



4Q25

earnings release

**Sou
Bradesco**
Nossa cultura em evolução

**SomosPelas
Pessoas**

**UmTime
Empoderado**

**ObstinadosPor
Resultados**

**Unidos
Evoluimos**

**SomosPelos
Clientes**

**OrientadosA
Desafios**

Translation

I AM BRADESCO
our evolving culture

We Stand For People

An Empowered Team

Results-Driven

Together We Evolve

We Stand for Customers

Challenge Oriented

Profitability continues to improve in a gradual and safe way, driven by revenues, and in the last quarter **exceeded the cost of capital**

4Q25

recurring net income

R\$6.5 bn

▲ 5.0%

4Q25 vs. 3Q25 (q/q)

▲ 20.6%

4Q25 vs. 4Q24 (y/y)



2025

R\$24.7 bn

▲ 26.1%






2025 vs. 2024

ROAE **15.2%** ▲ 0.5 p.p. (q/q) ▲ 2.5 p.p. (y/y)

ROAE exceeds cost of capital



operational highlights in 2025

-  **Net income increases by 26%**, evolving in all quarters
-  Revenues grow by **13.2%**, being the main driver of higher profitability
-  **Portfolio growth of 11.0%**, with market share gain in SMEs
-  **Delinquency rate under control** and asset quality improvement: **over 90-day NPL remained unchanged** at 4.1%, and the percentage of loan portfolio in **stage 3 decreased** in all quarters
-  **Insurance** with **ROE of 24.3%** in 4Q25 and **21.9%** in 2025. **Insurance operations growth of 16.1%**
-  **More agile** organization and with **new client segmentation** and **value proposition**: more than **19 million clients** on **digital retail**. **Prime and Principal segments improving**, **SME** with **new app** and consolidated corporate branches
-  **Intensive use of GenAI** and **machine learning** increasing productivity, improving models, engaging clients and strengthening security
-  We are in an **accelerated execution** process on the **transformation** and **run the bank**



Two-year review

digital retail



19+ MM

Clients *fully digital*

BIA

& GenAI
integrated chat

1.6 MM

of services in Dec25

~90%

effectiveness in 1st service

+Efficiency on digital sales (engage2grow)



Client clusters



Managers support
via chat and
assisted sales



Better journeys



24/7 CD & real-time
credit card limit
restoration

Bradesco Expresso

New platform

+13%

transactions

~39K

banking correspondents

Management Efficiency



40x less direct costs

and cost-to-serve



-2.8K

Service points



NPS

continues to grow

next steps

Footprint adjustment to continue

Bradesco Expresso **expanding insurance and consortium** distribution, and **increasing payroll loan origination**

40+ million

account holders and non-account holders **by the end of 2026 with the new value proposition**



Cost-to-serve and base expansion

affluent

principal

launch in **Nov24**

320k clients and **62 offices** in **36 cities**



New customer service model with **specialized managers** and **reduced account load**



Dedicated service center and **investment advisors**



Integration with Bradesco Bank and **international** investment platforms



Principal Manager with integrated chat service, WhatsApp and **360° customer view**



Office **NPS** at **99** points

prime

3.7MM clients **6.8k** managers **2.3k** service points



Training for **3.5k** managers



NPS increased and reached **70** points



BIA Customers (GenAI) in chat with 93% accuracy and a **4.55** rating (out of 5.0)



Salesforce implemented for **all managers**



Account load reduction to build closer customer relationships



Value proposition improvements with service model tailored to customer profile

next steps

~800k clients and **100+** offices in **more than 70 cities**

Increased funding/deposits

Benefits program evolution

More **personalized customer service**

4.7MM clients

Upgrade for over **1 million customers**

Salesforce & AI enabling **personalized service** at scale, with enhanced **self-service**



Share of Wallet



SMEs

2.1k service points and **150** companies branches and + **middle-market platforms**

MEI New digital model and value proposition

- **New onboarding** on the app
- Free online **account opening**
- **100% digital** service

companies & businesses

5k+ managers

Internet banking **NPS** for companies segment grows **from 56 to 74 points**

Significant growth in open finance consents > business lever

SMEs benefiting from cross-selling and synergies

- **Payments / Cielo:**
Tap on phone, D+0 receivables discount
- **Energy desk**
- **Advisory** in M&A and DCM
- **Insurance**

