to you all, a good end of the morning and a good afternoon, and I hope you all enjoy this day with us.

**Pedro Moreira Salles:** Thank you very much, and good morning!

**Roberto Setubal:** Thank you

**Milton Maluhy:** Thank you, Roberto! Thank you, Pedro! We'll continue the agenda today with some panels in which Executive Committee members will address various topics. I think you will really enjoy this content! But before each panel, we will share short videos with testimonials from some clients and the question that was asked to each one of the is what they expect from a bank. Shall we listen to them? Here we go with the first video and then we'll start the first panel.

### Testimonials

**Rodrigo Lemos:** In the past, when you thought about banking, you thought about a manager wearing a suit and tie – someone inaccessible – and today we don't often see this type of manager anymore. Why? At my company, we notice that managers have more of a hands-on approach. They serve the client regardless of where they are, and the client will choose where to be in touch: at the branch, online, at the ATM, or even in the office. And why am I telling you this? Because today you see managers dressed like an average person, in a polo shirt or with their sleeves folded up, and this facilitates communication between the client and the bank. It may seem insignificant but it is not, because this makes it possible to increase the proximity between the manager and the client.

**Tatiana Maia:** What I expect from a bank is that it has a shared value proposition, that the value creation is shared with all stakeholders, and that it has real initiatives to reduce inequality.

**Diego Barreto:** For me, the first significant difference that banks will have in the future is to work in a highly modular way, driven by technology and APIs. I want the flexibility to find the best solution and plug in and plug out at any time, not because a contract requires me to do so.

The second point that is very important for us is the open platform: in an increasingly competitive financial market, in an increasingly global financial market, in a financial market composed of more and

more solutions from different players, who are not necessarily financial institutions, I want open platforms more and more. Every time I come across a closed platform, it says, "you will not be satisfied here because there are other solutions outside." So, the open platform logic is fundamental. The third point is the ability to talk to people with a digital mindset.

**Sérgio Fajerman:** Good morning, my name is Sergio Fajerman, and it is a pleasure to be here with you once again. Today we will delve into our cultural transformation agenda. Culture is not a new theme for us. On the contrary, it has always been essential to our corporate identity.

Since 2010, when we launched "Our Way," our culture has been updated and reviewed. But the complexity of the scenario we are experiencing requires us to look at the values that guide our daily lives.

We may comment on the many changes there have been in the market, in the competitive environment, in customers, and in our behavior. All this has required and will continue to require changes and new business strategies. They also demand new behaviors and attitudes to achieve our goals.

This cultural transformation is a priority. That is why we carried out a task that mobilized a diverse team from multiple areas, analyzed trends, observed the market, and listened to ourselves, our teams, leaders and our customers. The result is our new core values and drivers for our behavior and attitudes.

These values and drivers are everything that make us true Itubers.

I'll start with ethics, a trait that has always been non-negotiable for us. This value is a cultural asset of Itaú Unibanco, which has been guiding all our actions for almost 100 years. We kept this value unchanged as it remains the central foundation supporting everything we do.

For us, ethics is non-negotiable. For us, ethics cannot be reviewed or updated it means always doing the right thing. No shortcuts, constantly analyzing the risks. Therefore, this value will always be present in all moments of evolution and our culture. It is a value that is foundational to all the others and essential to guide each one of us and fills us with pride.

Ethics is our foundation, and customers the key element of our existence. As we know, Itaú will always be as big as customers want.

We put the client first

- Being an Ituber is being determined to wow the client
- Being an Ituber is to innovate based on the client's needs
- Being an Ituber is always making things simple

And putting the client first goes far beyond customer service. We must always be guided by the question: what are we investing our time and energy in?

If the answer is through some bureaucratic bank process, it is definitely not what we want.

To deeply understand the client and create the best solutions for them, we need to be constantly learning.

Then comes the second territory of culture: We don't have all the answers

Being an Ituber is being curious about the world and always learning



To be an Ituber is to experiment, to make mistakes, to learn and to improve

Being an Ituber is to use data intensively, to learn and to make better decisions

With the unprecedented changes the world has been undergoing, we need to be humble enough to recognize that we do not have all the answers. We must always be open to learn in different ways and from all sides: the clients, the competition, and other industries.

And to have a super agile and entrepreneurial mindset that has the courage and learns from cycles of tests, success, and mistakes, of course, within a very controlled logic, with the risks all mapped out.

In addition, we increasingly need to use data intensely as a differential for our decision-making.

By adding our diverse knowledge base and experience to create solutions and solve problems, the result is powerful.

We have each other's backs

- Being an Ituber is trusting in each other and knowing how to work autonomously.
- Being an Ituber is helping and asking for help.
- Being an Ituber is being together, making one Itaú.

All of this starts with an environment of trust, which is built daily, from small to large attitudes. Through an Ituber offering and asking for help, being transparent, and respecting the other Itubers. This trust generates a safe space for us to work autonomously, which requires understanding and recognizing each one's role: knowing how to give and have autonomy.

Another critical point in this value is that although we operate in various areas, businesses and products to our clients, we are one Itaú. That involves more than breaking up into silos. It is, instead, an invitation to add, to multiply, not to divide or separate.

And if we want to work as a team, it is essential to talk about the importance of diversity in Itaú. But we want to go beyond just talking. It is an essential value because we believe that it defines us and helps to guide our behavior.

We value diversity and inclusion

Being an Ituber is being as diverse as our clients

Being an Ituber is welcoming different points of view

Being an Ituber is staying true to who we are and expressing ourselves openly

We need to have a safe environment in order to be ourselves so that people can express themselves and contribute authentically, to expose risks and other sensitive themes.

Having a team with more diverse thoughts, backgrounds and life experiences allows us to build better solutions for our clients, who are diverse.

Being an ambitious organization is also not new for us. And we need to be as efficient in execution as we are ambitious in our goals.

We are driven by results

- Being an Ituber is to be ambitious in goals and efficient in execution.
- Being an Ituber is to be committed to sustainable growth



- Being an Ituber is to strive to make a positive impact on society

Itaú Unibanco will be as big as our clients want. There is no sustainable business without results. Just as there is no sustainable result without satisfied clients. And that takes us back to the beginning. We put clients first.

We are very excited because we believe that we have the elements we need to achieve the success we seek.

The transformation has already begun, but we still have a long way to go. Because everything we aim for will only happen if we truly transform ourselves.

Building a new Itaú requires that each employee changes.

That's it, guys: let's work as a team because Itaú does not stop. But before I give the floor to Guerra, I would like to bring a message from the country manager of AWS in Brazil.

### Testimonial

Cléber Morais: Hello, I'm Cléber Morais, general manager at Amazon Web Services (AWS) in Brazil. I would like to thank Itaú for the invitation to talk briefly with you about the cloud computing market and what has led the most innovative companies to quickly adopt the cloud in their business. So, what has driven these companies to adopt cloud computing?

