# 2025 ANNUAL SUSTAINABILITY REPORT

BB SEGUROS

# Summary



* Material Topics from BB Seguridade

# Presentation

# ABOUT THIS REPORT

GRI 2-2 | 2-3 | 2-5 | 2-6

BB Seguridade, presented in this report by its BB Seguros («Company») brand, is publishing its 2025 Annual Sustainability Report. **GRI 2-3.a**

The BB Seguros brand is used both in institutional communications and in market-oriented initiatives. It was designed to unify all insurance operations of Banco do Brasil S.A. ("Banco do Brasil") and is responsible for identifying advertising campaigns related to insurance, pension plans, premium bonds and dental assistance, as well as guiding sponsorship initiatives and engagement strategies across various customer touchpoints, including the internet, mobile devices, social media and telephone service channels.

This report has been prepared with the purpose of providing the Company's various stakeholders with a comprehensive view of sustainability actions and practices across the Environmental, Social and Governance (ESG) dimensions, developed both by the organization itself and by its investee companies. The document has been structured in accordance with the guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). The information corresponding to the GRI indicators contained in this report has undergone a limited assurance process conducted by KPMG Auditores Independentes Ltda. The information presented refers to operations carried out between January 1 and December 31, 2025, a period aligned with the Company's financial reporting cycle. **GRI 2-3.a | 2-3.b | 2-5.a**

This document was approved by the Company's Executive Board, as provided for in its Bylaws, and forwarded to the Board of Directors. **GRI 2-5.a**

The economic-financial information complies with the Brazilian Corporate Law and the rules of the Brazilian Securities and Exchange Commission (CVM). The balances presented reflect the performance of the BB Seguros conglomerate, according to the financial statements available on the website.

The consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and with accounting practices adopted in Brazil.

The individual financial statements are prepared in accordance with accounting practices adopted in Brazil (BRGAAP), which comprise the guidelines set out in the Brazilian Corporate Law and the pronouncements issued by the Brazilian Accounting Pronouncements Committee (CPC), which include the accounting treatment of insurance contracts and are aligned with the standards of IFRS 17 issued by the International Accounting Standards Board (IASB), linked to the IFRS Foundation. **GRI 2-2.c**

This report also presents individual supplementary information on the investees Brasilseg, Brasilprev, Brasilcap and Brasildental, which are aligned with the standards of the Superintendency of Private Insurance (Susep) or the National Health Agency (ANS), which in turn have not adopted the CPC-50 [IFRS 17]. **GRI 2-2.b**

The Financial Statements are available at **www.bbseguridaderi.com.br/en**

# MESSAGE FROM THE MANAGEMENT

GRI 2-22

The year 2025 was marked by a challenging environment for business generation, with more restrictive monetary policy and regulatory adjustments requiring continuous adaptation. Throughout this period, we remained committed to operating responsibly and delivering consistent solutions to clients, shareholders, and partners, while preserving the Company's efficiency and solidity.

Despite this context, we achieved the highest recurring net income in our history, totaling R$ 9.0 billion, representing a 2.9% increase compared to 2024. Recurring managerial net income, calculated in accordance with the accounting standard adopted by Susep — which does not consider CPC 50 [IFRS 17] — reached R$ 9.1 billion, an increase of 11.4%. Financial results stood out, growing by 61.3%. Operating results also improved, with claims ratios at historically low levels (22.5%), reflecting underwriting quality and risk management. The cash generation enabled the distribution of R$ 8.7 billion in dividends.

In line with our strategy, we continued conducting structural initiatives in products, channels, and processes. We expanded the offering of protection solutions, particularly through the expansion of credit life insurance to new credit lines and to private payroll loans, as well as initiating commercialization within the consortium portfolio. These initiatives strengthen our ability to expand our presence in relevant segments and enhance integration across different solutions.

In the pension plan segment, we continued improving instruments aimed at long-term financial planning, including the possibility of using reserves as collateral for credit, allowing clients greater flexibility in specific situations. At the same time, we strengthened our continuous improvement initiatives regarding customer experience, with improvements in satisfaction indicators, reduced complaints, and lower churn, reflecting enhancements in service and post-sales journeys.

**R$ 9.0 billion**
in net income in 2025, marking a new all-time record for the Company

The ESG agenda also advanced, with the implementation of actions planned for the 2025–2026 cycle, encompassing initiatives related to climate, diversity, governance, and transparency. Highlights include the disclosure of the greenhouse gas emissions inventory and the strengthening of practices focused on inclusion and employee development, in line with the Company's commitments.

We closed 2025 with significant achievements and are prepared to continue executing our development plan. In 2026, we will continue focusing on enhancing customer convenience, modernizing journeys, and integrating Group companies, with the objective of strengthening our operations and generating sustainable long-term value.

Enjoy your reading!

**Kamillo Tononi**
Chairman

**Delano Andrade**
CEO

# Group Profile

**BB Seguros**

- Corporate Structure
- Purpose and Values
- Investees
- BB Corretora

**Business Model**

**Long-Term Strategy**

- Materiality
- ESG Agenda

# BB SEGUROS

GRI 2-1.a | 2-6.a

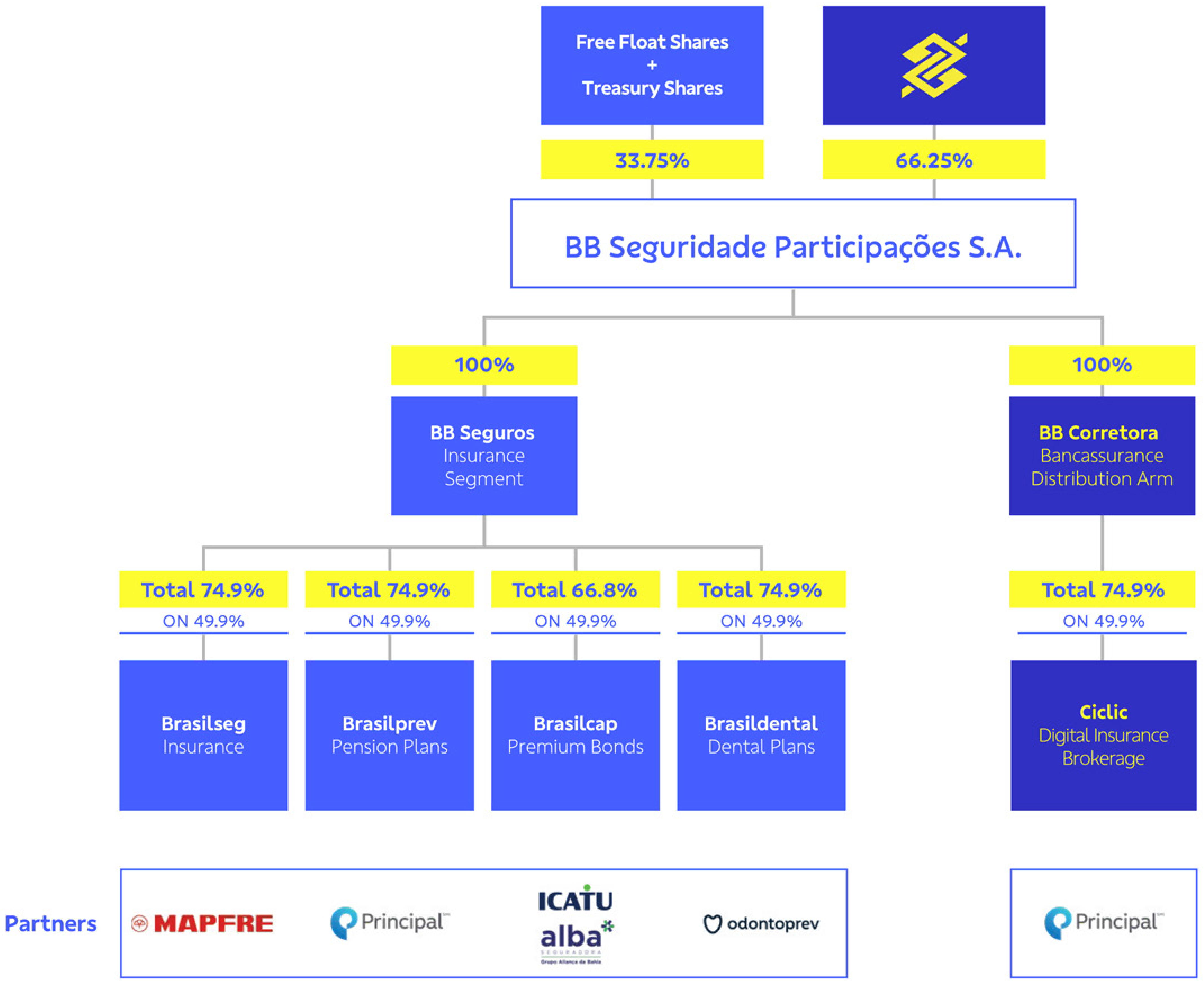
BB Seguros is a publicly-traded holding company listed on the Novo Mercado segment of the São Paulo stock exchange (B3 “Brasil, Bolsa, Balcão”). Through its investees, the Company operates in the insurance, pension plan, premium bonds and dental care plan segments in private partnerships maintained by its wholly-owned subsidiary, BB Seguros Participações S.A., further operating in the distribution of these products through BB Corretora de Seguros e Administradora de Bens S.A.

Controlled by Banco do Brasil (BB), which holds 66.25% of its total issued shares, BB Seguros was created in 2012 after the controller’s insurance division was segregated into a new company. In April 2013, the Company went public. The Company has its headquarters and jurisdiction in Brasília (DF), Brazil.

As of December 31, 2025, the Company’s free float represented 30.8% of total shares, while treasury shares accounted for 2.9%. Of the shares traded on the stock exchange, 58.5% were held by foreign investors and 41.5% by Brazilian investors. Until then, no minority shareholder held 5% or more of the total capital.

## Corporate Structure

GRI 2-1.b




The corporate ownership structure presented refers to the situation in effect as of the end of the 2025 fiscal year. In March 2026, the cancellation of treasury shares took place, resulting in a change in the shareholding structure, whereby Banco do Brasil S.A. came to hold 68.25% of the share capital, while shares outstanding plus treasury shares accounted for 31.75%.

## Purpose and Values

### Purpose

To provide tranquility for people, today and always.

### Values

**Trustworthiness:** We embody our integrity, transparency, and competence in all activities.

**Innovation:** We employ critical thinking and creative thinking to keep pace with market changes.

**Customer-centric Approach:** We see the world from our customers’ perspective in order to provide the best solutions to meet their needs.

**Simplicity:** We channel our efforts toward what truly matters, without compromising value delivery to the customer.

**Ownership mindset:** We act in the best interest of BB Seguros.

# Investees

## Brasilseg

Resulting from a strategic partnership established with MAPFRE, initiated in 2011 and reorganized in 2018, the investee group comprises four companies: a holding company, BB MAPFRE Participações S.A. (BB MAPFRE), in which BB Seguros holds a 74.99% stake in total capital, maintaining 100% of preferred shares and 49.99% of voting shares; and two insurers fully controlled by BB MAPFRE: Brasilseg Companhia de Seguros and Aliança do Brasil Seguros S.A. Together, the group's companies operating in the insurance segment are known as Brasilseg.

Moreover, Brasilseg is a shareholder, together with Banco do Brasil, in Broto S.A., a company focused on providing solutions to the agricultural ecosystem in a digital environment. Each shareholder holds a 50% interest in the total capital of this company, with Brasilseg holding 100% of the voting shares and BB holding 100% of the preferred shares.

Brasilseg operates in the Rural, People (Life and Credit Life), Mass (Home, Corporate, and others), and Mortgage life insurance segments. Headquartered in São Paulo (SP), the company has approximately 1,900 employees and holds a leading position in its markets.

The commercialization of Brasilseg products occurs predominantly through Banco do Brasil's banking channel, using BB Corretora as an intermediary, leveraging the capillarity of Banco do Brasil's branch network and remote customer service channels.

Additionally, the company may distribute its insurance products through the Affinity channel, composed of commercial partners.

### LIFE INSURANCE

Provides payment of indemnity to insured parties or beneficiaries in cases of natural or accidental death, total or partial permanent disability due to accident, diagnosis of critical illnesses, and daily hospitalization benefits. The product also includes benefits and assistance packages focused on well-being, health, and quality of life, as well as funeral assistance in the event of death.

### CREDIT LIFE INSURANCE

Ensures the payment of outstanding debts in the event of the borrower's death, preventing family members from inheriting financial obligations arising from loans or financing, thereby preserving household income and assets.

### RURAL INSURANCE

Focused on one of the most relevant sectors of the Brazilian economy, it provides protection and predictability for rural producers. Key products in this portfolio include:

- **Crop Insurance**, which protects crops against losses caused by climatic events, ensuring production costs or expected yield, with the option of replanting coverage;

- **Rural lien Insurance**, which protects assets pledged as collateral in rural credit operations; and

- **Credit life insurance for farmers**, a credit life modality that settles rural loans in the event of the insured's death.

### HOME INSURANCE

Designed to protect residential properties, it includes basic coverage for fire, explosion, and smoke, as well as additional coverage for severe weather events such as windstorms, cyclones, tornadoes, and hail. It also includes exclusive flood coverage and a range of home assistance services, providing greater security and peace of mind to the insured.

### CORPORATE INSURANCE

Designed to protect companies' assets against various risks, including fire, theft, and natural events, with coverage encompassing property damage, business interruption, and liability, contributing to business continuity.

### MORTGAGE LIFE INSURANCE

Ensures settlement of outstanding debt and release of property lien in cases of death or total permanent disability of the insured, as well as coverage for physical damage to the property.

### FORESTRY INSURANCE

**Commercial Forestry:** protects plantations of eucalyptus, pine, rubber trees, and other commercial species against fire and lightning, with optional additional coverage for strong winds and natural phenomena such as frost, hail, drought, and others.

**Conservation Forestry:** provides the necessary protection to restore native areas of Legal Reserve, Permanent Preservation Areas, and surplus native vegetation in the event of fire.  This ensures that rural producers can continue their operations with confidence and security, without putting the environment at risk.

### Portfolio Improvements

In 2025, Brasilseg expanded the credit lines covered by credit life insurance, including Worker Credit, as well as corporate lines of Banco do Brasil's micro, small and medium-sized enterprise portfolio, such as Pronampe, and Peac FGI. It also launched new crop types and fruit coverage within Agricultural Insurance and expanded offerings for family farming.

The Company has also invested in accessible and simplified insurance products for underserved populations, tailoring its portfolio to meet the needs of customers across all income levels. With lower ticket sizes, BB Seguros has sought to expand access to life insurance products such as "Personal Protection" and property insurance such as "Insurance for Personal Items."

## Recognition

• **Segurador Brasil Award 2025** – Recognition by Segurador Brasil magazine for innovation initiatives contributing to the transformation of the insurance market in Brazil.

• **Open Innovation Awards 2025** – Nominated in the Top Open Corps, Top Insurance, and Top Decade Champions rankings of the 100 Open Startups Award, a recognition for companies leading open innovation with startups in Brazil.

• **Innovative Workplace 2025 – MIT Technology Review Brasil** – Presence in the ranking of the 20 most innovative organizations in Brazil and achievement of the seal certifying the company's innovation practices.

• **ABT Award 2025** – Awarded two trophies in recognition of excellence in customer service: Ouvidoria em Movimento: da crítica à confiança (Customer Journey category) and Chat Reclame Aqui: humanizing service and reducing complaints (Technological Innovation category).

# Brasilprev

BB Seguros operates in the open private pension segment through its investee Brasilprev Seguros e Previdência S.A. ("Brasilprev"). The company was created in 1993 through a partnership between the BB conglomerate and a group of insurance companies. After undergoing several reorganizations in its shareholder structure, in 1999, BB signed an agreement with Principal Financial Group (PFG), a global financial investment management, life insurance and pension plan company. In 2010, the partnership was renewed for a term of 23 years starting in October 2009, increasing BB Seguros' interest in Brasilprev from 49.99% to 74.99% of the total share capital, 49.99% of which were common shares and 100% of which were preferred shares.

Operating exclusively in the private pension segment since its inception, the investee has consolidated expertise in this market, enabling it to capture opportunities arising from the growing popularity of pension products, driven by increased life expectancy, improvements in financial literacy among the population, and changes in the Brazilian pension system.

A market leader in gross inflows and total assets under management, and guided by the purpose of transforming how Brazilians prepare for their future while promoting sustainable development, the company has approximately 2.5 million clients of all ages building wealth to support projects such as a comfortable retirement, funding children's education, career transitions, among others.

Brasilprev's products are predominantly distributed through Banco do Brasil channels (branches and digital channels), via BB Corretora. In addition, corporate products are offered through specialized consultants, as well as individual and corporate products marketed by partner brokers.

Brasilprev offers defined contribution plans, in the forms of Plano Gerador de Benefício Livre (Free Benefit Generating Plan - PGBL) and Vida Gerador de Benefício Livre (Free Benefit Generating Life Plan - VGBL), as well as additional risk coverages. It also has a portfolio of defined benefit plans (also known as traditional plans) which are no longer sold and have had their share reduced in the total volume of assets under management.

Currently, Brasilprev's main sources of operating income are fund management fees and premiums paid for risk coverage. Meanwhile, the financial result largely reflects financial income and expenses from the traditional plans.

### PGBL

A modality intended for individuals who file income tax returns under the full model and contribute to the INSS or to a public pension regime (RPPS). Contributions made to the plan may be deducted from the income tax calculation base up to the limit of 12% of gross taxable annual income. At the time of redemption or annuity contracting, taxation applies to the total value of the investment.

### VGBL

Ideal for individuals exempt from income tax, who file under the simplified model, or who already fully utilize the PGBL tax deduction. At the time of redemption or annuity contracting, taxation applies only to the earnings.

**Additional risk coverages**
Family protection modalities aimed at ensuring indemnification, either as a lump-sum payment (death benefit) or as an income stream (pensions to spouse/partner, minors, or for a fixed term), in the event of the participant's death during the coverage period. These coverages may be contracted in addition to PGBL and VGBL pension plans.

**Traditional plan** - Guarantees an interest rate of 6% per year, above the index defined for the plan at the time of acquisition by the client. This type of plan is no longer marketed.

| PRODUCT | PRODUCT DESCRIPTION |
|---|---|
| **Brasilprev Júnior** | Aimed at children and adolescents, it is an effective solution to support families (parents and guardians) in building up a reserve to fund the life projects of their children, nephews, and grandchildren. It has a wide variety of investment funds and can be accessed with monthly contributions starting at R$ 100.00. |
| **Brasilprev Júnior Educação** | It combines reserve accumulation with pension coverage for minors, with the focus of ensuring the children's education through reserve accumulation and, in the event of an eventuality, the pension is paid monthly until the minor reaches the age of 21, or 24 if a university student. |

### Portfolio Improvements

In 2025, the investee advanced in democratizing access to pension products by reducing the minimum contribution amount to R$ 100.00 and expanding strategies tailored to conservative and moderate investor profiles, enabling clients with lower investment capacity to begin long-term financial planning. Reinforcing its commitment to inclusion and financial education, the onboarding journey in the BB App was also revamped, making it simpler, more transparent, and more accessible, guiding clients to the fund most aligned with the predominant channel profile and providing clearer information to support responsible decision-making.

### Recognition

Brasilprev has received important market recognitions, among them:

• **FIA – Incredible Places to Work:** Recognition with the Incredible Places to Work seal, which highlights the quality of the organizational environment and commitment to employee well-being. (July/2025)

• **The Stevie® Awards:** Gold Award in the Customer Service category of the Annual International Business Awards®, with the case "Brasilprev: Listening to Transform – Leadership in the Accessibility and Diversity Revolution." (August/2025)

• **MIT Technology Review Brasil:** In 2025, Brasilprev maintained the Innovative Workplaces seal, awarded by MIT Technology Review Brasil. The recognition highlights companies that promote innovative corporate environments and practices that drive continuous transformation. (November/2025)

• **Valor 1000:** For the fourth consecutive year, Brasilprev ranked 1st in Life and Pension and achieved 3rd place in Net Income, Operating Income, and Shareholders' Equity. (September/2025)

## Brasilcap

BB Seguros offers premium bonds through its investee Brasilcap, in partnership with Icatu Seguros S.A. and Companhia de Seguros Aliança da Bahia. Established in 1995, the company has undergone changes in its shareholding structure until reaching its current configuration, with BB Seguros holding a 66.77% stake in total share capital, including 49.99% of voting shares.

The premium bond is an alternative for accumulating financial reserves, combined with the possibility of the bond holder winning prizes based on the results of the Federal Lottery. Bonds are also offered under the modalities of prize-linked philanthropy, guarantee, popular, and incentive.

Over its 30 years of operation, Brasilcap has distributed approximately R$ 2.7 billion in prizes, benefiting more than 900 thousand bonds.

### DOADIN

A prize-linked philanthropy product in which the client, at the end of the plan, donates part of the amount paid for the bond (accumulated balance) to socio-environmental projects supported by Fundação BB and AACD, while also participating in prize draws.

### Recognition

Brasilcap achieved the "Empresa Cidadã" (Citizen Company) certification for the 15th consecutive year and the "AB2L Infinite Legal Innovation Certification 2025."

## BB Corretora

BB Corretora is a wholly owned subsidiary of BB Seguridade, whose purpose is brokerage, management, promotion, and facilitation of business involving insurance products, as well as participation in companies with the same purpose.

BB Corretora receives commission for products sold. Currently, the vast majority of sales take place via BB's distribution network structure, including employees, information systems and facilities. In such cases, BB Corretora reimburses BB for the costs incurred by this channel. The low-complexity business model with little need for capital is known as bancassurance, as it takes advantage of the entire physical structure already in place at banks. The reimbursement made to BB is governed by a contract that expires in 2033.

Brasilseg, Brasilprev, and Brasildental have exclusive rights to sell their products (insurance, pension plans and dental plans, respectively) through BB Corretora on BB's channels.

In addition to the products of BB Seguros' affiliates, BB Corretora exclusively sells automobile insurance and major risks underwritten by the MAPFRE group in the banking channel.

As a way of complementing its operations in product distribution, BB Corretora also holds a direct interest in Ciclic, a digital brokerage firm.

### BB Seguros Recognition

The Climate Disaster Management Project was awarded the Gold trophy and recognized in the Social Contribution/Sustainability category at the Clientes S/A 2025 award, in addition to being nominated for the Latam – Best Organizations for Customer Interaction 2026 award. The project reinforces care for clients in critical moments through proactive communications, safety guidance, availability of exclusive service channels, implementation of differentiated workflows to accelerate process handling, deployment of additional teams of adjusters to impacted regions, among other location-specific measures.

# External initiatives and participation in associations

BB Seguros and its investees subscribe to and endorse external initiatives in the economic, environmental and social dimensions, in line with their strategic guidelines.

The investees Brasilseg, Brasilprev and Brasilcap are signatories to the United Nations Global Compact in Brazil, a voluntary initiative that brings together companies committed to promoting and aligning with the ten universal principles in the areas of Human Rights, Labor, the Environment and Anti-Corruption. This adherence reinforces the investees' commitment to the responsible conduct of their business, ethics, integrity, and the incorporation of environmental, social and governance (ESG) aspects into their strategies and operations.

In alignment with the Global Compact, the investees also guide their practices and initiatives toward the Sustainable Development Goals (SDGs), strategically integrating them through policies, programs, commitments and targets. These actions encompass topics such as ESG-focused investment management, diversity and inclusion, responsible customer relationships and satisfaction, integrity, ethics, transparency, compliance, environmental management and social responsibility, contributing to long-term value creation and to strengthening the role of the investees in supporting sustainable development.

## Brasilseg

Brasilseg maintains ISO 14001:2015 certification at its administrative headquarters, reinforcing the investee's commitment to structured environmental management aligned with internationally recognized standards.

In 2025, Brasilseg received the Gold Seal from the Brazilian GHG Protocol Program, a recognition granted to organizations that meet the highest standards of quality, transparency, and independent verification of reported data. The inventory is audited by an independent third party, ensuring the reliability and traceability of disclosed information.

The investee offset 100% of mapped emissions, as a complementary measure to efficiency and mitigation actions, reinforcing its commitment to responsible emissions management and the climate agenda.

The inventory data are used as a strategic input for defining mitigation and offsetting plans, monitoring risks and opportunities related to climate change, including actions within the value chain, limited to Scope 3 categories measured by the company.

**Principles for Sustainable Insurance (PSI):** By adhering to the Principles for Sustainable Insurance (PSI), an initiative of the United Nations Environment Programme Finance Initiative (UNEP FI), Brasilseg reinforces its commitment to integrating environmental, social, governance, and climate criteria into the insurance value chain.

Adherence to the PSI consolidates a strategic positioning that connects sustainability with risk management, product development, underwriting, relationships with clients and partners, and innovation.

**Women on Board (WOB):** Brasilseg is certified by Women on Board (WOB), a recognition that highlights best practices in gender diversity in boards of directors and advisory boards.

The certification reflects the investee's commitment to promoting more diverse, inclusive, and representative environments, recognizing that diversity of perspectives strengthens decision-making quality, corporate governance, and business sustainability, while also generating positive impacts for society.

Based on the guidelines of ISO 14001:2015, Brasilseg has an Environmental Management System (EMS), which is structured based on the identification, assessment, and management of significant environmental aspects and impacts — both direct and indirect — associated with operations, enabling the establishment of controls, targets, and continuous improvement plans. This approach contributes to operational efficiency, prevention of environmental impacts, and regulatory compliance, as well as supporting the integration of the environmental agenda into business management.

Environmental management is addressed in a continuous and cross-cutting manner at Brasilseg, influencing decision-making, employee engagement, and relationships with suppliers and partners, thereby amplifying its positive effects throughout the value chain.

Information related to the topic is available at bbseguros.com.br/seguros/sustentabilidade

## Brasilprev

**Principles for Responsible Investment (PRI):** Brasilprev has been part of the PRI since 2017. The PRI is recognized for setting global standards related to responsible investment, encouraging investors to incorporate ESG aspects into their investment processes.

**Green Bonds Statement:** Brasilprev has been a signatory since 2017, along with other investors. In the statement, the signatories make a commitment to dialogue with entities, government or not, in order to stimulate the development of a robust Brazilian green bond market that truly contributes to addressing climate change. (Source: https://www.climatebonds.net/market/country/brasil/declaracao-de-investidores)

**Carbon Disclosure Project (CDP):** Brasilprev participates in the CDP as a signatory investor, having access to its global database with information on the commitment of companies, whether potential or already invested, in relation to carbon emissions and sustainability actions.

**Brazil Green Finance Initiative (IBFV):** A collaborative effort aimed at developing and promoting policies and market mechanisms that encourage green investments in Brazil.

Information related to the topic is available on the company's website https://www1.brasilprev.com.br/sustentabilidade

## Brasilcap

**Principles for Sustainable Insurance (PSI):** Brasilcap was the first premium bond company to become a signatory to the Principles for Sustainable Insurance (PSI), a commitment to which it has been a part since 2015. This adhesion reinforces the Company's commitment to being an important voice in seeking a more conscious and fair society, in addition to contributing to the continuous evolution of ESG issues, mitigating risks and providing transparency in the rendering of accounts to all stakeholders.

**Ethos Institute:** This association demonstrates adherence to sustainable management practices and indicates the company's alignment with principles of integrity, respect for human rights, and good relations with its stakeholders. By joining Ethos, the organization seeks to continuously evolve and contribute to a more just and sustainable society.

## BB Seguridade and BB Corretora

**B3's Novo Mercado:** Listing of BB Seguros on the highest level of corporate governance of B3, since its initial public offering, materializes the Company's commitment to high standards of transparency in its relationship with the market, particularly with regard to minority shareholders.

**Carbon Disclosure Project (CDP):** In 2025, BB Seguridade carried out, for the first time independently, its response to the CDP — a global environmental disclosure platform used by companies, investors, and governments to report climate-related risks and opportunities. In this first independent reporting cycle, the Company advanced in its journey of improving climate disclosures, establishing a solid foundation for strengthening processes, governance, and data collection in subsequent cycles.

## PARTICIPATION IN ASSOCIATIONS

GRI 2-28

Through its investees, BB Seguros has representatives in the following entities that act in defense of its interests: National Confederation of General, Private Pension Plan and Life Insurance, Supplementary Health and Premium Bonds Companies (CNSeg), National Federation of Private, Premium Bonds and Open Pension Plan Insurance Companies (Fenaseg), National Federation of General Insurance (FenSeg), National Federation of Open Pension Plan and Life (FenaPrevi), and National Federation of Premium Bonds (FenaCap).

