



Institutional
Presentation

4Q25

With 101 years of history, we are the largest bank in Latin America*

Market Value¹

USD 93 bn

Loan Portfolio²

BRL 1,490.8 bn

Efficiency Ratio in Brazil⁵

36.9%

Total Assets²

BRL 3,096 bn

Recurring ROE³

24.4%

Employees in Brazil and overseas²

92.5 k

Recurring Managerial Result

R\$12.3 bn in 4Q25

95.2% Brazil | 4.8% Latin America³

We are the **most valuable brand⁴** in South America

USD 9.9 bn

We are a universal bank present in

 18 countries

with **retail operations** in Latin America

We are obstinate to delight **clients**, through physical and digital services. We seek to transform ourselves whenever needed for sustainable growth

We are the only Latin America bank making up the Dow Jones Sustainability Index since it was launched



(1) Market value in January 30, 2026. Source: Bloomberg; (2) On December 31, 2025; (3) In the 4th quarter of 2025; (4) Brand Finance – Global 500 2026; (5) Last 12 months ending in December, 2025;

Note: Loan Portfolio considers financial guarantees provided and private securities

*In total assets on December 31, 2025 and market share on January 30, 2026.

We
**put the
client first**

- ✓ Itubers are determined to wow the client.
- ✓ Itubers innovate based on the client's needs.
- ✓ Itubers always make things simple.

We
**don't
have
all the
answers**

- ✓ Itubers are curious about the world and are always learning.
- ✓ Itubers test, make mistakes, learn and improve.
- ✓ Itubers use data intensively to learn and make better decisions.

We
**have each
other's
back**

- ✓ Itubers trust in each other and are autonomous.
- ✓ Itubers help each other and ask for help.
- ✓ Itubers, together, make one Itaú.

- ✓ Itubers are ambitious in their goals and efficient in their execution.
- ✓ Itubers are committed to sustainable growth.
- ✓ Itubers make a positive impact on society.

We are
**driven
by results**

- ✓ Itubers have the courage to take a stand.
- ✓ Itubers know how to prioritize.
- ✓ Itubers know how to make trade-offs.

We
**make
choices
and
decisions**

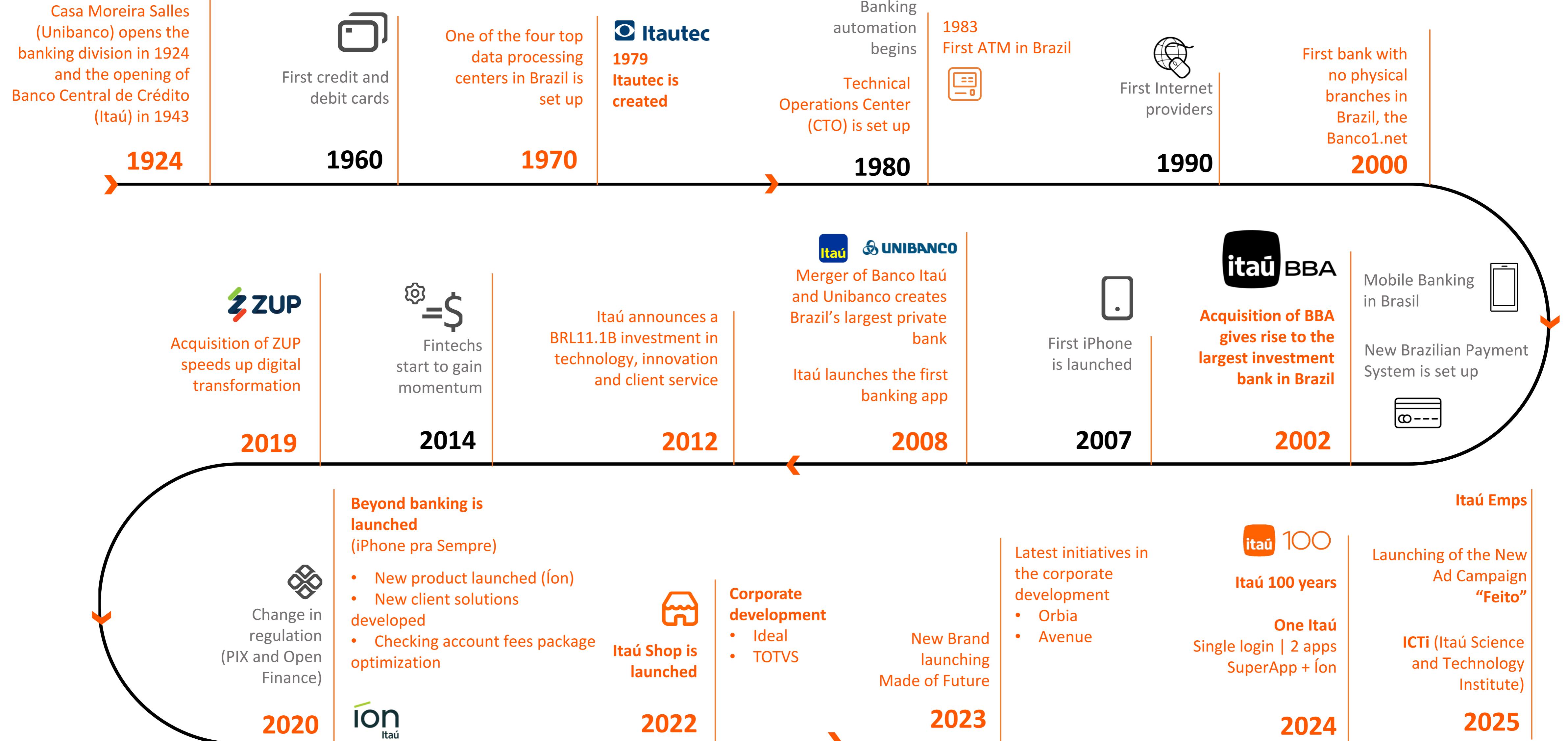
- ✓ Itubers are as diverse as our clients.
- ✓ Itubers welcome different points of view.
- ✓ Itubers stay true to who we are and express ourselves openly.

