

# Our Way\_

# Our Way. That's how #wemakeithappen.

We want to be the bank of your dreams. But what does it mean to be the bank of your dreams? For us it means to be a necessary asset. It means having customers at the center of everything. It means to grow with them and the country. It means to prosper in such a way that everyone around also prospers. Because every dream needs a bank. And that is what we have done best for more than 90 years. We make dreams happen.

No matter the size, whether they are small, medium, large or gigantic. Each loan that we make is the fulfillment of someone's dream. Of buying a house, starting a business, expanding the business. Every investment recommendation, every investment, is the fulfillment of an overseas course or of peace of mind in the future. For us, the bank of your dreams is made of people. People who dream big, get up and make it happen.

When nobody dreamed that it was possible to get money out after the bank is closed, we went there and made the ATM.\*

When nobody dreamed that there could be banking services within the company itself, we went there and made it happen.\*

When nobody imagined going to a branch before 10 a.m. or after 4 p.m. we went there and made it happen.\*

When nobody dreamed that the most modern bank Data Center in the world could be in Brazil, we went there and made it happen.

Our history is made of people like this. Who have always believed that it is possible to do more, and better.

That it is possible to go further. Without ever compromising what is right. Without ever losing our essence. Or moving away from our values.

People of Our Way. Of flesh and bones, who laugh, who cry, who are emotional. People who pursue their dreams. Who lead by example. People who are concerned, and who speak their mind. Optimists who believe and work for a better future, a better world.

We have done a great deal so far. And the challenge of building the bank of your dreams does not stop. We know the direction. And it is our Culture, Our Way, which is unmistakable, that will continue leading us there.

We are Itaú Unibanco. And what we dream, we put into practice and make happen.

Our  
Way\_

\*(in Brazil)

## Attitudes

1\_it's only good for us if it's  
good for the client\_

2\_we're passionate about performance\_

3\_people mean everything to us\_

4\_the best argument is the one that matters\_

5\_simple. always\_

6\_we think and act like owners\_

7\_ethics are non-negotiable\_

## 1\_it's only good for us if it's good for the client\_

We are people providing service to people, with passion and excellence. We work with the client and for the client – because they are the main reason behind why we do what we do.



### What do we want?

- The capacity to put yourself in the position of the client and always be attentive to their needs.
- Excellence in customer service and at building long-term relationships.
- Understanding that all the work carried out by the internal departments or front office has the client of the institution as the ultimate beneficiary.



### What won't we tolerate?

- Indifference, slowness and bad customer service.
- Offering products that are not compatible with the clients' needs.
- Putting any interests whatsoever before the clients' interests.

## 2\_ we're passionate about performance\_

Generating sustainable results is in our DNA. The continuous challenge of seeking leadership in performance has brought us to where we are – and will continue guiding our company towards our objectives.



### What do we want?

- Establishment of truly ambitious goals and dedication to deliver beyond expectation.
- Constant attention to efficiency.
- Take risks consciously.



### What won't we tolerate?

- Complacency and taking a short-term vision only.
- Being exclusively concerned with individual objectives, neglecting the bigger picture.
- Negligence when it comes to expenditure.

## 3\_people mean everything to us\_

Everything we do is carried out by people. Talented people who enjoy working in a collaborative atmosphere, based on meritocracy and high performance.



### What do we want?

- To constantly practice meritocracy and the recognition of outstanding performances carried out in distinctive ways.
- Leading by example and a capacity for collaboration and teamwork.
- Ability to attract and train people that are even better than yourself.



### What won't we tolerate?

- Self-importance, arrogance and individualist behavior.
- Overvaluing hierarchy or false status symbols.
- Any attitude that fails to respect our corporate Culture.

## 4\_ the best argument is the one that matters\_

We encourage a challenging work environment, which is open to questioning and constructive discussion. For us, the hierarchy which counts is the hierarchy of the best idea.



### What do we want?

- The courage to always express your opinions.
- The ability to criticize without being destructive and to listen to criticism without getting defensive.
- Distrusting absolute truths and being constantly open to new ideas and concepts.



### What won't we tolerate?

- People who always follow the majority's opinion or lean on the hierarchy to avoid risks.
- Long and unproductive discussions.
- Abuse of power or a know-it-all attitude.

# Attitudes

## 5\_simple. always\_

We believe that simplicity is the best path to efficiency. That's why we strive not to mistake depth for complexity, and simplicity for simplism.



### What do we want?

- The simplification of processes. Transparent and objective relations.
- Profound analyses in order to come up with simple solutions.
- Awareness that complexity is only justified when it adds value.



### What won't we tolerate?

- Confusing simplicity with oversimplification.
- Bureaucracy and unnecessary processes.
- Passive attitude of "it has always been done this way" or using the size of the institution as a pretext for not simplifying things.

## 6 **we think and act like owners**

We always think like business owners, leading by example and putting collective objectives before personal ambition.



### **What do we want?**

- To do what is expected of someone who is a business owner, assuming a proactive attitude as protagonist in any situation.
- Indignation and immediate action against anything that could endanger the company or the clients.
- The capacity to deal with important actions and small details with the same dedication.



### **What won't we tolerate?**

- Giving priority to individual schedule over the collective company schedule.
- Lack of initiative and a “not-my-job” attitude.
- Distant attitude of a “side-line commentator”, rather than the active on the field “team player” attitude.

## 7 ethics are non-negotiable\_\_

We do what is right, without using shortcuts or devious ways to do business. We exercise leadership in a transparent and responsible way, fully committed to society and the best governance and management practices.



### What do we want?

- We want you to always do what is right, even if it is not the easiest option.
- Ethical attitude and transparency in business and relations with all the stakeholders.
- Never do anything that cannot be published on the front page of the newspapers.



### What won't we tolerate?

- Questionable conduct or devious ways in business.
- Internal politics as a way of gaining prestige or professional growth.
- Covering up errors.