# BUSINESS MODEL

**GRI 2-6.b | 2-29**

BB Seguros' business model is based on the bancassurance structure, through which the offering of insurance, open private pension, premium bonds, and health plans is carried out using the banking channel as the primary commercialization route. This is an efficient model in the Brazilian context, as protection solutions are still poorly understood and demanded by a large part of the population, requiring national capillarity and a specialized sales force for commercial success.

This model involves a broad ecosystem of stakeholders, including shareholders, clients, employees, suppliers, commercial partners, society at large, regulatory bodies, government, and media outlets.

BB Seguros combines the agility and adaptability typical of private-sector investee companies with the solidity and credibility of the BB brand, a financial institution with more than 215 years of history. Banco do Brasil stands out in the national banking environment and is internationally recognized as one of the most sustainable institutions in the world, according to the Dow Jones Sustainability Index (DJSI) of the New York Stock Exchange (USA).

With 90 million clients, BB has nearly 4,000 proprietary branches, approximately 19,000 banking correspondents, and more than 26,000 shared network service points, in addition to digital channels such as internet self-service and mobile applications.

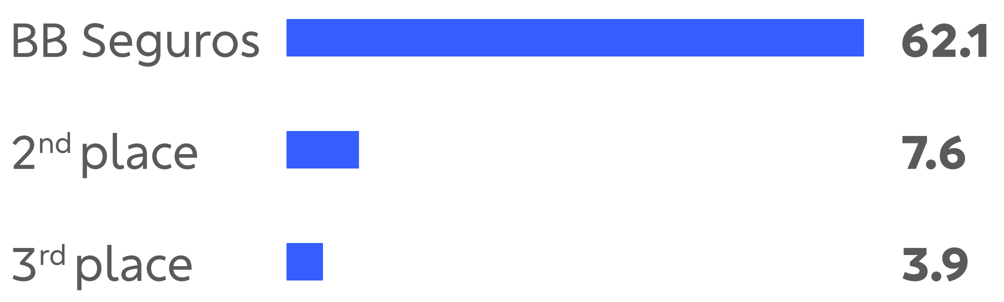
BB Seguros continuously invests to make its products and services available in the channels through which Banco do Brasil serves its clients. Branches and digital channels are responsible for the majority of sales and after-sales services of BB Seguros products, but there is also distribution through banking correspondents and shared networks for specific products.

Moreover, one of the pillars of the company's long-term strategy is the prospecting and development of new distribution models and channels, searching for partners in all its ventures.

In 2025, the distribution diversification strategy reached R$ 1.6 billion in issued insurance premiums, equivalent to approximately 10% of Brasilseg's total premiums, largely concentrated in the sale of rural insurance through agricultural technicians, rural cooperatives, and agricultural input and machinery dealers, as well as credit life insurance sold through banking correspondents.

## Market Share - Rural Insurance (%)

**Competitive Environment | Premiums Written**




Source: Susep
Base date: 12/31/2025

## Market Share - Credit Life Insurance (%)

**Competitive Environment | Premiums Written**


## Market Share - Pension Plan (%)

| Ranking | Contributions | Reserves |
|---|---|---|
| 1st | 28.9 (BB Seguros) | 26.5 (BB Seguros) |
| 2nd | 23.2 | 21.2 |
| 3rd | 16.8 | 19.8 |

Source: Susep
Base date: 12/31/2025


# LONG-TERM STRATEGY

GRI 2-12

BB Seguros' long-term strategic planning model is guided by the Company's purpose, values, and code of ethics and conduct, developed with the participation of the Executive Board and employees, in order to guide actions at all hierarchical levels, and validated by the Board of Directors, considering:

• **Scenarios**, which aim to identify critical uncertainties in the market as a whole and in specific BB Seguros issues, as well as to generate discussions on strategy formulation and guide the decision-making process;

• **Market Megatrends**, which include analyses conducted by Banco do Brasil regarding the main trends expected to impact the financial system over the next 5 to 10 years, as well as trends in the insurance market analyzed by BB Seguros;

• The **SWOT matrix**, which consolidates internal and external factors, describes the competitive environment in which the company operates and gives clarity to the challenges of the cycle;

• **Strategic objectives**, which translate the strategy into action and align all areas with the Company's long-term guidelines.

The Long-Term Strategy is built seeking strategic alignment with BB's Corporate Strategy and with the investees.

The annual review of the strategy consists of monitoring the competitive environment and defining how to organize, allocate and mobilize the company's resources, in addition to measuring the pace of execution and continuously improving its performance.

When defining priorities and monitoring the implementation of the strategy, the company adopts the Objective and Key Results (OKR) framework.

The methodology guides the definition of initiatives, action plans, and projects that will be prioritized throughout the year, through the selection of Key Results capable of directing and signaling the actions necessary to achieve the Strategic Objectives.

Annually, OKRs are established internally, covering up to five key indicators for each strategic objective.

All metrics derived from the strategic definition process and its results are reported quarterly to the Board of Directors, reflecting in the variable compensation for executives and other Company employees.

The strategic documents are available on the company's communication channels and are periodically reviewed so that they maintain standards of conduct in line with internal and external realities. Through training events, the dissemination of information and the example set by the Directors, BB Seguros promotes its purpose, values, ethical principles and standards of conduct.

As one of the pillars of our operations, Strategy is broken down into five strategic objectives:

## Strategic Objectives

• Generate sustainable value for all stakeholders

• Offer intelligent, complete, and appropriate solutions

• Being present at all stages of customers' needs and lives

• Being a benchmark in protection, security, and tranquility

• Ramp up innovation

## Value Generation

Generate sustainable value for all stakeholders – shareholders, customers, employees, partners, and society.

## Solutions

Produce and deliver value for our stakeholders. This is our core, through which we develop and provide modern, customized, and sustainable solutions.

## Presence

Being present, through complete and integrated distribution, supported by action in the BB ecosystems and in new channels and partnerships.

## Brand

Strengthening our identity, employing and reinforcing the expression of our brand through integrated and cohesive action with subsidiaries and investees.

Sustainability remained integrated into the Company's long-term strategy, reflected in the maintenance of the strategic objective "Generate sustainable value for all stakeholders" and in the continuity of the execution of a biennial action agenda as a key outcome. This agenda seeks to advance the incorporation of ESG aspects into the management and operations of BB Seguros, including an impact on the calculation of variable remuneration for administrators and all BB Seguros employees. More information about the ESG Agenda 2024-2025 and how it is reflected in the remuneration of employees and administrators, which is linked to sustainability, can be found later in this report.

# MATERIALITY

GRI 3-1

Since 2019, the Company has used the materiality diagnosis as a reference to guide its sustainability strategy. The most recent review of Material Topics was carried out in 2024, when the Double Materiality approach was adopted, considering both the potential financial impacts arising from socio-environmental factors and the externalities generated by BB Seguros' activities.

This work was conducted in an integrated manner with the main investees — Brasilseg, Brasilprev, and Brasilcap — applying a common methodology, which resulted in aligned matrices in terms of themes and concepts, respecting the particularities of each business and strengthening synergies in the strategic sustainability direction of the conglomerate.

The Material Topics prioritized in 2024 continued to guide management in 2025. Detailed information on the process of identifying, prioritizing, and analyzing topics, as well as on the methodology used, is described in the 2024 Annual Sustainability Report.

## Material Topics

GRI 3-2

| TOPIC | Financial Impact | Social and Environmental Impacts | Actions | Stakeholders | Linked indicators |
|---|---|---|---|---|---|
| Innovation and technology | ✖ | ✖ | Risk Management; Value Generation | Suppliers, BB's Network and Employees | |
| Satisfaction, transparency, and relationships with customers | ✖ | ✖ | Value Generation | BB's Network, Customers, Suppliers and Employees | GRI 206-1 \| SASB FN-IN-270A.2, FN-IN-270A.4, FN-AC-270A.3 |
| Climate change | ✖ | ✖ | Risk Management | BB's Network | GRI 201-2, 302-1, 305-1, 305-2, 305-3 \| SASB FN-IN-450A.1, FN-IN-450A.3 |
| Occupational safety and quality | ✖ | ✖ | Value Generation | BB's Network and Customers | GRI 416-1, 416-2 \| SASB FN-IN-410A.2, FN-AC-410A.2 |
| Information security, data privacy and cybernetics | ✖ | ✖ | Risk Management | Customers | GRI 418-1 \| SASB FN-CF-230A.3, FN-CF-220A.2 |
| Ethics, integrity and compliance in the company and its value chain | ✖ | ✖ | Governance | Suppliers, Customers BB's Network and Employees | GRI 2-6, 2-15, 2-19, 2-20, 2-21, 2-26, 201-1, 205-1, 205-2, 205-3, 308-1, 308-2, 408-1, 409-1, 411-1, 414-1, 415-1 |
| Diversity, Inclusion and Equity | | ✖ | Value Generation | Suppliers and Employees | GRI 401-3, 405-1, 405-2 |
| Attraction, development and retention of employees | ✖ | | Value Generation | Employees and Suppliers | GRI 2-7, 2-8, 2-29, 2-30, 401-1, 401-2, 403-3, 403-5, 403-6, 404-1, 404-2, 404-3, 405-1, 406-1 |

# ESG Agenda

GRI 2-12

The ESG Agenda aims to continuously improve BB Seguros' ability to incorporate environmental, social, and governance factors into its strategy, processes, and operations. In this way, it seeks to strengthen the Company's resilience and promote sustainable growth through active management of risks, opportunities, and impacts generated for society and the environment.

Starting in 2025, BB Seguros has a dedicated technical area responsible for driving the company's ESG agenda, reporting to the General Superintendence of Strategy and the Company's Presidency.

BB Seguros acted as an enabler of the Casa do Seguro (Insurance House), an initiative by the National Confederation of Insurers at COP 30, which highlighted and discussed the insurance market's role in the transition to a low-carbon economy. In addition to acting as a sponsor of the venue, BB Seguros had over 900 visits to its booth. Visitors could learn about rural insurance and the Pilot Project ZARC Management Levels for Soy in Paraná, which were gamified as an experience for 3D glasses and a tablet experience, respectively. The activations aimed to reinforce the importance of insurance protection for agribusiness and how more sustainable agricultural practices can generate greater subsidies from the Rural Insurance Premium Subsidy Program (PSR).

Furthermore, BB Seguros organized discussions to demonstrate the role of insurance as a mechanism for adaptation and transition in the face of the climate crisis.

The ESG Agenda is present in BB Seguros' strategic induction instrument, having been fundamental as a guide for deliveries aligned with the theme, among which we can highlight:

>> **Inclusion of the ESG Agenda as a strategic driver in the three main investee companies:** Brasilseg, Brasilcap, and Brasilprev.

>> **Regular reporting of the Company's Diversity Census for the group's three main companies**, based on the B3 Diversity Census Manual and GRI.

>> **Diversity guidelines in corporate policies**, more specifically:

» Governance, Appointment, and Succession Policy

» Promotions and Sponsorship Policy

» Human Resources Management Policy

» Policy on Relationship with Customers and Product and Service Users

>> **ESG Risk and Opportunity Assessment** in the Company's Decision-Making Process

>> **Disclosure of the Sustainability Policy**

>> **Disclosure of the Greenhouse Gas Inventory for the years 2021 to 2024, including the calculation of Scope 3 category in 2024**

>> **Inclusion of "Socio-Environmental Trends" in the Board of Directors' work agenda**

>> **Presentation of a diagnosis of compliance and requirements for the implementation of IFRS S1 and S2 standards**

At BB Seguros, the ESG Committee is the body responsible for advising the Executive Board on enabling, supervising, monitoring, recommending, and commenting on actions related to environmental, social, and governance topics.

With the vision that ESG aspects should be addressed in a cross-cutting manner, the mapped attributions are distributed among the technical areas by means of the Process Base (BP), a repository of roles, responsibilities and competencies. Through BP, BB Seguros defines the responsibilities that should be carried out, with strategic, business, regulatory and enabling objectives, and the technical areas that are responsible for defining how these actions will be carried out.

In 2025, the ESG Committee had the support of the Board to execute 31 activities of the ESG Agenda.

The ESG Agenda remains a strategic driver for BB Seguros in 2026, where at least 70% of the planned actions for the year are expected to be completed, reflecting the variable compensation of all employees, from senior management (directors) to the technical staff.

## ESG Training

In 2025, BB Seguros, through its knowledge management program, promoted advancements in training on topics relevant to Sustainability within the Group's business model. Employees, in general, were guided to undertake training on Diversity and combating discrimination; Brazilian General Data Protection Law (Lei Geral de Proteção de Dados – LGPD); Cybersecurity; Financial protection and consumer rights, with a focus on best practices in consumer protection, consumer rights in Brazil, and investment guidance; Combating sexual harassment and moral harassment; Management of socio-environmental risks and opportunities; WCAG (Web Content Accessibility Guidelines) methodology for employees involved in processes related to the design of products and digital journeys; as well as a specific training and personalized workshop for interns on ethics.

## ESG guidelines in sponsorship and promotion initiatives

In the selection and definition of projects, aspects related to the ESG performance of proponents and suppliers, as well as their suitability and commitment to social development, are considered. Diversity — including dimensions such as race, gender, and people with disabilities — is treated as a central element in the development of initiatives, from ensuring accessibility for different audiences involved to the choice of teams, artists, environmental solutions, and structures used.

Accessibility resources are also required, such as sign language interpretation (Libras), braille signage, audio description, ear protectors, in addition to the minimum requirements provided by law, such as access ramps.

The inclusion of diverse audiences is reinforced through the negotiation of reduced-price or free admission tickets, expanding the participation of NGOs and students.

Furthermore, the implementation of selective waste collection and the environmentally appropriate disposal of waste generated at events are mandatory counterparts for organizers and sponsors. The use of sustainable, reusable, or recyclable materials for promotional items is encouraged, as is the donation of scenic and infrastructure items to institutions that work with recycling.

# BB Seguros social projects

Private social investment (with incentivized resources):

**R$ 52.3 million**

in social investment made by
BB Seguros Group companies.

Investment in financial education:

**more than 156,000 people**

have benefited from the BB Seguros Group's education and financial education projects since the projects began.


• **Projeto de Vida na Ponta do Lápis:** an initiative sponsored by Principal Foundation, with support from Brasilprev and partnership with Trevisan Business School, focused on bringing financial education to low-income youth and the general population through lectures, online content, and school activities. The project teaches how to save, invest, and plan for the future, using accessible language and university students as speakers, with the goal of promoting a more conscious relationship with money and achieving dreams. Since its launch in 2010, 154,166 people have been impacted.

• **Jovens Talentos em Finanças:** an initiative that aims to give young people at the end of their undergraduate studies, or recent graduates from disadvantaged social classes, the chance to compete for the best positions on the job market in the area of finance. In 2025, Brasilprev sponsored 5 scholarships for the program.

• **FuturEd - Financial Education Hub:** a platform developed by Brasilprev specialists, offering educational courses and podcasts on supplementary pension plans and the benefits of long-term financial planning. In 2025, the audience reached 3,500 views.

• **Sonhos do Futuro:** an initiative whose purpose is to transform how children, young people, and families in the communities of Paraisópolis and Brasilândia, in São Paulo, relate to money, promoting knowledge about financial planning and encouraging the conscious use of resources in a practical, accessible, and locally relevant way.

1,787 people were served across elementary school, high school, EJA (Youth and Adult Education), and surrounding communities, using a mobile unit (adapted truck) equipped to offer interactive and gamified classes based on the Tangram methodology, developed by the Tangram Educação platform. Through digital spreadsheets, games, practical exercises, and group dynamics, participants accessed content that integrated learning and fun, stimulating the development of essential financial life skills.

• **Investment in oral health:** Projeto BB Dental Social (BB's Dental Social Project) - An initiative by Brasildental in partnership with Fundação BB and the National Federation of AABBs (FENABB), with the aim of offering dental care to children and adolescents in situations of social vulnerability. In 2025, 315 procedures were carried out, 199 of which were preventive and 116 curative, with a total of 58 children and adolescents treated.

# Value Generation

**Society**

- Climate change*
- Ethics, integrity and compliance in the company and its value chain*
- Value creation for society

**Employees**

- Compensation
- Attraction, development and retention of employees*
- Diversity, inclusion and equity*

**Customers**

- Innovation and technology*
- Satisfaction, transparency and relationships with customers*
- Occupational safety and quality*
- Information security, data privacy and cybernetics*

**Shareholders**

- Corporate Governance
- Risk management
- Economic-financial performance
- Return to shareholder
- Economic Value Added

# SOCIETY

## CLIMATE CHANGE

**GRI 3-3 MATERIAL TOPIC - CLIMATE CHANGE | GRI 201-2 | SASB FN-IN-450A.1, FN-IN-450A.3**

Although BB Seguros is not directly and significantly affected by climate risks, some of its business lines present occasional occurrences, especially related to claims and covered risks, which are categorized as contagion risk.

Climate risk events associated with processes are recognized in the Risk Events Map and declared in the Material Risk Inventory of the holding company. The map reflects the risks identified, analyzed, and assessed in the Company's processes, serving as a basis for the preparation of the Material Risk Inventory, which consolidates the main risks to which the Company is exposed, with their respective descriptions.

Among the possibilities described are losses resulting from the transition of businesses to a low-carbon economy, the triggering of extreme weather events, litigations due to direct and/or indirect liabilities, or that will bring long-term consequences. All of them are classified on a scale of relevance and monitored periodically using operational indicators.

The commitments made and the practices planned by BB Seguros also encompass the concept of climate transition, as they provide for monitoring the economy's transition to more sustainable bases by adapting the business model to the uncertainties, threats, and opportunities that climate transition represents for the insurance market.

In the agricultural sector, climate change can represent business opportunities for the Company, as insurance pricing considers events such as excessive rain, drought, frost, temperature variation, among others, as potential risks of crop failure. Thus, the Company offers products that ensure greater peace of mind for producers, while simultaneously using reinsurance coverage and geographical diversification as mechanisms to mitigate any adverse climate impacts.

In 2025, BB Seguros' energy consumption was 444.03 MWh, considering the fractions of the buildings where the holding company has its headquarters. Furthermore, there was no consumption of energy from non-renewable sources such as oil, coal, and natural gas. **GRI 302-1**

In 2025, BB Seguros' water consumption was 2,299 m3 (less than 1 megaliter). **GRI 303-5**

In 2025, BB Seguros did not incur administrative sanctions related to social and environmental criteria.

BB Seguros continuously maintains its commitment to measuring and transparently reporting its Greenhouse Gas (GHG) emissions, preparing its inventory according to the methodology of the Brazilian GHG Protocol Program. This process, already incorporated into the Company's environmental management routine, follows recognized quality standards, covering direct and indirect emissions and including relevant value chain categories. The Company's commitment to the evolution of its ESG agenda is ongoing, having reported its complete inventory (Scopes 1 and 2) since 2024 and is gradually advancing on Scope 3 categories (starting with the 'business travel' category in the 2024 inventory). This achievement reflects the maturity of emission management processes and the dedication to transparency and the adoption of practices aligned with the transition to a low-carbon economy.

### BRASILSEG

At Brasilseg, the theme of climate change is addressed transversally, focusing on risk management, product development, underwriting, pricing, and the intensive use of data and technology to support decision-making.

The analysis of the incidence of climate events on insured policies is part of the company's risk management, based on the regionalized monitoring of claims that have occurred. These analyses support technical studies aimed at defining and adjusting underwriting rules, pricing, and commercial strategies, considering the historical behavior of risks and climatological indicators by region of operation.

In the crop segment, Brasilseg conducts continuous studies throughout the crop cycle on the evolution of climate risks, using meteorological, geospatial, and actuarial tools. These analyses guide decisions related to risk acceptance conditions, rates charged, and the start and end windows for product sales, contributing to preserving the technical balance of the portfolio.

Underwriting and pricing adjustments occur periodically, in response to the evolution of climatic conditions, considering adverse events such as drought, excessive rain, hail, frost, strong winds, and temperature variations. Historically, these events concentrate the majority of claims in the agricultural portfolio and are continuously monitored by the investee. The main portfolios also have reinsurance contracts, proportional and non-proportional, structured according to the characteristics of the covered risks, insured amounts, and nature of operations, as an additional instrument for impact mitigation.

This integrated approach reinforces Brasilseg's role in promoting climate resilience, both through the protection offered to its clients and by continuously strengthening its management processes, products, and practices in the face of the challenges posed by climate change.

**Crop Remote Sensing**

As part of strengthening its climate risk management approach, Brasilseg uses advanced remote sensing solutions to support underwriting and claims adjustment processes. These tools enable the analysis of satellite imagery and the cross-referencing of policy cadastral and spatial data with public socio-environmental and geospatial databases, generating reports and alerts that support risk acceptance and the monitoring of insured crop development.

As a complementary measure, the company provides producers with a digital platform containing information on insured areas, contributing to more efficient crop management and more informed decision-making, in addition to encouraging the adoption of more sustainable practices in the field. The solution can be accessed through Banco do Brasil's application or through the BB Seguros web portal.

## BRASILPREV

Brasilprev's Risk Management Structure (EGR) is integrated into the Integrated Risk, Internal Controls, and Compliance Management Model, based on the Three Lines Model, COSO ERM best practices, ISO 31000 guidelines, and regulatory requirements, including Solvency II and CNSP Resolution No. 471/2024 (ORSA). Operating in the Second Line of Defense, the EGR supports the First Line in risk management and promotes the continuous improvement of the Internal Control System (SCI), evaluating and reporting to senior management the adequacy of structures, weaknesses, and corrective actions, ensuring adherence to the company's defined risk appetite. The structure is composed of essential processes, policies, and tools, such as the Integrated Risk Management Policy, the Risk Appetite Statement, and the Risk Matrix, in addition to methodologies for risk scoring, materiality criteria, and projection models. Consolidating metrics and results through a priority risk agenda, the EGR reports monthly to the Risk Committee (CORIS), ensuring alignment with financial and regulatory strategies.

In 2025, actions focused on qualifying and quantifying the main risks were prioritized, including the implementation of the methodology for evaluating the score of critical models, the modeling of the materiality criteria, the review of the risk management maturity model, the mapping of priority financial risks, and the enhancement of projection models. In this context, Brasilprev concentrated efforts on implementing ORSA, in accordance with SUSEP normative 471/2024, structuring internal capital modeling, documentation, and governance necessary for the year. The project covered operational, financial, and strategic risks, as well as stress tests and scenarios, conducted by a working group with weekly monitoring and periodic reporting to the Executive Board. These initiatives reinforced solvency assessment capabilities, increased risk management maturity, and ensured operational continuity and the adequate relationship between risks and capital, keeping Brasilprev's risk profile below the established appetite, even with the growth of the client base.

* The acronym ORSA (Own Risk and Solvency Assessment) refers to an internal assessment of risk and solvency that insurance and reinsurance companies must conduct. Its objective is to ensure a forward-looking view of the risks to which companies are exposed, so that they have sufficient capital to face these risks.

Another relevant area was the evolution of the RCSA risk matrix, improved through joint workshops between the risk and internal control teams. The improvement of these inputs strengthened the basis for independent effectiveness tests conducted by the internal control team.

Brasilprev's commitment goes beyond the greenhouse gas inventory, with eco-efficiency and optimization actions in the use of resources and the neutralization of scope 2 through the purchase of I-RECs.

In 2025, in partnership with Sustainable Carbon, 1,000 tons of $CO_2e$ were offset for emissions not avoided, with support for the Cerâmicas Cenol and Telha Forte project. The project involves the replacement of native firewood with renewable biomass since 2007, promoting emission reduction and strengthening a more efficient and sustainable production model.

## BRASILCAP

Brasilcap began its Inventories, based on the methodology of the GHG Protocol Program, in 2022. In 2023, in addition to calculating emissions for the year 2022, a retroactive mapping was carried out estimating emissions since the company was founded and their due compensation via carbon credits from the Envira project, located in the Amazon Rainforest (AC), which aims to conserve the forest and ecosystem services, and which benefits the local population.

Check out the companies' Sustainability Policy:

**Brasilseg**

**Brasilprev**

**Brasilcap**

# GHG Emissions

GRI 305-1, 305-2, 305-3 | SASB FN-IN-450A.1

## Emissions by Scope (in tons of $CO_2e$)

| Type of emission | 2024 | 2023 | 2022 |
|---|---|---|---|
| Scope 1 $tCO_2e$ (thousand) | 291.30 | 209.44 | 849.32 |
| Scope 2 $tCO_2e$ (thousand) | 162.04 | 137.11 | 119.09 |
| Scope 3 $tCO_2e$ (thousand) | 2,688.16 | 806.94 | 515.40 |
| **TOTAL** | **3,141.51** | **1,153.49** | **1,483.81** |

For BB Seguridade, the gases included in the calculation were $CO_2$, $CH_4$, HFCs, and $N_2O$.

BB Seguridade reports its GHG inventories through FGV's GHG Program on the fgv.com portal and therefore follows the entity's reporting timeline.

For Brasilseg, the gases included in the calculation were $CO_2$, $CH_4$, $N_2O$, HFCs, and $CO_2e$.

For Brasilprev, the gases included in the calculation were $CO_2$, $CH_4$, $N_2O$, and HFCs (Scope 1), and $CO_2$, $CH_4$, and $N_2O$ (Scope 3).

BB Seguros – the 2025 information will be available in the FGV Public Registry of Issuances (Registro Público de Emissões da FGV) in August 2026 – https://registropublicodeemissoes.fgv.br/

At BB Seguros, there was a 29% reduction in emissions compared to 2023 in Scopes 1 and 2. BB Seguros' Emissions Inventory is available in the Public Emissions Registry.

# ETHICS, INTEGRITY, AND COMPLIANCE IN THE COMPANY AND ITS VALUE CHAIN

**GRI 3-3 MATERIAL TOPIC - ETHICS, INTEGRITY, AND COMPLIANCE IN THE COMPANY AND ITS VALUE CHAIN | GRI 205-1, 205-2**

BB Seguros and its investees maintain their commitment to transparency and the promotion of ethical, honest and responsible conduct in compliance with the laws, regulations, standards and guidelines applicable to their business.

BB Seguros operates in line with the best accounting practices, ensuring that the financial statements accurately represent the financial position, in accordance with Brazilian and international accounting standards. In this regard, when prepared objectively and consistently, following accounting principles, they enable internal management and stakeholders to obtain general financial information about the company.

For the members of the board of directors to be able to perform their duties, in addition to the topics submitted for their consideration, the new members of the Board participate in a process called (Onboarding or Integration Program), where they are introduced to the essential topics, key people and teams, aiming at a better understanding of the Company's business. Board members are guided and oriented on internal policies, business plan, long-term strategy, code of ethics, integrity program, duties and responsibilities of directors, and the work plan of the body to which they have been elected, in addition to undergoing periodic training. Statutory officers have access to self-instructional modules on the subject, as well as courses and lectures with internal and market professionals. The policies are also available on the intranet for all professionals.

Senior management, as well as members of the Fiscal Council and the advisory committees to BB Seguros' Board of Directors, have access to the BB Corporate University (UniBB) Portal, where various courses and learning paths are available for continuous development in strategic, technical, and behavioral topics.

Among these contents, the Ethics track stands out, which brings together courses aimed at promoting reflection on ethical and moral values applicable to personal and professional life. The track is periodically updated, incorporating new emerging topics and relevant content that gain prominence in the contemporary landscape, ensuring alignment with best market practices and trends.

In respect for individuals, BB Seguros does not condone child labor or forced labor or conditions analogous to slavery, maintaining its commitment to promoting Human Rights, including through its Sustainability Policy, ensuring that its operations and suppliers remain free from significant risks in these aspects and that there are no cases of violations of the rights of indigenous peoples. **GRI 408-1, 409-1, 411-1**

BB Seguros' Compliance and Integrity Program highlights the competencies of the Company's Ethics Committee, which include monitoring and contributing to the improvement of training actions and the dissemination of a culture of ethics and integrity.

In recent years, the Committee has not received any complaints for which the investigation procedures are not approved or regulated, which would imply a relevant risk for BB Seguros or its businesses.

In 2025, the Program was revised with the objective of highlighting its Principles, including Ethics and Integrity, and ensuring alignment with internal and external regulations, the guidelines of Banco do Brasil, and the General Comptroller's Office of the Union (CGU), in line with best corporate integrity and governance practices.

# Code of Ethics and Conduct

BB Seguros has a Code of Ethics and Conduct that guides members of senior management, governance bodies, employees and third parties who act or provide services on behalf of or for the Company, in relation to the behavior expected by the company. This document is reviewed at least every three years. The latest version is available on the BB Seguros website and was approved by the Board of Directors on 01/28/2026.

The document complies with Brazilian legislation, with the recommendations of regulatory bodies, and with the internal regulations that guide the Company's activities, in addition to being aligned with BB's Code of Ethics. Each team member must maintain the commitment not to be silent and to report not only illegal acts, but also any conduct that contradicts ethical values and principles.