There are five reasons why companies are migrating to the Cloud. First, agility: AWS allows customers to quickly add a variety of computer resources as needed. Second, cost savings: adopting the cloud allows you to replace fixed expenses with variable expenses and pay for IT only as you consume it. Third is elasticity: companies can access the amount of resource they really need, knowing they can instantly increase or decrease these according to their business needs.

The fourth reason is that the cloud allows you to innovate faster, which enables the most valuable IT professionals and resources to devote to developing projects that differentiate their business and transform the customer experience. Finally, the fifth reason is that the cloud allows companies to turn their applications into businesses globally within a few minutes.

Acting fast, being able to identify trends or demands, and learning throughout this journey are some of the requirements we see in the world we live in. Once again, thank you for the opportunity to speak during this Itaú Day and, especially, for the opportunity to participate in the Innovation and Transformation Journey that will boost Itaú to even higher levels. Thank you very much.

Ricardo Guerra: Hello everyone, I hope you are all well. I am Ricardo Guerra and I lead the technology area here at Itaú Unibanco. You have just heard about the potential of the cloud for business transformation with Cleber Morais, AWS country manager, who is our partner on the digital transformation journey we are going through.

Last year, I shared our strategy to become a more digital company, which means, in practice, being client-centric.

Today, I want to share some of the practical results we have already achieved in this journey: from changes in our way of working to the evolution of our technology platform and its migration to the cloud, which brings in all the benefits that Cleber mentioned.

Last year, I told you about our goal to reach the end of 2022 with circa 50% of our platform modernized and operating in the public AWS cloud. Today, I can share with you that more than 30% of it has already been rewritten and is operating on the platform, and we keep the same 50% ambition to be achieved until the end of the year.

It is important to remember that we are doing much more than just migrating our services to the cloud: we are rebuilding our platform, breaking a monolithic architecture built over decades, through micro-services, in a componentized way. Now, we will be able to speed up product creation, adding more value to our clients, precisely as we heard from Diego just now.

Based on what we have done so far, we have already significantly reduced the time required to develop new solutions and increased the volume of monthly changes on our platform by more than 700% compared to 2018. Every month, we perform about 4,000 updates on the public cloud, which is also eight times higher than in 2020, when we started our large-scale modernization program.

Our digital channels are among the solutions already running on this new platform; new applications such as Pix, for example, have already been built directly on it, aiming to deliver the best experience for our clients daily.

But we know that having cutting-edge technology won't be enough to get us through this journey. We must continue investing in a work environment that is conducive to our employees' innovations and enables speed in all decision-making relevant to the clients.

Therefore, adopting new work methodologies is essential in this transformation process, which, in addition to being digital, must also be cultural, as Sérgio mentioned just right now.

Here at Itaú, as we have already mentioned, we started working in Integrated Communities – a term that the market knows as “tribes”. In this model, our teams have been organized by client journeys, bringing together professionals from different areas with common goals and focusing on delivering the best experience.

Based on these methodologies, we bring all professionals closer to the clients' pain points so that we can build solutions with them to meet their needs.

Above all, it gives autonomy to our employees so that they can identify opportunities and act on them quickly.

A practical example of the results of this model is the “ion”, an application focused on investments we launched over the last year. The app was created based on demands we identified in surveys conducted with clients and was launched in MVP to have its improvements guided by the feedback of its users.

Another critical point in our digital transformation is using data on a large scale. This information has allowed us to assertively understand the demands of our more than 60 million customers. They are also the ones who will tell us if our proposals make sense for their daily lives.

At Itaú, data use is based on governance with principles, rules, and practices that ensure that it flows fluidly, with the necessary privacy controls.

In addition, governance also involves caring about the quality of the data we use, ensuring that they are the most relevant and complete for each situation. This is essential so that the results are not incorrect or biased.

All this evolution I have told you aims to deliver more value to the clients, from providing better quality service and creating better products. This process involves a major cultural and technological transformation, as well as questioning our own values.

So far, we are proud of our journey and want to continue questioning ourselves to always improve and evolve. The digital transformation we are experiencing today is the result of this.

Although we still have a lot to do, the technological evolution that we have seen at Itaú is now becoming a reference for technology companies worldwide, and our advances already influence the product roadmap of these technology institutions.

As an organization, we have recently been recognized by Fast Company as one of the best companies in the world for innovative professionals. We were also selected as the most innovative bank in Brazil by the Valor Inovação ranking and the best digital bank in the country by Global Finance.

These recognitions give us confidence that we are moving in the right direction to deliver the best experiences to our clients.

To wrap-up, I would like to remind you that none of this would be possible without having a culture founded on collaboration with the client and among our professionals. Over the past year, we have further strengthened this culture. After all, Itaú is made up of people, and none of this is possible without them being able to express their ideas and have the autonomy to make decisions in a decentralized model.

Now, I pass the word to my partner on the executive committee. Leila, you have the floor.

**Leila Melo:** Thank you, Guerra! Hello, I am Leila Melo, member of the Executive Committee and director responsible for the Legal and Corporate Affairs areas at Itaú Unibanco. Today I will share our initiatives for consistently generating positive impacts on society and, of course, on clients' satisfaction.

I want to discuss our innovation plan and how we have progressed in our customer services. But first, I would like to briefly comment on our efforts to reduce the number of legal proceedings and complaints received by our Ombudsman.

One of the values of our culture, launched this year, as Sergio mentioned, is "We don't have all the answers." Therefore, we evaluate our conduct in each case when we receive a complaint in the Ombudsman's Office or a judicial claim. If there is a mistake on our part, we immediately correct it. Then we review our procedure to make sure it does not happen again. This is a crucial step in implementing a continuous improvement trend in the bank.

As a practical example, I will share some important data with you:

- The number of civil lawsuits in which we identified some error that the bank was responsible for has dropped significantly in recent years.
- This reduction becomes even more relevant, considering that the business and number of clients increased during this period, demonstrating our ability to grow with quality. The client-centricity strategy has been a critical element in this journey.

We work hard to analyze complaints, identify opportunities and work on constantly improve processes, products, and services. The result of these efforts is reflected in the complaints reduction and our clients' satisfaction improvement.

We also had a significant decrease in complaints in the Ombudsman's Office and a remarkable evolution in complaint rankings, such as from the Central Bank.

We know that a good relationship with our clients is not limited to our service improvement. We have an even greater responsibility to stand alongside them and support them in the face of challenging macroeconomic context.

This is crucial when we work on our positive impact plan, which the market calls ESG. In this sense, we have a commitment to Financial Citizenship, which includes, among other initiatives to:

- 1) Provide differentiated credit conditions to help our clients reorganize financially;
- 2) Sustainably include customers who are going through or have already gone through financial difficulties once again in the credit cycle;
- 3) And contribute to the financial inclusion of new customers with the responsible use of financial products, granting adjusted credit limits that help reduce indebtedness and default.