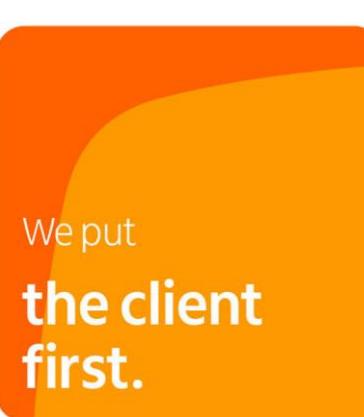
We treasure
**diversity
and
inclusion**

**Ethics are
non-negotiable**

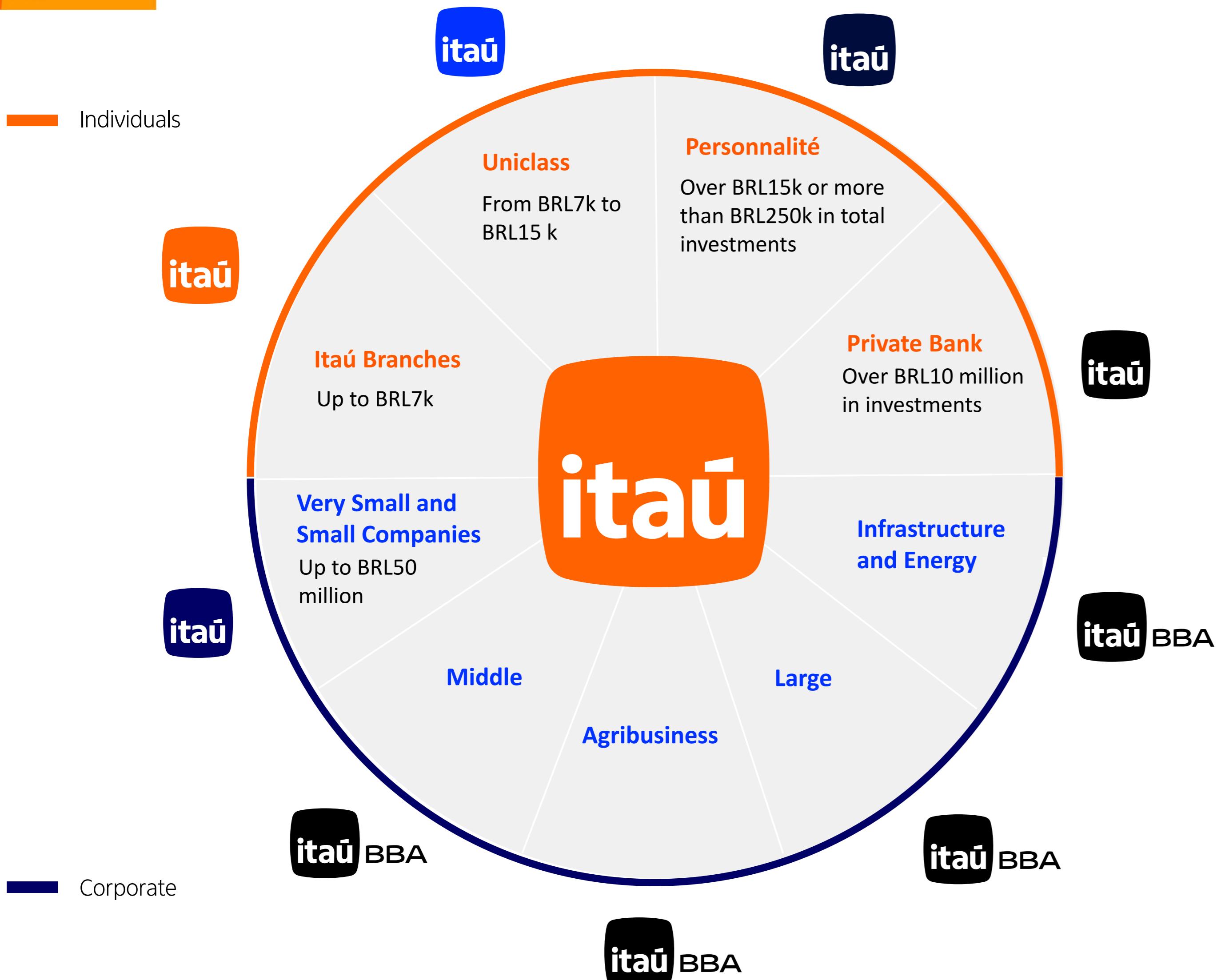
Our ability to adapt, innovate and change has enabled us to get where we are now

Click Here
for more
Info





We offer a complete ecosystem...



Integrated systems enable the best and most **complete** experience allowing our customers **full access to our solutions** in a simple and tempestive manner.

We work to offer a **full digital** operation delivering the best products and services for our clients with a very competitive cost to serve.

... with the most complete portfolio of financial products and services

Acquiring (Laranjinha)

Digital wallets, contactless payment and more than 50 brands.