new businesses & companies app

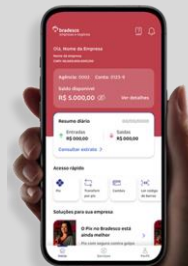
+120% of deals vs. control group

NPS 73 points

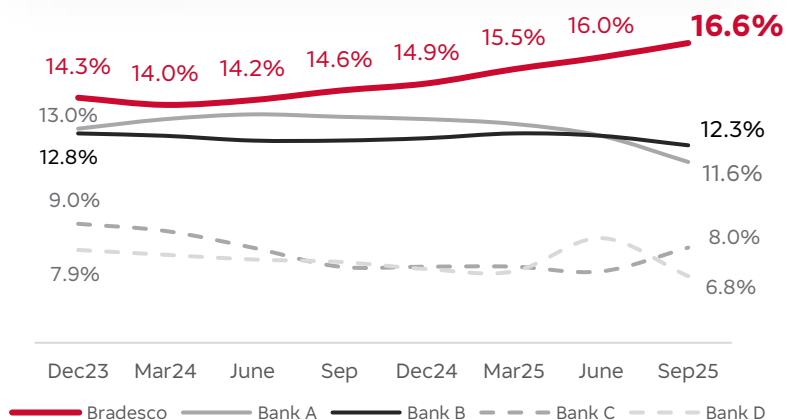
Simpler journeys

Cross-selling

Cielo services included



+2.3 p.p. increase in market share since Dec23 (*)



Source: IF.Data, Bradesco

(*) Other banks not shown in the chart have a lower market share than Bank D.

next steps

New Features in the new app

New payment and receivables solutions

Upgrade of ~500,000 customers to the new app

Customer base growth

Collection improvements

Greater integration with Cielo

Salesforce for business managers

Asset growth and expanded customer relationships



Growth and increased penetration in the different segments

payments e cash



Bradesco Global Solutions

new web transactional channel for corporate clients



New

cash management products



Implementation of new customized
cash pricing model



Implementation of
**Salesforce for
cash management**



**360°
customer view**



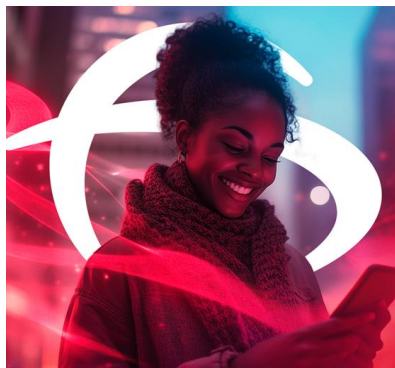
Enhanced
**cross-selling
capabilities**



Commercial
efficiency
gains



Better **customer connection** and greater
efficiency in cash operations, with Cash API and
Bradesco's **New Developer Portal**



next steps



**Global Solutions with more features and
increased user base**

Billing product with more active customers

**Expansion of the cash specialist team, with
increased coverage**

**Real-time and customized bank reconciliation
system for wholesale and corporate retail**

Improvements in the cash ecosystem:

- **Service expansion**
- More self-service in channels
- Creation of an exclusive wholesale service center
- Salesforce increasing commercial effectiveness with transactional market share data
- **Payments share of wallet**
- **Cash & credit tool**



**Increase the share of wallet in transactionality,
customer centricity**

credit



Creation of the Credit BU and **portfolio** management area



Creation of a new pricing area for all segments and businesses, with new demand models and price optimization



Hiring of **250+ Professionals** for pricing, analytics, and data science



Volatility clusters for **risk management** and **product offerings**



Testing lab supporting credit, collection and pricing strategy definition



Evolution of models with **modernization of the technological infrastructure**, use of more transactional data, machine learning and **greater integration with Kunumi**



Agile model **multidisciplinary teams** operating in the **credit journey** with **synergies** and **autonomy**, aligned with the **business needs**

evolutions



Expanded portfolio grows **11% y/y**



Over 90-day NPL stable at **4.1%**, Stage 3 decreases



Market Share gain in **SMEs**



Problematic assets from the restructured portfolio **decrease** by **R\$10.5 bn** in 12 months

next steps



Consolidation of portfolio management with a product, customer and volatility view

Greater competitiveness in **auto loans, private payroll loans, secured working capital, and rural credit**



Growth, quality and management

efficiency and operations



Renegotiation of over
1,150 supplier contracts



Optimization of rental
contracts and property releases



ATM/Cash

36% reduction in cash transport dispatches
through distribution model efficiencies

36% reduction in ATMs network
(Bradesco Dia e Noite)



Reduction of
27.4 million
mailings



next steps

Greater specialization/segmentation of operations with service levels tailored to **customer profile** and segment value propositions (focus on satisfaction)

Improvement of end-to-end journeys, with intensive use of **GenAI** and other technologies to streamline and simplify processes (focus on efficiency and risk)

Expansion of self-service, reducing the need for customer contact while improving their digital experience

Deployment of multi-agent service capabilities, increasing agility, resolution, and efficiency

Continued footprint optimization



Efficiency Ratio
end-to-end

management and culture model

84%

of responses in the new survey and **recognized progress** in **all assessed dimensions**



Clearer strategic communication

More **employee engagement**

Performance culture evolution

Customer centricity



Mobility and reskilling of over 4,000 employees due to customer resegmentation



Hiring of data scientists, engineers, mathematicians, and statisticians across all areas