These are clear examples of how ESG is present in our business. There are other initiatives, but I would like to highlight two of them.

First, we announced the allocation of BRL 400 billion in credit facilities last year to promote a sustainable and more inclusive economy.

This value includes, by 2025, initiatives on three main fronts:

- Providing credit for positive impact sectors;
- Structuring deals with the ESG seal for our customers, such as green bonds and social bonds, and sustainability-linked bonds, among others;
- Providing ESG products for retail, such as electric or hybrid car financing, solar panels, microcredit, and credit for female entrepreneurs.

Faced with the urgency of climate challenges, we signed the UN's commitment to zero carbon emissions by 2050 by joining the Net-Zero Banking Alliance. We are already carbon-neutral for direct emissions: those generated by our own operations and also the energy we consumed. The bank's strategy is to reduce and remove greenhouse gas emissions until we become carbon-neutral in our business.

And in the last few days, we reached another important milestone on this journey. We announced a partnership with Enel to supply renewable energy to over 2,000 bank branches. With this initiative, we will supply 80% of our branches with renewable energy, which represents another fundamental step towards achieving the objectives of our Net Zero commitment.

In addition, we want to support our clients in the transition to a carbon-neutral economy. We will achieve this collaboratively and through a tailored process, paying attention to each client's and each sector's challenges through initiatives that are adapted to the reality of each one without radicalism.

Our initiatives were structured to promote the reduction and elimination of emissions. Through these initiatives, we seek to engage our clients so they can promote their transition. In addition, all customers can access our ESG products and services.

To support our clients and accelerate the development of new solutions, we launched a hub with Cubo Itaú, entirely dedicated to the ESG agenda. The goal is to leverage existing startups and foster new initiatives; the focus is to encourage disruptive and scalable solutions that transform the reality of environmental, social, and governance issues not only in Brazil but also in Latin America.

We also continue to exercise our influence to improve people's lives, whether they are our employees, clients, or society. Through affirmative action, we address diversity challenges, promote education and financial inclusion, support entrepreneurship, and invest broadly in our institutions and foundations. We have invested a lot, year over year, in areas that we consider fundamental for the country's development, such as education, mobility, and health.

We continue to build our bank of the future with products and services that are increasingly relevant to our clients and generate positive impacts on society. We will be, as always, standing side by side with all

our audiences – clients, shareholders, investors, regulators, and society as a whole – to continue and accelerate this journey of building Itaú. As we say, we are ‘made with you’ (“feito com você”).

Now, I invite you to watch a video with testimonials from some of the client companies who will share what they expect from a financial institution.

### Testimonials

**Guilherme Castellan:** How can financial institutions help us? I think a financial institution has to be client-centric above all. The bank’s capabilities today are people; obviously, these people have to be company partners. They obviously need to understand company timing and be partners in the medium to long term and truly help the company to be agile and react quickly to the challenges in the market. All companies need to get things done and unite. I think that nowadays a financial institution like Itaú can be essential to achieve this. At the same time, working with companies pioneering ESG issues, such as Natura, bring everyone together and put people on the same page, so that there are not many different agendas but an important joint ESG agenda for Brazilian and global companies.

**André Pires:** A financial institution must understand the strategy and moment the company is going through. That is, the financial institution cannot just sell products, but it has to be an institution that brings solutions to the company’s needs at that time. The ESG bias is also essential, and getting solutions that, in a way, can help the company demonstrate its initiatives in this field. But once the bank understands this moment, it can help us bring these solutions and show them more clearly to stakeholders.

**Ana Uriarte:** As an entrepreneur, what I expect from a financial institution is primarily credit support that helps us to achieve and expand our dreams and goals. This includes direct or indirect contact with players that may be interesting for my business development and, above all, close contact with managers who understand the specific needs of my business and my startup, and thus help me find programs and benefits that make sense for our level of development.

**Flávio Souza:** Hello, everyone! It is a great pleasure to be here in this 2022 edition of Itaú Day and talk to you about Itaú BBA. We just listened to what our clients expect from a bank, and now I will have the opportunity to share what we have been doing and what we plan to do to meet and even exceed these expectations.

Today, I’m starting precisely from where I left off in my message on Itaú Day last year.

I told you that Itaú BBA’s performance was and remains focused on developing a sustainable growth agenda, with a commitment to support our 22,000 clients in all their needs in a relevant and unique way.

Our ambition continues to be to consolidate and expand our leadership position among wholesale banks.

We have come a long way since our last meeting with strong execution discipline. And I am pleased to share with you some of the results we have achieved.

In 2021, Itaú BBA grew its revenue by 23%. And we expect revenue to grow 28% this year.

This performance, combined with a cost of credit management supported by solid governance, allowed Itaú BBA reach a record level of contribution to the bank’s results in the first half of 2022.

We operate today with an efficiency ratio of below 25% and a level of return on equity close to 28%. These numbers put us in the first quartile compared to global players in our industry.

And even though we have come a long way, we know that there’s still a lot to be done. This keeps us motivated to move forward in implementing our strategic agenda.

The first lever is precisely client satisfaction, where we permanently seek to improve the value proposition for each of our clients.

Our NPS, a critical thermometer for satisfaction management, is at its highest historical level: 78 points. This puts us close to global levels of excellence in any business segment.

And by constantly listening to our clients, we realize that we still have many opportunities for improvement, especially in making transactional journeys more digital, simpler, and more efficient.

The second initiative is our ambition to continue to lead the investment banking activity. And on this front, we reached important milestones, highlighting our expressive position in the fixed-income activity, where we expanded our leadership to an unprecedented level, with 30% origination market share. This position is almost twice as high as the second place.

We advanced in reformulating our Broker firm and invested in our Research area, assembling a complete team dedicated to the individual segment and reinforcing our section dedicated to institutional investors.

And even with such a consolidated and outstanding position, we still see many opportunities. The acquisition of "Ideal Corretora" (Ideal Broker), announced in January and still awaiting approval from regulators, will strengthen us in high-frequency activities, for instance.

We are also attentive to the emergence of the tokenized asset market. We made the first tokenization operations of receivables. This market is expected to grow exponentially over the next few years, and we are preparing to lead in this market.

The third lever is our ambition to achieve leadership in agribusiness among private banks. Here, progress has been consistent and solid.

We have expanded our presence from 28 to 36 platforms, hired more than 120 people, and we already have a team of more than 700 employees who are fully dedicated to Agribusiness.

And our Agribusiness portfolio, which was already growing by more than 20% a year in recent years, has accelerated even more. Today it is at BRL71 billion, a year-over-year growth of more than 50%.

Our client base in agribusiness grew 217% compared to 2020, mainly due to our focus on the rural producers segment.

We launched several new products, among which CPR in dollars, we created a trading company to support our clients, and we have already carried out - through this company - 42 deals that exceed BRL1.0 billion in business volume.

And together with Itaú Asset Management, we launched the largest FIAGRO in the industry with BRL600 million in equity.