Fund Administration

Complete portfolio through own and third-party products (open platform).

Bank Account

Access to several services and benefits for Itaú customers.

Investment Banking

Specialized team dedicated to provide advisory in the capital markets.

Credit Cards

We have a card for each client profile.

Payroll Loans

Payment in fixed monthly installments, deducted directly from the paycheck.

Currency Exchange

Complete platform to support clients' travel needs, international payments and cash management.

Cash Management

Complete cash management solution for institutional clients.

Derivatives

We have the right solution for any scenario.

Mortgage

Exclusive service and support throughout the process.

Loans

100% online through the app or at the branches.

Asset Management

Investment advisory and app connected to news, wallets, clients' checking account and the support of the advisory team ((lon)).

Payments

Payments and Receivables done fast and safe.

Pension Plans / Premium Bonds

No loading fee Pension Plans / Premium Bonds prize draw twice a month, monthly, and annually.

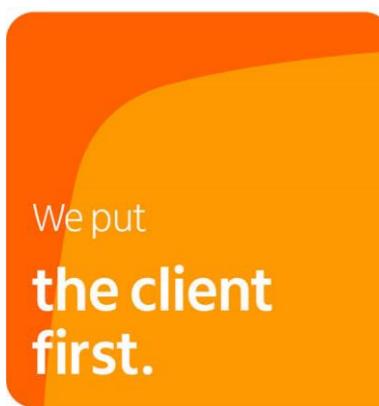
Insurance

Complete portfolio through own and third-party products (open platform), with physical or digital service.

Auto Loans

Vehicle financing 100% online.

And many more solutions for our customers!



Our clients choose how they want to be served...

Remote



WhatsApp



Click to human



E-mail



Bankline



Telephone



Mobile banking

100% of the features in the App



Chat

In-Person



2.5 k

Branches



40.1 k

ATMs

In Brazil and in our Other Latin American¹ operations

Digital Interactions² in 4Q25

Corporate

99%

Individuals

97%

We serve **clients** how, when and where they want to be served

Our footprint is constantly optimized by our clients' behavior and needs

(1) Chile, Colombia, Paraguay and Uruguay

(2) It considers total financing contracts, transfers and payments made in all channels, except for cash.

... that's why it's so important to listen to our clients

The client is the focus of everything we do

- Our commitment: to serve our clients **where, when and how** they want to be served
- Access to the same type of service, independently of the channel
- Freedom to choose the type of relationship: we are a digital bank with the advantage of in-person service



+145k¹ calls

Leaders calling to hear direct feedback from clients to understand their needs and potential improvement opportunities



+1,123¹

Visits that connect leadership and frontliners in the whole country on a remote basis



+76k¹

Meetings between agency employees, aligned with learnings, aiming to improve the client experience



Products and Services

The most complete product portfolio in the Brazilian financial sector, using data to provide the best offers

Our team is obstinate in delighting clients...

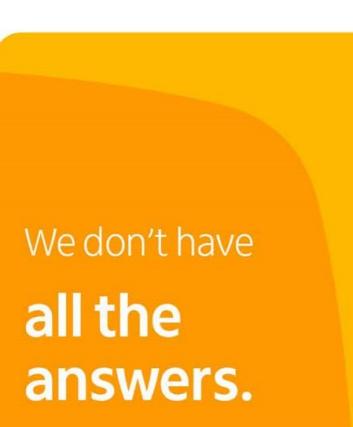
Broad coverage in measuring business NPS, as well as the experience of our products and services

Structured feedback process focused on the evolution of our products and services