Variable compensation evolution with more challenging targets based on KPIs

More **financial and customer** experience indicators

More **retail employees** benefiting from the program

next steps

Enterprise Agility expansion

Cultural evolution



Engagement

organizational structure



Layer reduction and span of control increase



External C-Level and Directors' hires, including for **HR, Tech, and Legal**



New segment: wholesale agribusiness

25%

increase in customer experience, channels, and platforms teams



Strengthened distribution in global markets, more connected with wealth management



Investment Banking **team strengthened**, gaining **3.5 p.p. market share** in DCM in 2025 through Nov25



Treasury – **energy desk**



Acquisition of **50%** John Deere Bank

cielo

Tender Offer



Kunumi Acquisition

-95% creation time and higher accuracy with **new agentic AI** income model

Kunumi Institute partnership

20 laboratories

network of researchers and universities intellectual property

next steps

Consolidation of new customer segmentation and of new internal structures



Efficiency and agility

efficiency gains:

3x

tech capacity
(base 100 = 2023, achieving 300 in 2025)

+35%

number of developers

+118%

productivity in 2025

-43%

lead time

clients

- Private Payroll Loans: 24/7 app-based origination
- Debt renegotiation and FGTS early withdrawal via app
- Pix with credit, automatic Pix, and limit adjustments
- App enhancements for MEI and SME, with integrated BIA service
- Tap Bradesco – smartphone as a Cielo card terminal

genAI

BRIDGE

+500 use cases

- Internal platform that scales GenAI usage across business units
- RendaBRA – multi-agents reducing the modeling cycle by 95% in time
- CuradorIA extracts insights from retail customer chats for CX/product teams
- Personalized investment plans for Ágora customers

BIA Corp

100% employees

- AI usage in support areas: process automation, enhanced self-service
- MentorIA: greater customer engagement and efficiency gains in collections
- Copilot in customer service centers

BIA Tech

- +69 p.p. efficiency gain in user story writing
- +37% improvement in development (code, testing, and documentation)
- 85% reduction in test scenario creation time
- Multi-agent use in development (BIA Tech AgentiX)

BIA Clients

100% coverage

- Integrated with Smart Pix using multi-agents on WhatsApp
- ~90% resolution rate in chat



cyber security

- Evolution of the Intelligence platform to prevent threats, with GenAI and agent capabilities, for behavioral analysis
- Smart and proactive alerts against scam attempts in phone calls and transactional
- Biometrics hub with facial recognition for held Pix transactions and other services

next steps



More hiring

Continued tech upskilling

Additional productivity gains and lead time reduction

Acceleration of the AI-Powered model, resulting in a broader product offering, improved time to market, enhanced hyperpersonalization, and Salesforce omnichannel with BIA

Greater security with expanded multichannel authorizer, facial biometrics across more channels, and new authentication factors

Increased digital channel and product share, and cross-selling

Bridge (proprietary GenAI), AI in use across all BUs, agile@scale, application modernization, and cloud acceleration



Competitiveness, innovation and time to market

synergies and innovations

cielo

Cielo Solutions:

Tap on phone

D+0 receivables
discount



Bradesco Financiamentos:

Improvements in **policy,**
pricing, and vehicle financing
origination workflow



next steps



Cielo providing more banking products and services and handling account openings

Consortium with continued growth through bank channels and improved distribution via partners, such as Bradesco Seguros, investment advisors, real estate agencies, and white label

Bradesco Financiamentos expected to show continued growth through bank and partners channels

Bradesco Expresso distributing more insurance, consortium products, and originating more payroll loans

Insurance, including dental, in the new SME app



**Share of wallet, growth,
productivity, innovation**

Profitability continues to improve in a gradual and safe way, driven by revenues, and in the last quarter **exceeded the cost of capital**

4Q25

recurring net income

R\$6.5 bn

▲ 5.0%

4Q25 vs. 3Q25 (q/q)

▲ 20.6%

4Q25 vs. 4Q24 (y/y)

ROAE **15.2%** ▲ 0.5 p.p. (q/q) ▲ 2.5 p.p. (y/y)

ROAE exceeds cost of capital



2025

R\$24.7 bn

▲ 26.1%

2025 vs. 2024





total revenue

4Q25

R\$36.1 bn

▲2.9% (q/q) ▲9.8% (y/y) ▲13.2% (25/24)



total net interest
income

R\$19.2 bn

▲2.9% (q/q) ▲13.2% (y/y) ▲14.9% (25/24)



fee and commission
income

R\$11.1 bn

▲4.6% (q/q) ▲8.0% (y/y) ▲8.9% (25/24)