In the coming years, we will continue to invest in this segment. We will modernize our platforms and create digital journeys; we will continue to expand our client base and invest in launching new products.

The fourth lever is our ambition to be the leading bank in the Middle Market segment.

In this segment, which we have grown at a rate of more than 20% since Andre Rodrigues' management and have continued to evolve our value proposition to reach a level of efficiency that is a global benchmark.

We doubled the team in the Tech niche, which is part of the Middle Market. Today, there are 60 employees exclusively dedicated to the segment, with a value proposition that looks at the life cycle of technology companies.

We expect at the end of this year to double the revenue of this segment compared to what it was in 2020.

The fifth lever is working with the largest companies in Brazil. This segment, where we already have a consolidated presence, has also evolved significantly.

Our portfolio with the 2,000 largest companies in Brazil reached BRL280 billion, having grown more than 20% in the last 12 months. In this operation, we achieved an efficiency ratio of 17.8%, a prominent position even when compared to the best global benchmarks.

On this front, we will continue to invest in reinforcing our position on the strategic agenda of our clients to be the preferred and reference partner.

In the payment business, we have two initiatives.

The first is the continuous evolution of our cash management operation, where we are already in a leadership position in a growing business.

Just as a reference, in 2022 we plan to process more than BRL13 trillion in payment transactions alone that our clients will make through Itaú BBA.

And the second initiative in payments is the transformation agenda of this business, with a modern, modular and flexible platform that will act as a partner of our clients in their ecosystems, including with BAAS – bank as a service solution.

And finally, although sustainability has been on the agenda for many years, we have also organized to support our clients on the ESG front. We want to be the partner bank that will support the transition to a low-carbon economy.

We have already reached 56% of our commitment to allocate BRL400 billion to finance positive-impact sectors by the end of 2025.

And even though it is a new and developing agenda, we already have a prominent position: 35% of the volume of ESG emissions made in the local market.

In summary, although we are leader in the wholesale banking segment, as we like to say around here every day, Itaú BBA never stops. We do not stop because our clients do not stop; their needs evolve daily, and we must evolve along with them.

Now I will pass the floor to my colleague André Rodrigues, who will delve a little deeper into the journey for small and medium-sized companies.

**André Rodrigues:** Thank you, Flávio. It's so great to see how Itaú BBA has progressed. I am André Rodrigues, and I am responsible for small and medium-sized companies here at Itaú Unibanco.

Let me start by saying that few business units have such an interesting combination of size, relevance, profitability, growth prospects, and the establishment of clear competitive differentials as SMEs.

We have more than one and a half million clients – and many prospects for expanding this base. This is a very relevant Top Line since we have experienced very robust portfolio growth during the last five years, always maintaining healthy profitability levels while transforming our operations to achieve outstanding leadership in this business.

In recent years, this business has been developed at Itaú Unibanco in a very consistent manner, as demonstrated both by the evolution of the credit portfolio and by having achieved market co-leadership, coming from a much less favorable position in the past.



Specifically, over the last year we have experienced significant developments.

This is the fourth consecutive year of higher than double-digit portfolio growth, with the most significant “year over year” increase in this historical series, both in revenue (+37%) and bottom line, which almost doubled in this period.

It is even more essential now to note the quality of this growth.

Risk-adjusted profitability advanced by more than 10 points in the last year and has reached a quite significant level.

The efficiency ratio has also evolved positively, in an operation with a large footprint, even during an important cycle of investments.

We also have several relevant highlights when compared to our main competitors.

In our NPL over 90 days, we maintained a very significant and consistent distance from the market.

And even when compared to our pre-pandemic level, we had a very positive evolution in the Credit Cost-to-Credit Portfolio indicator.

And an important part can be explained by the portfolio management with a proprietary technology, which created very sustainable pillars for our business.

We have a more resilient portfolio mix, both from the perspective of client size and the mix of ratings involved in our portfolio.

And it's even more relevant to note that these advances were made possible through a genuinely client-centric business model.

Our Global NPS has increased in each cycle, reaching a level of above 60 this year, with a clear upward margin trend.

And as our SME business is also part of the transformational context of the iVarejo 2030 Project. Within a perspective of solid growth, we are projecting a continuous cycle of business expansion, with a robust but selective expansion of the client base and with double-digit annual growth of earnings before tax by 2025.

These results are only possible due to the complete redesign of our business model, defining an ambitious true north and acting in all pillars of the operation, including, and above all, in the most structuring ones.

This redesign started with:

A new client segmentation model, with implications throughout the service ecosystem and different value propositions for each client profile.

Creation of regional hubs with joint initiatives, in loco, with commercial, credit and product agents.

Currently, about 60% of our teams are allocated in 15 regional hubs.

Moreover, we have 275 exclusive business platforms to SMEs and more than 1,200 points of service.

We have gone through a complete review of the main client solution journeys, in different products and services.

And our clients already recognize the progress made in some of our critical transactional and product journeys.

We have given special attention and priority to digital journeys, which are fundamental to the daily lives of our clients.

Today, more than 90% of our clients' transactions are already digital.

And over half of product consumption is also already carried out on digital channels.

In addition, we are focusing on expanding and qualifying our product solutions' portfolio, and also on a new business model to meet client needs in products where we have historically less relevant participation, such as Insurance.

There was also improvement in portfolio management techniques, with an increasingly prospective vision integrated into the execution model.

The creation and consolidation of the Engagement Machine have enabled significant developments to the principality framework within a logic of increasing Lifetime by improving client loyalty.

It is a sophisticated and precise framework, which includes dozens of variables in the dimensions, such as: Transactionality, Channel Use, Products and Services Owned, and Penetration in Credit, and other Products and Services.

As Milton said, engaged clients use more bank products, have a smaller churn and bring much more significant results.

In the SME universe, we have significantly accelerated client engagement. A four-percentage points increase through full integration of the Engagement Machine into our human and digital execution model with more contextualized approaches.

The Change Management Agenda was very important. It has been one of the main levers of iVarejo 2030 contemplating, for example:

Adequacy of the teams' profile,

The structural training program, with individualized assessment and customized training to all employees, and

A Specific Program for Leadership Development – the "Líder Desenvolve" (Leader Develops).

In addition to even more innovative communication elements.

Now, beyond all that and by listening attentively to our clients, we also decided to move forward in the feasibility of solutions that are not strictly financial services – what we call Beyond Banking.

And just as we announced the partnership with Omie last year, by the end of 2022 we will announce two more important partnerships to support clients in solutions ranging from e-commerce to risk management.

Here our focus is on the quality of solutions, choosing the best partners and helping to address our clients' main pain points!

And we'll continue now to develop this entire ecosystem of solutions for our clients, proprietary or partners, with the support of the newly launched Itaú Meu Negócio platform (Itaú My Business). This will enable a simple, friendly and integrated experience for all our clients with exclusive and customized content based on each client's needs.