BB Seguros' Code of Ethics and Conduct is structured into 11 chapters, which address: respect for the individual; good relationship practices; legality; conflict of interest; decision-making; gifts, hospitality, and favors; use of BB Seguros' assets and resources; intellectual property and information ownership; relationship with the community and sustainability; responsible use of digital media; and guidance on doubts and complaints.


Given that BB Seguros employees are exclusively from BB's staff, adherence to the Bank's Code of Ethics and Conduct Standards is also mandatory. Everyone must mandatorily register that they have read and agree with its guidelines.

Any ethical deviation or irregularity in non-compliance with the Code of Ethics and Conduct must be reported. Additionally, any information or situation that could harm BB Seguros, the investees, or any partner is important, deserves attention, and can be reported through the website: https://www.bbseguridaderi.com.br/en/sustainability-and-governance/ethics-and-complaint-hotline/.

Failure to comply with the Code of Ethics and Conduct, in accordance with the Employee Availability Option Agreement, subjects the employee to the penalties established in the Company's internal regulations and possible liability in the judicial sphere.

## Principles of BB Seguros' Code of Ethics

**Integrity** - BB Seguros ensures an ethical environment, guaranteeing that its decisions and actions are not only legal but also honest, fair, and aligned with the highest ethical standards. We expect all our employees to act incorruptibly, maintaining consistency between speech and practice.

**Honesty** - BB Seguros expects its employees to behave honestly. We must do only what is right, we must act in good faith, with integrity and sincerity in matters affecting our company's duties and interests.

**Responsibility** - Each member of BB Seguros is responsible for their actions and decisions. We must, regardless of the position we hold, be responsible for creating a transparent, respectful, and safe environment in order for the business to be ethical and sustainable. It is also our responsibility to make sure that irregular acts do not occur in our company.

**Transparency** – BB Seguros is committed to the transparency of its actions. The information must be complete, accurate and clear. The trust of our partners is linked to the free access that BB Seguros provides to information in its reports, accountability, and decision-making. Secrecy and confidentiality of information permeate and are required in our Company's actions. However, actions performed deliberately in secret are unethical.

**Respect** – BB Seguros does not tolerate disrespect to people's dignity, equality, diversity, and privacy. The work environment must be a place of professionalism, where different cultures and world understandings are respected and where respect for the laws and internal regulations and those of BB Seguros and of BB, our controller, is a priority.

**Diversity** – BB Seguros respects and encourages the diversity and plurality of the group of people with whom it has relationships. The strengthening of an inclusive culture, free from prejudice and discrimination is part of the path we are following in order to broaden the collaborative, innovative and stimulating spirit adopted in our company.

# Complaint Channel

GRI 2-26

To ensure the effectiveness of the Compliance and Integrity Program and mitigate the risk of actions that violate formally established standards, it is essential to encourage the reporting of irregularities, fraud, misconduct, and unlawful acts. In this regard, since 2021, the Company has shared the Ethics and Whistleblowing Channel with Banco do Brasil (BB) for the receipt and handling of reports, ensuring confidentiality and anonymity for whistleblowers, as well as the appropriate management of consequences.

The Ethics and Complaint Hotline is the communication channel through which employees, collaborators, customers, users, partners, or suppliers can report situations with signs of unlawfulness, of any nature, such as corruption, fraud, money laundering, harassment, and discrimination, related to the Institution's activities. The Channel offers an option for service exclusively provided by women, in order to provide an even safer and more empathetic environment for whistleblowers.

Additionally, BB Seguros also shares with BB the Internal Ombudsman service of the Bank, which handles occurrences from the Ethics and Reporting Channel related to interpersonal conflicts in the workplace, inappropriate conduct of a moral nature, and disrespect for privacy or diversity. It also includes handling reports, complaints, compliments, and suggestions involving employees and members of BB Seguros' governance bodies. Reports can be tracked using the "Track report" button available on the Channel's website, through the protocol number.

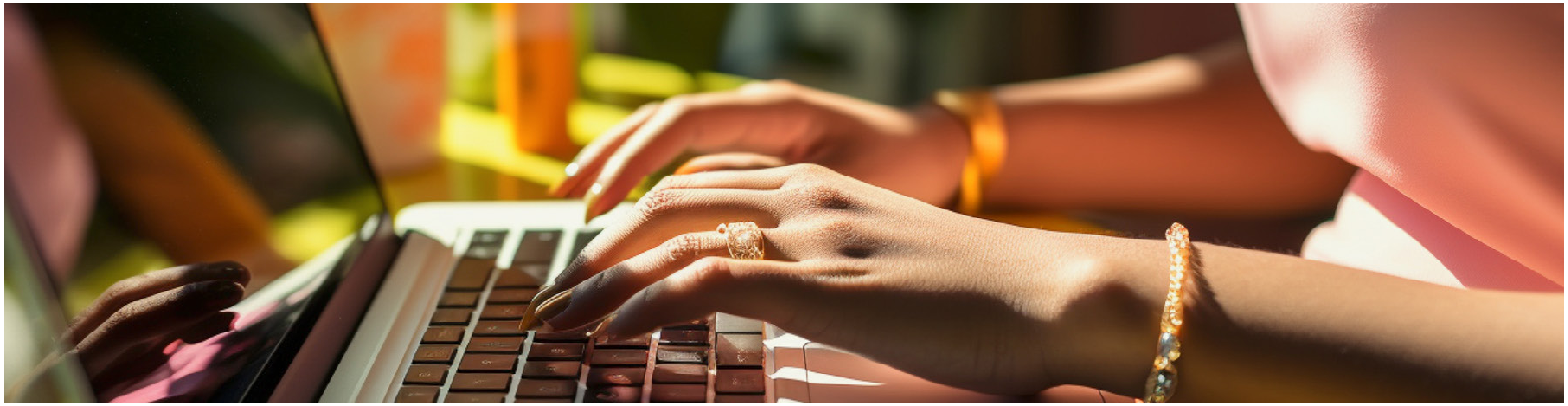
The Company also has mechanisms for the protection of whistleblowers, witnesses, and any person who has contributed to or acted in internal investigations of misconduct, as well as devices for dealing with situations of retaliation, in accordance with the Whistleblower Protection and Non-Retaliation Commitment of its controller.

The Ethics and Complaint Hotline is part of Banco do Brasil's and BB Seguros' Compliance Programs, the purpose of which is to disseminate essential guidelines for conducting ethical, honest, and transparent relationships, in compliance with laws, rules, and regulations.

Reports can be made through the following channels:

- **BB Seguros Investor Relations website** (Sustainability and Governance page > Ethics and Complaint Hotline);
- **Address** https://canalconfidencial.com.br/bancodobrasil/
- **Phone 0800 300 4455**, with free service, 7 days a week uninterruptedly, available in Portuguese, English, and Spanish;
- **WhatsApp:** Save the number 0800 300 4455 in your phone contacts and open Whatsapp to send the message;
- **BB App**, accessing the "Service" option in the main menu and selecting the "Ethics and Reporting Channel" option;
- **BB and BB Seguros corporate intranet.**

The complaints registered help to improve the company's business, contributing to the improvement of policies, processes, programs, and practices in people management and social and environmental responsibility.



# Prevention and combating money laundering and corruption

**GRI 205-3**

BB Seguros has a Policy for the Prevention and Combating of Money Laundering, Terrorist Financing, and the Financing of the Proliferation of Weapons of Mass Destruction that guides the behavior of the Company and its investees. The policy establishes the guidelines related to the topic and is subject to the control, customer identification and reporting mechanisms established in Law No. 9.613/98, which provides for the crimes of "laundering" or concealment of assets, rights and values, in accordance with the provisions of Articles 9 to 12 of said Law. The current policy was approved by the Board of Directors on April 25, 2025.

All members of the governance bodies, as well as employees and third parties who perform professional activities related to the Company, must observe and comply with the guidelines established in this policy. The document is available on the corporate intranet for employees to consult and can be accessed by other audiences on the Investor Relations website, at the following address: https://www.bbseguridaderi.com.br/en/sustainability-and-governance/bylaws-policies-and-codes/.

The holding company's activities do not undergo specific assessments related to money laundering risks. However, the Company maintains in its risk inventory a mapping of events whose causes may involve unethical conduct, fraud, or corruption.

Within BB Corretora, the Manual for the Prevention of Money Laundering and Terrorist Financing establishes the procedures to be adopted to curb illicit practices. Periodically, internal communications are made on the subject, seeking to reach all of the company's stakeholders.

In commercial transactions involving insurance products brokered by BB Corretora, the instruments used, the manner in which they are carried out, the frequency, the parties, and the amounts involved are assessed, with a view to detecting signs of money laundering or terrorist financing. If there are any indications of illicit activities, a confidential report is made to the competent authorities.

By December 31, 2025, no cases of corruption had been identified at BB Seguros, Brasilprev, Brasilcap, Brasildental, and Brasilseg, as established in the Anti-Corruption Law, so that no contracts were terminated or ceased to be renewed as a result of breaches. During the year, no public corruption-related lawsuits were identified against the organization or its employees. There was also no employee dismissal motivated by a lawsuit related to the topic.

Likewise, BB Seguros does not make financial or any other kind of political contribution, either directly or indirectly, in order to mitigate corruption and not exert undue influence on the political process in Brazil and around the world. The prohibition is expressed in BB Seguros' Code of Ethics, its Compliance and Integrity Program, and its internal rules on Relations with Public Agents. **GRI 415-1**

## BUSINESS PARTNERS' KNOWLEDGE OF ANTI-CORRUPTION PROCEDURES

**GRI 205-2**

BB Seguros shares the standard supplier contracting template developed by BB, which provides for the mandatory knowledge and compliance with the Code of Ethics, conduct rules, and applicable policies related to supplier relations and the prevention of money laundering, terrorist financing, and corruption. Since August 2022, the template has also required the contractor's representative to commit to completing at least three courses on Ethics, Integrity, and the Prevention of Money Laundering and Terrorist Financing.

Within the scope of the investees Brasilseg, Brasilprev, and Brasilcap, 100% of the business partners were informed about internal policies and procedures related to the fight against corruption.

# Conflict of Interest

**GRI 2-15**

The Code of Ethics and Conduct, approved by the Board of Directors, along with BB Seguros' and its investees' Internal Policy on Conflict of Interest, defines situations that may constitute conflicts of interest and must be submitted for analysis, in addition to guiding the procedure for consultations and requests for authorization regarding the exercise of private activities.

The objective is to identify information for the prevention of conflicts between the Company's interests and the private interests of members of governance bodies, employees, third parties, and intermediaries of any nature in the performance of their professional duties.

In compliance with Article 17 of Law No. 13.303/16, members of the management must declare the existence of any conflict of interest related to the Company. Within the scope of the appointment process, BB Seguros verifies these potential conflicts based on the declarations provided and the analysis of the documentation submitted by the candidates, observing the criteria set forth in the applicable legislation and the Company's internal policies.

Additionally, BB Seguros' Bylaws, in Article 53, establish a dispute resolution clause that mandates the adoption of arbitration as a mechanism for resolving disputes. In accordance with this clause, the Company, its shareholders, administrators, and members of the Fiscal Council, whether titular or alternate, when applicable, commit to submitting to the Market Arbitration Chamber, according to its regulations, any disputes that may arise between them, especially those arising from the provisions of Law No. 6.385/76, Law No. 6.404/76, the Bylaws, or the regulations issued by the National Monetary Council, Bacen, and CVM.

In the event of potential conflicts of interest, BB Seguros observes the governance mechanisms and guidelines provided for in the applicable legislation, as well as the provisions established in the B3 New Market Regulation.

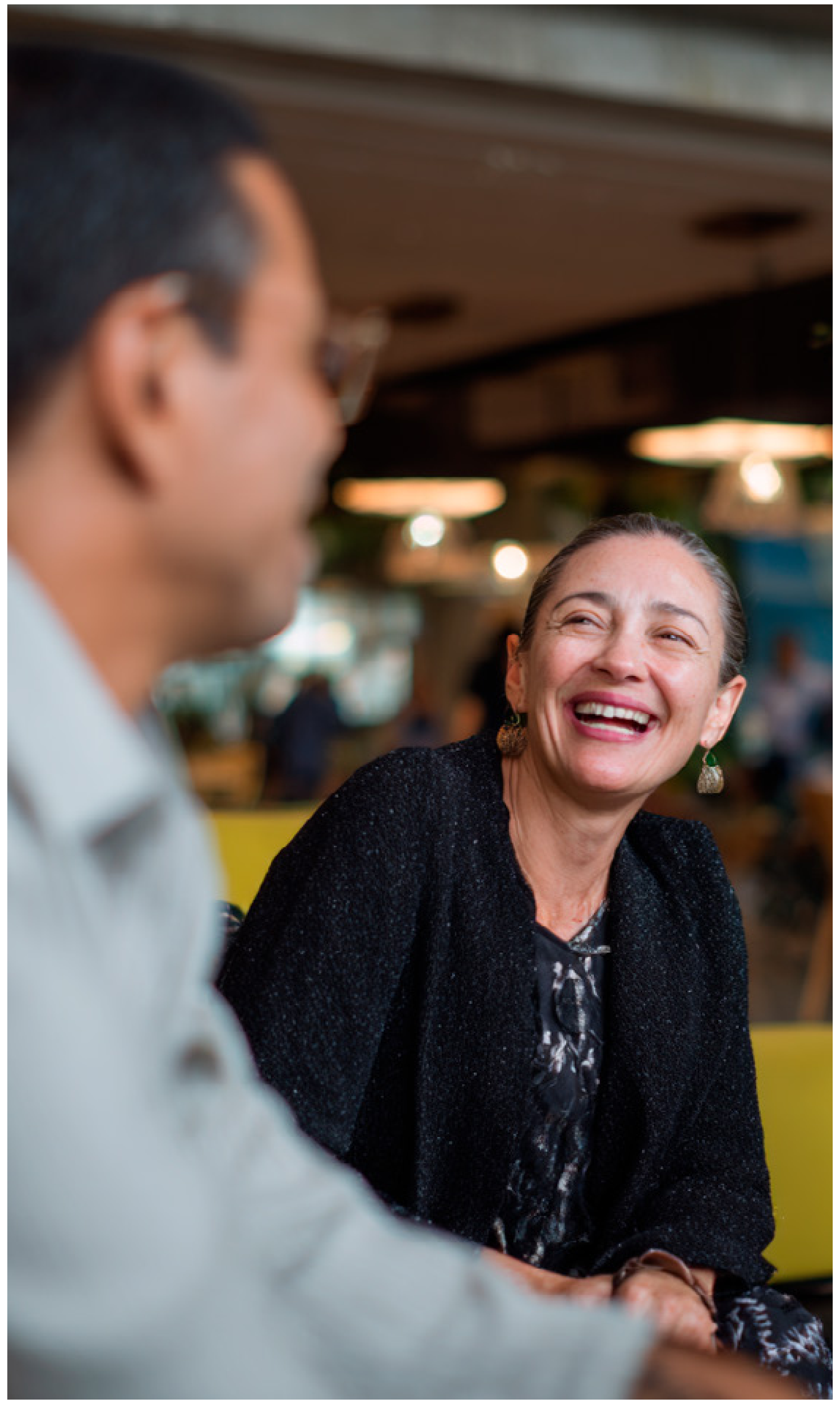
At BB Seguros, conflicts of interest are disclosed to stakeholders when there is:

**Cross-participation in other management bodies:** it is reported in the published minutes of the Eligibility Committee if the candidate, at the time of their appointment, has a conflict of interest with the Company and with the body to which they are being appointed. Additionally, in the appointment form used to analyze the fulfillment of requirements and the absence of prohibitions for candidates to occupy a position in any governance body at BB Seguros, the candidate is asked to sign a self-declaration containing any potential conflict of interest with the Company;

**Cross-shareholding with suppliers and other stakeholders:** it is reported in the published minutes of the Eligibility Committee if the candidate, at the time of their appointment, has a conflict of interest with the Company and with the body to which they are being appointed;

**Existence of controlling shareholders:** information collected in the appointment process and published in section 7 of the Reference Form;

**Related parties, their relationships, transactions, and outstanding balances:** informed in section 7 of the Reference Form and at the time of the candidate's investiture, due to the need to monitor securities trading and the independence criteria for election.



# Supply Chain

GRI 2-6.b.ii | 308-1 | 308-2 | 414-1

The supply chain of the holding companies and BB Corretora is mainly composed of consulting and technological solutions companies. Procurements are carried out in compliance with the State-Owned Companies Law and BB's Regulations for Bidding and Contracts, aiming to ensure transparency, integrity, and fair competition in the management of its supply chain.

The Company also extends the application of its Code of Ethics and Conduct to procurements and partnerships, and conducts background checks to verify any socio-environmental violations that occurred before the agreements were signed. Additionally, starting in the second half of 2023, it began incorporating money laundering risk assessment, aiming to mitigate involvement with companies that exhibit conduct inconsistent with its principles or that could compromise its credibility.

Qualification in the contracting process consists of verifying the supplier's regularity, with the objective of ascertaining its suitability and capacity to execute the intended purpose. The list of required certificates and documents varies according to the type of item to be contracted. At the time of payment, it is verified whether the supplier maintains the qualification conditions required at the time of contracting.

Legal qualification aims to prove the applicant's identity and legal capacity to acquire rights and assume obligations, demonstrating their aptitude for civil acts.

The Company adopts specific and sustainable standards in the contracting of suppliers, who are mainly service providers without labor outsourcing. These standards are integrated into BB Seguros' purchasing processes and guide managers' actions in observing environmental criteria throughout the supply chain. In this context, like BB, the Company uses the Standard for Sustainable Purchasing and Disposal document as a reference, available for consultation on the BB Portal.

Upon signing the contract, service providers to the Company must prove compliance with labor, tax, and social security obligations, as well as ensure the absence of employees under 18 years of age in their workforce. Furthermore, in the supply chain risk management model, current and potential suppliers are assessed according to their criticality, considering aspects related to Human Rights — such as checking lists for slave labor, international lists, and legal consultations — environmental impacts, and the pillars of Ethics and Integrity.

In 2025, no negative environmental or social impacts were identified in the Company's supply chain. In the same period, no significant changes related to the opening, closing, or expansion of facilities were observed, nor were there relevant changes in the supply chain structure or in the relationships established with suppliers and partners.

# Ethics, integrity and compliance at Investees

## BRASILSEG

As provided for in the Integrity Program, there is a guideline to carry out actions to prevent and fight acts of corruption by disseminating the topic throughout the company.

The investee also adopts specific procedures to prevent fraud and illicit activities within the scope of bidding processes it may be eligible for, in the execution of administrative contracts, or in any interaction with the public sector, even if intermediated by third parties, such as payment of taxes, being subject to inspections, or obtaining authorizations, licenses, permits, and certificates.

Brasilseg makes the Ethics and Integrity Channel available and promotes proper investigation through the Ethics and Integrity Committee. All employees and governance members (board members) are duly informed about anti-corruption processes and controls, participating in specific training sessions to strengthen their knowledge on the subject, in addition to becoming familiar with the corporate policies related to these topics.

The company's policies are approved by the Board of Directors, including the Integrity Program, which deals specifically with the aspects brought about by Law No. 12,846/2013.

## BRASILPREV

At Brasilprev, all operations are assessed in relation to the possibility of corruption risks.

In assessments, which can be accompanied by technical recommendations, not only the risk of corruption is considered, but also those of money laundering, reputational risk and fraud. All procedures and processes are carried out in accordance with the cultural value and manifesto: "Act with ethics and integrity in everything we do".

Brasilprev's Corporate Compliance Program defines initiatives related to the segment's legislation and regulations and the Code of Conduct, as well as educational actions aimed at employees.

Because of their role in applying the culture of compliance, employees undergo training on corruption, fraud, money laundering, financing of terrorism and data privacy and protection to ensure compliance. The courses are offered within an e-learning platform and are annual and compulsory, with set deadlines and monitored compliance.

## BRASILCAP

Brasilcap adopts measures aimed at preventing, detecting and correcting fraud and unlawful acts, which are formalized in internal regulations approved by higher authorities and disclosed to employees and counterparties.

Brasilcap repudiates the payment or receipt of bribes or any other form of unlawful payment or receipt and imposes disciplinary measures in case of evidence of their practice, observing the Code of Ethics, Integrity Program, Anti-Corruption and Anti-Fraud Policy, and other regulations that govern these matters.

Additionally, training programs and communication actions are implemented in order to reinforce the culture of integrity and promote awareness among staff and third parties.

# Relations with shareholders and investors

BB Seguros is committed to the good corporate governance practices established by B3's Novo Mercado, a segment for companies that voluntarily adopt standards higher than those required by Brazilian legislation. By integrating this segment, BB Seguros adopts the highest level of capital market governance, reinforcing transparency, fairness, and the protection of shareholder rights, in addition to contributing to the company's long-term sustainability.

Among these practices, the exclusive issuance of common shares, which guarantee voting rights for all shareholders, stands out, as does the clear, transparent, and timely disclosure of financial and operational data, ensuring equal access to relevant information for all investors and shareholders. In disclosing this information, the company also follows the determinations established by the Brazilian Securities and Exchange Commission (CVM) through its resolutions and official letters.

# Value creation for society

In terms of value creation for society, in 2025, BB Seguros added more than R$ 11 billion in value, as evidenced by the Value Added Statement, which measures the wealth generated by an organization for society.

## Direct economic value generated and distributed - BB Seguros

GRI 201-1 | 2-4*

| R$ thousand | 2025 | 2024 | 2023 |
|---|---|---|---|
| Direct economic value generated | 11,865,027 | 11,219,063 | 10,279,050 |
| Economic value distributed | 11,567,698 | 9,626,710 | 7,996,847 |
| Personnel (Salary and benefits of the employees) | 86,501 | 77,867 | 74,446 |
| Third Party capital compensation | 102,106 | 46,366 | 86,646 |
| Dividends | 8,720,000 | 7,111,000 | 5,665,000 |
| Taxes, fees and contributions | 2,659,091 | 2,391,477 | 2,170,755 |
| Retained Economic Value | 297,329 | 1,592,353 | 2,282,203 |
| Retained Earnings | 297,329 | 1,592,353 | 2,282,203 |

* Note: Amounts for 2024 and 2023 have been restated to align with the consolidated information presented in the Financial Statements.

# EMPLOYEES

## COMPENSATION

GRI 2-19.b | 2-20 | 2-21

According to BB Seguros' Bylaws, the compensation and benefits of the members of Management bodies are set annually by the Annual Shareholders Meeting.

Total compensation includes fixed compensation, variable compensation and benefits. The CEO of BB Seguros is not compensated for their activities in the Board of Directors.

In 2025, the salary difference between the highest paid individual and the average gross salary (based on the reference values of the positions and without considering benefits and other additional allowances) per year of all employees (permanent employees and statutory directors) was 3.9. **GRI 2-21.a**

The ratio between the percentage increase in the annual overall compensation of the highest paid individual in the organization and the average percentage increase in the annual overall compensation of all employees (excluding the highest paid) is 2.4. **GRI 2-21.b**

**Board of Directors** - The members of the Board of Directors receive fixed monthly compensation that does not exceed 10% of the average of the amounts paid to members of the Executive Board, in accordance with Article 1 of Law 9,292/96, including the Christmas bonus and excluding amounts relating to variable compensation, health insurance, health assessment, supplementary pension plan, housing allowance, relocation benefits and life insurance. Compensation is intended to recognize the services rendered. The member of the Board of Directors who is also a member of the Audit Committee is not compensated for their work on the Board of Directors, and should only receive compensation from the Audit Committee, as provided for in Article 32, paragraph 6, item III of the Bylaws. The independent member of the Board of Directors who is also a member of the Related-Party Transactions Committee must opt for the compensation for only one of the positions, as provided for in Article 33, paragraph 6, of the Bylaws.

**Executive Board** - The compensation paid to BB Seguros' statutory officers consists of fees, Christmas bonus, variable compensation, and benefits. The fees (fixed monthly compensation) of the Executive Board are in line with the legal provisions for state-owned companies and corporations, taking into account the responsibilities inherent in the position, the time dedicated and professional reputation.

The Christmas bonus is equivalent to a monthly fee. The fees of the Executive Board and the payment of BB Seguros' officers are set by the Board of Directors, limited by the overall compensation approved at the Annual Shareholders Meeting (ASM) and in accordance with the individual amount paid to BB's officers. The proposal for officers' compensation, analyzed by the Controller, is reviewed by the Board of Directors before being submitted to the General Shareholders' Meeting. The compensation guidelines can be consulted in section 8, "Compensation of Administrators", of the Reference Form.

The Executive Board's Annual Variable Compensation Program (PRVA) aims to recognize the efforts made by managers in building the results achieved, based on the performance of indicators linked to the company's strategic planning. The variable compensation policy is established in accordance with Law 6,404/76, Article 152, and CPC 10. Of the total compensation, 60% is paid upfront, 50% in cash and 10% in BB Seguridade shares. The remaining 40% are paid in shares with a five-year deferral period, reinforcing the commitment to generating sustainable results.

The variable compensation paid to the Executive Board, set by the ASM, may not exceed the amount paid as fixed annual compensation to the members of the Executive Board or ten percent (10%) of the net accounting profit for the period. The PRVA is triggered if the following prerequisites are met: (i) activation of the Profit Sharing Program – PLR to which Banco do Brasil's employees assigned to BB Seguros are entitled; and (ii) achieve a positive accounting net profit. The amount owed individually to each participant must be measured by calculating the modules defined as Base and Bonus.

The Base module consists of a set of indicators that measure the performance of the Institution, the Unit of operation and the Individual of the participants. The Bonus module, on the other hand, consists of a set of indicators that reflect the drivers of significant relevance for the Company's sustainability.