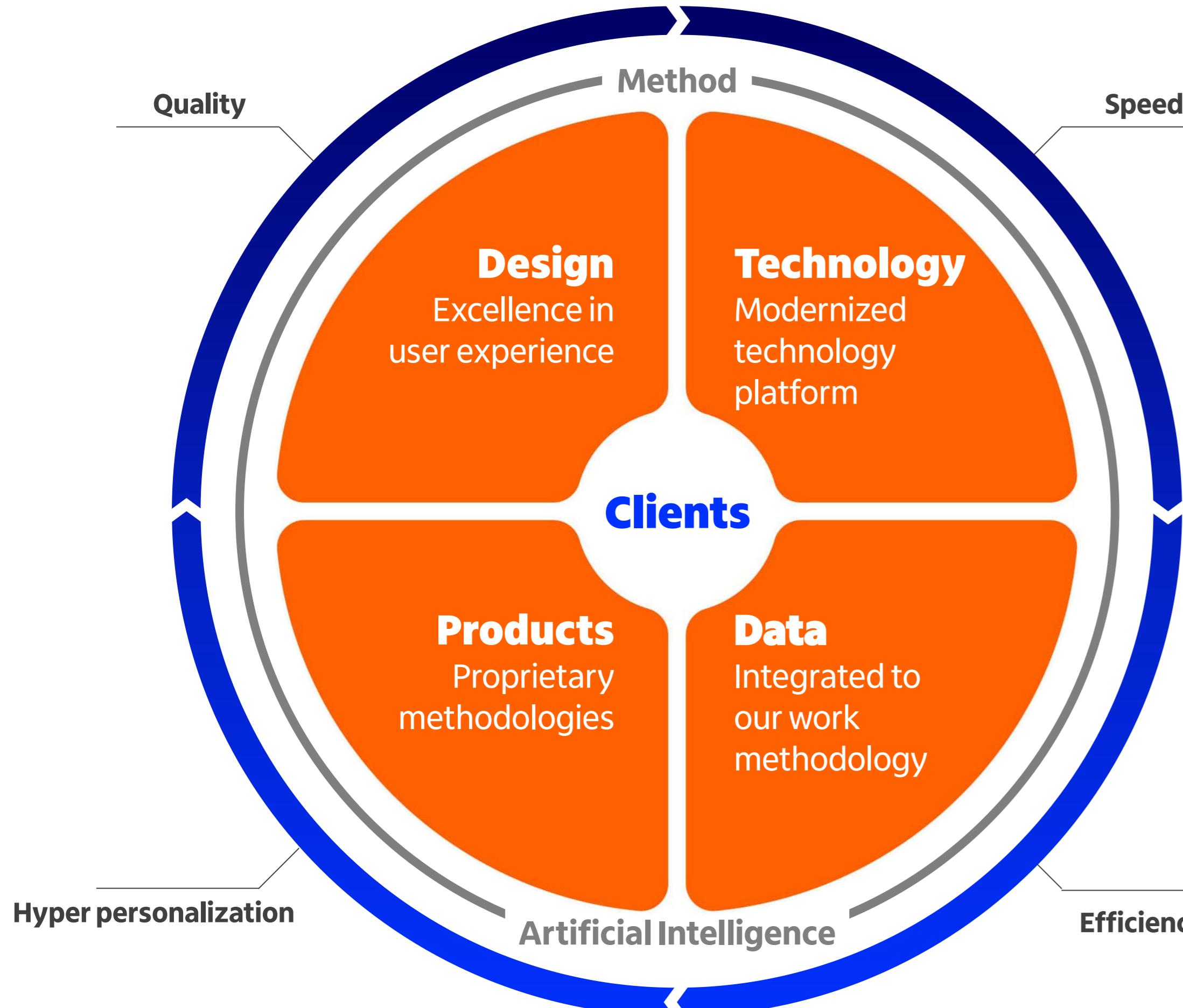
Robust innovation ecosystem based on clients needs

Our clients' satisfaction is reflected in the high level of NPS from our digital application solutions

... and always pursue sustainable growth



Technology drives a new era of experience to our customers



Conversational generative AI solutions focused on clients

Itaú Intelligence

(Pix on WhatsApp, Wealth Specialist and Itaú Emps)

AI-driven strategy that enhances efficiency and creates hyper-personalized journeys at scale

84%

2025 x 2024

increase in the volume of generative AI initiatives in use at Itaú

34%

2025 x 2024

increase in the volume of traditional machine learning models

Methodology composed of integrated disciplines that leverage business competitiveness and the creation of the best experiences

Quality

99%

2025 x 2018

reduction in UX high-impact incidents

Speed

2,606%

2025 x 2018

increase in technology updates implemented

Cost

45%

2025 x 2018

reduction in the cost of single transactions

Digital and cultural transformation generates efficiency gains and competitiveness

We are organized into multidisciplinary teams in the model of communities/tribes

Team-work to understand our clients' needs and to offer what they need when they need them

The communities are made of employees from different areas such commercial departments, technology, operations, UX, among others