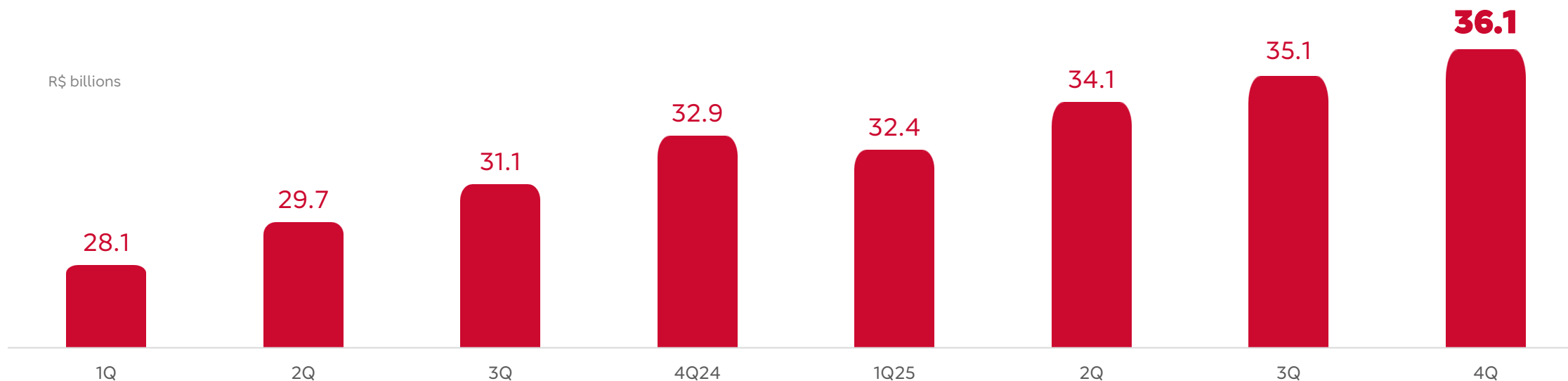


insurance, pension
plans and
capitalization bonds

R\$5.6 bn

▼1.0% (q/q) ▲2.1% (y/y) ▲16.1% (25/24)

R\$ billions



■ Total Revenue (NII + Fee and Comission Income + Income from Insurance Operations + Equity in the Earnings of Affiliates)

expanded loan portfolio



Dec25

R\$1,089 bn ▲11.0% (y/y)
▲5.3% (q/q)

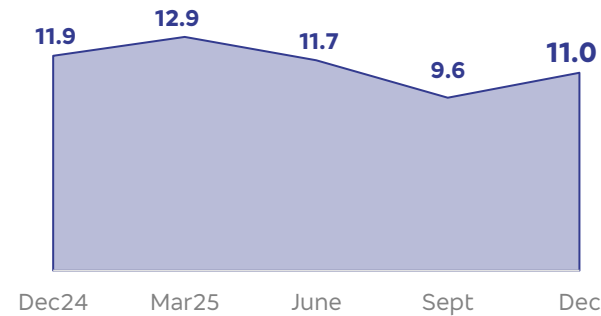
main products performance (%)

	q/q	y/y
\\Individuals	3.3	12.7
CDC / Vehicle Leasing	7.2	18.0
Credit Card	7.6	10.5
High income	11.0	26.5
Lower Incomes	5.4	1.5
Real Estate Financing	0.6	9.7
Payroll-deductible Loans	2.0	6.8
Personal Loans	(0.5)	6.1
Rural Loans	9.4	69.0
\\MSME	8.1	21.3
\\Large Corporates	6.0	2.7
\\Companies	6.9	9.7
Working capital	12.5	18.7
Real Estate Financing	6.4	14.1
CDC /leasing	2.4	8.4
Securities	9.6	5.4
Guarantees and Sureties	5.7	4.6
Rural Loans	6.3	32.7

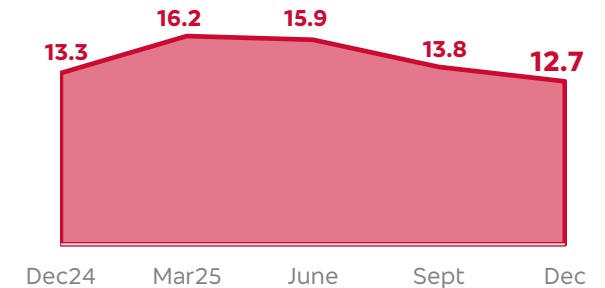
credit growth remains balanced and focused on risk-adjusted return