## Fixed monthly compensation

GRI 2-19.a | 2-21

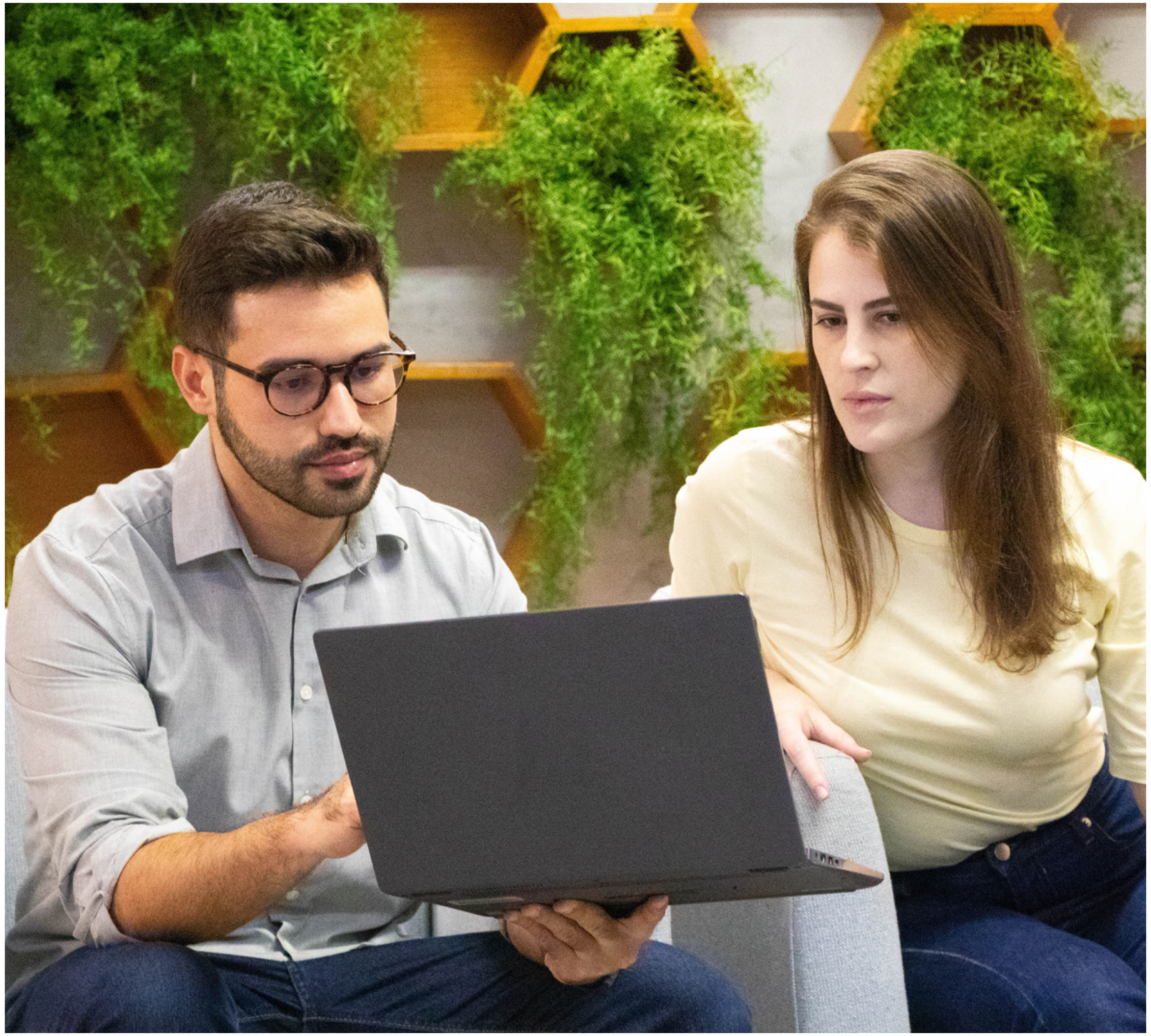
| Holding | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| **Employees** | Lowest salary | 6,697.55 | 6,337.58 | 6,056.56 |
| | Highest salary | 45,135.99 | 42,710.06 | 40,816.19 |
| | Average salary | 19,835.71 | 18,980.41 | 17,517.14 |
| **Executive Board** | Chief Executive Officer | 80,722.80 | 70,205.95 | 67,105.66 |
| | Officers | 68,414.22 | 59,500.97 | 56,873.42 |
| **Directors** | Board of Directors | 7,744.90 | 6,735.87 | 6,438.41 |
| | Fiscal Council | 7,744.90 | 6,735.87 | 6,438.41 |
| | Audit Committee | 12,941.72 | 11,255.63 | 10,758.58 |

## Variable compensation of managers

GRI 2-19.a

| | |
|---|---|
| **Maximum** | 12 salaries |
| **Actually paid in the year** | 12 salaries |
| **Payment method** | Cash: 50% in cash, 10% shares |
| | Deferred as per the table: |

| Position | Cash | 1st year | 2nd year | 3rd year | 4th year | 5th year |
|---|---|---|---|---|---|---|
| **CEO** | 7% | 18% | 10% | 7% | 5% | 3% |
| **Officers** | 10% | 15% | 10% | 7% | 5% | 3% |



# EXECUTIVE'S BOARD ANNUAL VARIABLE COMPENSATION PROGRAM

| Level | | Base Module Indicators | KR Weight | Signal | Target | Block weight | Ruler |
|---|---|---|---|---|---|---|---|
| Corporate | Average KR achievement (%) – Zênite 2025 | Solvency and Prospective Liquidity Index – SLP | 1 | + | 100% | 60% | 1 |
| | | Efficiency Index – IE | 1 | | | | |
| | | Digital Transformation – Business Lines | 1 | | | | |
| | | Digital Journeys | 1 | | | | |
| | | Analytical Maturity Index – IMA | 1 | | | | |
| | | Commercial Priority | 1 | | | | |
| | | Sales through Digital Channels | 1 | | | | |
| | | Sales with BB Corretora Partners | 1 | | | | |
| | | Customer Complaints Index | 1 | | | | |
| | | Sales Force Engagement | 1 | | | | |
| | | Sponsor Perception | 0.5 | | | | |
| | | Event Satisfaction | 0.5 | | | | |
| Unit | CMO | Performance of Executive Board Strategic Projects | | + | 7 | 20% | 3 |
| | CFO | Performance of Executive Board Strategic Projects | | | | | |
| | CIO | Performance of Executive Board Strategic Projects | | | | | |
| | CEO | Average Performance (CFO/CMO/CIO) | | | | | |
| Individual | | Individual Performance Assessment (of the CEO by the Board of Directors and of the other Officers by the CEO) | | + | 3.5 | 10% | 2 |
| Compliance | | SEST Compliance Indicator (ICSest) | | + | 900 | 10% | 5 |
| **TOTAL** | | | | | | **100%** | |

CMO - Chief Commercial and Customer Officer
CFO - Chief Finance and Investor Relations Officer
CIO - Chief Technology, Portfolio, and Analytical Intelligence Officer
CEO - Chief Executive Officer

| | | Bonus Module Indicators | KR Weight | Signal | Target | Block weight | Ruler |
|---|---|---|---|---|---|---|---|
| | Average KR achievement (%) – Zênite 2025 | Return on Equity – ROE | 1 | + | 105% | 100% | 4 |
| | | ESG Agenda | 1 | | | | |
| | | Employee Engagement Index – IENG | 1 | | | | |
| | | BB Seguros Customer NPS | 1 | | | | |
| | | Churn Rate | 1 | | | | |
| | | Digital Transformation – Brokerage | 1 | | | | |

# ATTRACTION, DEVELOPMENT AND RETENTION OF EMPLOYEES

**GRI 3-3 MATERIAL TOPIC - ATTRACTION, DEVELOPMENT AND RETENTION OF EMPLOYEES | GRI 2-7, 2-8, 2-29, 2-30**

The Company adopts guidelines and premises widely communicated to employees, formalized in the Code of Ethics, the Human Resources Management Policy, and its internal regulations.

The Human Resources Management Policy defines principles and guidelines that underpin human capital management, with the aim of strengthening the culture of development, productivity, recognition and retention of employees.

The Company also has a series of internal programs and benefits aimed at attracting and retaining talent, available to all employees, such as: Continuing Education Program containing scholarships for Foreign Languages, Lato and Stricto Sensu Graduate Degrees, and professional certifications; Gamified Training and Development Program/Knowledge Academy; Strategic Mentoring and Internal Mentoring Programs; Quality of Life Program with a focus on physical and mental health and well-being through free adhesion to a corporate physical activity and psychotherapy platform; Applauses Program, which aims to recognize and reward key employees with above-standard performance; Employee Experience Program, which aims to provide relevant experiences throughout their journey at the Company; Internal Ombudsman; More Color Program, which covers the topics of Diversity, Equity, and Inclusion; Organizational Climate Management; Institutional Remote Work; and Collective Life Insurance. BB Seguros employees can also participate in the Banco do Brasil Volunteer Program.

For the attraction and selection of talent, the Company conducts structured selection processes, guided by the transparency of people management practices and policies, and that value diversity and plurality in its workforce. The company also has the BB Seguros Talent Bank, a portal for BB employees to express interest in working at the holding company.

The selection processes conducted by BB Seguros emphasize the importance of preventing the adoption of any discriminatory or limiting practice for the purpose of access to or maintenance of employment relationships on the grounds of gender, origin, color, marital status, family situation or age.

In line with the objectives and targets set out in the company's strategic planning, and in particular the strategic objective of "Generating value for all stakeholders", the employee development cycle includes individual performance assessments for 100% of the employees, established to identify their level of adherence to the necessary competencies and the expected performance of their jobs. By means of a 360° analysis, it is possible to draw up actions for development, mobility and participation in guidance programs.

The Ethics and Whistleblowing channel is the communication channel for employees of the Company and its investees, trainees, apprentices and workers from contractors. The channel aims to identify and stop behaviors in breach of the Company's Code of Ethics, guide expected conduct and act to prevent and resolve conflicts. In addition, it can be used to send criticism, praise, and suggestions.

The staff of the holding company BB Seguros is made up of employees assigned by BB. At the end of 2025, the company had 190 permanent employees and four statutory officers, located in Brasília and São Paulo. All of them have the same rights guaranteed in their respective employment contracts with BB, and are even covered by the same collective bargaining agreement. The board is also made up of a further 24 statutory members, distributed among the Company's boards and statutory committees. **GRI 2-30**

All of the Company's employees are permanent, with no temporary or part-time employees, consisting only of full-time employees, and all available benefits are offered to all employees. **GRI 401-2**

The Company's employee turnover rate was 9.28% in 2025. **GRI 401-1.a**

In 2025, there were no involuntary employee terminations.

## BB Seguros Internship Program

Aligned with Law 11.788/2008, the Internship Program offers practical experience of 25 hours per week for up to 24 months, with activities compatible with the course and formal supervision by a supervisor with training in an area related to the intern. Governance includes selection via an integration agent, periodic reports, and benefits such as a scholarship, meal allowance, transportation, paid vacation, and insurance, with 10% of vacancies reserved for People with Disabilities (PwD).

## New employees - Holding

**GRI 401-1.a**

| Hires - 2025 | | Rate |
|---|---|---|
| Management | 3 | 8% |
| Technical | 23 | 15% |
| **Total** | 26 | 14% |

## Turnover - Holding
GRI 401-1.b

| GENDER | | Turnover rate |
|---|---|---|
| Female | 9 | 13% |
| Male | 8 | 7% |

| AGE GROUP | | Turnover rate |
|---|---|---|
| Under 30 years old | 0 | - |
| From 30 to 50 years old | 17 | 10% |
| Over 50 years old | 0 | - |

| REGION | | Turnover rate |
|---|---|---|
| North | 0 | - |
| Northeast | 0 | - |
| South | 0 | - |
| Southeast | 3 | 21% |
| Central-West | 14 | 8% |

## Employees by type of contract, by gender
GRI 2-7.a | 2-8.a

| | | 2025 | | | | 2024 | | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Female | Male | Other | Total | Female | Male | Other | Total | Female | Male | Total |
| Holding | Employees | 67 | 123 | - | **190** | 69 | 113 | - | **182** | 68 | 119 | **187** |
| | Youth Apprentice | - | - | - | **-** | - | - | - | **-** | - | - | **-** |
| | Intern | 7 | 5 | - | **12** | 6 | 3 | - | **9** | 8 | 6 | **14** |
| | **Total** | **74** | **128** | - | **202** | **75** | **116** | - | **191** | **76** | **125** | **201** |
| Investees | Employees | 1,707 | 1,172 | 4 | 2,883 | 1,742 | 1,171 | 1 | 2,914 | 1,876 | 1,251 | **3,127** |
| | Youth Apprentice | 66 | 20 | - | 86 | 61 | 29 | - | 90 | 53 | 23 | **76** |
| | Intern | 6 | 4 | - | 10 | 3 | 9 | - | 12 | 2 | 7 | **9** |
| | **Total** | **1,779** | **1,196** | **4** | **2,979** | **1,806** | **1,209** | **1** | **3,016** | **1,931** | **1,281** | **3,212** |
| BB Seguros Group | Employees | 1,774 | 1,295 | 4 | **3,073** | 1,811 | 1,284 | 1 | **3,096** | 1,944 | 1,370 | **3,314** |
| | Youth Apprentice | 66 | 20 | - | **86** | 61 | 29 | - | **90** | 53 | 23 | **76** |
| | Intern | 13 | 9 | - | **22** | 9 | 12 | - | **21** | 10 | 13 | **23** |
| | **Total** | **1,853** | **1,324** | **4** | **3,181** | **1,881** | **1,325** | **1** | **3,207** | **2,007** | **1,406** | **3,413** |

## Employees by type of contract, by region

GRI 2-7.a | 2-8.a

| | | 2025 | | | | | | 2024 | | | | | | 2023 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | North | Northeast | South | Southeast | Central-West | Total | North | Northeast | South | Southeast | Central-West | Total | North | Northeast | South | Southeast | Central-West | Total |
| **Holding** | Employees | - | - | - | 14 | 176 | **190** | - | - | - | 14 | 168 | **182** | - | - | - | 12 | 175 | **187** |
| | Youth Apprentice | - | - | - | - | - | **-** | - | - | - | - | - | **-** | - | - | - | - | - | **-** |
| | Intern | - | - | - | - | 12 | **12** | - | - | - | - | 9 | **9** | - | - | - | - | 14 | **14** |
| | **Total** | **-** | **-** | | **14** | **188** | **202** | **-** | **-** | **-** | **14** | **177** | **191** | **-** | **-** | **-** | **12** | **189** | **201** |
| **Investees** | Employees | 13 | 38 | 62 | 2,731 | 39 | **2,883** | 12 | 44 | 62 | 2,755 | 41 | **2,914** | 12 | 44 | 73 | 2,945 | 53 | **3,127** |
| | Youth Apprentice | - | - | - | 86 | - | **86** | - | - | - | 90 | - | **90** | - | - | - | 76 | - | **76** |
| | Intern | - | - | - | 10 | - | **10** | - | - | - | 12 | - | **12** | - | - | - | 9 | - | **9** |
| | **Total** | **13** | **38** | **62** | **2,827** | **39** | **2,979** | **12** | **44** | **62** | **2,857** | **41** | **3,016** | **12** | **44** | **73** | **3,030** | **53** | **3,212** |
| **BB Seguros Group** | Employees | 13 | 38 | 62 | 2,745 | 215 | **3,073** | 12 | 44 | 62 | 2,769 | 209 | **3,096** | 12 | 44 | 73 | 2,957 | 228 | **3,314** |
| | Youth Apprentice | - | - | - | 86 | - | **86** | - | - | - | 90 | - | **90** | - | - | - | 76 | - | **76** |
| | Intern | - | - | - | 10 | 12 | **22** | - | - | - | 12 | 9 | **21** | - | - | - | 9 | 14 | **23** |
| | **Total** | **13** | **38** | **62** | **2,841** | **227** | **3,181** | **12** | **44** | **62** | **2,871** | **218** | **3,207** | **12** | **44** | **73** | **3,042** | **242** | **3,413** |

# Health and Safety at work

GRI 403-3 | 403-5 | 403-6

Occupational health and safety are essential pillars for employee well-being and the sustainable continuity of the company's operations. In this regard, BB Seguros develops initiatives aimed at promoting a safe and healthy work environment, reaffirming its commitment to the quality of life of all professionals.

Among these initiatives, the employees' access to an online psychotherapy platform stands out, the use of which is continuously encouraged by the Company. The initiative aims to offer emotional and psychological support, assisting in coping with stress and other daily challenges.

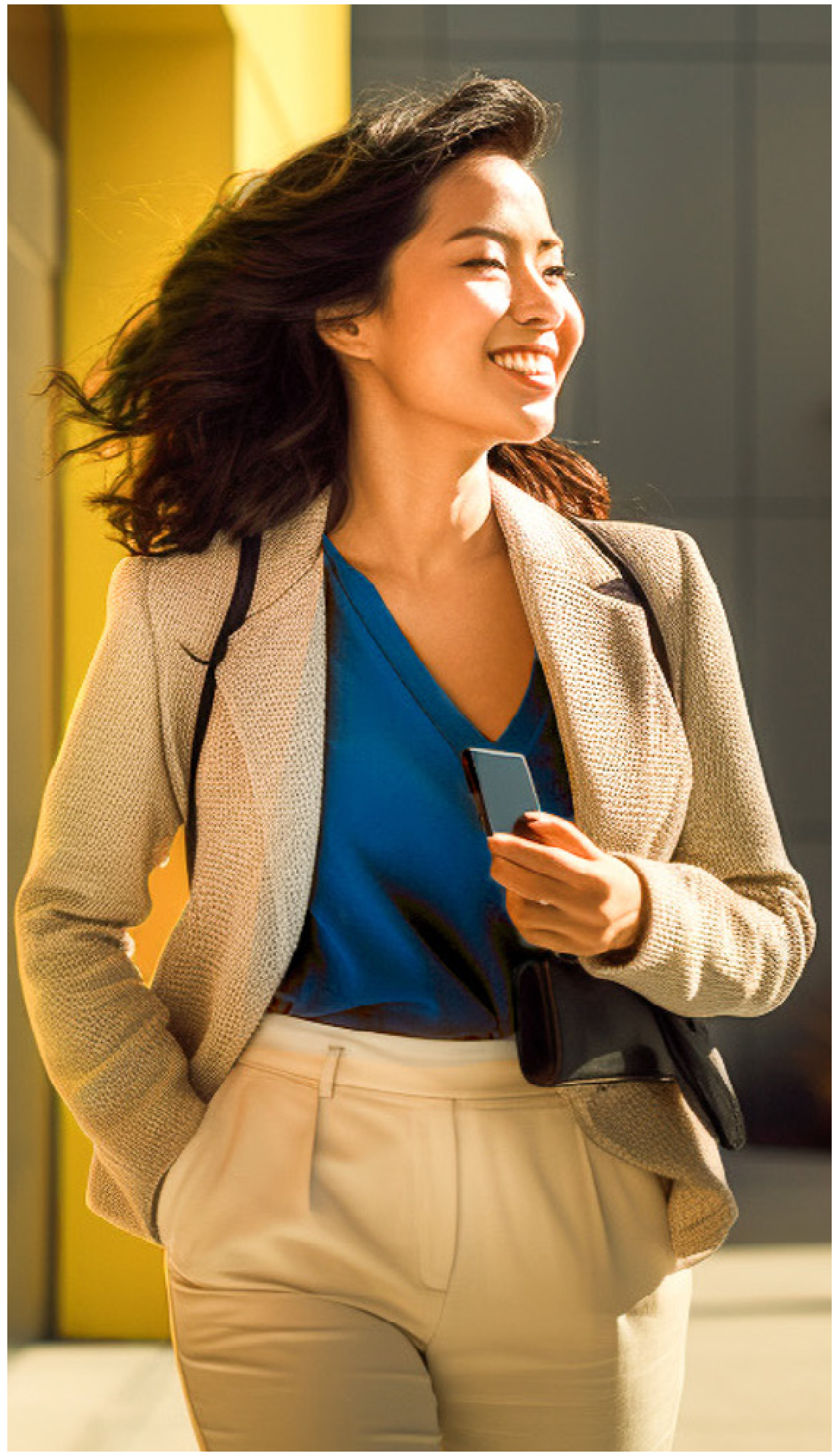
BB Seguros also holds lectures throughout the year focused on mental and physical health, conducted by doctors, occupational health specialists, and psychotherapists. These meetings address relevant topics such as disease prevention, relaxation techniques, and the importance of balancing personal and professional life.

Complementing these initiatives, the Company provides employees with a digital platform offering various physical activity options and apps focused on promoting healthy habits. The resource allows each person to select activities that best fit their needs and routines, encouraging regular exercise and the adoption of a healthier lifestyle.

These actions reinforce BB Seguros' ongoing commitment to promoting health and safety at work, contributing to the creation of an environment where employees feel valued and supported in all dimensions of their lives.

The role performed by BB Seguros employees takes place in an office environment, which significantly reduces the hazardousness of work activities. Furthermore, in alignment with Banco do Brasil's guidelines, the Company provides a wide range of mandatory training so that employees can work safely and efficiently in the Institutional Remote Work (TRI) regime.

This training, offered through UNIBB, covers topics such as Ergonomics, work-life balance, and cybersecurity. These are essential contents to ensure good practices in performing activities and are considered mandatory requirements for an employee to be eligible to work in TRI.



# Training and Development

GRI 404-1 | 404-2 | 404-3

BB Seguros invests in the development of its leaders and employees with the purpose of strengthening talents and improving skills. For the Company, aligning values is essential to ensure the quality and sustainability of business. In this context, targeted educational programs are offered, focused on developing skills and targeting strategic audiences.

In 2025, over R$ 690 thousand was invested in training and subsidies of up to 80% for postgraduate, master's, and language scholarships. The Corporate Development Plan (PDC) was developed and implemented in a gamified manner through the Knowledge Academy Program. Like the other benefits mentioned in "attraction, development, and retention of employees," all employees are entitled to the Continuous Education Program.

With the aim of developing and strengthening key competencies, the Program consists of: (i) encouraging the completion of course tracks addressing the year's strategic objectives and core competencies; (ii) encouraging the obtaining of professional market certifications; (iii) exchanging knowledge between employees (mentoring); (iv) raising awareness, recognizing and enhancing individual outstanding competence; and (v) focusing on development through practical activities to consolidate/sustain learning (70:20:10 methodology).

More than 80 practical development actions and 15 course tracks were included, addressing digital, agile, and the following behavioral competencies that comprise the Performance Evaluation: Adaptability, Analytics, ESG, Captivates the Customer, Courage, Continuously Develops, Digital & Agile, Diversity and Innovation, BB Strategy 2025, Finance, Leads by Example, Guides Development, Plans and Aligns, Enhances Results, and Technology.

Throughout 2025, employees completed various professional certifications, reinforcing the commitment to operational excellence and regulatory compliance. Among the certifications obtained, those in English and Spanish languages, Insurance Broker Qualification, CPESG, Febraban Professional Certification in Internal Controls, CEA, ISO 31.000, among others, stand out, further strengthening the qualification of the workforce.

BB Seguros managers also participated in the Leaders Program, with lectures and discussion groups that addressed the main topics involving the importance of leadership in the current context for team engagement and consistent delivery of results.

**Hackathon Inovacamp BB Seguros — "Seguridade em Todo Lugar" - Partnership with an educational institution to offer training programs for the team**

In partnership with Poli Júnior/USP, BB Seguros promoted Inovacamp to co-create solutions with university students and bring insurance, pensions, and capitalization products closer to the young public. Two challenges were defined — integrating insurance into financial journeys and creating offerings connected to consumer ecosystems. The ideation journey included successive selection rounds, and we held the final at USP. The program functioned as an innovation lab, consolidating trends such as embedded insurance and pay-per-use, the preference for contextual protections (based on life moments), and the demand for autonomy through dashboards and real-time alerts. The proposals generated feed the experimentation pipeline and the redesign of journeys within the investees.

## Average hours of training per employee, by functional category

GRI 404-1

| | | 2025 | | 2024 | | 2023 | |
|---|---|---|---|---|---|---|---|
| | | Total hours | Average hours | Total hours | Average hours | Total hours | Average hours |
| **Holding** | **Total** | **19,526** | **102.8** | **14,593** | **80.2** | **20,311** | **108.6** |
| | Managers | 1,562 | 40.1 | 2,357 | 63.7 | 5,889 | 159.2 |
| | Technical | 17,964 | 119.0 | 12,236 | 84.4 | 14,422 | 96.1 |
| | Operational | - | - | - | - | - | - |
| **Investees** | **Total** | **5,234** | **1.8** | **427,649** | **146.8** | **79,861** | **25.9** |
| | Managers | 515 | 1.7 | 42,920 | 139.4 | 12,009 | 44.0 |
| | Technical | 1,681 | 1.3 | 204,275 | 157.9 | 23,435 | 30.9 |
| | Operational | 3,038 | 2.3 | 180,453 | 137.5 | 40,339 | 20.6 |
| **BB Seguros Group** | **Total** | **24,760** | **8.1** | **442,242** | **142.8** | **100,172** | **30.2** |
| | Managers | 2,077 | 6.0 | 45,277 | 131.2 | 17,898 | 57.7 |
| | Technical | 19,645 | 13.7 | 216,511 | 150.5 | 37,857 | 40.3 |
| | Operational | 3,038 | 2.3 | 180,453 | 137.5 | 40,339 | 20.6 |

# Performance assessment and feedbacks

BB Seguros identifies talent and potential successors through biannual performance assessments, complemented by annual collegiate discussions. The process uses a 360-degree management model — which includes self-assessment, assessment by managers, peers, clients, and direct reports — combined with the analysis of behaviors and results, followed by feedback meetings conducted by immediate managers. The purpose is to recognize strengths and map development opportunities, focusing on professional growth.

In 2025, the company carried out the Strategic Mentoring Program, the aim of which was to recognize and develop technicians identified as high performers, due to their above-par behavior and results.

According to the performance assessment, the Company also developed the following programs:

» BB Executives Program: succession, mitigation of succession risks, development of potential successors;

» Leaders Development Program: focused on preparing leaders to enhance team performance, strengthening managerial competencies focused on continuous learning, talent management, inclusion and equity, communication, fostering innovation, as well as an entire track dedicated to ethics, totaling over 30 hours of training. The Program's target audience was 100% of the company's managers;

» Internal Mentoring Program: exchange of knowledge and experience among Company employees, with the mentor being an experienced professional recognized for their seniority in the company and the mentee being a professional motivated to overcome challenges and expand their potential;

» Professional Guidance Program: Support for achieving goals, guiding development, aligning performance expectations and the implications of not achieving objectives. **GRI 404-2, 404-3**

In **2025**
**100%** of **BB Seguros**
employees received
performance evaluations

# DIVERSITY, INCLUSION AND EQUITY

**GRI 3-3 MATERIAL TOPIC – DIVERSITY, INCLUSION AND EQUITY | GRI 405-1, 405-2**

BB Seguros maintains constant attention to the adoption of actions and practices aimed at strengthening the culture of diversity, seeking to ensure adequate mechanisms for selection and professional development processes. This commitment reflects the specific nature of the holding company, whose workforce is fully comprised of employees approved through Banco do Brasil's public recruitment process.

Furthermore, through Banco do Brasil, BB Seguros is a signatory to the Ten Commitments of Companies to Promote Racial Equality, a pact of the Business Initiative for Racial Equality that aims to combat racism through the adoption of affirmative actions.

In 2025, there was significant progress in the perception of inclusion and psychological safety among LGBTQIAPN+ individuals at BB Seguros. According to the Corporate Census of the Mais Cor diversity program, the Inclusion index evolved from 6.89 to 7.27, while the Psychological Safety index showed an even more significant increase, going from 6.43 to 7.42.

These indicators reflect, respectively, how much people perceive that the organization welcomes and supports diversity, and the degree to which they feel the environment is safe to express themselves, share ideas, and act authentically, without fear of retaliation, undue exposure, or negative judgments.

BB Seguros focuses on promoting gender equity and ensures there are no salary differences between men and women performing the same function. The Company grants maternity leave to female employees and adoption leave to employees, benefits that can reach up to 180 days. In the case of paternity leave, whether for birth or adoption, the employee is entitled to up to 20 days off. These maternity and paternity leave rights are guaranteed to all Company professionals. **GRI 401-3**

The Company uses the Corporate University of Banco do Brasil platform to promote corporate education initiatives focused on the theme of diversity. Through this environment, courses are available that address inclusion and respect for differences, as well as captioned video lessons for employees with hearing impairments. The platform also offers a training program in Brazilian Sign Language (Libras), contributing to the strengthening of accessibility and inclusive communication in the workplace.

In addition to the initiatives carried out by BB and extended to BB Seguros, the Company develops specific actions such as the "Mais Cor" (More Color) Program, which had its fourth edition in 2025 and presented actions focused on 3 pillars:

» **Listening and Diagnosing:** application of the Diversity Census;

» **Align and Act:** completion of the third edition of the Women's Career Management Journey.

» **Educate and Raise Awareness:** dissemination of data related to the Diversity Census to the Company and Executive Board; roundtable discussion with all women in the Company.

In the Listening and Diagnosing pillar, the Diversity Census was applied, with 78% participation. The Census was drawn up internally and answered by employees and trainees spontaneously and anonymously.

In the Align and Act pillar, the 3rd edition of Women's Career Management was completed, with the objective of optimizing the use of female intellectual capital, with the possibility of mutual exchanges and engagement of the holding company's employees.

Finally, in the Educate and Raise Awareness pillar, the Census information was shared with both the Company's staff and the Executive Board, aiming to structure proposals for the year 2026 based on data. A conversation circle was also held with the Executive Board of Banco do Brasil with all the women in the Company, addressing topics related to career challenges for women and strategies to overcome them.

## Individuals in governance bodies, by gender (%) - Statutory

GRI 405-1.a

| | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Holding | Female | 6.5 | 8.3 | 11.1 |
| | Male | 93.5 | 91.7 | 88.9 |
| Investees | Female | 20.3 | 22.7 | 24.8 |
| | Male | 79.7 | 77.3 | 75.2 |
| BB Seguros Group | Female | 16.2 | 19.2 | 22.1 |
| | Male | 83.8 | 80.8 | 77.9 |

## Individuals in governance bodies, by age group (%) - Statutory

GRI 405-1.a

| | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Holding | Under 30 years old | - | - | - |
| | From 30 to 50 years old | 41.9 | 45.8 | 48.1 |
| | Over 50 years old | 58.1 | 54.2 | 51.9 |
| Investees | Under 30 years old | - | - | - |
| | From 30 to 50 years old | 32.4 | 42.7 | 51.9 |
| | Over 50 years old | 67.6 | 57.3 | 48.1 |
| BB Seguros Group | Under 30 years old | - | - | - |
| | From 30 to 50 years old | 35.2 | 43.4 | 51.1 |
| | Over 50 years old | 64.8 | 56.6 | 48.9 |

## Percentage of employees by functional category, by diversity indicator (%)

GRI 405-1.a

| | | 2025 | | 2024 | | 2023 | |
|---|---|---|---|---|---|---|---|
| | | Black | PWD | Black | PWD | Black | PWD |
| Holding | Managers | 25.6 | 2.6 | 24.3 | - | 10.8 | - |
| | Technical | 29.8 | 4.6 | 26.9 | 3.4 | 24.0 | 1.6 |
| | Operational | - | - | - | - | - | - |
| | **Total** | **28.9** | **4.2** | **26.4** | **2.7** | **21.4** | **1.6** |
| Investees | Managers | 15.3 | 3.9 | 13.0 | 3.2 | 13.6 | 0.2 |
| | Technical | 24.8 | 3.3 | 30.1 | 5.2 | 21.9 | 0.5 |
| | Operational | 35.4 | 6.0 | 26.7 | 3.7 | 30.2 | 3.6 |
| | **Total** | **28.5** | **4.6** | **26.7** | **4.3** | **26.4** | **4.3** |
| BB Seguros Group | Managers | 16.5 | 3.8 | 14.2 | 2.9 | 13.2 | 0.2 |
| | Technical | 25.3 | 3.4 | 29.7 | 5.0 | 22.2 | 0.6 |
| | Operational | 35.4 | 6.0 | 26.7 | 3.7 | 30.2 | 3.4 |
| | **Total** | **28.6** | **4.6** | **26.7** | **4.2** | **26.1** | **4.2** |

Note: Black people – includes those who identify as Black and Brown

## Ratio of women's to men's base salaries

GRI 405-2 | 2-4*

| | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Holding | Managers | 1.00 | 1.00 | 1.00 |
| | Technical | 1.00 | 1.00 | 1.00 |
| | Operational | - | - | - |
| Investees | Managers | 0.78 | 0.83 | 0.87 |
| | Technical | 0.81 | 0.51 | 0.88 |
| | Operational | 0.66 | 0.83 | 0.62 |
| BB Seguros Group | Managers | 0.89 | 0.91 | 0.87 |
| | Technical | 0.90 | 0.76 | 0.88 |
| | Operational | 0.66 | 0.83 | 0.62 |

* Note: The salary proportion for Investees and the Group for 2024 has been corrected.