Now, in a context of increasingly vigorous and creative competition, knowing that the leadership and preference of our clients are conquered every single day, in each interaction, and that we can use all types of resources here at Itaú to continue to be the benchmark in the SME market, we created the

Atlas Project. This will develop, in parallel and to complement our current operation, a business model that is fundamentally digital and disruptive for the base of SME clients.

But this is a subject that we will explore better in a future meeting ...

in the meantime, we will consolidate and expand our leadership in the SME business.

Our strong ambition is for growth, although in a selective way.

Sustainable, with consistency and low volatility in our P&L, excellence in risk management, a highly profitable and efficient operation.

And that is recognized by our clients as the benchmark in our market!

I'll now hand over to Pedro Lorenzini so he can explain our vision for operation structure in Latin America, Global Markets and Treasury. Pedro, the floor is yours.

**Pedro Lorenzini:** Thank you, André, and good morning to you all! It is a pleasure to hear Flávio and his messages about Itaú BBA and André about everything we are achieving in our world of SMEs. I am Pedro Lorenzini, responsible for Treasury, Global Markets and Latin America.

Talking a little about Latin America, I would say that we continue our search for sustainable growth and efficiency in the markets in which we operate, increasing our relevance and market share, expanding credit and deposits, and modernizing our services through products and new technologies. We are aware of our importance in these economies, and our responsibility in the development of these financial and capital markets, in leading and participating in the most relevant projects in each country.

In Paraguay, we reached 13.6% credit market share, 16.8% deposit market share and about 50% credit card market share, with relevant expansion focused on the Retail segment, contributing decisively to the development of the national capital market with the launch of our local broker and Asset Manager.

In Uruguay, we grew our client base by 9% in 12 months and reached 16.8% credit market share, 14.6% deposit market share, and more than 50% credit card market share. We have made acquisitions and strategic partnerships such as PREX and Paigo (digital wallet and digital credit engine, respectively), which will allow us to focus on all types of clients and new countries. In the world of corporate clients, we've been participating in large local projects, growing the loan portfolio more than 25% in 12 months and launching new products such as commodity derivatives.

In Argentina, despite economic adversity, we've maintained our credit and deposit market share, thus preserving our support to local clients, managing risks appropriately, and generating positive contributions regionally to the bank and in our offshore portfolio.

In Chile, we increased our share in the bank's capital, further consolidating our commitment to this important market full of opportunities. We managed to grow our market share and relevance in the local market, both in retail and corporate worlds, through a differentiated value proposition, mainly in the digital world, with proprietary solutions and partnerships, such as Rappi.

In Colombia, we are working on repositioning to expand our corporate market share and bring innovative solutions to retail clients, improving our internal efficiency.

Now, regarding Global Markets, we have consistently managed the intense mood swings in global markets, minimizing the risks inherent to our business and creating value for the bank.

Our focus has been to generate solutions to help our clients efficiently manage their business risks. Synchronization with the Capital Markets has provided innovation with structured solutions, such as

contingent swap and B-locks, assisting our clients in critical moments for market access in debt, equity, or M&As issuance operations.

We continue to lead the ranking of risk management solutions for clients through the derivatives market, where we have more than 16% market share in the various risk factors – Interest, FX, Commodities, and equities.

We have grown even more in the foreign exchange market, consolidating our leadership in the Export and Import markets.

Our digital solutions and day-to-day digitalization are gaining more relevance. They are consolidated as a fundamental part of efficiency gains for us and for our clients, increasing timeliness, cost reduction and competitiveness.

We are expanding our trading platform Itaú Trader to our corporate clients to expand the offer to our client base efficiently and competitively.

Our energy business is gaining traction, substantially increasing its contribution to our results and providing differentiated solutions for our corporate clients.

On the innovation front, in addition to achieving a significant expansion of market share in structured products we have launched ESG funding products in line with Itaú's positive impact agenda.

Also, we recently launched our Digital Assets unit, which is the strategic foundation for our offer of digital assets such as Tokens, Coins and others that may emerge in this effervescent world. It is important to emphasize that we are building Digital Assets using state-of-the-art architecture and technology to offer our clients the greatest security and the best experience, according to the Itaú quality standard.

With this, we finish this panel, and before calling the next one, which is dedicated to individuals, I would like to share another video that shares some important messages from our clients.

### Testimonials

**Camila Martinez Lima:** Transparency to build a trusting relationship leads to personalization in the product offering, which makes sense for my needs.

**Gabriel Faria:** As closer relationship with the manager, digitally or in person, is important to me. And it's also important to have accessible credit facilities so that I can realize the plans I have and buy the things I want to, not having to look for it in places other than where I have my banking relationship.

**Karine:** A reliable institution with service availability. Today I have an individual account at Itaú and some investments too, so I use the brokerage service. I don't use the physical branches anymore; I always use my digital account. All of my transactions are digital.

**José Carlos Martinelli:** I have a very cool partnership with my wealth manager, Ariel. He gives me many alternative tips. The broker website has also undergone changes, making it much easier to navigate.

**Alexandre Vargas:** Number one is undoubtedly the expertise that helps me choose the best investment without any complications. To make simple what is complicated for many lay people like me. And the second key factor is the certainty that I'm making the right decision; after all, it's always my decision.

**André Sapoznik:** Good morning. I am André Sapoznik, responsible for Payments, Operations and Consumer Banking. It is a pleasure to be with you again at Itaú Day, and this time we will have the opportunity to talk about the development of the initiatives presented last year and point out our plans for the future.

In 2021, we talked a lot about our growth plan: growth of the client base and the intensity with which these clients relate to us.

Among the various growth engines, iti is the highlight. It has been developed as a digital, lightweight offering that communicates with specific audiences that the bank had not traditionally served. And these audiences, over the years, will be one of our growth drivers.

iti is constantly evolving. We recently launched the “my goals” feature for financial planning; we also launched a new service to receive sales for small entrepreneurs through POS machine, payment link, and PIX; and, less than two months ago, we opened the possibility for minors starting at 14 years to be account holders at the bank. In other words, we are using the scalability of a digital product to generate inclusion and financial guidance.

This growth was only possible because we listened to our clients and improved our products to meet their needs better.

In the credit-card business, we continually develop a complete portfolio of products to suit every client profile. In 2022, our operation grew prominently due to the new credit cards we launched and because of post-pandemic consumption of our clients, especially of those at the medium and high-income tiers.

The experience of using credit cards has also advanced significantly, especially in journeys within the digital universe.

For example, a few years ago, we offered customers the possibility of receiving digital credit card bills. This year, we reached 90% of digital invoices! It's great for the clients, saving them time and increasing security; it is good for the bank that reached an accumulated savings of BRL1 billion, and it is good for the environment – 265 thousand trees preserved!

This tireless agenda of improvements resulted in an increase in satisfaction levels of 3 points in the NPS in 12 months.