12M growth – in %

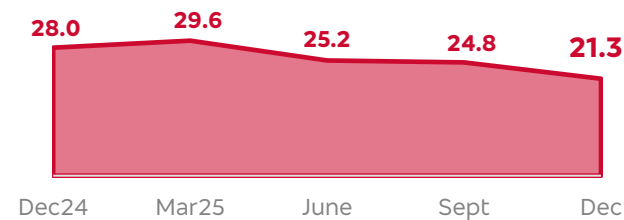
total



individuals
R\$466.5 bn



micro, small and medium-
sized enterprises
R\$260.6 bn



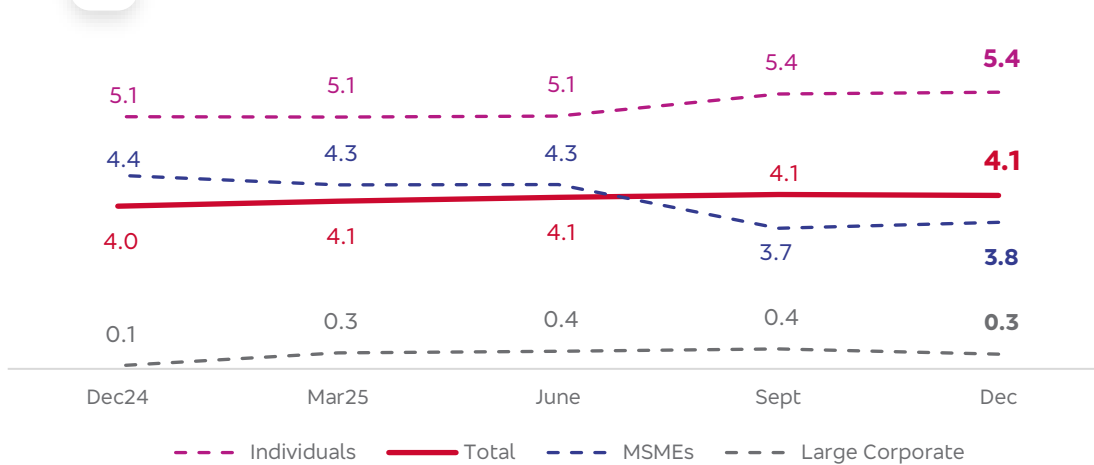
large corporates
R\$362.1 bn





loan quality indicators

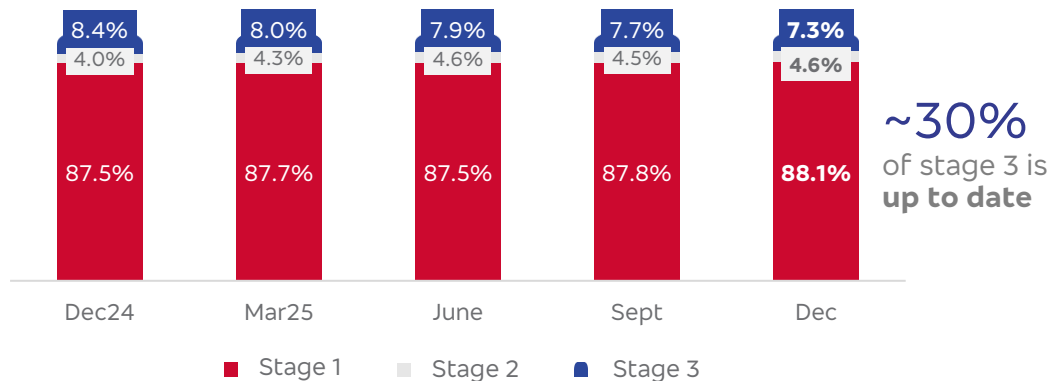
over 90-day non-performing loans - % ⁽¹⁾



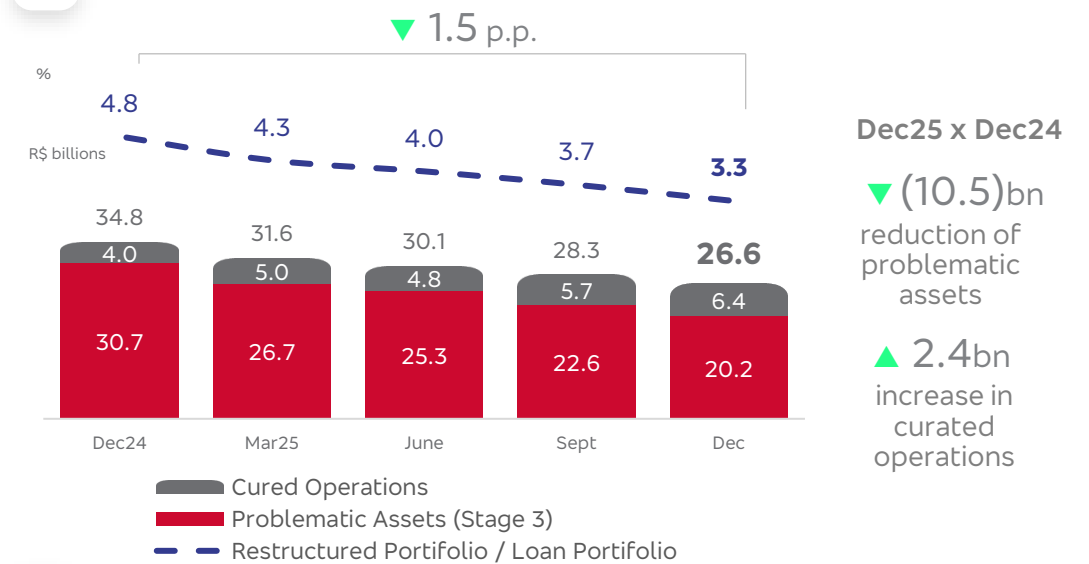
(1) Total delinquency 15 to 90 days stable at 3.4% in the periods of Dec25, Sep25 and Dec24.