# CUSTOMERS

## INNOVATION AND TECHNOLOGY

GRI 3-3 MATERIAL TOPIC - INNOVATION AND TECHNOLOGY

Innovation plays an essential role in the creation of products and services with competitive advantages. By adopting innovative approaches in the identification, development, and utilization of new business opportunities, the Company strengthens the foundations for sustainable growth and for exceeding customer expectations. In terms of improving internal processes, the use of technology contributes to increased operational efficiency and the consolidation of a more agile and flexible organizational culture, capable of proactively responding to market changes.

**Lightweight IT Structure**

Technological evolution is at the heart of BB Seguros' growth and innovation strategy, seeking to be increasingly connected, efficient, and prepared for future challenges. Throughout 2025, the Company expanded its technological transformation with a focus on implementing a modern and scalable service architecture. R$ 550.5 million were invested, contributing to the expansion of distribution channels and greater flexibility and agility in customizing the solutions offered to clients, resulting in increased competitiveness and operational efficiency.

Continuing the momentum from the previous year, new journeys/products were implemented with API consumption using modular, flexible, scalable, and interoperable construction models. By integrating systems and services, we are able to deliver functionalities in an agile and adaptable way to the needs of the business, guaranteeing greater security and reliability.

Aware of the constant transformations in the market, BB Seguros has teams specialized in developing solutions that cover user experience (UX/UI), focusing on creating intuitive interfaces to optimize user interaction with the products.

To support investment decisions in technology and innovation, the company also has the following strategic documents:

» **Innovation Policy:** presents the cross-cutting direction in which the Company applies innovation, both in its structuring actions and in its investments in innovation and its daily routines, permeating from processes to the products and services provided.

» **Territory Map:** indicates the opportunities prioritized by the Company for implementation, experimentation and monitoring.

» **Corporate Venture Capital (CVC) Strategy:** indicates indirect investments in startups, diversified across three axes:

• **Sector:** Seeks an integrated view of the value chain in order to exploit opportunities and inefficiencies, with an emphasis on AgFintech, Biological Inputs, Marketplace, Biotech, Climatech and Foodtech;

• **Multi-Corporate:** Aims to accelerate solutions to challenges related to BB Seguros' current business; and

• **Multi-Strategy:** Seeks to identify opportunities and threats in segments not directly related to insurance, broadening the vision and minimizing risks.

**R$ 550.5 million**
invested in technology and digital transformation in 2025

# SATISFACTION, TRANSPARENCY AND RELATIONSHIPS WITH CUSTOMERS

**GRI 3-3 MATERIAL TOPIC - SATISFACTION, TRANSPARENCY AND RELATIONSHIPS WITH CUSTOMERS**

The guiding objectives of the customer strategy are: BB Seguros NPS and NPS by business line; Complaint Index (IRC) – the number of complaints per business line relative to the number of active operations and customer retention by business line (churn rate). To achieve these goals, BB Seguros considers it essential to listen to its customers and find out what their real needs are. Thus, in a structured manner, the Company consults customers through relational and transactional NPS surveys, highlighting relevant moments and points of contact to understand how it can improve the experience and offer more convenience.

Responses feed back into the process of improving sales, after-sales, service, and consulting methods which, together with the suggestions from the BB branch network, help modernize the customer protection solutions portfolio.

Periodically, the Company holds a Customer Forum, with the participation of executives from BB Seguros and its investees, aimed at improving products, communication, and after-sales journeys. The forum promotes the exchange of experiences and best practices between BB Seguros and partner companies, with the goal of enhancing customer satisfaction, reducing churn, and implementing innovations that enable a better experience, long-lasting relationships, and effective communication with customers. In addition to these meetings, the Company also prepares the monthly report "Voice of the Customer," disseminated internally, where the main customer journeys are assessed, their complaints, reasons for attrition and cancellation, and reports on the main actions underway to improve these indicators.

BB Seguros places customer relationships at the center of its operations, offering solutions that promote quality of life and security, with a focus on loyalty and business continuity. To strengthen this relationship, the company provides various communication channels — such as email, phone, SMS, in-app notifications, and WhatsApp — through which it interacts continuously. These channels allow for sales, after-sales, and up-sell journeys, as well as offering content that helps customers make better use of the contracted solutions.

BB Seguros was not the target of lawsuits for unfair competition, trust, and monopoly practices in 2025.
**GRI 206-1**

**Highlights in 2025:**

- Consistent evolution of NPS and consolidation in the Quality Zone, reflecting increased customer satisfaction and recommendation, with emphasis on the significant growth of NPS in the Service journey;
- Significant drop in the number of complaints in 2025, reaching the Company's best historical level;
- Reduction in cancellations and evolution of the customer base compared to the previous year.

# SATISFACTION AND RECOMMENDATION

Continuous process improvement raises BB Seguros' NPS

| | Highlights | | | | |
|---|---|---|---|---|---|
| **Total** | **Rural** | **Life** | **Premium Bonds** | **Home** | **Pension Plan** |
| **+ 3.6 pts** | +4.2 pts | +3.0 pts | + 4.0 pts | +3.2 pts | +3.5 pts |

# CUSTOMER EXPERIENCE

Churn reduction

| | Highlights | |
|---|---|---|
| **Total** | **Home** | **Corporate** |
| **-5.1% in overall churn** | -25.2% in cancellations due to non-payment | -14.8% in cancellations due to non-payment |

Significant improvements have been implemented in the collection, renewal, journeys, and communication processes. By focusing on efficiency and clarity at every stage of the customer relationship, BB Seguros was able to strengthen loyalty and guarantee a more satisfactory and effective service.

# COMPLAINTS

Historic reduction in the number of complaints

| | Highlights | |
|---|---|---|
| **Total** | **Auto** | **Home** |
| **-20.1%** | -57.1% | -32.9% |

The positive result in complaints is a reflection of the focus on root cause analysis and improvements in contracts, renewals, claims, and assistance. Structural actions were taken aimed at correcting systemic and IT failures, in addition to continuous monitoring of occurrences, ensuring greater agility in resolution.

Periodic monitoring of complaint indicators is carried out at the strategic committee level of BB Seguros and related companies. Monthly, the information is reported to the Executive Board, with details on the main products and reasons for dissatisfaction, numbers, trends and comparisons, as well as a robust action plan for active management of customer complaints.

# Good Practices

**SASB FN-IN-270A.2, FN-IN-270A.4, FN-AC-270A.3**

The customer communication strategy follows the principles of CNSP Resolution No. 382 from Susep, which establishes the need for ethical and adequate treatment, clear and transparent disclosure of products and services, and the adoption of practices that reduce the possibility of misinterpretations by customers.

In addition, the Company has the Policy for Relationship with Customers and Users of Products and Services, approved by the Board of Directors of BB Seguros, which establishes the guidelines to be observed in the relationship with customers and users of insurance, premium bonds, supplementary pension, and dental plan products and services throughout their lifecycle. To ensure compliance with the established premises, the Policy is monitored through specific indicators that allow for continuous evaluation of its effectiveness.

The Company and its investees operate in accordance with a comprehensive set of good commercial practices in the marketing of their products, both for the current base and for potential new customers. To ensure this standard, they adopt the Sales Quality Index (IQV), an indicator from Banco do Brasil that allows monitoring the performance of relevant aspects related to the sales process and service quality, from four different perspectives, covering all BB Seguros products offered in the BB channels:

» **Judicial claims;**

» **Atypical sales** - sales confirmed as atypical, taking into account suitability principles;

» **Cancellations of products** sold between 1 and 180 days; and

» **Complaints** - investigation of complaints arising from the sales process, including a periodic complaints forum.

In addition to being a sales quality criterion, the company is expanding and intensifying its vision of promoting sales that are appropriate to the customer's profile for the entire portfolio of products and services sold in the banking channel, including reinforcing communication to the audience classified as vulnerable by Bacen.

» **Vulnerable audience:** Consumers who, due to temporary, sporadic or permanent personal circumstances, are especially susceptible to harm, may be less able to represent their own interests and more likely to suffer damage than the traditional consumer.

» **Suitability:** conducting institutional activities in compliance with principles of ethics, responsibility, transparency, and diligence. Including by tailoring products, services, and investments to the customer's profile, needs, interests and objectives.

The Company holds monthly control meetings with Banco do Brasil, with the objective of analyzing the suitability index and presenting the main progress achieved for its evolution. These meetings are also used to define and evaluate initiatives aimed at reducing cancellations and complaints.

Regarding sales made through Banco do Brasil's banking channel, the Company bases its actions on the guidelines established in BB's Specific Policy for Relationship with Customers and Users of Products and Services, guiding its activities by the principles of ethics, responsibility, transparency, and diligence, in order to align interests and strengthen the institutional image of credibility, safety, and competence.

The BB employees responsible for selling the products receive materials with guidelines for directing the offer of services. Additionally, the investees follow quality standards for responses to calls made through service channels.

# OCCUPATIONAL SAFETY AND QUALITY

**GRI 3-3 MATERIAL TOPIC - OCCUPATIONAL SAFETY AND QUALITY**

The pursuit of excellence, quality, and safety in services permeates all of BB Seguros' activities, from strategy definition to the execution of internal processes and the operations of invested companies.

The Company adopts a set of guidelines and premises widely communicated to employees and formalized in the Code of Ethics and Conduct, the Compliance and Integrity Program, and the Human Resources Management Policy. Furthermore, through its intranet portal, it facilitates the dissemination of internal regulations, which establish guidelines applicable to all staff, as well as the implementation of a continuous individual development plan. This plan is structured based on the needs identified in strategic planning, the specific demands of the areas, and the results obtained—whether at the individual, team, or Company level.

The governance mechanisms adopted by BB Seguros include the definition of decision-making bodies, in line with the Company's values, which contributes to greater transparency, consistency, and reliability in the decision-making process. In this context, the BB Seguridade Business Committee, a collegiate advisory body to the Executive Board, monitors, proposes, and approves initiatives related to product development and reviews, distribution channel development, customer complaints, business models, and market trends.

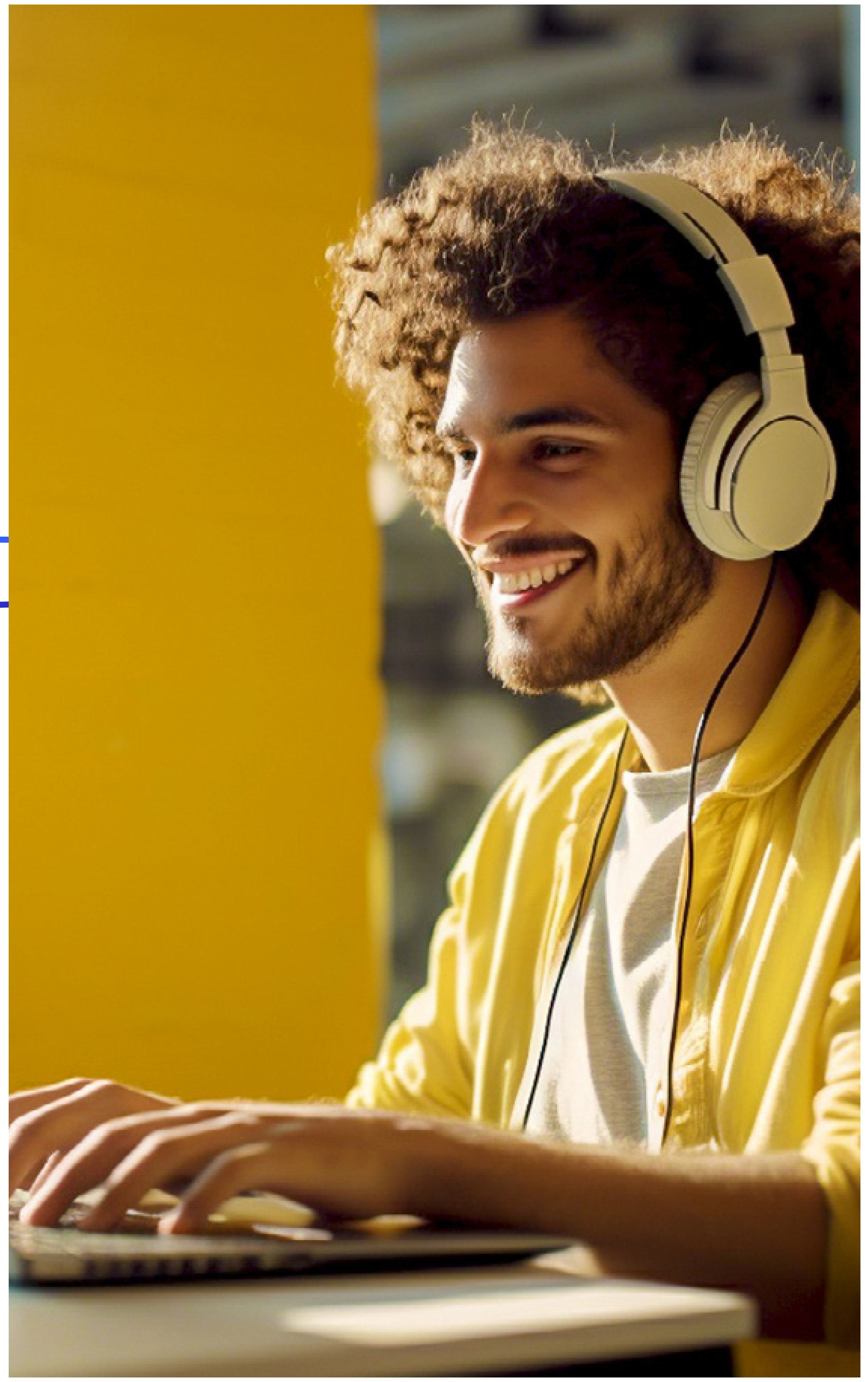
The internal controls department has operational independence and reports to the CEO, ensuring its ability to carry out the work of assessing and monitoring internal controls and corporate compliance, with the objective of continuous process improvement.

Additionally, BB Seguros monitors the evolution of the maturity of the internal control systems and the compliance and integrity mechanisms of its invested companies, seeking alignment with best practices, regulatory requirements, and Banco do Brasil's principles.

Prioritizing health and safety protection, BB Seguros continuously assesses the potential impacts associated with the products and services offered by the Company throughout all stages of their life cycle. **GRI 416-1**

The company also has a Monitoring team, responsible for managing customer complaints (BB Atende) and BB's sales force (BB Resolve). This team proactively works to identify and resolve problems, ensuring that all incidents are handled with agility, efficiency, and within regulatory deadlines, as well as proposing improvement solutions to mitigate the identified problems. It also continuously monitors the availability of insurance self-service channels, ensuring that users have easy and quick access to the necessary information and support for journeys such as: sales, consultations, assistance calls, among others.

In 2025, there were no cases of non-compliance with laws and/or voluntary codes in relation to the health and safety impacts caused by BB Seguros products and services. **GRI 416-2**



# ESG integration in investments and products

**SASB FN-IN-410A.2, FN-AC-410A.2**

BB Seguros seeks to incorporate environmental and social aspects into the management of its long-term strategy and into its businesses and processes, in addition to complying with all regulations on the topic, in particular the CVM, Susep and Central Bank resolutions.

In this sense, in the 2025-2029 cycle of the corporate strategy, the sustainability topic was stated in the strategic objective "Generate sustainable value for all stakeholders", and included the ESG Agenda indicator, which was responsible for addressing structural changes in the Company's management.

The Company has a dedicated body to develop and accelerate initiatives within the scope of ESG issues, with the ESG Committee being an advisory body at the executive level, incorporating an ESG impact assessment stage into the decision-making process for all proposals submitted to the management bodies, as part of the evolution of its ESG strategy.

Among the actions and good practices adopted by the Company in relation to the development of products considering ESG aspects, the following stand out:

» **Investments in programs/actions aimed at preserving and restoring the environment:** rural and damage insurance adopt underwriting policies that include environmental aspects, encouraging good practices among customers and rejecting businesses that violate environmental policies.

» **Education of farmers about crop management:** The Company provides a remote sensing platform with tools for technical management of properties through the use of analytical intelligence, as well as education programs, good management practices and sustainable agriculture through courses, podcasts and support materials.

» **Claims due to climate change in crop insurance:** BB Seguros provides the greatest variety and breadth of protection for agricultural crops in Brazil, relying on broad geographical diversification and a robust risk mitigation structure, with automatic and facultative reinsurance contracts.

» **Claims due to the increase in pandemics/zoonoses:** the group maintains the highest standards of actuarial management and risk diversification, both in the stages of adhesion to the products - with questionnaires that reflect key parameters in risk assessment - and in terms of age and geographical diversification of portfolio risks, in order to mitigate the impact of such events.

» **Support for customers in critical situations:** Due to the characteristics of its products and business, the Company supports its customers in a wide range of situations, from unemployment, death, damage to their homes, cars, machinery and businesses, to adverse financial, post-employment and social security and oral health situations.

» **Life Insurance - Encouraging health and well-being:** options for assistance plans (medical consultation with examination, nutritional, psychological, and fitness guidance) and various benefits, including: smartband; genetic mapping and online therapies.

» **Smart Disposal Home Insurance:** services for disposing of furniture or appliances in an environmentally friendly manner.

» **Rural Insurance ABC Forest Insurance (Crop):** intended for rural producers, owners of reforestation land, pulp and paper industries, cooperatives, and associations in the sector. Protects plantations of eucalyptus, pine, rubber and other commercial species. It has differentiation in the BB credit line.

» **Preservation Forest:** covers damage resulting from spontaneous fires or those caused by natural events in preserved native forests, whether by Legal Reserve ("RL"), Permanent Preservation Area ("APP"), Private Natural Heritage Reserve ("RPPN"), among other constituted forms.

» **Personal Protection Insurance:** aimed at the public with income up to R$ 4,000. It stands out for offering cover in the basic plan and, above all, the Women's, Senior, and Family plans. These plans include benefits such as check-ups for women and the elderly, home repairs, and telemedicine, available for all plans. Since its launch in 2024, over 265,000 policies have been issued.

## Sustainability embedded in business in 2025

**12,914**
assistance actions promoting health and well-being (life insurance)

**111.3**
tons of waste disposed of sustainably (life, home, and corporate insurance)*

**R$ 146 thousand**
raised in capital contribution titles through philanthropy (Doadin and Votorantim)

**Over R$ 550 million**
in pension assets invested in ESG-themed funds

* Sustainable disposal is a service offered by BB Seguros and involves the collection and eco-friendly disposal of furniture, household appliances, electronic devices, and equipment, in accordance with sustainability practices and current regulations.

In performing the capital allocation function, the holding companies and BB Corretora conduct their investment decisions in compliance with current legislation, which governs the application of available resources, as well as with the guidelines that direct the capital allocation process in initiatives related to corporate shareholdings, portfolio management, and new business development.

Legislation dictates that the resources of public companies and state-owned companies controlled by the government must be invested in National Treasury bonds or in Extramarket Investment Funds, managed by Banco do Brasil or Caixa Econômica Federal.

In turn, investment decisions involving shareholdings, portfolio management, and new business development are analyzed in light of due diligence criteria and corporate governance principles.

BB Seguros and its investee companies Brasilseg, Brasilprev, and Brasilcap have a Sustainability Policy, which establishes principles and guidelines to ensure that sustainability aspects, including risks and opportunities, are considered in the conduct of their businesses, in their investment strategies, and in their relationships with stakeholders, in accordance with Susep Circular No. 666/2022. Sustainability risk management is incorporated into their Internal Control Systems and Risk Management Structure.

## Integration in investments in investees

The investment portfolio in BB Seguros' investees is managed jointly with BB Asset.

BB Asset operates in the distribution of securities and portfolio management, further setting up, organizing, administering, and managing investment funds and clubs. In carrying out its activities, all of the Manager's areas follow ethical and legal principles in accordance with current legislation and the Code of Ethics of the Banco do Brasil conglomerate.

Aligned with the principles of social and environmental responsibility adopted by Banco do Brasil, since November 2010, BB Asset has been a signatory to the Principles for Responsible Investment (PRI), a global investor initiative supported by the United Nations (UN), committed to incorporating practices into its management processes which promote the integration of Environmental, Social, and Corporate Governance (ESG) factors into its investment analysis and decision-making. BB Asset has its own methodology for assessing credit and company shares, through which it incorporates criteria for assessing assets based on the pillars of economic-financial performance, corporate governance, and environmental and social aspects.

### BRASILSEG

The integration of ESG criteria into investment strategies is contemplated in the Investment Policy and Investment Mandate, which guides the disclosure of the company's guidelines throughout the period. In 2025, a new proposal for reviewing the Investment Mandate was presented to further incorporate ESG criteria into investment assessment, approved at the beginning of 2026.

Additionally, the assessment of "Sustainability Opportunities" was included, through which Brasilseg may adopt ESG criteria and practices as complementary elements in asset selection. In this approach, such criteria may be used to differentiate investments with equivalent financial performance, serving as a tie-breaker factor in asset allocation.

This evolution aims not only to reinforce the alignment of investments with sustainability principles but also to contribute concretely to the advancement of the company's ESG agenda.

The inclusion of ESG criteria is provided for in BB Asset's investment strategies. In the case any relevant event is disclosed or occurs that impacts the ESG assessment of any issuer in the portfolio, BB Asset's sustainability department is called upon to provide further clarification and develop a strategy to deal with the impact that has occurred.

### BRASILPREV

The incorporation of ESG factors into investment strategies is provided for in the General Investment Policy and the Sustainability Policy, which, among other factors, provides for the disclosure of company data and achievements during the year.

In 2025, 100% of Brasilprev's assets were submitted and classified according to BB Asset's proprietary ESG methodology. This assessment integrates environmental factors, including aspects related to climate change, social, and governance into financial analyses. BB Asset also evaluates the ESG practices of third-party managers included in the portfolio of Brasilprev's private pension funds.

### BRASILCAP

The investment portfolio is made up mostly of federal government bonds (97.5%), and the remainder is invested in private securities. When making decision related to investments in financial assets, the global and domestic economic and political scenarios are taken into account.

# INFORMATION SECURITY, DATA PRIVACY AND CYBERNETICS

**GRI 3-3 MATERIAL TOPIC - INFORMATION SECURITY, DATA PRIVACY AND CYBERNETICS | GRI 418-1 | SASB FN-CF-230A.3, FN-CF-220A.2**

Privacy is a material topic for BB Seguros, supported by the General Data Protection Law (LGPD - Law 13,709/2018), in force since 2020.

The Company's current business model is anchored in the banking segment, an area sensitive to information, cybersecurity issues and the privacy of personal data. In this context, it relies on a highly robust information security framework implemented by Banco do Brasil, although BB Seguros is seeking to implement certain proprietary mechanisms.

The Company has a Privacy and Personal Data Protection Policy and an Information Security and Cybersecurity Policy. Through this document, BB Seguros ensures the protection and the processing of personal data throughout its life cycle in an ethical, transparent and responsible way.

At BB Seguros, processes involving the processing of personal data are structured to form the Personal Data Processing Inventory (PDPI). The information contained in the PDPI are used as input for the preparation of the Personal Data Protection Impact Report, which, according to the sole paragraph of Article 38 of the LGPD, must contain at least a description of the types of data collected, the methodology used to collect and guarantee the security of the information and the controller's analysis of the measures, safeguards and risk mitigation mechanisms adopted.

Throughout the year, monthly communications and capacity-building events for all employees were carried out to disseminate the Company's culture, applicable legislation, and best practices on cybersecurity and personal data privacy.

BB Seguros has an operational agreement with BB on cybersecurity, as a way of broadening the scope of action and improving the company's incident management, in addition to increasing the information available for decision-making.

The documents describing the policies are public and available on the investor relations website.

In addition to the policies, BB Seguros has documents, processes and tools related to cybersecurity and privacy that allow for the control of security practices. These are:

**» Crisis Management Plan;**

**» Service channel for data subjects on the corporate website;**

**» Data controller defined and published on the corporate website;**

**» Area responsible for privacy, data protection and cybersecurity;**

**» Training for all company employees on privacy, LGPD, information security, and cybersecurity topics;**

**» Execution of phishing tests (internet scams); and**

**» BB's support in carrying out penetration tests, monitoring vulnerabilities, and monitoring and detecting incidents.**

The purpose of these control instruments is to avoid and mitigate negative impacts and the possibility of security incidents arising, by presenting data protection structures in compliance with national legislation and providing efficient customer service and other data subjects. Forums are held periodically to exchange experiences on data privacy and cybersecurity between the company and its investees. Relevant issues are publicized aimed at disseminating best practices.

For requests related to the privacy of personal data, assistance is available via the website (form) and email provided on the BB Seguros website.

In 2025, there were no complaints about breaches of privacy or loss of customer data at BB Seguros, Brasilseg, Brasilprev, and Brasilcap. There was also no data breache, theft, or loss of customer data.

The Company has a cyberattack Scenario incorporated into its stress simulations and a Crisis Management Plan for the cyberattack scenario or other data breach incidents.

# SHAREHOLDERS

## CORPORATE GOVERNANCE

GRI 2-23 | 2-24

BB Seguros' corporate governance system is robust and structured, observing the principles of ethics and transparency in its business transactions, complying with legislation, internal rules and policies, and the interests of shareholders and other stakeholders. The Company also acts in line with the corporate environment of its controller, BB.

As a listed company, the Company places a strong emphasis on transparency in its communications, given the direct impact on the securities traded on the Stock Exchange in Brazil and the ADRs traded on the US over-the-counter market.

Every decision at the Company starts with a technical study, formalized by the responsible Executive Officer, with the necessary inputs for its approval, checking risk aspects, budget, economic-financial impacts, related party aspects, ESG impacts, competencies, and those responsible for the authority.

Decisions are formalized, allowing for subsequent verification and accountability.

In the preventive sphere, the Superintendency of Internal Controls and BB Seguros' Internal Audit conduct periodic assessments to verify the adherence of governance to the best available practices and to the commitments declared by the Company, issuing, when necessary, technical and audit recommendations for process adjustments. Additionally, every year an assessment of the performance of the governance bodies and their secretariat is carried out, which is a mechanism used by the Company to improve and strengthen its internal structures.

### Governance structure

GRI 2-9.a

BB Seguros' governance structure provides for the achievement of sustainable results and ethical practices by group companies.

The Company has an Onboarding Program for new directors and board members, whose objective is to accelerate the integration of the new member into the Company and the body in which they will work, where topics such as corporate strategy, as well as the mission, values, purpose, guidelines, and premises adopted by BB Seguros are addressed, through the provision of relevant documents and meetings with internal areas.