> 21k

Employees

> 2.9k

Squads

Continuous investment in technology

4Q25 vs 2018

+ 3x

Solution development investments

- 40%

Infrastructure costs

Strengthening culture

Ongoing activities and processes reviews to seek efficiency gains

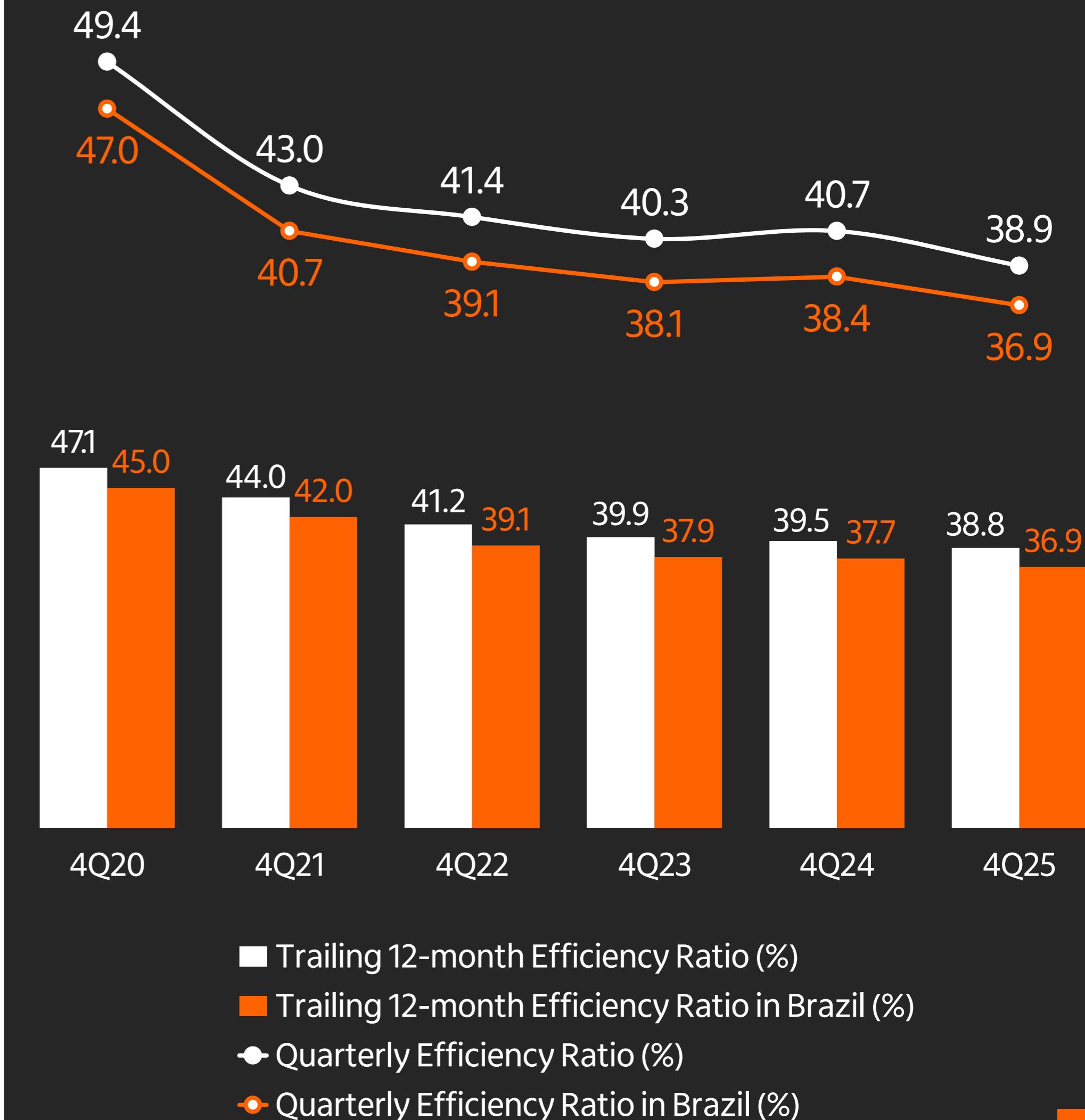
> 2,500 Planned initiatives

To optimize processes, to automatize activities, and to use data and analytics

> 1.8 k

initiatives under implementation

We create value in a consistent way



... with this, our ESG strategy has evolved!

Our ESG Strategy is supported by a solid foundation of governance and conduct, focusing on three pillars of action:





We want to be the bank of climate transition for our clients

With value propositions to drive businesses that contribute to the reduction of Greenhouse Gas (GHG) emissions and with increasingly efficient models in risk mitigation.

ESG strategic goals

Commitment

Net Zero by 2050

We are committed to becoming a carbon neutral bank by 2050

GHG emissions

Reduce
50%

Our operational
emissions
(Scopes 1, 2 and
3¹) by 2030²

Financed emissions

Carbon-
intensive sectors

Set targets and report
progress in decarbonising
priority carbon-intensive
sectors to bring our portfolio
into line with scenarios that
limit climate change to 1.5°C

(1) Except financed emissions (category 15) and commuting (category 7). (2) Baseline: 2023.



A diverse team is essential to better understand and serve our clients

ESG strategic goals for 2025



Gender
Women
53.9%
of employees by
the end of 2024



Race
Black
28.9%
of employees by
the end of 2024

Leadership
positions
Goal: 35% to 40%
35.7%
in 2024

Full time
employees¹
Goal: 27% to 30%
28.9%
in 2024

Hiring
flow
Goal: >50%
52.3%
in 2024

Hiring
flow
Goal: >40%
39.1%
in 2024

Workforce **diversity profile**

in 2024

Location
96.7%
employees
in Brazil
3.3% in
International units

Other
5.1%
people with
disabilities²

13%
LGBT+³

Age
33.6%
Under **30 years old**

60.4%
Between **30 and 50 years old**

6.0%
Over **50 years old**

Retention
50.1%
at Itaú Unibanco for
more than 5 years
30.9% for more than 10 years

Note: The indicators are included in our ESG Report 2024 and refer to December 2024. (1) Does not include apprentices and interns. (2) Considers Itaú Unibanco S.A. operations. (3) Based on self-declaration in the Diversity Census.

The sustainability of our performance is reinforced by our commitments to positive impact...