loan portfolio by stages - %

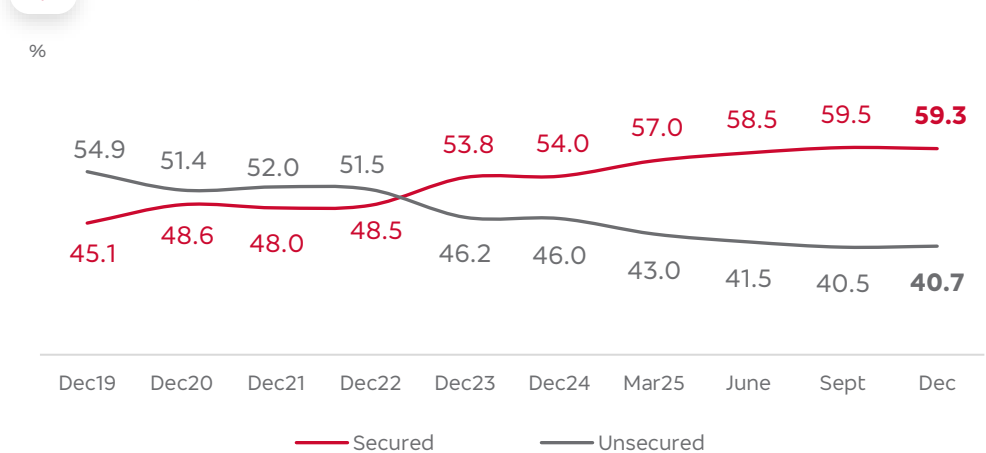
93% of portfolio is on stages 1 and 2, increasing 1.2 p.p. in 12 months



restructured portfolio



credit portfolio – evolution of the secured portfolio



Note: NPL coverage – new stage 3 of 103% in 4Q25 and 106% in 2025. Calculation: LLP Expenses / Stage 3 variation before write-off.

net interest income

4Q25

R\$19.2 bn

▲2.9% (q/q) ▲13.2% (y/y) ▲14.9% (25/24)



expenses with expanded LLP

R\$8.8 bn

▲3.1% (q/q) ▲18.3% (y/y) ▲11.7% (25/24)

NII net of provisions

R\$10.4 bn

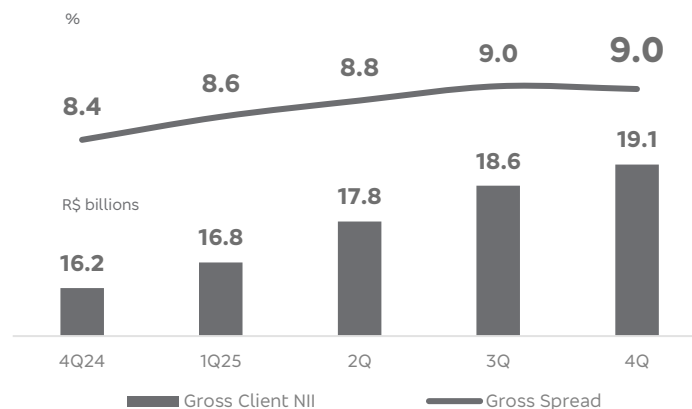
▲2.6% (q/q) ▲9.3% (y/y) ▲17.7% (25/24)



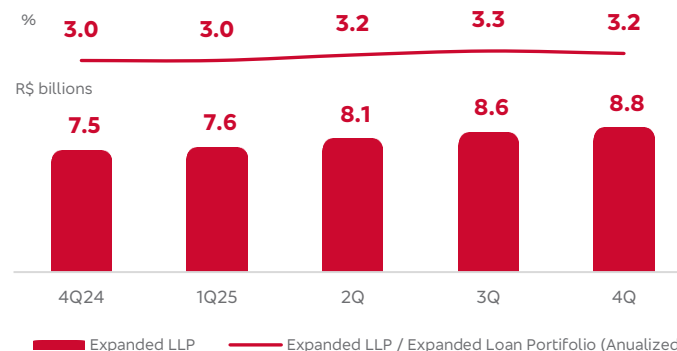
client NII

R\$19.1 bn

▲2.7% (q/q) ▲18.4% (y/y) ▲17.4% (25/24)