**Responsibilities and work dynamics of the Governance bodies:**

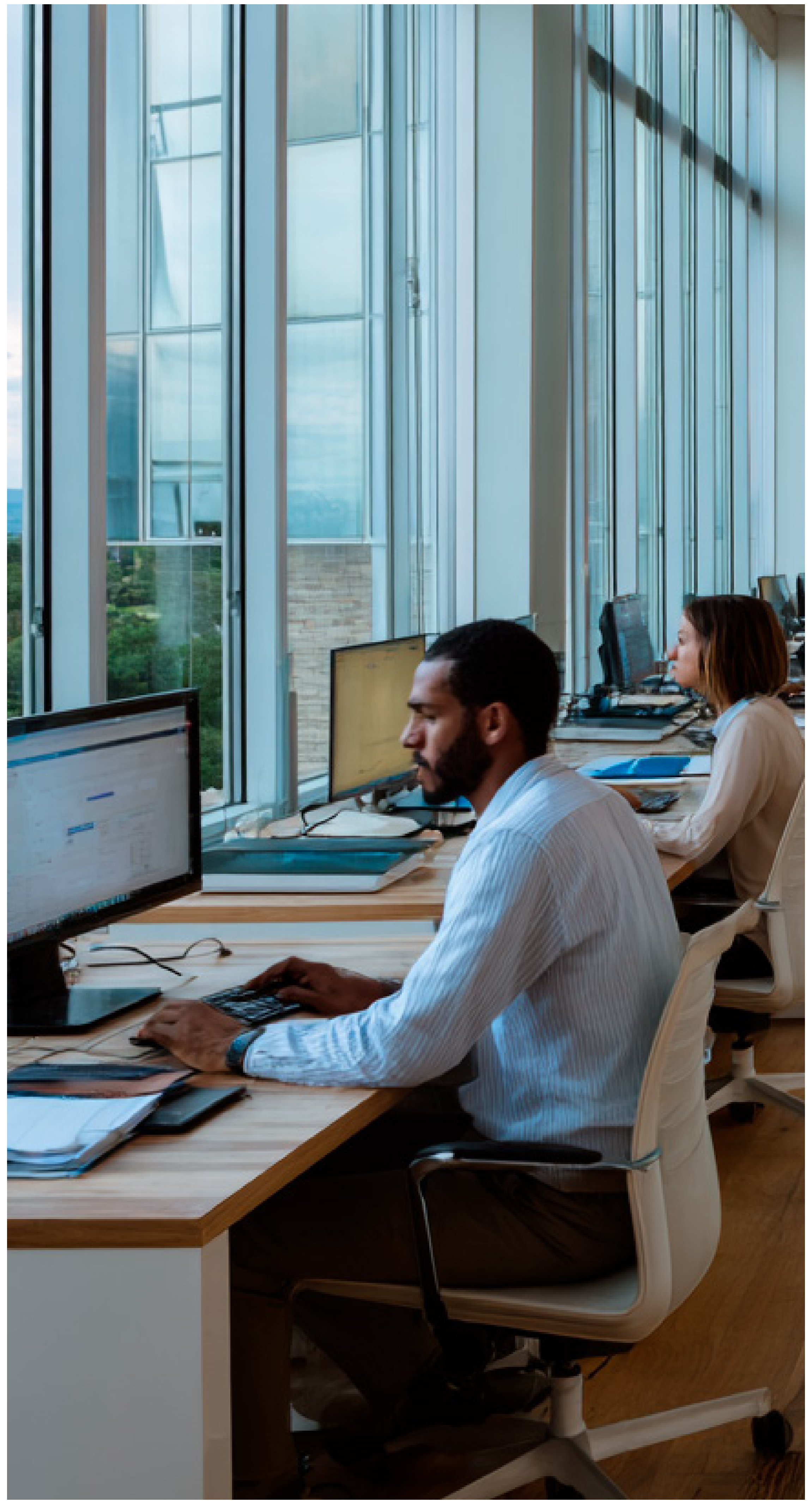
#### ANNUAL SHAREHOLDERS' MEETING

It is up to the Shareholders Meeting to decide on business relating to BB Seguros' corporate purpose and to take any resolutions it deems appropriate (Law 6.404/76, Art. 121). The body is convened and installed in accordance with legal and statutory requirements, and its duties include, among other things: amending or modifying the Company's Bylaws; electing or dismissing, at any time, members of the Board of Directors and the Fiscal Council; approving the accounts, the annual Financial Statements and the allocation of profits for the fiscal year, accompanied by the opinion of the Fiscal Council, as well as resolving on any matter submitted to it by the Board of Directors and the Executive Board.

The Shareholders Meeting meets ordinarily once a year, within four months of the end of the fiscal year, and extraordinarily whenever the interests of the company so require, subject to the legal requirements in force. The Company's Shareholders Meetings are called at least 30 calendar days in advance.

BB Seguros adopts Remote Voting and remote participation of its shareholders in its Ordinary and Extraordinary Shareholders Meetings, facilitating the inclusion and participation of all its shareholders.

> Further details on the Shareholders Meeting can be found in the Bylaws, articles 8 to 10, on the investor relations website.



## FISCAL COUNCIL

**GRI 2-9 | 2-10**

It is the body that supervises the actions of the Company's directors and the fulfillment of their legal and statutory duties. It is responsible for reporting to the shareholders the actions and acts of management and to preserve the value of the Organization in order to protect its interests.

The body consists of three permanent members and an equal number of alternates, whether shareholders or not, elected by the Shareholder's Meeting. One permanent member of the Fiscal Council and their alternate are appointed by the holders of minority common shares, in accordance with Article 240 of the Brazilian Corporation Law; one permanent member and their alternate are appointed by the Federal Government, as a representative of the National Treasury Secretariat, and one permanent member of the Fiscal Council and their alternate are appointed by BB.

The Fiscal Council performs its duties and responsibilities with the companies controlled by BB Seguros that have adopted the single Fiscal Council regime. Its members meet ordinarily once a month and extraordinarily whenever necessary.

### Composition in 2025

**» Marcelo Henrique Gomes da Silva** (permanent member, elected on 04.30.2024) - He has been a career employee of Banco do Brasil for 23 years. He has been Chief Micro and Small Business Entrepreneurship Officer since December 2024. He was Executive Manager in the Private and Corporate Customers Board from 2018 to 2022 and in the High Retail division from 2022 to 2023. Marcelo also served as Head of the Micro & Small-sized Enterprise Customers Unit. He holds an MBA in Business Administration, an MBA in Finance, and an MBA in IT Management.

**» Rafael Rezende Brigolini** (permanent member, elected on 04.30.2024) - Currently Undersecretary for Fiscal Management at the National Treasury Secretariat. He has a degree in Economics and a specialization in Public Services Regulation.

**» Francisco Olinto Velo Schmitt** (permanent independent member, elected on 07.29.2020 and re-elected on 04.30.2024) - Member of the Board of Directors of Grupo InBetta S.A. since 2009, he was Chief Finance and Investor Relations Officer at Grendene S.A. between 2007 and 2019. He has a degree in Electrical Engineering, a postgraduate degree in Digital Business, a Master's in Finance and a PhD in Business Administration.

**» Kuno Dietmar Frank** (alternate independent member, elected on 07.29.2020 and re-elected on 04.30.2024) - He has been a member of the Board of Directors of the Motin Group (Movesa Motores e Veículos LTDA/ Movepar/Mobil) since September 2017. He has a degree in Business Administration. He has served on boards of directors and advisory boards for over 15 years.

**» Bruno Monteiro Martins** (alternate member, elected on 04.29.2021 and re-elected on 04.30.2024) - He has held the position of Executive Finance Manager at BB since 2019 and was Solutions Manager from 2013 to 2019. He has an MBA in Asset Management and a degree in International Relations and Economics.

**» Bruno Cirilo Mendonça de Campos** (alternate member elected on 04.29.2022 and re-elected on 04.30.2024) - He is currently the General Coordinator of Corporate Holdings at the National Treasury Secretariat. He has a degree in Economics.

## BOARD OF DIRECTORS

**GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 | 2-16 | 2-17 | 2-18**

The Board of Directors (CA) is an independent decision-making body made up of a minimum of seven and a maximum of eight members, elected by the Annual Shareholders' Meeting and dismissible by it at any time, including a chairman and a vice-chairman with a unified term of office. Minority shareholders are guaranteed the right to elect at least one board member if they are not entitled to a greater number through the multiple voting process. At least 25% of the members of the Board of Directors are independent, with a two-year term of office and up to three consecutive reappointments.

The positions of chairman and vice-chairman may not be combined with the position of CEO, even on an interim basis. The Chairman of the Board of Directors does not hold any executive position in the Company.

The Board is responsible for the general direction of the Company's business and that of its subsidiaries and affiliates, and has, as provided for by law and in the Bylaws, strategic, guiding, elective and supervisory attributions, not encompassing operational or executive functions. BB Seguros' Bylaws delegate, to the Board of Directors, the powers to approve the corporate strategy which, among other guidelines, includes reviewing the statement of mission and values. Furthermore, the responsibilities for implementing and monitoring the guidelines related to ethical conduct and corporate integrity are delegated within BB Seguros, in accordance with Article 9, Paragraph 2, of Law 13,303/16, to the Board of Directors. The area responsible for verifying compliance with obligations and risk management must be linked to the CEO and led by a statutory officer, where the Bylaws must define the responsibilities of this area and establish mechanisms to ensure its independent operation.

The Board of Directors meets ordinarily once a month, and extraordinarily whenever necessary, when convened by any of its members and requested by its chairman or vice-chairman. It has an annually-reviewed work plan that includes activities that reflect the exercise, by the highest management body, of due diligence to identify and manage the company's impacts on stakeholders. To this end, it promotes engagement with stakeholders through meetings with them, information disclosure reports, and participation in public consultations opened by regulatory bodies. The work plan provides for a specific periodicity for each topic dealt with, so that the Board can monitor its progress over time through indicators, relying additionally on the support of advisory bodies. The Board establishes the guidelines to be followed, which are executed by the Company through the Executive Board.

Its duties include:

» **Electing and dismissing** the members of the Executive Board and defining their duties;

» **Approving and amending** the internal regulations of the Board of Directors, the Executive Board and the committees linked to it;

» **Defining the business strategies**, considering the impacts of the Company's activities on society and the environment, with a view to the Company's continuity and the creation of value in the long term;

» **Inspecting the management of the Executive Officers**, which may be exercised by any board member, examining, at any time, the minutes, the books and papers of the Company and its controlled companies, requesting information about contracts signed, or about to be signed, and any other acts;

» **Periodically assessing** the Company's exposure to risks and the effectiveness of risk management systems, internal controls and the integrity/compliance system and approving a risk management policy compatible with business strategies;

» **Approving policies**, including those provided for in Law 13.303/2016 and its regulatory decree, corporate strategies, the investment plan, the business plan for the following fiscal year and the annual budget, the Code of Ethics and Conduct, the Code of Governance, the Annual Charter of Public Policies and Corporate Governance, the Report on the Brazilian Code of Corporate Governance and the bidding regulations of the Company.

The Chairman of the Board of Directors is responsible for conducting the formal annual assessment of the individual and collective performance of the Company's directors.

These assessments take into account aspects relating to stakeholder protection, maximizing returns to the shareholders and respect for the planned budget execution. Also analyzed are ethical, effective and diligent administrative management, management's contribution to society, appreciation of employees and customers and alignment with shareholder expectations. The Board of Directors assessment form allows everyone to provide suggestions for improvement and offer critiques of the Board's performance, so that the Company can gather input to improve the process in the next cycle. All members of the Board of Directors receive training on sustainability-related topics.

> Further details on the Board of Directors can be found in Articles 11 to 22 of the Bylaws, available on the BB Seguros Investor Relations website.

# COMPOSITION IN 2025

**Kamillo Tononi Oliveira Silva**
Chairman, elected on 11.24.2023 and reappointed on 04.26.2025

He has been a career employee of BB for 17 years, where he currently holds the position of Chief Retail Commercial Officer. He has also held various executive positions in BB's commercial area. He has a degree in History, an MBA in Banking Management, and an MBA in Financial Business. He has executive training from Insper and training for Board Members and Corporate Governance from IBGC.

**João Vagnes de Moura Silva**
Vice-Chairman, elected on 10.31.2025

He currently holds the position of Chief Financial Officer at Banco do Brasil, having previously served as Financial Executive at BB Previdência and Economus, Executive of Fund Administration and Management at BB Asset, CEO at BB Tecnologia e Serviços, and Controller Executive at Banco do Brasil. He holds a degree in Electrical Engineering, an MBA in Advanced Finance, and a Master's degree in Economics.

**Delano Valentim de Andrade**
Member elected on 08.20.2025

He has been an employee of Banco do Brasil for 40 years and held the position of CEO at BB Americas until August 2025. Among other executive positions held within the BB conglomerate, he was Vice President Director at Banco Patagonia between 2019 and 2023 and Executive of Marketing and Communication at BB. He holds a degree in Business Administration with a specialization in Foreign Trade, an MBA in Strategic Leadership, and a specialization in Project Management.

**Marcos Rogério de Souza**
Member elected on 06.30.2023

He is a Public Servant working as a Legal Advisor at the Federal Senate. He was Deputy Special Secretary for Legal Affairs of the Civil Affairs Office of the Presidency of the Republic and a Lawyer in Brasília. Master of Law from Unesp, he holds a specialization in Constitutional Law from IDP, and has a degree in Law from Unesp.

**Maria Carolina Ferreira Lacerda**
independent member elected by minority shareholders on 04.28.2023 and reappointed on 04.29.2025

She is an economist with an MBA in Finance and has worked in financial advisory for 29 years. She was head of UBS's Investment Bank in Brazil (2011 to 2015), Managing Director of Deutsche Bank's Investment Bank (2009), Director of Merrill Lynch's Investment Bank (1999 to 2008) and Director of Unibanco's Investment Bank. As a Board Member, she serves as an independent member of the Board of Directors of PagBank Pagseguro, IHS Towers, and CTG Brasil, where she also serves as Coordinator of the Audit, Risk, and Related Parties Committee.

**Gilberto Lourenço da Aparecida**
independent member, elected on 11.05.2021 and re-elected on 04.30.2024 and on 07.23.2025

A retired career BB employee, he held prominent executive positions in the conglomerate, including General Manager of Investor Relations and Statutory Officer of Brasilcap and the BB Mapfre Insurance Group, investees of BB Seguros. He has a degree in Accounting, an MBA in Accounting, postgraduate degree in Business Management, Auditing and Accounting, as well as certifications from the Brazilian Institute of Corporate Governance (IBGC) for the Fiscal Council and Audit Committee.

**João Paulo de Resende**
Member elected on 12.17.2025

He is Special Advisor to the Minister of Finance, a consultant for the World Bank (2020-present), and a professor of Economics of Regulation and Competition Defense (2010-present). He was a member of the CADE Tribunal – Administrative Council for Economic Defense (2015-2019). He is a member of the Public Policy and Government Management Specialist career at the Ministry of Economy. He holds a PhD in Economics from the Institute of Economics at the Federal University of Rio de Janeiro, a Master's degree in Economics from the Federal University of Minas Gerais, and a Bachelor's degree in Public Administration from the School of Government at Fundação João Pinheiro.

## ADVISORY BODIES TO THE BOARD OF DIRECTORS

**GRI 2-9 | 2-10**

**Audit Committee (Coaud)**

A permanent body composed of five effective members, it exercises its attributions and responsibilities with the controlled companies that have adopted the unified Audit Committee regime, such as subsidiaries BB Seguros Participações S.A. and BB Corretora e Administradora de Bens S.A. In 2025, all members serving on the Coaud were independent. It shall comprise at least one independent Member of the Board of Directors and one member appointed jointly by the Member(s) of the Board of Directors representing the minority shareholders. The other members are appointed collectively by the Board of Directors.

The committee's duty is to support the Board of Directors with regard to the exercise of its audit and inspection functions on the quality of financial statements and the effectiveness of the internal control systems and internal and independent audits. The committee is responsible for giving an opinion on the hiring and dismissal of the independent auditor for the preparation of the external audit or for any other service, in addition to supervising its activities.

Additionally, the Audit Committee has a reporting channel for recording incidents relating exclusively to cases of:

» **Failure to comply with legal and regulatory standards;**

» **Indication of fraud or error in internal controls or financial statements;**

» **Complaints of suspected corruption or ethical misconduct;**

» **Topics related to internal and external audit activities.**

Complaints are made through the channel and, in order to guarantee confidentiality, impartiality and independence in the analysis of the information received, the messages are forwarded directly to the Audit Committee, where they are discussed and recorded in the minutes of monthly meetings. They are then reported to the Board of Directors.

The channel accepts anonymous complaints, as long as they comprise objective facts or information that enable the verification and identification of the reported elements. The confidential treatment of information and the protection of the whistleblower's identity, when requested, are guaranteed.

The reporting channel is available on BB Seguros' investor relations website.

> Further details on the Audit Committee can be found in Articles 31 and 32 of the Bylaws, available on the BB Seguros' Investor Relations website.

**Internal Audit**

Linked directly to the Board of Directors, Internal Audit is defined as an independent and objective assurance and consulting activity that helps the Company achieve its objectives by providing a systematic and disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.

Its purpose is to strengthen BB Seguros' ability to create, protect, and sustain value by providing independent, risk-based assessments.

BB Seguros' Internal Audit holds the international Quality Assessment (QA) certification, issued by the Institute of Internal Auditors of Brazil, valid since 2022 for five years. This certification reinforces the Company's commitment to the Fundamental Principles of Internal Audit, adherence to the IIA's global standards, and compliance with best practices in governance, risks, and controls. In addition to external assessment, the area maintains a Quality Management and Improvement Program (PGMQ).

> Further details on the Internal Audit can be found in Article 37 of the Bylaws, available o BB Seguros' Investor Relations website.

**Personnel, Eligibility, Succession and Compensation Committee (CE)**

This is a permanent and statutory committee that reports directly to the Board of Directors, responsible for assisting shareholders in the appointment of directors and Fiscal Council members, as well as the Board of Directors in the election of officers and members of the Statutory Advisory Committees by verifying whether the eligibility requirements are met and confirming the absence of disqualifying factors; verifying compliance of the assessment process and training programs for directors and Fiscal Council members; assisting in the development of the continuing education plan for members of governance bodies; supporting the Board of Directors in preparing and monitoring the non-binding succession plan for directors; providing opinions on proposals involving fixed or variable compensation for directors, Fiscal Council members, and members of advisory committee to the Board of Directors; and assisting the Board of Directors in assessing and monitoring proposals related to the Human Resources Management/Compensation Policies, as well as the Governance, Appointment, and Succession Policy.

The operation of the committee is regulated by the internal regulations approved by the Board of Directors and meetings are held at the call of the coordinator, whenever necessary, by any of its members or at the request of the Company's management. It is made up of three members, elected and dismissable by the Board of Directors.

> Further details on the Personnel, Eligibility, Succession and Compensation Committee can be found in Article 34 of the Bylaws, available on BB Seguros' Investor Relations website.

**Related-Party Transactions Committee (CTPR)**
It is a permanent and statutory advisory body to the Board of Directors. The Committee is responsible for approving in advance all transactions involving related parties, as defined in the Related-Party Transactions Policy, as well as approving any amendments and terminations of such contracts. The operation of the Committee is governed by the Bylaws, the Related-Party Transactions Policy, and the Internal Regulations of the Committee, which must be approved by the Board of Directors.

It is made up of three members, elected and dismissable by the Board of Directors, including one independent member, the independent member of the Board of Directors, elected by the minority shareholders, or, in their absence, a member appointed by the minority shareholders. It should be noted that all related-party transactions submitted to the Committee are only approved with the favorable vote of the independent member appointed and elected by the minority shareholders.

Further details on the Related-Party Transactions Committee can be found in Article 33 of the Bylaws, available on BB Seguros' Investor Relations website.

**Risk and Capital Committee**
Advises the Board of Directors on the Company's risk and capital management.

It is made up exclusively of independent members: three permanent members, elected and dismissable by the Board of Directors, in accordance with the minimum eligibility requirements and prohibitions for holding the position as set forth in BB Seguros' Governance, Appointment, and Succession Policy. The terms of office of the members of the Risk and Capital Committee are non-coincident and for three years, only one re-election allowed.

**Ethics and Integrity Committee**
The Ethics and Integrity Committee is a non-statutory and permanent advisory committee to the Board of Directors. Its purpose is to monitor and contribute to the improvement of training actions and the dissemination of a culture of ethics and integrity within the scope of BB Seguros' Compliance and Integrity Program.

Additionally, the Committee is responsible for receiving and forwarding to the competent bodies any occurrences received for which the investigation procedures are not yet approved and/or regulated, originating from the Ethics and Whistleblowing Channel or from channels other than those provided by the Controller.

## EXECUTIVE BOARD

It is the body responsible for the management and administration of BB Seguros' business. In accordance with the provisions of the Bylaws, the Executive Board is responsible for implementing the Company's policies and submitting proposals for resolution to the Board of Directors.

Additionally, it must implement the guidelines defined during the strategy review cycle, and establish and maintain effective mechanisms for monitoring and disclosing the Company's financial and operational performance, as well as the impacts of its activities on society and the environment.

Finally, the Executive Board must comply with and enforce the Bylaws, the resolutions of the Annual Shareholders' Meeting and the Board of Directors, in addition to carrying out the duties defined for it, observing good corporate governance practices.

The body consists of four permanent members, elected by the Board of Directors and residing in Brazil, of whom one must be the CEO, one the Chief Investor Relations Officer and the others without specific designation. All officers must be elected from among active BB employees, with a unified term of office of two years, and up to three consecutive reappointments allowed.

The performance of BB Seguros' CEO is assessed annually in a process that meets the requirements described in Article 16, sole paragraph, of the Bylaws. Among other duties, the CEO is responsible for: coordinating, planning, supervising and presiding over the Company's activities and ensuring the implementation of guidelines and compliance with resolutions taken at Shareholders Meetings and at meetings of the Board of Directors and the Executive Board.

The Chief Investor Relations Officer, in turn, is responsible for managing the investor relations policy, as well as representing the Company before the CVM and other capital market entities and financial institutions, regulatory bodies, and stock exchanges (both domestic and foreign) where BB Seguridade has securities listed for trading, ensuring compliance with the applicable regulations governing the Company.

The duties of the Executive Board can be found on BB Seguros' investor relations website.

# COMPOSITION IN 2025

**Delano Valentim de Andrade**
CEO elected on 08.12.2025

He has been an employee of Banco do Brasil for 40 years and held the position of president at BB Americas until August 2025. Among other executive positions held within the BB conglomerate, he was Vice President Director at Banco Patagonia between 2019 and 2023 and Director of Marketing and Communication at BB. He holds a degree in Business Administration with a specialization in Foreign Trade, an MBA in Strategic Leadership, and a specialization in Project Management.

**Allan Trancoso Ferraz Silva**
Chief Commercial and Customer Officer, elected on 04.26.2024

Career employee at Banco do Brasil for 23 years, where he built his professional path in the commercial area, holding prominent positions such as Retail Superintendent for the Central-West region, State Superintendent in Ceará, Executive Manager in the Retail and Micro & Small-sized Enterprise Customers Boards, and Retail Superintendent in Rio de Janeiro, in addition to various managerial roles within BB's branch network. He holds a bachelor's degree in law from the Universidade Católica de Salvador and a specialization in business management and executive training from INSPER.

**Bruno Alves do Nascimento**
Chief Technology, Portfolio, and Analytical Intelligence Officer, elected on 09.10.2021

Career employee of BB for 21 years, where he held the position of Executive Manager in the Individual Customers and Payment Methods divisions. During his professional career, he also held management positions in BB's strategic units and worked in tactical and business units in the distribution network. He has a degree in Business Administration and an MBA in Economics and Finance from Ibmec and in Sustainable Regional Development Management from UNB.

**Rafael Sperendio**
Chief Finance and Investor Relations Officer, elected on 11.26.2020

He has been at BB Seguros since 2013, when he was part of the group responsible for structuring the Company's Initial Public Offering (IPO), and has held the positions of Investor Relations Superintendent and Executive Superintendent of Finance and IR at BB Seguros. Before joining BB Seguros, he worked in the Investor Relations areas of BB and Banco Nossa Caixa. He has a degree in Computer Science, an MBA in Finance, an MBA in Financial Engineering and a Master's in Global Finance from New York University.

## OPERATIONAL COMMITTEES

**GRI 2-9 | 2-10**

The Operational Committees play a major role in the decision-making structure and monitoring of internal processes, supporting the Executive Board on various fronts.

**Business Committee -** Acts as an integrated committee for analysis, proposing solutions and accelerating actions with the potential to influence compliance with the Company's corporate strategy, through integration between the participating areas, covering issues related to business, products, new lines and market trends, channel development, strategy and value generation, among others.

**Finance and Investment Committee -** Advises the Executive Board on strategic issues related to the Company's financial management, monitoring and issuing opinions on matters under its responsibility, as well as resolving on guidelines for the management of assets and liabilities, capital structure, composition of investment portfolios, categorization of financial investments, among others.

**Purchasing and Contracting Committee -** Advises the Collegiate Board on decisions regarding acquisitions and contracting, resolving on standard drafts, renewal and amendment of contracts, with a focus on regulatory compliance, transparency, and governance.

**Continuity and Crisis Committee -** Advises the collegiate Board on continuity and crisis management. The body is responsible for drawing up and submitting the Crisis Management Plan to the Executive Board, proposing actions to remedy problems and weaknesses requiring immediate action, resolving on the remediation of problems and weaknesses with the potential to generate imminent discontinuity, incident or crisis, among other duties.

**Environmental, Social and Governance Committee - ** Its purpose is advising the Executive Board through actions, improvements, corrective measures and recommendations on issues related to corporate sustainability and the ESG agenda.

### Corporate Governance Instruments

All corporate policies have a review deadline to remain continuously aligned with best practices and market trends. Furthermore, information disclosed to meet the demands of the investor market is the sole responsibility of the Chief Financial Officer and Investor Relations Officer.

**Compliance and Integrity Program:** Aims to prevent, detect and remedy deviations, fraud, irregularities and unlawful acts committed against the public administration, whether domestic or foreign, in addition to fostering and maintaining a culture of integrity in the organizational environment. It was established in accordance with Decree No. 11.129/2022, which regulates Law No. 12.846/2013, as well as the guidelines of Law No. 13.303/2016, which establishes the mandatory creation and disclosure of a Code of Conduct and Integrity.

In 2025, the Program was reviewed and updated, in line with internal and external regulations, Banco do Brasil's guidelines, and best market practices. Additionally, it is aligned with the strategies and actions of the Company's ESG agenda, reinforcing the institutional commitment to promoting an ethical, integral, and responsible environment.

Through the Program, management reaffirms its commitment to strengthening high standards of conduct in relationships with clients, employees, collaborators, and any third parties acting for or on behalf of BB Seguros. The Program also includes the Whistleblower Protection and Non-Retaliation Commitment, and incorporates the guidelines of the Anti-Discrimination Protocol, aimed at preventing, combating, and not tolerating discriminatory practices in the organizational environment, both of which were signed by the Controlling Shareholder BB.

The Program's monitoring is carried out by specific controls, including indicators. It should also be noted that the Program is widely publicized, and employees are invited to read and accept it on the internal portal.

**Internal Control, Compliance and Integrity Policy:** Establishes the guidelines related to the management of internal controls, compliance, and integrity in accordance with applicable legislation and regulations, covering two dimensions of action: 1) Management of internal controls, compliance, and integrity at BB Seguridade, BB Seguros, and BB Corretora; and 2) Governance of internal controls, compliance, and integrity in relation to investee companies. The investee companies have their own internal control, compliance, and integrity management structures, providing inputs for supervision by BB Seguros.

**Human Resources Management/Compensation Policy:** Guides the behavior of BB Seguros and its controlled companies in relation to employee management. Investees are expected to structure their direction based on the guidelines, considering their specific needs as well as the legal and regulatory aspects to which they are subject. The guidelines of this policy are intended for members of senior management, members of governance bodies and employees of BB Seguros and its subsidiaries.

**Governance, Appointment and Succession Policy:** The Policy aims at establishing the guidelines related to corporate governance, appointment, and succession practices adopted by the Company and its Controlled Companies, providing for the relationship with its Investees, in accordance with the legislation, applicable regulations, corporate documents in force, and good corporate governance practices.

**Preventing and Combating Corruption Policy:** Defines principles, guidelines, and controls intended to prevent, detect, and address acts of corruption within BB Seguros and its subsidiaries. This policy guides the conduct of companies, considering their operational characteristics and ensuring adherence to applicable legal and regulatory requirements. It is intended for all members of governance bodies, employees, and third parties (including suppliers) in the exercise of their professional activities related to the Company.

**Related-Party Transactions Policy:** Defines the principles and guidelines related to the topic. It aims to ensure the transparency of operations involving Related Parties, ensuring that transactions are conducted at market conditions, with compliance and on an arm's length basis of operations among those involved, and reaffirming the good corporate governance practices adopted by BB Seguros.

**Risk and Capital Management Policy:** Its purpose is to establish the guidelines related to the integrated risk and capital management of BB Seguridade, BB Seguros, and BB Corretora, pursuant to the applicable legislation and regulations, covering the same two dimensions as the Internal Controls and Integrity Policy.