And innovation doesn't end there! Our “iPhone para sempre” (iPhone reseller program) initiative allows clients to purchase and continually update their phones through credit card installments. High impact in engagement and loyalty.

This is one of several examples that allowed us to earn the recognition of the 8th most innovative company in the world by Fast Company magazine.

Innovation and client-centricity are also present in providing billing solutions for our corporate clients.

About our acquiring business, I want to highlight the significant developments in e-commerce solutions, which is the fastest growing market.

We are already market leaders in e-commerce, and for the 12th consecutive month, we have the best transaction approval rate in the market. But what does that mean?

It means more sales for our corporate clients and a better shopping experience for consumers in our client's stores.

Our commitment to providing our clients with the best experience and the constant search for the lowest unit costs are goals that we will pursue through two competencies: technology as a competitive advantage and using data and analytical tools.

An example that makes this journey tangible is our digital service.

In addition to the most complete financial application on the market, our clients can count on digital self-service that already solves problems of more than 60% of contacts through artificial intelligence.

This digital service brain grew 286% compared to 2021, and the corresponding reduction in using our voice channel was 35%.

Of course, there will always be times when technology will not be enough, and in these cases our highly trained personnel address the customer's situation. In 2022 alone, we invested more than 80,000 hours of training using the latest learning and gamification models.

Now, let's talk about financial services to individuals more broadly. We shared with you last year one of the largest, most strategic, and most significant projects Itaú has ever experienced: iVarejo 2030. At that time, this transformation was taking its first steps. Today, it's already a reality!

With the ambition of being the first choice of Brazilians in financial services, one of the priorities we embraced was to develop a Phygital strategy, combining the best of human services with the convenience of the digital, always respecting clients' choices.

In digital, the evolution was quite significant: 90% of clients interactions with the bank are currently made through digital channels. Two-thirds of our sales are also made through these channels, 3x more than two years ago.

Human services, on the other hand, were transformed through specialization according to the type of client. Thus, we deliver financial advisory and better offers anchored in a solid behavioral data analysis structure. This allowed us to double the productivity of our sales team!

By combining human services with digital services, we have already reached 30% of our business in the O2O model (online to offline); in other words, it originated from the digital channel and was finalized through our managers. We also already offer extended services (via chat, WhatsApp, email, and telephone) to a relevant part of our clients, expanding access to managers and delivering more convenience to our clients.

The results of all this transformation have been very robust: the revenue from operations with individuals has already surpassed pre-pandemic levels by almost 20%. The new vintages of clients brought 42% more revenue and had a 36% lower acquisition cost when compared to pre-pandemic levels.

The client-acquisition cost has been reduced by the increase of digital client acquisition: almost 70% of clients start their relationship with us on online channels, that is 3x more than in the pre-pandemic period.

The loan portfolio grew 52%, driven by clients with better credit ratings.

Looking towards the future, the strategy for our business with individuals is based on six pillars:

1. Continue to grow our client base, adapting the model of serving each audience and offering exclusive services to the most profitable ones.
2. Dive deeper into understanding each client profile and their moment through behavioral and financial data, seeking to meet clients' needs, without using a one-sided product vision.
3. Maintain credit growth in clients with good ratings, and considering their engagement. We will continue to offer various services in addition to credit, such as investments and insurance.
4. Intensify the phygital agenda by fully integrating human and digital services, thus ensuring the best experience and convenience for clients and greater efficiency in operations.
5. Continue with strict control of the cost of credit and administrative expenses.

6. Last but not least, value a long-term relationship with our clients, ensuring engagement and loyalty through a service model that leverages mass customization and benefits the entire ecosystem.

Now, I will hand over to Zancani to share more with us about the products and services that we are building with our clients. Zancani...

**Alexandre Zancani:** Thank you very much, André. I am Alexandre Zancani, and I am here to provide an overview of our products to individual clients. It is a pleasure to be here again with you at Itaú Day to talk about the development of initiatives we presented last year and to affirm new future commitments with you.

Last year, I spoke enthusiastically about the credit business growth plan, especially for the collateralized portfolio, where we were on a modernization journey, growing above market rates and seeking a healthier portfolio mix to support future growth of clean portfolios.

I am happy to be back here today to show you that we have achieved another outstanding year with solid growth of 27% in the collateralized portfolio.

This allowed us to grow safely with clean credits. We achieved growth above 35% in personal credit and credit cards.

Thus, with individuals as a whole, we grew 30%, outperforming our main competitors, with excellent quality control, reinforcing our ambition to lead the credit market with sustainable results.

And this growth is a reflection not of changes in risk appetite but of Itaú's substantial gain in attractiveness and competitiveness.

Our success is made up of our clients' success. And to ensure we deliver what matters most to the clients, we organize our structure around our clients' needs, with end-to-end responsibility and a high degree of agility and focus.

The implementation of our integrated communities model, which is at the end of its second year, is excellent support in this continuous improvement process, providing exceptional experiences efficiently, with each of the teams pursuing our ambition to be our clients first choice.

I think it's worth mentioning some advances made by these teams

In mortgage, we had important innovations, such as the "skip an installment" product, 100% digital loan contracts, advisors via WhatsApp, tracking of proposals through the app, and a series of process improvements and incentives for our business partners.

Thus, we offer the best experience both for those who buy and for those who sell, which can be observed by the substantial evolutions in the NPSs of both clients and partners.

In "Consórcio", we also innovated in a positioning campaign, where we directly tackled many of the prejudices and misunderstandings about the product. When combining this with contract and service journey improvements, it grew more than 50% Y-o-Y, with gains in market share and achievement of much better levels in the complaint rankings.

In the payroll loan segment, we remain leaders both in loans to the private sector and INSS pensioners.

But now we are expanding our client-centric strategy by integrating payroll management service operations and payroll loans for the public sector, which allowed our portfolio to double in size.

In addition, of course, we continue to innovate and launch products, such as 100% digital anticipation of public pension.



In the vehicle segment, we continue to transform the client experience in stores and current account holders can now hire financing through the app.

As a result, our visibility of operations in the market increased by 20pp.

Finally, it is very rewarding and encouraging to see the evolution of our insurance business, where the change in strategy that started in 2021 has shown important results, with 56% sales growth in the year and a market share gain of more than 10%. This assures future revenues with low capital allocation and it has just started reflecting in the P&L. This is the result of the new commercial method and the new client journey from sales to service, that ensures that their needs are met with the best solution.

Now, I'd like to talk about Credit Recovery.

These are probably the teams we have invested the most in, with many reinforcements in hiring talent, training teams, and renewing platforms.

We have done so because our mission goes beyond offering financial solutions. We believe that we must re-signify credit as a path to prosperity, enabling dreams, and building a relationship of trust at all times.

We are doing this through wide use of data and completely redesigning journeys to put the client at the center of their financial decisions at all stages of their life cycle, from the origination of their first credit line, passing to their financial organization, preventive management, rebalancing payment capacity up to debt restructuring.