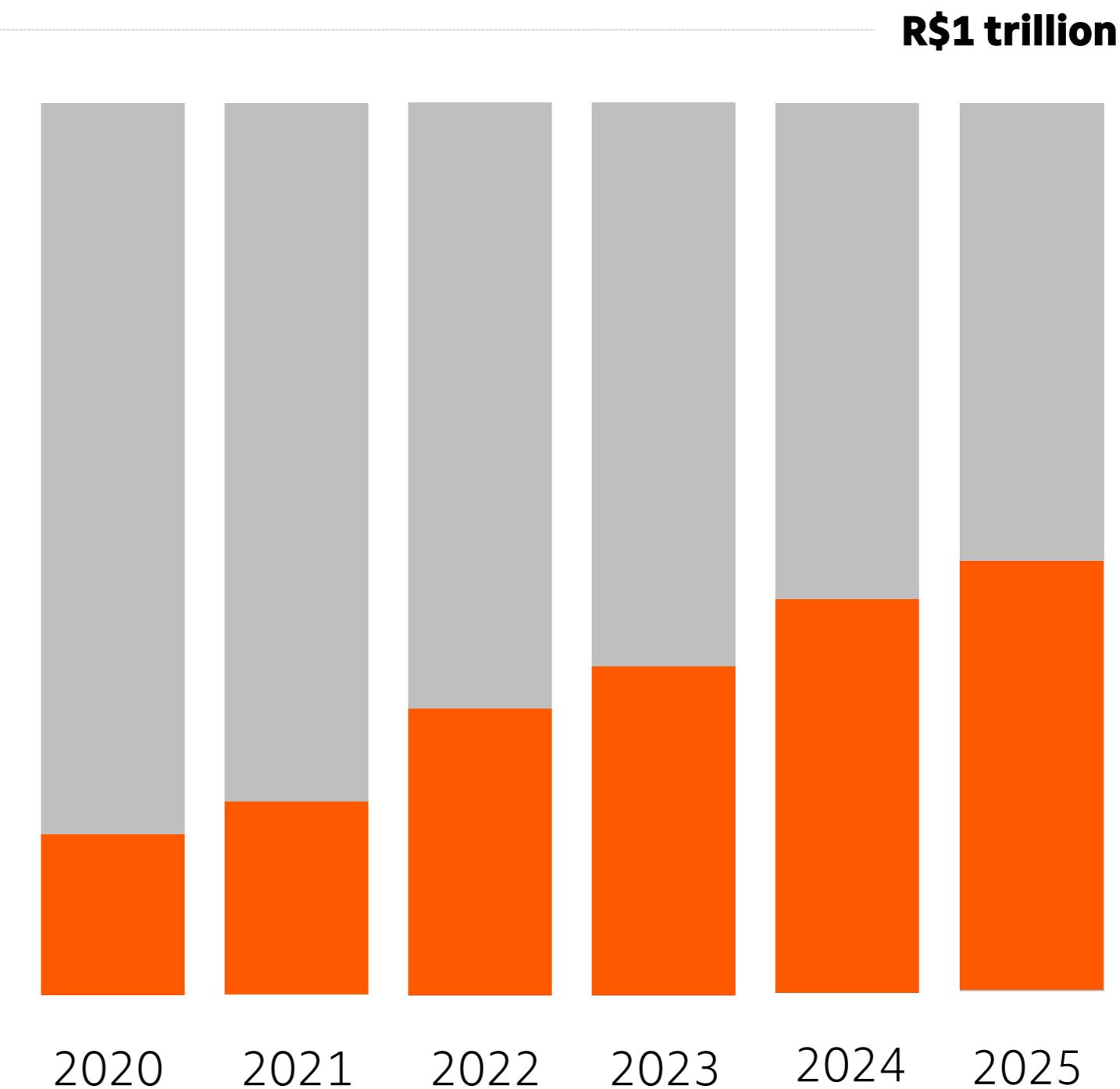
ESG strategic goals

Financing in sectors with a positive impact of

R\$1 trillion
by the end of 2030

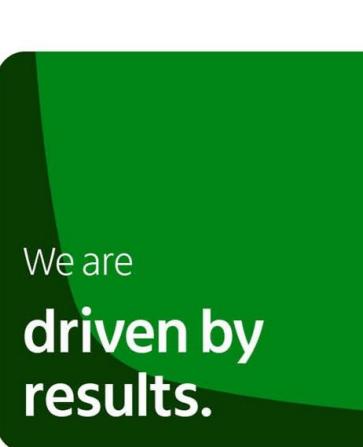
Direct to lending and financing for the sustainable economy from 2020¹.

Volume of resources
in sustainable finance

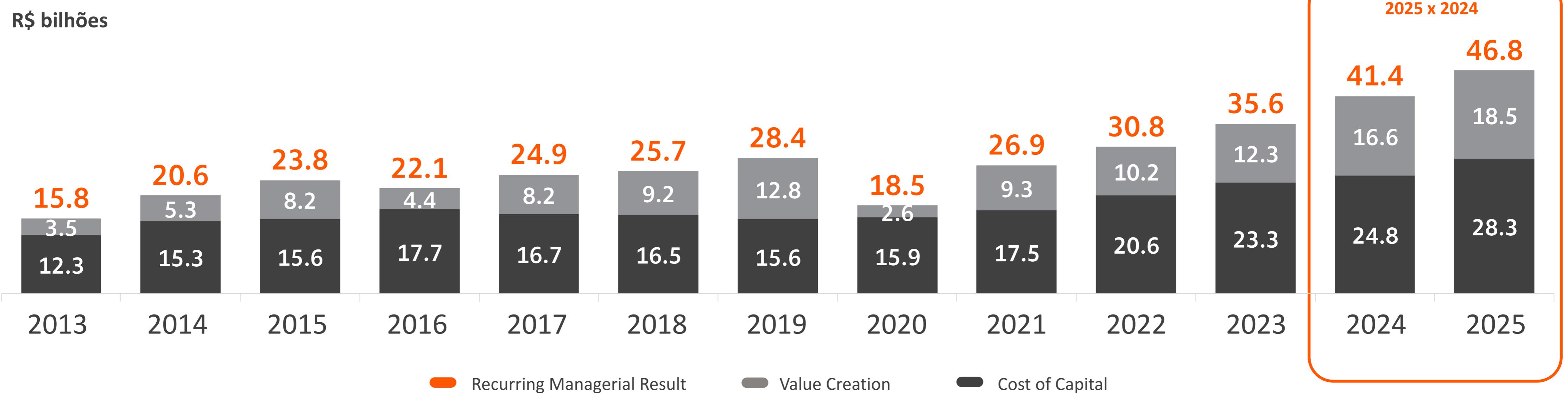
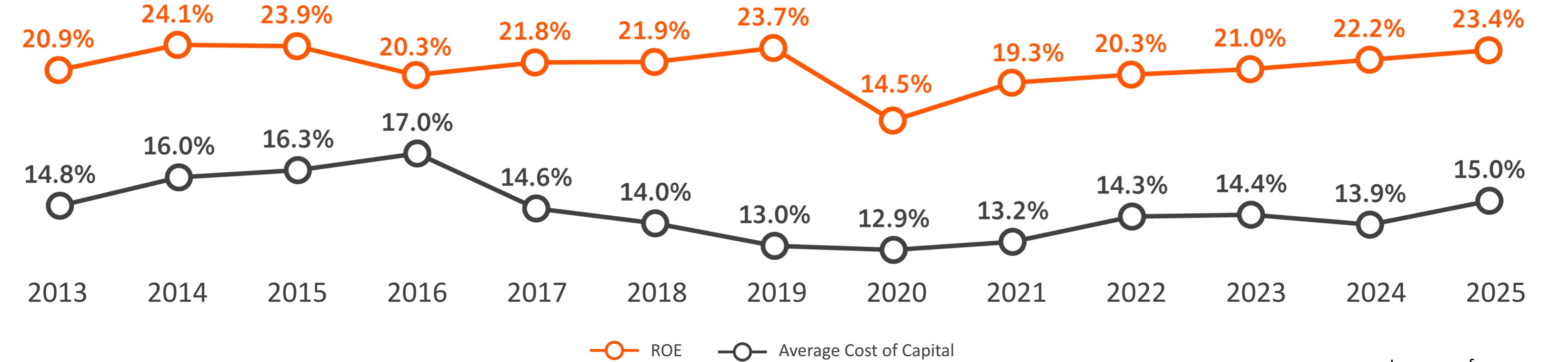