All policies described are available on the Investor Relations website, which also provides:

» **Disclosure Policy;**

» **Preventing and Combating Money Laundering, Terrorism Financing and the Financing of the Proliferation of Weapons of Mass Destruction Policy;**

» **Shareholder Compensation Policy;**

» **Trading Policy;**

» **Information Security and Cybersecurity Policy;**

» **Privacy and Personal Data Protection Policy;**

» **Innovation Policy;**

» **Promotions and Sponsorship Policy;**

» **Business Partnership Policy;**

» **Policy on Relationship with Customers and Product and Service Users;**

» **Sustainability Policy.**

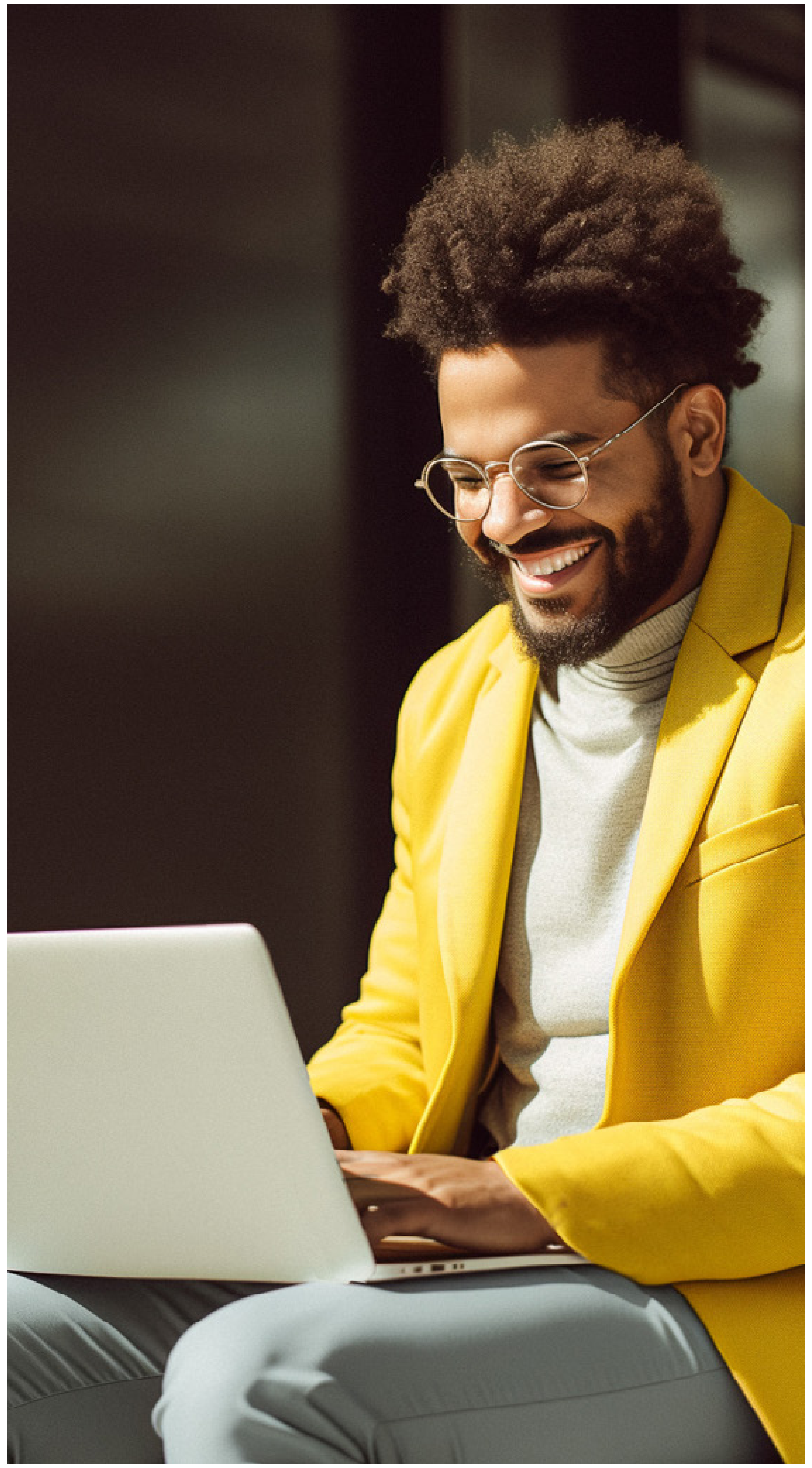
## Governance in Investees

BB Seguros adopts as a principle the promotion of high standards of corporate governance not only in its own structure but also in the companies in which it holds equity. The Company's decision-making and strategic process guides the actions of the invested companies, focusing on the perpetuity and sustainability of results, business ethics, and the diligent action of representatives.

In this context, BB Seguros, together with its investee companies and their respective shareholders, acts to drive efficiency and value creation through the definition and monitoring of strategic guidelines applicable to each area of operation. This contribution occurs through appointment of representatives to the Board of Directors and the Executive Board. All this action is guided by the strict observance of ethical principles and social responsibility, formalized in the codes of ethics and conduct of the investees and the holding company itself.

The governance structure of the investees is regulated by the Internal Regulation for the Management of Participations.

Matters submitted to the Boards of Directors of the invested companies are first analyzed by the technical areas of BB Seguros, with the objective of verifying adherence to the strategic guidelines and the Company's interests. Whenever relevant, interactions are promoted with the board members and members of other governance bodies of the investees, aiming to ensure BB Seguros' strategic alignment at its different levels and mitigate potential adverse impacts.



# RISK MANAGEMENT

GRI 2-25

BB Seguros maintains structured processes to identify, assess, treat, and monitor risks relevant to the Company, formalized in the Risk and Capital Management Policy, approved by the Board of Directors. This policy guides the integrated management of risks and capital in the companies BB Seguridade, BB Seguros, and BB Corretora, as well as the governance exercised over their investees. The adopted model observes the following management guidelines: establishing context, identification, analysis, assessment, treatment, monitoring, communication, and consultation, being periodically reviewed for continuous improvement. These guidelines are documented in the Risk Management, Internal Controls, and Security Model.

Governance includes monitoring exposure to risks in investees, establishing limits and indicators, as well as evaluating the implemented management structures. Investees observe the holding company's guidelines and comply with applicable legal and regulatory requirements. Within Susep's scope, regulations such as CNSP Resolutions No. 416/2021 and No. 432/2021, Susep Circular No. 648/2021, and Susep No. 666/2022 are observed. The Group is also advancing the implementation of the provisions of CNSP Resolution No. 471/2024 (ORSA), in addition to complying with Law No. 14,903/2024, which updates the legal framework for private insurance contracts. For investees regulated by ANS, RN No. 518/2022 applies.

Control and integrity mechanisms include the Code of Ethics and Conduct, the Compliance and Integrity Program, the Ethics and Whistleblowing Channel, the definition of corporate authorities, segregation of duties, collegial decisions, and continuous training. Furthermore, the Company complies with applicable legal and regulatory obligations, such as LGPD and insurance market regulations, among which CNSP Resolutions No. 382, No. 416, and Circular Susep No. 612 stand out, relying on dedicated internal communication to disseminate a compliance culture.

The guidelines approved by the Board of Directors are consolidated in the Risk Appetite Statement and the Risk and Capital Management Policy, which define limits, acceptable maximum exposure levels, and forward-looking indicators linked to strategy. These instruments are reviewed periodically or whenever necessary. The governance structure uses the Three Lines Referential Model: the first line, composed of process managers, executes controls and ensures compliance; the second line, formed by the Risk and Capital, Internal Controls and Integrity, and Institutional Security areas, monitors, analyzes, evaluates, and reports; and the third line, represented by Internal Audit, acts independently in evaluating and recommending improvements. This structure also includes the Risk and Capital Committee, the Audit Committee, External Audit, and the Fiscal Council.

BB Seguros also adopts a Risk Management Maturity Model, based on COSO ERM and ISO 31000, with the definition of a minimum maturity level and periodic review of the Relevant Risk Inventory. This inventory compiles the main threats to the Company's strategic objectives and current and future performance. Relevant risks are monitored by appetite indicators, KRIs, and the Risk Matrix, with the establishment of limits that guide preventive, mitigating, contingency, or reversal measures when necessary.

The mapping of the main impacts and opportunities arising from relevant risks are classified according to the degree of importance: "Very high", "High", "Medium", "Low", and "Very low", and related to ten aspects:

**Strategy** - Possibility of results not meeting expectations, due to changes in the business environment or the use of inadequate assumptions in decision-making;

**Contagion** - Possibility of losses arising from significant adverse events affecting equity interests, distribution partners or the controlling shareholder, whether or not resulting from a contractual relationship;

**Reputation** - Possibility of a negative perception of the institution, in any aspect, on the part of the public or those with whom it transacts or relates and of entities or sectors capable of influencing those with whom it transacts, leading to losses that could adversely affect the sustainability of the business;

**Information security, privacy and cyber** - Possibility of losses arising from the compromise of information attributes - confidentiality, integrity, and availability - and data privacy, including cyber risk;

**Operational** - Possibility of losses resulting from failures, deficiencies or inadequacy of internal processes, people and systems, or external events. Includes the possibility of losses arising from legal risk;

**Compliance** - Possibility of negative impacts resulting from operational failures that lead to non-compliance with laws and regulations;

**Social** - Possibility of losses for the Company arising from exposure to social damages, caused by events associated with the violation of fundamental rights and guarantees or harmful acts of common interest;

**Climate** - Possibility of losses arising from the transition of businesses to a low-carbon economy, the occurrence of extreme climate events, litigious actions due to direct and/or indirect liabilities, or that will bring long-term consequences, potentially affecting the value generation by companies;

**Environmental** - Possibility of losses for the company caused by events associated with environmental degradation, including excessive use of natural resources;

**Liquidity** - Possibility of negative impacts due to a lack of resources to meet obligations as a result of a mismatch between assets and liabilities.

# RELATED-PARTY TRANSACTIONS

## Compliance with laws and regulations

GRI 2-27

For BB Seguros, transparency in operations involving related parties is a fundamental value that reaffirms the Company's reliability and best corporate governance practices. Related-party transactions are considered to be: the transfer of resources, services or obligations considered significant between BB Seguros, including its direct and indirect subsidiaries, and a related party or other situations with a potential conflict of interest.

The Company bases its related-party transactions on the continuous pursuit of efficiency, with the objective of maximizing, in a sustainable and long-term manner, the generation of economic value for its shareholders and customers. Among these transactions are non-interest-bearing checking account deposits and financial investments, service provision contracts, guarantees provided, and agreements for the apportionment/reimbursement of direct and indirect expenses and costs.

Related-Party Transactions are carried out in accordance with the recommendations of the Brazilian Corporate Governance Code for Publicly-Traded Companies. They occur under normal market conditions and the operations do not involve abnormal risks of receipt. The Company's related-party transactions are mainly based on Law 6,404/1976; Law No. 13,303/2016 and its regulatory decree No. 8.945/2016; CVM Resolutions 80/2022, 81/2022, and 44/2021; Circular Letter/Annual-2025-CVM/SEP; and B3's Novo Mercado Regulations.

Every formalization and change in conditions of transactions involving related parties is preceded by an assessment by the Related-Party Transactions Committee, provided that such transactions, reviews or terminations are approved only upon a favorable vote by the independent member. The Board of Directors monitors the transactions resolved by the CTPR on a monthly basis, and at least once a year, the transactions are reported to the Board of Directors and to the Audit Committee.

More information on the relevant contracts signed with the controller, subsidiaries and investees, other related parties and key management personnel, as well as the amounts involved, can be found in Section 11 of the Reference Form, and market announcements available on the Investor Relations website.

With regard to Related-Party Transactions, in 2025, legal was not required to act in administrative and/or judicial proceedings in cases of non-compliance with the legislation or regulations applicable to BB Seguros.

### RELATED-PARTY TRANSACTIONS POLICY

The Related-Party Transactions Policy aims to guide the conduct adopted by BB Seguros and its controlled companies regarding procedures in cases of transactions between related parties, as well as to provide transparency to the Company's shareholders, investors, and the market in general with respect to the principles and guidelines related to the matter.

It also instructs that the members of the bodies responsible for negotiating, analyzing or approving related-party transactions and who find themselves in a conflict of interest declare themselves conflicted, explaining their involvement and abstaining from even discussing the matter. The document objectively determines concepts and transactions, in addition to establishing minimum disclosure requirements.

Investees are expected to structure their administration in accordance with these guidelines, considering their specific needs as well as the legal and regulatory aspects to which they are subject.

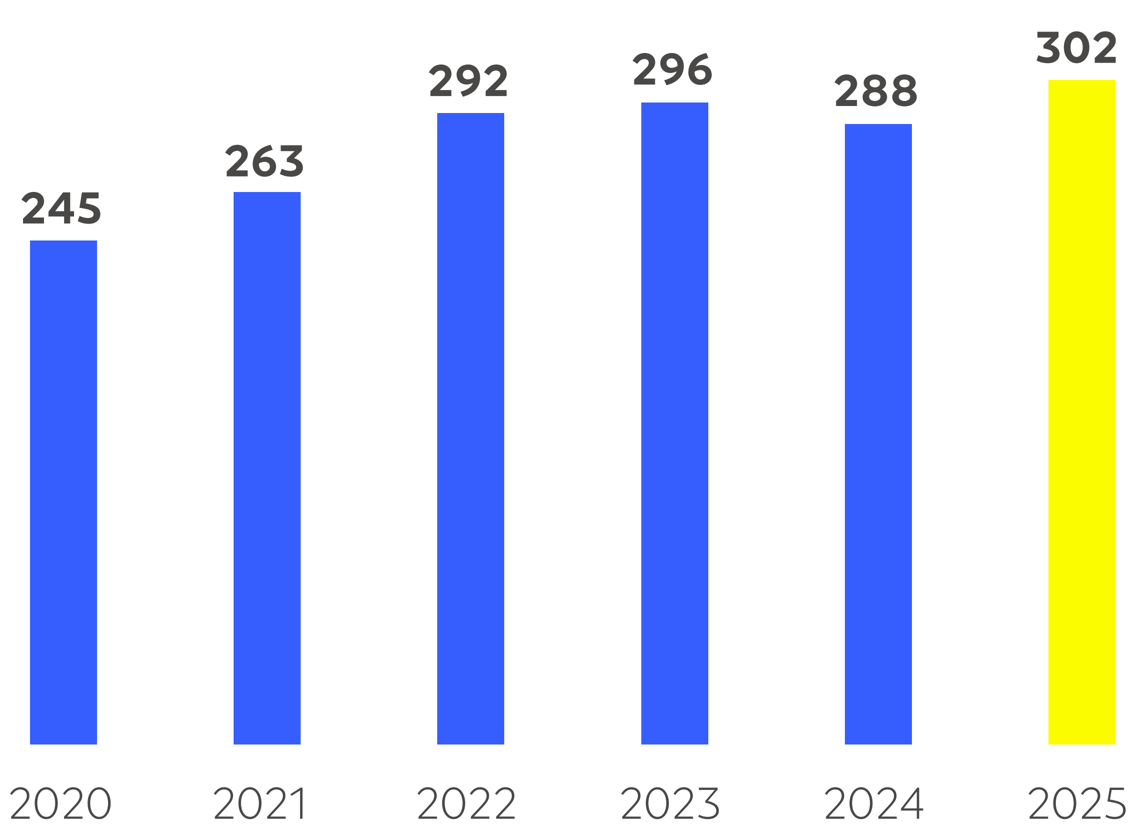
The most recent version of the document was approved by the Board of Directors on September 26, 2025, and will be in effect until December 3, 2026, and can be consulted on the investor relations website.

# Agreements for apportionment and reimbursement

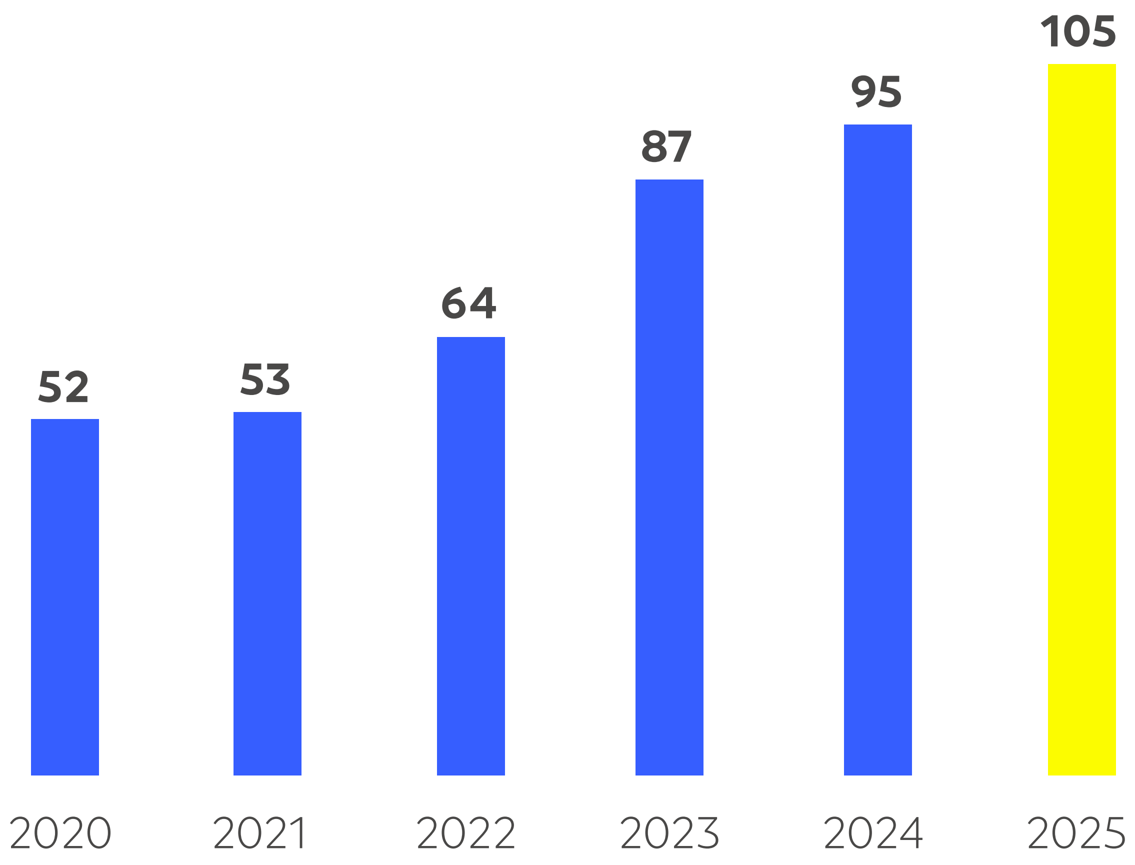
BB Seguros relies on the workforce and the material, technological, and administrative resources made available by Banco do Brasil for the execution of its operational activities. This relationship is regulated through the Agreement for Apportionment and Reimbursement of Direct and Indirect Expenses and Costs, a legal instrument that establishes the conditions, calculation methodology, and periodicity of the amounts to be reimbursed. Any alteration to this instrument is preceded by an analysis by the Related-Party Transactions Committee.

## Agreements

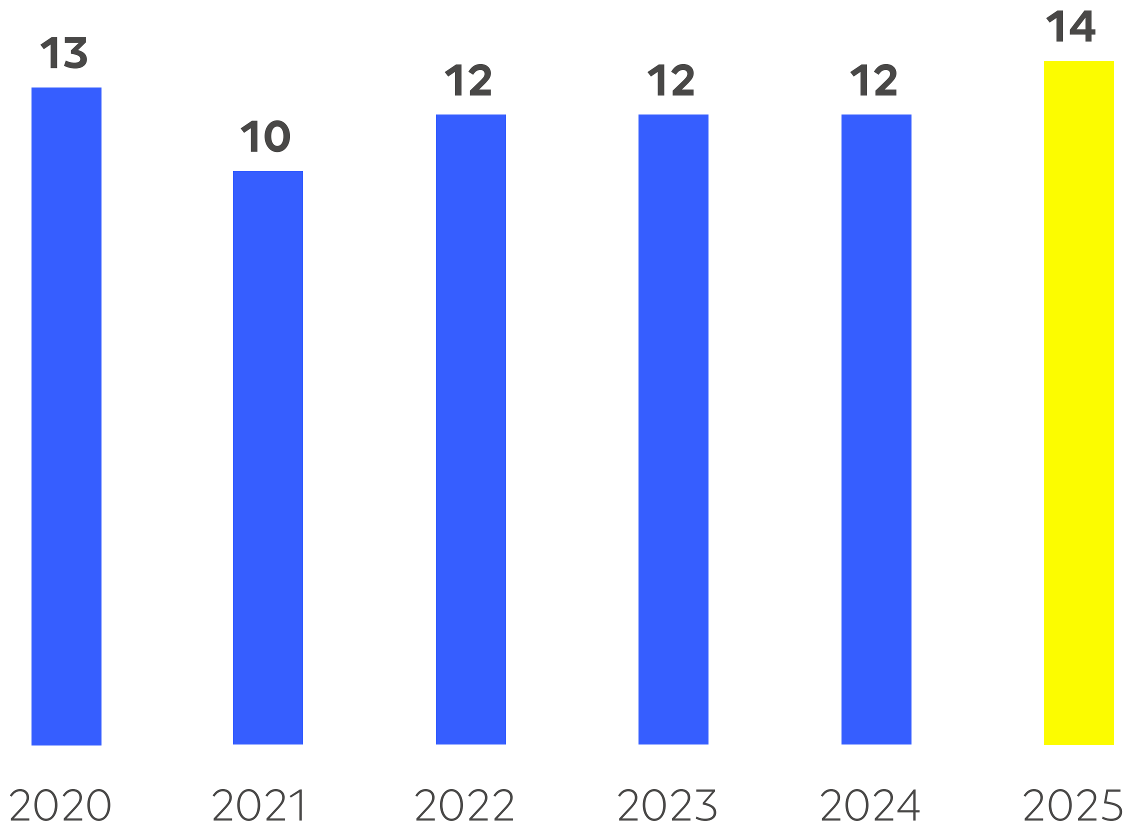
**Amounts reimbursed by BB Seguridade to Banco do Brasil under the Agreement for Apportionment and Reimbursement of Expenses and Direct and Indirect Costs (R$ million):**




**Amounts reimbursed by BB Corretora to BB Seguridade under the Agreement for Apportionment and Reimbursement of Expenses and Direct and Indirect Costs (R$ million):**




**Amounts reimbursed by BB Seguros to BB Seguridade under the Agreement for Apportionment and Reimbursement of Expenses and Direct and Indirect Costs (R$ million):**



# ECONOMIC-FINANCIAL PERFORMANCE

GRI 2-2

Internally, information regarding economic-financial performance is examined by the Executive Board, which assesses the results in light of the goals established in the annual budget, and is also monitored by other governance bodies.

The policies below guide BB Seguros' behavior in the following topics:

» **Related-Party Transactions Policy**

» **Shareholder Compensation Policy** - Aims to provide transparency in the shareholder remuneration process.

» **Risk and Capital Management Policy** – guidelines related to the integrated risk and capital management of BB Seguridade, BB Seguros and BB Corretora, in accordance with applicable legislation and regulation.

» **Internal Control, Compliance and Integrity** - provides for guidelines on internal controls, compliance, and integrity of BB Seguridade, BB Seguros and BB Corretora, in accordance with applicable legislation and regulation.

» **Financial Investment Policy** - Establishes the criteria for allocating the financial resources of BB Seguros and its investees in terms of the nature and acceptable risks, in addition to systematizing the reporting process on the performance achieved in the management of resources.

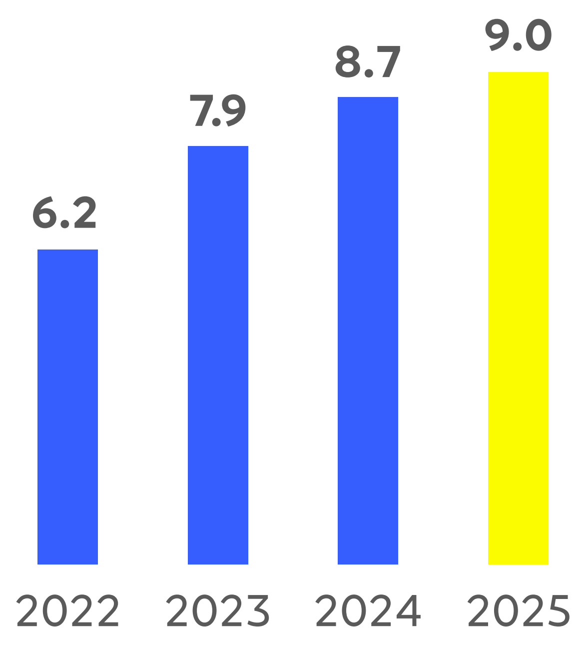
BB Seguros monitors the performance of the investee companies in relation to the plan and identifies investment opportunities, potential divestments, and expansion alternatives, offering short, medium, and long-term directions for value generation. Participation in the management of these investees occurs through their representatives in the respective governance bodies, without any restriction on access to relevant economic-financial information.