To enable these changes, we entered the second year of building our single credit platform that has truly revolutionized our ability to get to know and understand our clients better, making credit hiring decisions and orientations easier and more precise.

We have expanded a lot the use of gamification of limits and the concept of "yes made with you", where our role is not exhausted in approving a proposal or not, but providing financial advisory for the client to achieve their goals.

In preventive management, we reformulated our journeys to simplify the grouping of all client debts, providing more transparency in the process of resuming limits.

Today, over 80% of our debt-restructuring transactions are already done in modernized channels.

Our digital channels for renegotiation solutions registered more than 3 million accesses. The Whatsapp channel has, just in the last three months, grown 30%.

We constantly evolve to offer a more complete, flexible, and transparent journey. This profound transformation in how we deal with credit is just beginning.

Finally, I would like to reinforce that our teams are client-obsessed because we know that it is the only way we will become their first choice and achieve the sustainable results we aspire to.

Now, I'll pass over to Constantini to address our strategy in investments and asset management business. The floor is yours, Consta!

**Carlos Constantini:** Thank you, Zancani, and good morning, everyone. I am Carlos Constantini, responsible for Itaú Unibanco's Wealth Management Services. We continue to build the best investment journey for everyone, by offering a value proposition that is simple and straight-forward for those who really matter to us: our clients. We strongly believe in the value of a complete investment ecosystem, and we have advanced substantially in this direction, with our clients' needs taking first place.

By working with the entire investment journey, we are able to increase engagement and profitability and expand our investor client base. However, what's more essential is fulfilling all our clients' needs in order to have satisfied customers!

As I anticipated in our last meeting, we have redefined our distribution structure, especially with the launch of *íon*;

we have expanded our asset management business by gaining market share mainly in credit and products with absolute returns;

we have developed on the communication front by creating and activating content about the financial education ecosystem, expanding our production beyond proprietary channels, as in the case of the *Inteligência Financeira* platform, with which we aim to be among the three largest in Brazil; we evolved our Investment Solutions, improving the digital experience in existing channels, developing the *íon* app, modernizing our Broker's processes, and significantly expanding the offer of our own and third-party products; and

we work with institutional investors, asset managers, issuers, and the entire market in the origination ecosystem to ensure access to the best investment opportunities.

We announced two strategic acquisitions that are particularly important and are still awaiting regulatory approvals: *Ideal*, which accelerates our modernization and positions us in the "investments as a service" market,

and *Avenue*, a precursor in offering international investments to retail customers, may soon be integrated into our portfolio.

The value of each of these initiatives is enhanced within our ecosystem: it allows us to attract, engage, satisfy and monetize our customer base.

Moving forward, in addition to continuing to integrate these parts of the ecosystem, we want to grow our client base by attracting those investors who are not our clients yet.

But, firstly, I will show you the progress we made on some fronts since our last meeting.

We've successfully implemented the new advisory model that has reached almost 500,000 satisfied customers, including regionalized services of 2,500 *íon* exempt investment advisors, in addition to all Itaú Unibanco's support through its relationship managers and Wealth Management Services' specialized investment structure.

By listening to what our clients had to say, we expanded access to new products, democratizing and simplifying the investment process, often with tickets starting at BRL1. More than 210 new products have been offered on our platform this year alone, and this number should increase in the coming months.

With a transparent offer and adequate pricing, we've gained market share in different products, including the most sophisticated products, like funds and structured notes.

This has been accompanied by a substantial increase in our customers' satisfaction, with 11-point growth in the global NPS for investments in the last year. We aspire to reach the excellence zone by 2025.

We also innovated by adding more investment features in the bank's super app.

We've improved the portfolio tracking journey, including graphs updated daily for 15 million customers.

We continue developing the Íon app dedicated to investments, by offering a specialized experience. Íon integrates the Broker and the investment aggregator allows a consolidated view of the client's investment portfolio, as well as unique content and personalized communication for the investor clients.

To illustrate the level of interest in the Íon app, we've reached 1 million downloads, even though most of the exclusive features, especially those that will help in portfolio management, haven't even been released yet. Soon the app will also be available to non-bank account holders.

We've made significant progress in modernizing our Broker, starting from a relatively simple stock market to a complete and intuitive portfolio. And there are so many more new features to be announced.

We also listened to Itaú Private Bank's clients. We are in absolute leadership and have continued to grow above market rates.

We added new services, adjusted service models, sought greater regionalization, tailored our financial advices, integrated operations in Brazil and abroad, and invested in modernization and in digital experience. We expect to continue growing above market rates, mainly due to our international position.

At Itaú Asset Management, Brazil's largest private asset manager, in addition to excellence in managing traditional products, we consolidated our participation in the absolute return market with the implementation of the multi-desk project, which crossed the incredible BRL100 billion mark of assets under management, an increase of BRL 36 billion in the last year, or, 6,5 times the previous four years), which generated excellent returns for our clients and consolidated our leadership in this fund category as well.

It's worth highlighting our positioning in fixed income (traditional and structured), which presented customers with good investment opportunities in an environment of higher interest rates, in addition to a complete portfolio of allocation, liabilities, thematic, ETFs, and traditional products. Itaú Asset Management is also the pioneer in ESG integration in the Brazilian market, with coverage of more than 99% of the applicable assets under management evaluated based on these criterias.

And as our portfolio is based on an open platform, we strongly value our partnerships that we pioneered with Brazilian and international asset managers, in which we continue to be distribution leaders.

The investment market in Brazil should continue to heat up.

Information, Knowledge, and Transparency will be critical to better investment decision-making.

Therefore, soon we will launch our education platform, which is still in the MVP phase and already undergoing testing.

With close and specialized human advisory, an intuitive digital experience, customized solutions, education and knowledge combined with the benefits of being an Itaú customer, we are convinced of our ability to deliver the best value proposition to clients. For this reason, we want to go beyond the current 22% market share we hold in the investment market and further consolidate our leadership.

Not all existing models in the current market seem sustainable in a scenario of greater transparency and fairer pricing, leading us to believe that there will be great opportunities for consolidation and growth in the coming years. And with this message of growth beyond our current investor client base, I'd like to wrap up my presentation.

Thank you very much. But before calling our last panel, I'd like to once again share with you all some messages and testimonials from our clients.

### Testimonials

**Marcílio:** My relationship with the bank is established according to three principles that I think are paramount for those who work in the financial market, like me, who have been operating for more than 20 years. It comes down to trust; it comes down to credibility and results.

**Rogério Buchain:** What we look for in a bank, above all, is a respectful relationship, as well as confidence and credibility in this bank. We always seek agility, friendly and personal support, and a trust-based relationship. We look for a complete bank, which offers insurance, credit cards, and investment products - everything we need daily. As a health professional, I need investment advice that makes me comfortable and respects my investment profile; what is suitable for the client, and not only what's best for the bank.