R\$551 bn
of total resources
directed between Jan/20 and Nov/25

(1) As of Jan/2025, new accounting criteria in line with advances in the sustainable finance taxonomy are considered.



... and by the focus in sustainable value creation





We have been presenting higher revenue with a cost discipline...

Clients NII

4Q25
BRL30.9 bn

▲ **1.5%**
▲ **8.6%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
19.9	24.2	26.3	28.5
4Q21	4Q22	4Q23	4Q24

Market NII

4Q25
BRL0.6 bn

▼ **33.9%**
▼ **34.0%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
1.3	0.7	0.8	0.9
4Q21	4Q22	4Q23	4Q24

Cost of Credit

4Q25
BRL9.4 bn

▲ **2.8%**
▲ **8.7%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
6.2	9.8	9.2	8.6
4Q21	4Q22	4Q23	4Q24

Commissions and insurance

4Q25
BRL15.6 bn

▲ **5.9%**
▲ **9.1%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
11.9	12.5	13.5	14.3
4Q21	4Q22	4Q23	4Q24

Non-interest expenses

4Q25
BRL17.3 bn

▲ **1.0%**
▲ **3.7%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
13.4	14.6	15.3	16.7
4Q21	4Q22	4Q23	4Q24

Recurring managerial result

4Q25
BRL12.3 bn

▲ **3.7%**
▲ **13.2%**

4Q25 vs. 3Q25
4Q25 vs. 4Q24

(BRL billion)			
7.2	7.7	9.4	10.9
4Q21	4Q22	4Q23	4Q24

...without overlooking risk management

Credit Portfolio¹



(BRL billion)			
1,027	1,141	1,176	1,406
Dec-21	Dec-22	Dec-23	Dec-24

90 days NPL including securities



(%)			
2.5	2.9	2.8	2.0
Dec-21	Dec-22	Dec-23	Dec-24

Tier I capital ratio



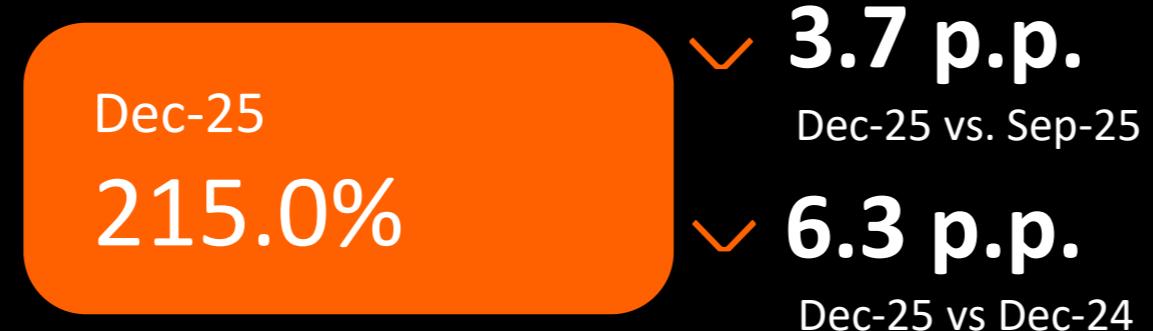
(%)			
13.0	13.5	15.2	15.0
Dec-21	Dec-22	Dec-23	Dec-24