# INCOME STATEMENT

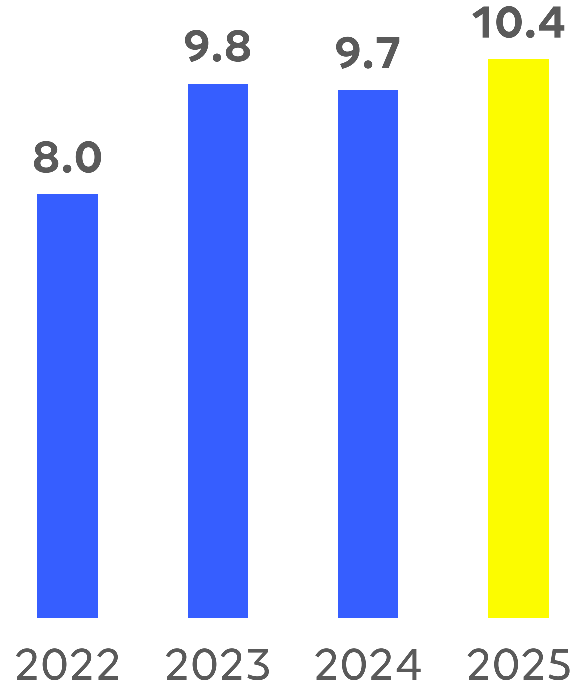
## Income Statements Table

| R$ million | 2025 | 2024 | 2023 |
|---|---|---|---|
| Equity income | 8,956 | 8,684 | 7,926 |
| Brasilseg | 3,781 | 3,296 | 2,900 |
| Brasilprev | 1,319 | 1,802 | 1,790 |
| Brasilcap | 212 | 187 | 179 |
| Brasildental | 20 | 20 | 18 |
| BB Corretora | 3,535 | 3,308 | 2,988 |
| Outros | 89 | 71 | 50 |
| Personnel expenses | -13 | -11 | -13 |
| Administrative expenses | -3 | -4 | -5 |
| Tax expenses | -10 | -4 | -7 |
| Other operating revenues and expenses | 4 | -1 | -1 |
| Net investment income | 115 | 48 | 59 |
| Taxes | -32 | -9 | -12 |
| **Adjusted Net Income** | **9,017** | **8,703** | **7,947** |

## Recurring Net Income (R$ billion)




## Shareholder's Equity (R$ billion)




For anonymous complaints and whistleblowing of non-compliance, including in the preparation of the economic-financial performance statements, the Company has the following channels available:

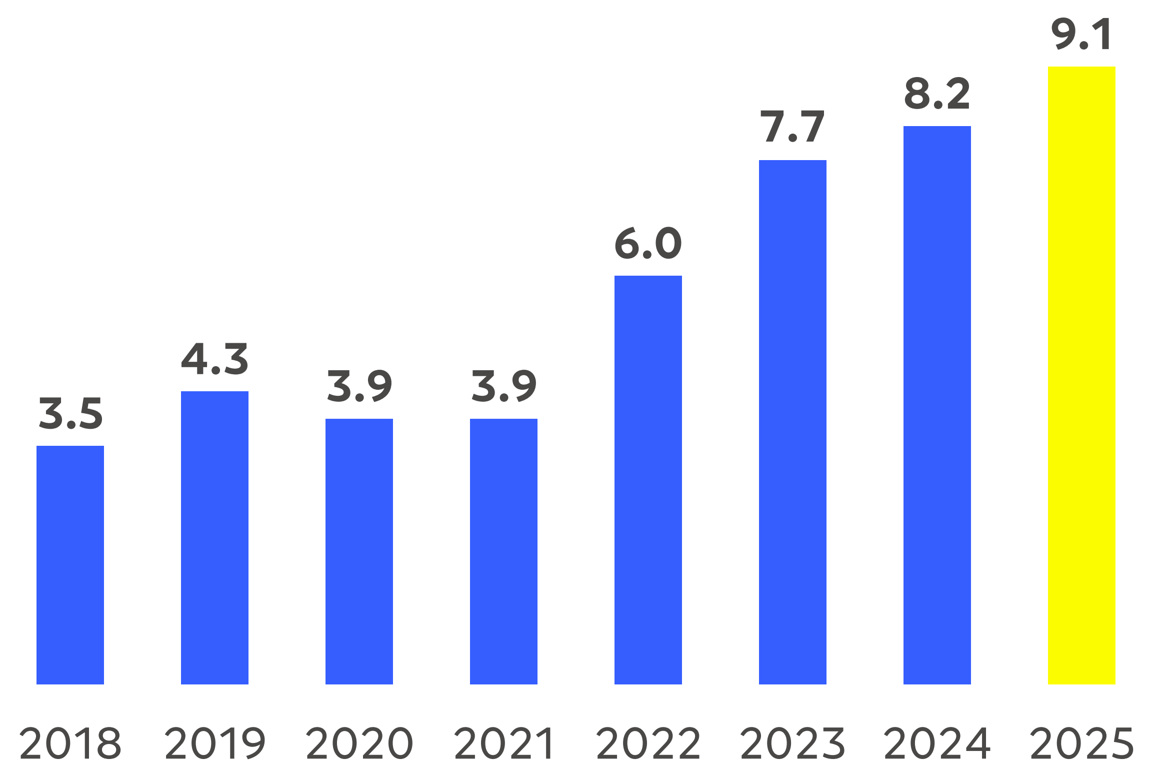
- **Contact the Audit Committee**
- **Ethics and Complaint Hotline operated by the controller**

## Income Statements Table Managerial[1]

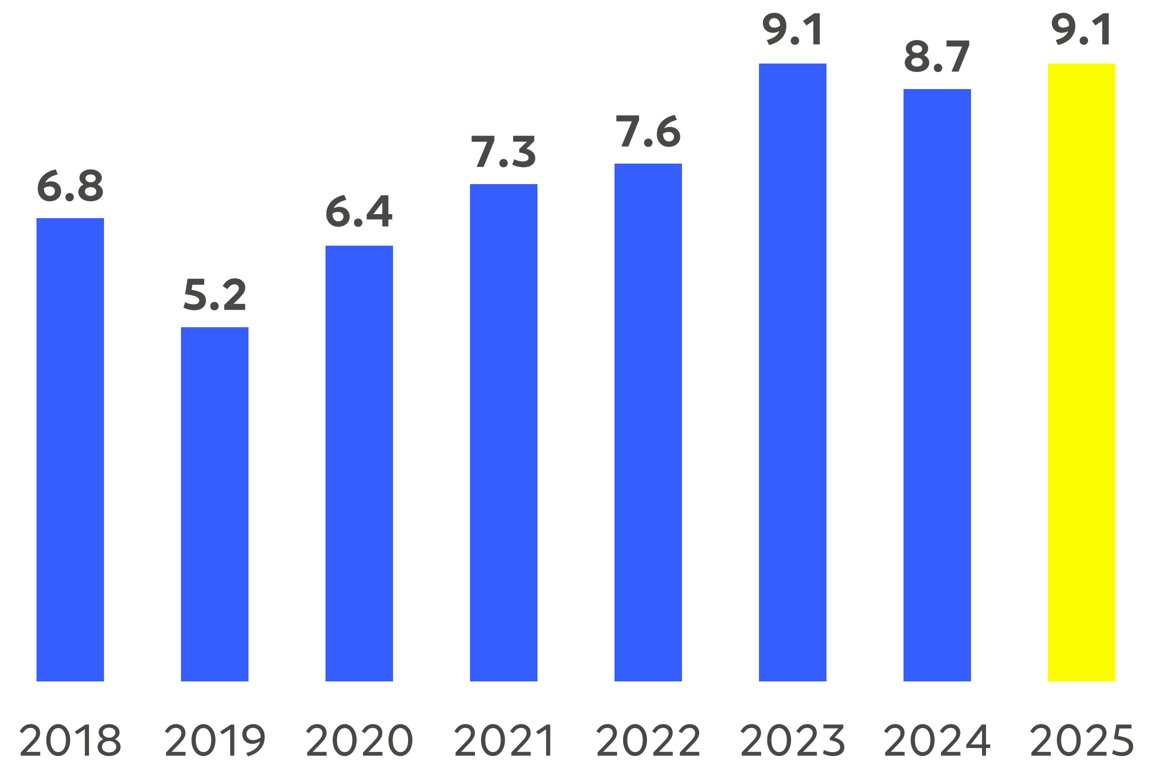
| R$ million | 2025 | 2024 | 2023 |
|---|---|---|---|
| Equity income | 9,336 | 7,742 | 7,692 |
| Brasilseg | 3,696 | 3,335 | 3,017 |
| Brasilprev | 1,785 | 822 | 1,439 |
| Brasilcap | 212 | 187 | 179 |
| Brasildental | 19 | 19 | 18 |
| BB Corretora | 3,535 | 3,308 | 2,988 |
| Outros | 89 | 71 | 50 |
| Personnel expenses | -13 | -11 | -13 |
| Administrative expenses | -3 | -4 | -5 |
| Tax expenses | -10 | -4 | -7 |
| Other operating revenues and expenses | 4 | -1 | -1 |
| Net investment income | 115 | 48 | 59 |
| Taxes | -32 | -9 | -12 |
| **Adjusted Net Income** | **9,397** | **7,761** | **7,713** |

[1] Financial information prepared in accordance with SUSEP accounting standards, based on IFRS 4.

## Recurring Net Income Managerial[1] (R$ billion)




## Shareholder's Equity Managerial[1] (R$ billion)



# Return to Shareholder

BB Seguros seeks to allocate invested capital as efficiently as possible, aligning with its strategic objectives, with a view to maximizing the generation of economic value in the long term.

The total accumulated return to shareholders, which includes the sum of dividends paid and share appreciation, was 454% from the company's IPO in April 2013 to December 2025, while the Ibovespa, the main stock index on the Brazilian stock exchange, accumulated a gain of 194% in the same period.

## DIVIDENDS

In accordance with its Shareholder Compensation Policy, as set forth in the Bylaws, BB Seguridade distributes to shareholders, as mandatory dividends, a portion corresponding to at least 25% of adjusted net income, with deductions and additions provided for in art. 202 of Law 6,404/76 – recognized as a liability and deducted from shareholders' equity in the allocation of the period's results.

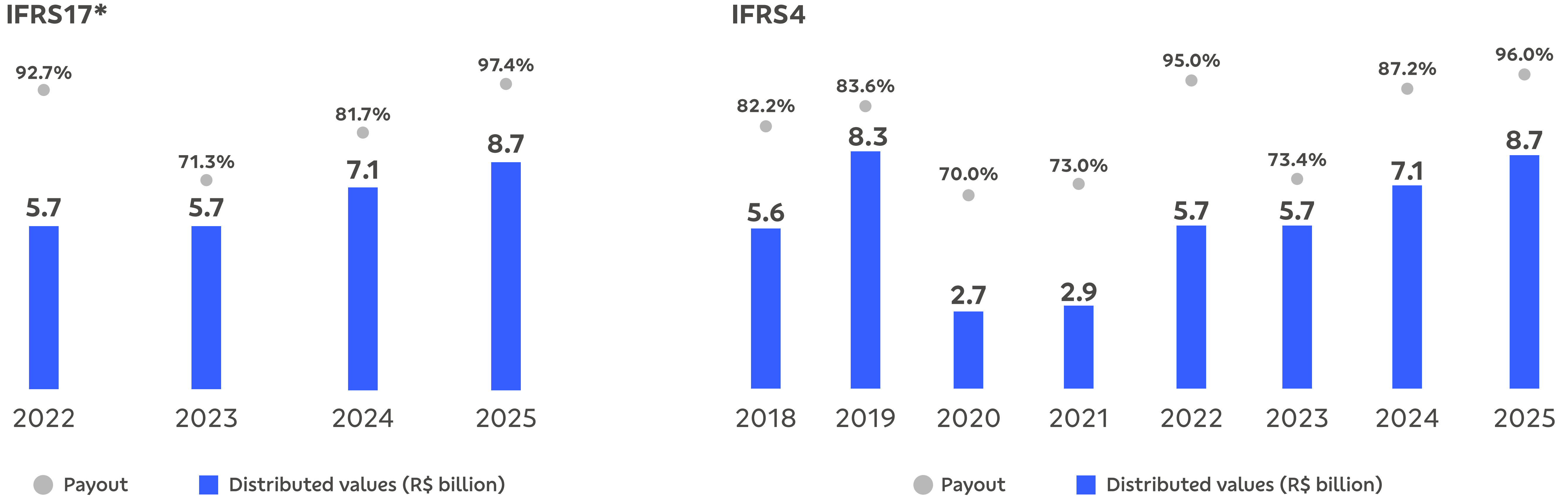
Although the Bylaws provide for a minimum level for dividend distribution, the Company has, throughout its history, remunerated its shareholders at levels considerably higher than this limit. In 2025, solid cash generation enabled the distribution of 97.4% of the recurring net income for the fiscal year in the form of dividends, totaling R$ 8.7 billion, which corresponds to R$ 4.49 per share, considering the number of shares outstanding at the time of each distribution. In comparison, in 2024, the dividend related to the net income for the fiscal year amounted to R$ 3.66 per share.

## SHARE BUYBACK

The last Share Buyback Program, approved by the Board of Directors in August 2023, concluded in February 2025, due to the fulfillment of the maximum eighteen-month term established at its inception.

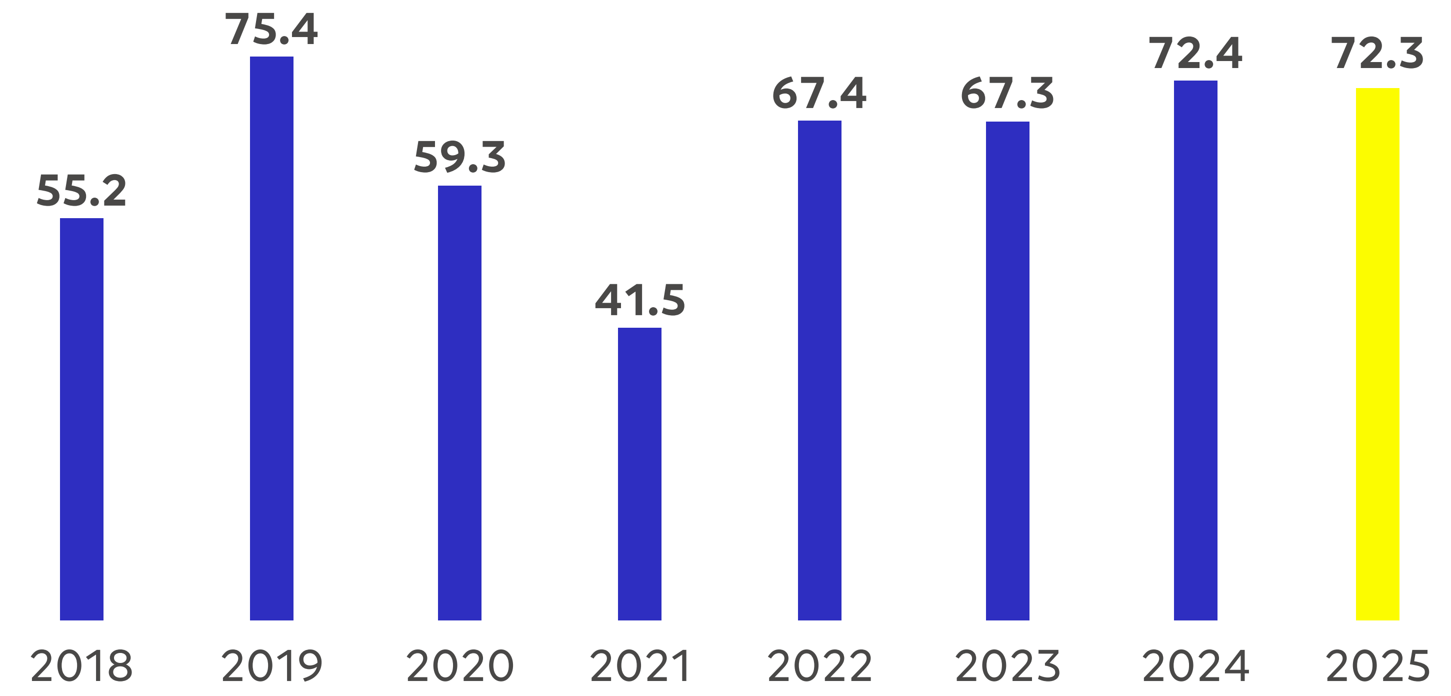
Throughout this period, 55.6 million ordinary shares (BBSE3) were repurchased, at an average price of R$ 32.20 per share, a volume representing 86.5% of the total limit of 64.2 million shares eligible for acquisition under the aforementioned Program.

## Flow to the shareholder

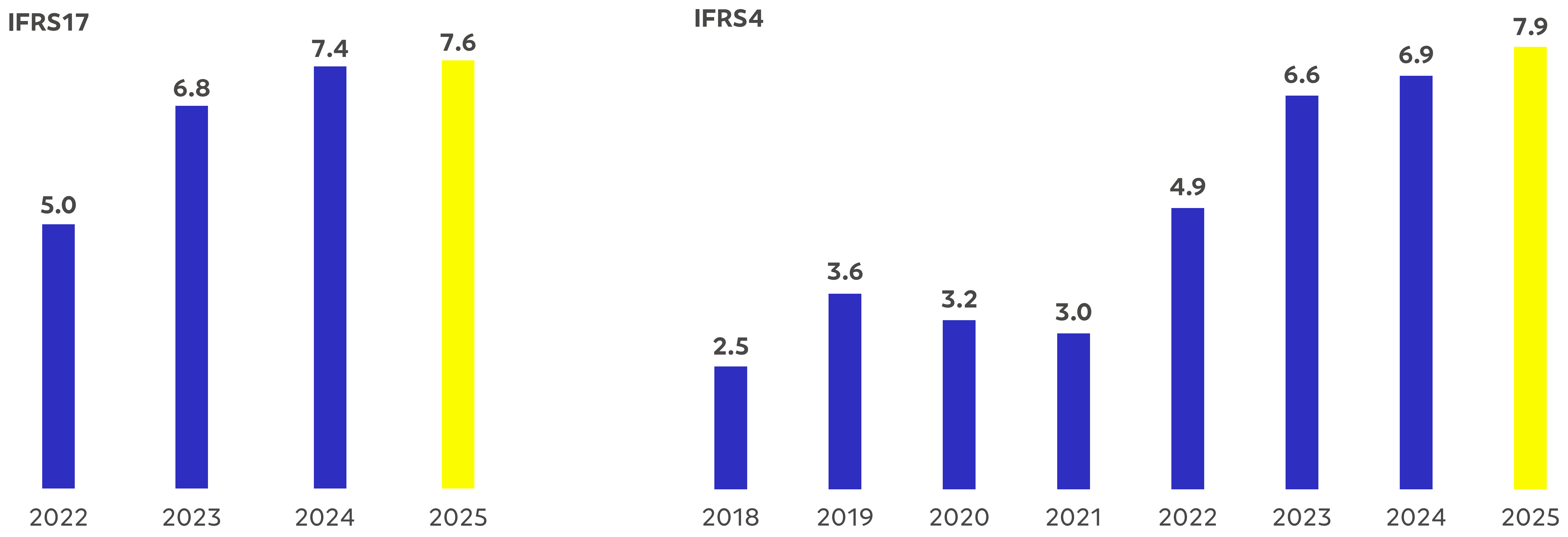



* 2-4: The payout for fiscal year 2024 has been adjusted.

## Market Value (R$ billion)




## Added economic value (R$ billion)



# Appendices

## GRI and SASB Content Summary

| | |
|---|---|
| Declaration of use | BB Seguridade reported based on the GRI Standards for the period from January 1, 2025 to December 31, 2025 |
| GRI 1 used | GRI 1: 2021 Fundamentals |
| Applicable GRI Sector Standard(s) | Not applicable |

| GRI/SASB Standard | Content | | Page/answer | Omission | | |
|---|---|---|---|---|---|---|
| | | | | Omitted requirements | Reason | Explanation |
| **GRI 2: General Contents** | | | | | | |
| The organization and its reporting practices | 2-1 | Organization details | 7 | - | - | - |
| | 2-2 | Entities included in the organization's sustainability reporting | 4 | - | - | - |
| | 2-3 | Reporting period, frequency and point of contact | 4 | - | - | - |
| | 2-4 | Reformulations of information | GRI 405-2: The salary proportion for Investees and the Group for 2024 has been corrected.<br><br>The payout for fiscal year 2024 has been adjusted.<br><br>GRI 201-1: Amounts for 2024 and 2023 have been restated to align with the consolidated information presented in the Financial Statements. | - | - | - |
| | 2-5 | External verification | 4, 76 | - | - | - |
| Activities and workers | 2-6 | Activities, value chain and other business relations | 4, 7, 13 | - | - | - |
| | 2-7 | Employees | 35, 36, 37 | - | - | - |
| | 2-8 | Workers who are not employees | 35, 36, 37 | - | - | - |
| Governance | 2-9 | Governance structure and its composition | 53, 54, 55, 57, 60 | - | - | - |
| | 2-10 | Appointment and selection to the highest governance body | 54, 55, 57, 60 | - | - | - |
| | 2-11 | Chairman of the highest governance body | 55 | - | - | - |
| | 2-12 | Role played by the highest governance body in supervising the impact management | 14, 17, 55 | - | - | - |
| | 2-13 | Delegation of responsibility for impact management | 55 | - | - | - |
| | 2-14 | Role played by the highest governance body in reporting the sustainability | 55 | - | - | - |
| | 2-15 | Conflicts of interest | 28 | - | - | - |
| | 2-16 | Communication of critical concerns | 55 | - | - | - |
| | 2-17 | Collective knowledge of the highest governance body | 55 | - | - | - |

| | | | | | | |
|---|---|---|---|---|---|---|
| Governance | 2-18 | Assessment of the performance of the highest governance body | 55 | - | - | - |
| | 2-19 | Compensation policies | 32, 33 | - | - | - |
| | 2-20 | Compensation setting policy | 32 | - | - | - |
| | 2-21 | Proportion of total annual compensation | 32, 33 | - | - | - |
| Strategy, policies and practices | 2-22 | Statement on sustainable development strategy | 5 | - | - | - |
| | 2-23 | Policy commitments | 53 | - | - | - |
| | 2-24 | Incorporation of policy commitments | 53 | - | - | - |
| | 2-25 | Processes to remedy negative impacts | 62 | - | - | - |
| | 2-26 | Mechanisms for advice and presentation of concerns | 26 | - | - | - |
| | 2-27 | Compliance with laws and regulations | 64 | - | - | - |
| | 2-28 | Participation in associations | 12 | - | - | - |
| Stakeholder engagement | 2-29 | Approach to stakeholder engagement | 13, 35 | - | - | - |
| | 2-30 | Collective bargaining agreements | 35 | - | - | - |
| **GRI 3: Material Topics** | | | | | | |
| Content on material topics | 3-1 | Process for defining material topics | 16 | - | - | |
| | 3-2 | List of material topics | 16 | - | - | - |
| **Material Topics** | | | | | | |
| **Climate Change** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 21 | - | - | - |
| GRI 201: Economic Performance 2016 | 201-2 | Financial implications and other risks and opportunities due to climate change | 21 | - | - | - |
| GRI 302: Energy | 302-1 | Energy consumption within the organization | 21 | - | - | - |
| GRI 305: Emissions | 305-1 | Direct greenhouse gas (GHG) emissions - Scope 1 | 23 | - | - | - |
| | 305-2 | Indirect greenhouse gases (GHG) emissions from the acquisition of energy - Scope 2 | 23 | - | - | - |
| | 305-3 | Other indirect greenhouse gas (GHG) emissions - Scope 3 | 23 | - | - | - |
| SASB: Exposure to environmental risk | FN-IN-450a.1 | Probability of maximum loss of insured products from weather-related natural disasters | 21, 23 | - | - | - |
| | FN-IN-450a.3 | Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy | 21 | - | - | - |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Ethics, integrity and compliance in the company and its value chain** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 24 | - | - | - |
| GRI 201: Economic performance | 201-1 | Direct economic value generated and distributed | 31 | - | - | - |
| GRI 205: Fight against corruption | 205-1 | Operations assessed for corruption-related risks | 24 | - | - | - |
| | 205-2 | Communication and training in anti-corruption policies and procedures | 24, 27 | - | - | - |
| | 205-3 | Confirmed cases of corruption and actions taken | 27 | - | - | - |
| GRI 308: Environmental assessment of suppliers | 308-1 | New suppliers selected based on environmental criteria | 29 | - | - | - |
| | 308-2 | Negative environmental impacts in the supply chain and measures taken | 29 | - | - | - |
| GRI 408: Child Labor | 408-1 | Operations and suppliers at significant risk for incidents of child labor | 24 | - | - | - |
| GRI 409: Forced or Compulsory Labor | 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | 24 | - | - | - |
| GRI 411: Rights of Indigenous Peoples | 411-1 | Incidents of violations involving rights of indigenous peoples | 24 | - | - | - |
| GRI 414: Supplier Social Assessment | 414-1 | New suppliers that were screened using social criteria | 29 | - | - | - |
| GRI 415: Public Policy | 415-1 | Political contributions | 27 | - | - | - |
| **Attraction, development and retention of employees** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 35 | - | - | - |
| GRI 401: Employment | 401-1 | New employee hires and employee turnover | 35, 36 | - | - | - |
| | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 35 | - | - | - |
| | 401-3 | Parental leave | 42 | - | - | - |
| GRI 403: Occupational Health and Safety | 403-3 | Occupational health services | 38 | - | - | - |
| | 403-5 | Worker training on occupational health and safety | 38 | - | - | - |
| | 403-6 | Promotion of worker health | 38 | - | - | - |
| GRI 404: Training and education | 404-1 | Average hours of training per year, per employee | 39, 40 | - | - | - |
| | 404-2 | Programs for the improvement of competencies of employees and career transition assistance | 39, 41 | - | - | - |
| | 404-3 | Percentage of employees receiving regular performance and career development reviews | 39, 41 | - | - | - |
| GRI 405: Diversity and equal opportunities | 405-1 | Diversity in governance bodies and employees | 42, 43, 44 | - | - | - |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Diversity, Inclusion and Equity** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 42 | - | - | - |
| GRI 401: Employment | 401-3 | Parental leave | 42 | - | - | - |
| GRI 405: Diversity and equal opportunities | 405-1 | Diversity in governance bodies and employees | 42, 43, 44 | - | - | - |
| | 405-2 | Ratio between the basic salary and compensation received by women and those received by men | 42, 44 | - | - | - |
| **Innovation and technology** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 45 | - | - | - |
| **Satisfaction, transparency and relationships with customers** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 46 | - | - | - |
| GRI 416: Customer Health and Safety | 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 46 | - | - | - |
| SASB: Incorporation of Environmental, Social and Governance factors into investment management | FN-IN-270a.2 | Complaint ratio | 48 | - | - | - |
| | FN-IN-270a.4 | Description of the approach for informing customers about the products | 48 | - | - | - |
| | FN-AC-270a.3 | Description of the approach for informing customers about products and services | 48 | - | - | - |
| **Occupational safety and quality** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 49 | - | - | - |
| GRI 416: Customer Health and Safety | 416-1 | Assessment of the health and safety impacts of product and service categories | 49 | - | - | - |
| | 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | 49 | - | - | - |
| SASB: Incorporation of Environmental, Social and Governance factors into investment management | FN-IN-410a.2 | Description of the approach for incorporating environmental, social and governance (ESG) factors into investment management processes and strategies | 50 | - | - | - |
| | FN-AC-410a.2 | Description of the approach for incorporating environmental, social and governance (ESG) factors into investment and/or wealth management pro-cesses and strategies | 50 | - | - | - |
| **Information security, data privacy and cybernetics** | | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 52 | - | - | - |
| GRI 418: Customer privacy | 418-1 | Proven complaints regarding breaches of privacy and loss of customer data | 52 | - | - | - |
| SASB: Data security | FN-CF-230a.3 | Description of the approach for identifying and addressing data security risks | 52 | - | - | - |
| SASB: Customer privacy | FN-CF-220a.2 | Total amount of monetary losses as a result of legal proceedings associated with customer privacy | 52 | - | - | - |

# INDEPENDENT AUDITORS' LIMITED ASSURANCE REPORT

**GRI 2-5**

KPMG

KPMG Auditores Independentes Ltda.
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**Independent Auditors' Limited Assurance Report**

To the Board of Directors and Shareholders of
**BB Seguridade Participações S.A.**
Brasília – DF

**Limited assurance report on the Environmental, Social and Governance (ESG) information included in BB Seguridade Participações S.A.'s 2025 Annual Sustainability Report for the year ended December 31, 2025**

*(A free translation of the original report issued in Portuguese)*

**Conclusion**

We have performed a limited assurance engagement on whether the Environmental, Social and Governance (ESG) information included in the 2025 Annual Sustainability Report (the "Report") of BB Seguridade Participações S.A. ("BB Seguridade") for the year ended December 31, 2025, has been prepared based on the Global Reporting Initiative (GRI) Standards (the "Criteria").

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Environmental, Social and Governance (ESG) information included in BB Seguridade Participações S.A.'s 2025 Annual Sustainability Report for the year ended December 31, 2025 has not been prepared, in all material respects, based on the Global Reporting Initiative (GRI) Standards.

Our conclusion regarding the Environmental, Social and Governance information contained in BB Seguridade 's 2025 Annual Sustainability Report does not extend to any other information disclosed in conjunction with the Report, including any images, references to portals ("links"), Sustainability Accounting Standards Board (SASB) indicators, and communications from BB Seguridade management that accompany or are referenced in the Report.

**Basis for conclusion**

We conducted our engagement in accordance with NBC TO 3000 (Revised) – the Brazilian equivalent of ISAE 3000 (Revised), and International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the Federal Accounting Council (CFC) and the International Auditing and Assurance Standards Board (IAASB), respectively. Our responsibilities under these standards are further described in the section "Our responsibilities" of this report.

We complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants and Professional Standards (including Independence Standards) issued by the Federal Accounting Council (CFC), which are based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies NBC PA 01 – Quality Management for Audit Firms and International Standard on Quality Management (ISQM) 1 – Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the CFC and the IAASB, respectively. These standards require the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

**Responsibilities for the Annual Sustainability Report 2025**

BB Seguridade's management is responsible for:

- the design, implementation and maintenance of relevant internal controls for the preparation of the information included in the Report that is free from material misstatement, whether due to fraud or error;
- the selection of the Criteria as appropriate for the preparation of the information included in the Report, and appropriate reference to, or description of, the Criteria used; and
- the preparation and fair presentation of the information included in the Report based on the Criteria.

**Our responsibilities**

Our responsibility is to:

- plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement, whether due to fraud or error;
- form an independent conclusion based on the procedures performed and the evidence obtained; and
- report our conclusion to the Board of Directors and Shareholders of BB Seguridade.

**Summary of the work performed as a basis for our conclusion**

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed procedures to obtain evidence regarding the Report that is sufficient and appropriate to provide a basis for our conclusion. The procedures selected depend on our understanding of the Report and other engagement circumstances, as well as our consideration of areas where material misstatements are likely to arise. In performing the engagement, we:

- planned the engagement considering the materiality of BB Seguridade's activities, the relevance of the information disclosed, the volume of quantitative and qualitative information, and the operational systems and internal controls that support the preparation of the information included in the Report;
- obtained an understanding of calculation methodologies and procedures for compiling indicators through inquiries and interviews with management responsible for preparing the information;
- applied analytical procedures to quantitative information and made inquiries regarding qualitative information and its consistency with the indicators disclosed in the Report;
- for cases in which non-financial data correlate with indicators of a financial nature, we performed cross-checks of these indicators with financial statements and/or accounting records; and
- evaluated the processes for preparing the Report and its structure and content in based on the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing and are less extensive than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Brasília, June 24, 2026

KPMG Auditores Independentes Ltda.
CRC SP-014428/F-0

Original report in Portuguese signed by
Bernardo Moreira Peixoto Neto
Contador CRC RJ-064887/O-8

# CORPORATE INFORMATION

GRI 2-1.a | 2-1.c

**BB Seguridade Participações S.A.**

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# CREDITS

**Images**
BB Seguros' Archives
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Unsplash