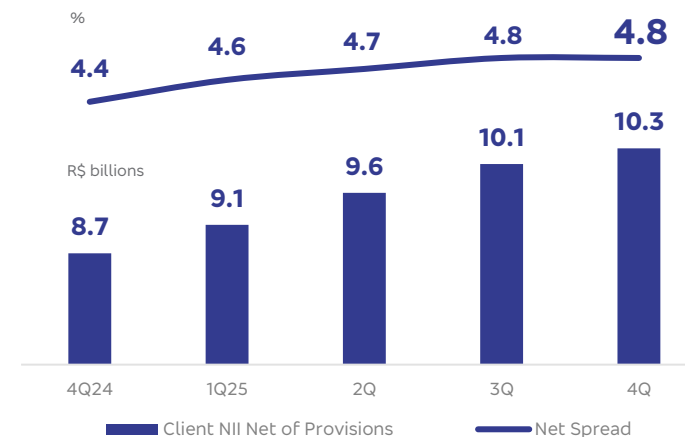
expenses with LLP



client NII net of provision

R\$10.3 bn

▲2.4% (q/q) ▲18.4% (y/y) ▲22.6% (25/24)



market NII

4Q25

R\$0.1 bn

2025

R\$1.0 bn



fee and commission income

4Q25 **R\$11.1 bn**

▲4.6% (q/q)
▲8.0% (y/y)
▲8.9% (25/24)

card income

R\$4.8 bn

▲4.2% (q/q)
▲9.0% (y/y)
▲14.4% (25/24)

Traded volume
R\$102 billion 4Q25 (high income +25% y/y)

capital markets / financial advisory services

R\$0.7 bn

▲60.9% (q/q)
▲40.9% (y/y)
▲29.2% (25/24)

507 operations in 2025.
R\$576 billion in transaction volume

consortium management

R\$0.8 bn

▼0.4% (q/q) ▲17.0% (y/y) ▲17.3% (25/24)

Revenue of **R\$44 billion** in 2025, +24% vs. 2024

loan operations

R\$0.8 bn ▲2.3% (q/q) ▼3.8% (y/y) ▼1.8% (25/24)

asset management

R\$1.0 bn ▼1.9% (q/q) ▲9.9% (y/y) ▲6.1% (25/24)

custody and brokerage services

R\$0.4 bn ▲1.8% (q/q) ▲5.7% (y/y) ▲4.3% (25/24)

checking account / collection and revenue

R\$1.6 bn ▼1.4% (q/q) ▼6.6% (y/y) ▼3.1% (25/24)

operating expenses



4Q25

R\$17.0 bn

▲2.9% (q/q) ▲3.3% (y/y) ▲8.5% (25/24)



personnel + administrative

R\$13.8 bn

▲7.1% (q/q) ▲5.6% (y/y) ▲5.0% (25/24)

without the
profit-sharing payment

▲2.1% (25/24)

adjustments

5.68%
Collective Agreement 2025

5.0%
Average IPCA 2025

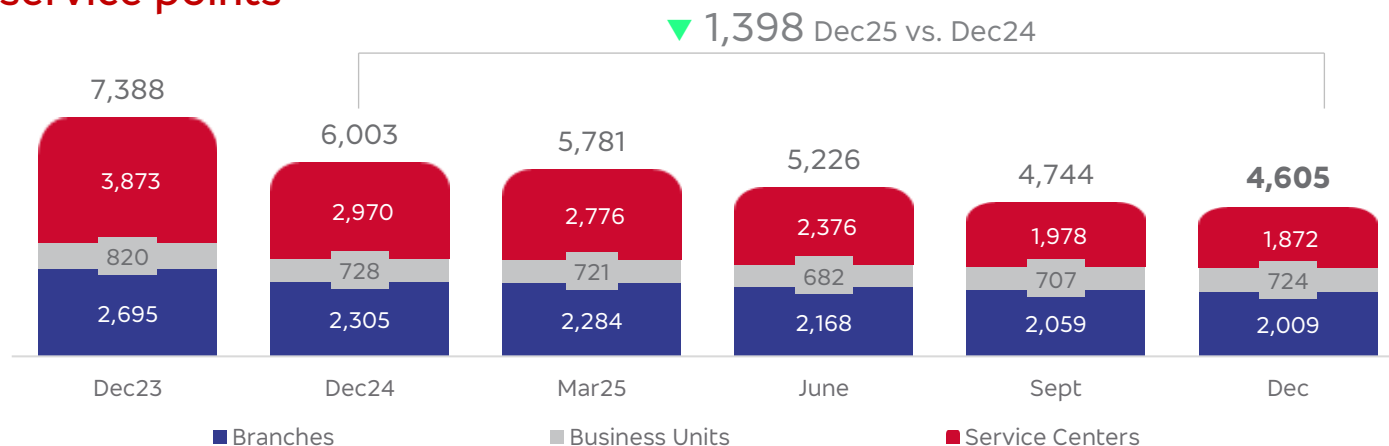


total operating
expenses

2025 x 2024 ▲8.5%

Excluding Elopap and Cielo ▲7.2%

service points



improvement of the ER

2025 **50.0%** ▼2.2 p.p.. (25/24)

4Q25 **50.1%** ▼3.1 p.p.. (y/y)

insurance, pension plans and capitalization bonds



net income

4Q25 ▲10.7% (q/q)