**Maria Lucia:** I had been hacked and they used my credit card for online purchases. It was detected and the bank warned me. We also have card insurance because it always helps us if anything happens.

**Alexsandro Broedel:** Good morning, everyone, my name is Alexsandro Broedel, and I am the CFO of Itaú Unibanco. I would like to start by thanking you for joining Itaú Day 2022. This is a very important event for the relationship with our investors.

Today, I would like to speak more specifically about two roles in the financial area of Itaú Unibanco.

First, I would like to discuss the transparency and quality of our information. Here at Itaú we have as a fundamental pillar to establish a communication process with the market that, in addition to being transparent, is also efficient. We always try to bring you vital information – not just financial data, but also non-financial information, such as ESG indicators.

Here we adopt the “one report” concept, integrating all these views into a single report in a cohesive way, with simple and modern language. The bank has received recognition from the market on multiple occasions regarding the way we communicate. These are awards related to the quality of our earnings releases, our public meetings and events with the market, and even the quality of our team. We are very proud of these recognitions, and they give us the confidence that we are on the right path.

The second role, which is no less important, is our efficiency program. At this point, it is essential to emphasize that it is not merely a cost-cutting agenda. Above all, its goal is to have a more agile bank, always seeking opportunities for greater operational efficiency and optimizing the ratio between our revenues and expenses. Why do we do this? To improve profitability? Definitely not!

We do this because a more efficient bank enables us not only to be more competitive in our commercial offers but also to create new products and services for our clients. We currently have about 1000 efficiency initiatives already undergoing implementation. These initiatives undergo a process of reviewing, simplifying and optimizing; automation of activities; use of data and analytics in bank management, among others.

The results are already visible since we have consistently run our core costs below inflation. At the same time, we grew our revenues, which allowed us to achieve the best efficiency ratio in our recent history. Without a doubt our efficiency ratios are the best in the Brazilian financial system and among the best in the world for a bank of our size.

But as I said earlier, this is not a cost-cutting agenda, and we have been tirelessly pursuing investment opportunities. As a result, our expenses have grown mainly due to greater investments in technology

and new businesses, which are also the major enablers of the continuity of this agenda and to provide better services to our clients. As a result, we have better relationships and businesses.

This is not a project that has a scheduled end. It's a continuous and permanent program. Thus, we will continue to intensify our efforts to ensure that we always have the best structure to enhance our commercial agenda.

And at this point, we are leveraging our experience in more efficient management to offer services that enable our clients to make the same gains—transforming areas that were once a cost center for the bank into a results center. This was a “spoiler,” and we will dive deeper into this topic in future interactions.

Finally, I would like to reinforce that we will continue to improve accountability, with more transparency, and excellent quality in our communication with society, with particular emphasis on our ESG agenda, considering the already existing main market recommendations.

We will strive tirelessly to be more efficient, as there are still many opportunities for us to take advantage of. Implementing our technology investments enables new avenues so we can be an even more efficient bank. With this, we will focus on becoming a strategic partner of the commercial areas. And now I pass the floor to Matias, who will talk about our vision on risk-management.

**Matias Granata:** Thank you, Broedel. Good morning to everyone joining this event. I am Matias Granata, CRO. Historically, our Risk Management and Risk Appetite have been fundamental pillars to ensure the sustainability of our performance over time, giving us the necessary clarity and direction to make it through periods of uncertainty.

2022 has been no different. The bank has continued to grow and deliver consistent results in a scenario of high market volatility and normalization of credit delinquency. We have materially reduced the volatility in our Capital and will resume the level declared in our Risk Appetite later this year.

However, the main message I want to bring you today is that risk area is also key to our clients' experience.

As discussed last year, client-centricity demands new ways to create products and its governance, to develop and operate platforms, to grant credit, to guarantee privacy, and, last but not least, to establish an absolute focus on the security of our clients' digital journeys.

We have worked tirelessly to reduce the bureaucracy of the bank's governance through the intensive use of technology, which helps create more robust and even more agile processes.

The comprehensive review of product governance has generated the necessary room and conditions to test new solutions and products quickly and safely, which are fundamental characteristics of a company that proposes to innovate with its clients. This has provided autonomy for experimentation and made it possible to learn and discover what our clients need with agility.

We have been closer to the business areas, enhanced by new ways of working with agile structures and an active presence within communities. This helps us understand our clients better. An example of this is the continuous improvement of our credit risk models through expressive use of data, analytics, and artificial intelligence, which allow us to be more assertive in our offers and point out the best products to meet the needs of our different clients.

This becomes more evident when we observe the performance of the bank, which has grown its loan portfolio without forfeiting asset quality, presenting extremely predictable behavior, despite the macroeconomic scenario of significant volatility. Today we do more than 5 million monthly credit analyses supported by more than 1,000 tailored models.

With the increase in client engagement in digital channels, our journey in the risk area has focused on providing a secure environment for our applications and solutions. Here, a massive challenge for us is to consistently increase the security of our digital environments without slowing down or adding complexity to the user experience. We've been able to simplify client interactions while increasing security.

This is translated into a more agile onboarding of clients without sacrificing security. Likewise, some services do not require the client to go to the branches: they can contract remotely without any security loss.

For example, we stopped directing more than 1 million clients every month to our ATMs to enable the use of digital channels. Likewise, last month, we launched a WhatsApp channel for online, real-time conversations with our clients about suspected fraud transactions.

In the future, we will continue to use the most modern tools in the market to intensify these agendas. The core of all our safety decisions will continue to prioritize client experience in the first place.

It is not just about investing in our processes and systems; we are leading a relevant market movement, bringing information to raise awareness in society, and providing concrete elements for a more protective stance against scam and fraud attempts. Today, 70% of cyber crimes occur from social engineering, by which clients are induced to be victims of fraud and scams. In August, we launched a massive, unprecedented campaign in the Brazilian market to talk openly about safety.

On the sustainability agenda, we seek continuous evolution in managing risks and socio-environmental opportunities of the business.

Our entire loan portfolio undergoes a socio-environmental risk analysis. We understand the relevance of climate change to society and our business, and we have developed a methodology to measure the sensitivity of the credit portfolio to climate risk and are working towards decarbonizing our portfolio.

This is all in line with our commitment to go carbon-neutral by 2050.

As you can see, I'm very excited about what we're building at the bank, and we're just getting started. With this, I will pass the floor back to Milton! I hope to see you soon at future events with the market.

**Milton Maluhy:** Thank you, Matias and I would also like to thank my colleagues on the executive committee for their dedication to this morning's agenda and significant contributions to our current journey.

We have made important advances on the agenda presented last year, but we know we still have many challenges and opportunities ahead of us. As you can see, we are all on the same page, from the board of directors to our employees, many of whom are watching us here today. We are very excited about this moment.

I'm going to join Renato in a few minutes, so we can start our traditional question and answer session. It's just time to drink water and I'll be right back with you.

Thank you.