Funding³



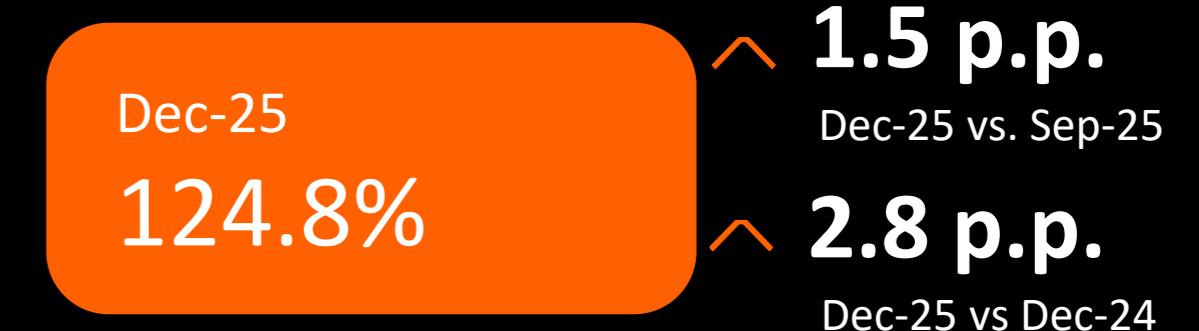
(BRL billion)			
1,121	1,251	1,346	1,557
Dec-21	Dec-22	Dec-23	Dec-24

LCR⁴



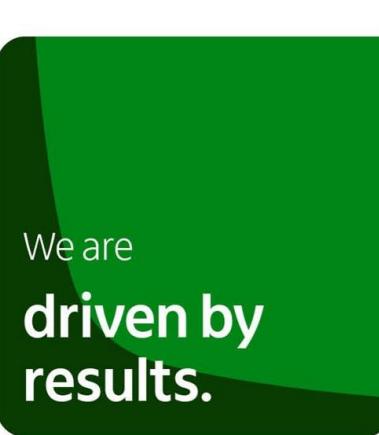
(%)			
159	164	192	221
Dec-21	Dec-22	Dec-23	Dec-24

NSFR⁵



(%)			
121	125	127	122
Dec-21	Dec-22	Dec-23	Dec-24

(1) Includes financial guarantees provided and private bonds; (2) Starting on 4Q24, 90 days NPL includes securities. Excluding the effect of credit sales (more details in the report "Management analysis of the operation and complete financial statements 4Q25"); (3) Deposits + Debentures + TVM Obligations + Loans and Transfers; From 4Q25, Repurchase Agreements involving third-party securities were incorporated. For better comparability, historical data has been reclassified. (4) LCR - Liquidity Coverage Ratio; (5) NSFR - Net Stable Funding Ratio.



Exploring possible growth paths in different businesses



Individuals - More engagement and principality

One Itaú - one of the main levers in the short term to intensify relationships with our clients

Corporate development – guarantee the most complete portfolio of products and services

Beyond banking - Solutions platform that goes beyond the banking needs of our clients



Samsung
noltau.



Corporate - Strength of client relationship

Increase of client base, mainly for lower-revenue clients, through a new commercial proposal focused on delivering a digital operation with a specific value offer (Itaú Emps)

Insurance

Potential growth in the sector and increase penetration in our individual and corporate client base throughout own and third-party products

More than 20 products and services offered at our open platform and **more than 15 partners**

Corporate

Continue growing with leadership in the large corporate business in both credit and capital market solutions

Income statement base for 2026 guidance

Changes in managerial classifications and the consolidation of Avenue's¹ results.

[Base for Guidance 2026 spreadsheet – Click here](#)

In R\$ billion

	2025 as reported	Reclassifications	Avenue	2025 Adjusted
Financial Margin with Clients	121.1	2.8	0.1	124.1
Financial margin with the market	3.3	-	-	3.3
Cost of credit	(36.6)	(1.5)	-	(38.1)
Commissions and Insurance Results ²	58.3	(2.8)	0.3	55.8
Non-interest expenses	(66.8)	1.7	(0.5)	(65.6)
Tax expenses and other	(10.8)	(0.1)	(0.0)	(10.9)
Income before tax and minority interests	68.6	0.1	(0.0)	68.6
Income before tax and minority interests	(20.4)	(0.1)	0.0	(20.5)
Minority interests in subsidiaries	(1.3)	-	0.0	(1.3)
Recurring managerial result	46.8	-	-	46.8

Main reclassifications³:

- Expenses related to card network fee:
From Non-interest Expenses to Commissions
- Net margin from receivables discounting and cost of funding of automatic receivables discounting of the acquiring business:
From Financial Margin with Clients to Commissions
- Discount on loans in arrears up to 90 days overdue:
From Financial Margin with Clients to Cost of Credit

(1) The consolidation of Avenue's results will occur in 1Q26, as a consequence of the acquisition of control occurred in January-26. (2) Insurance results represents the income from insurance, pension plan and premium bonds operations (-) expenses for claims (-) insurance, pension plan and premium bonds selling expenses. (3) Main reclassifications represent approximately 90% of total reclassifications.

2026 Guidance

2026 Guidance uses the Adjusted Income Statement (income statement base for guidance) as the starting point

2026 Guidance

Total credit portfolio¹

Credit portfolio - Brazil

Growth between **5.5%** and **9.5%**

Growth between **6.5%** and **10.5%**

Financial margin with clients

Growth between **5.0%** and **9.0%**

Financial margin with the market

Between **R\$2.5 bn** and **R\$5.5 bn**

Cost of credit²

Between **R\$38.5 bn** and **R\$43.5 bn**

Commissions and fees and results from insurance operations³

Growth between **5.0%** and **9.0%**

Non-interest expenses

Growth between **1.5%** and **5.5%**

Effective tax rate

Between **29.5%** and **32.5%**

(1) Includes financial guarantees provided and private securities; (2) Composed of expected loss expenses, discounts granted and recovery of loans written off as losses; (3) Commissions and fees (+) income from insurance, pension plan and premium bonds operations (-) expenses for claims (-) insurance, pension plan and premium bonds selling expenses.



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