R\$2.8 bn ▲10.6% (y/y)

2025

R\$10.1 bn ▲11.2% (25/24)

ROAE 4Q25 | **24.3%** 2025 | **21.9%**

technical provisions

Dec25 ▲2.5% (q/q)

R\$446 bn ▲10.5% (y/y)

revenues from insurance premiums, pension contributions and capitalization bonds

4Q25

R\$30 bn

▲0.2% (q/q) ▼5.7% (y/y)

▲6.6% excluding VGBL

2025

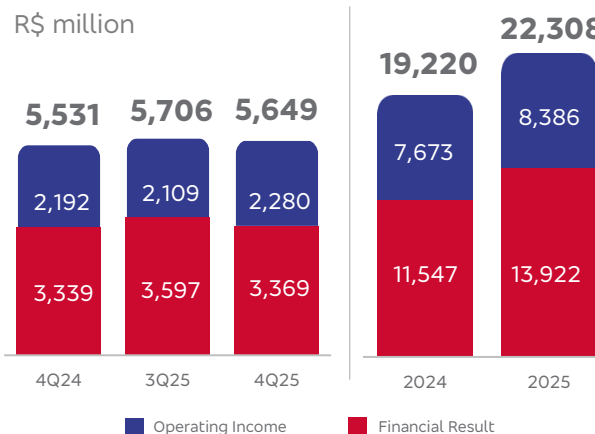
R\$119 bn

▼2.1% (25/24)

▲6.9% excluding VGBL

income from insurance operations

R\$ million



total result

▼1.0% (q/q) ▲2.1% (y/y) ▲16.1% (25/24)

financial

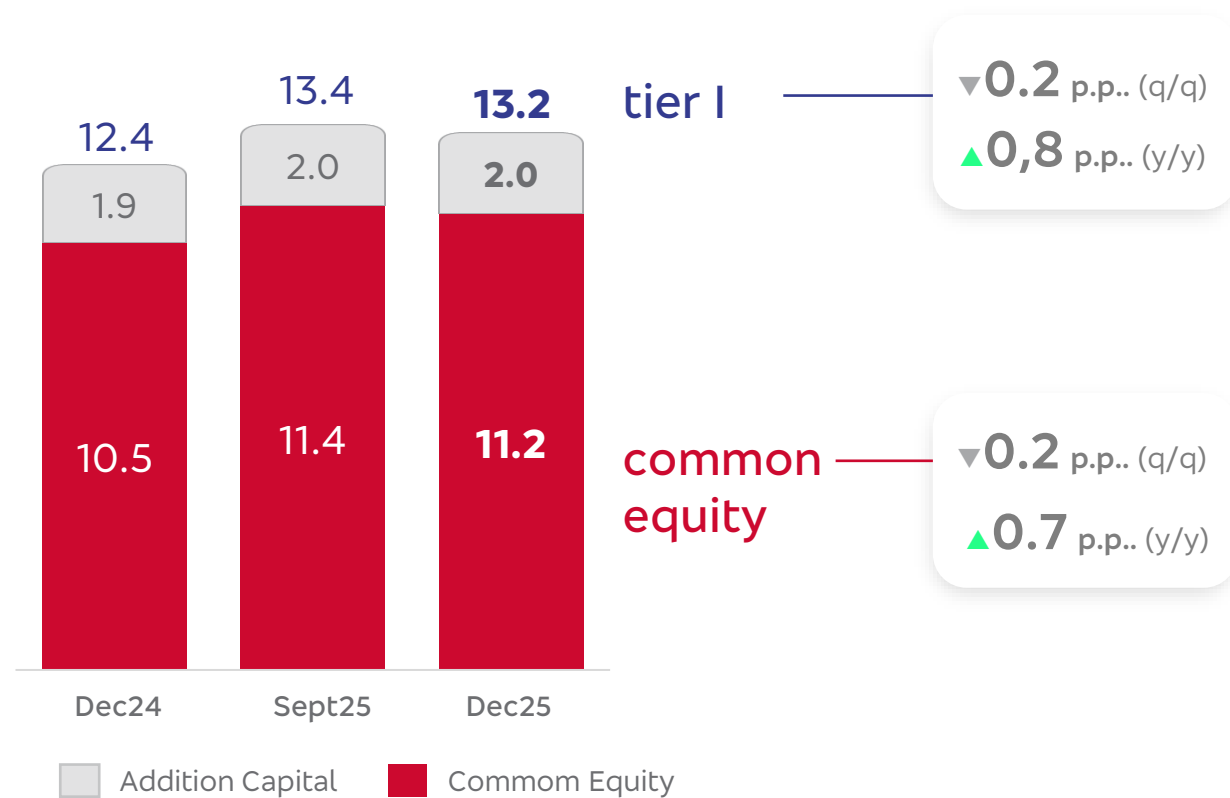
▲8.1% (q/q) ▲4.0% (y/y) ▲9.3% (25/24)

operating

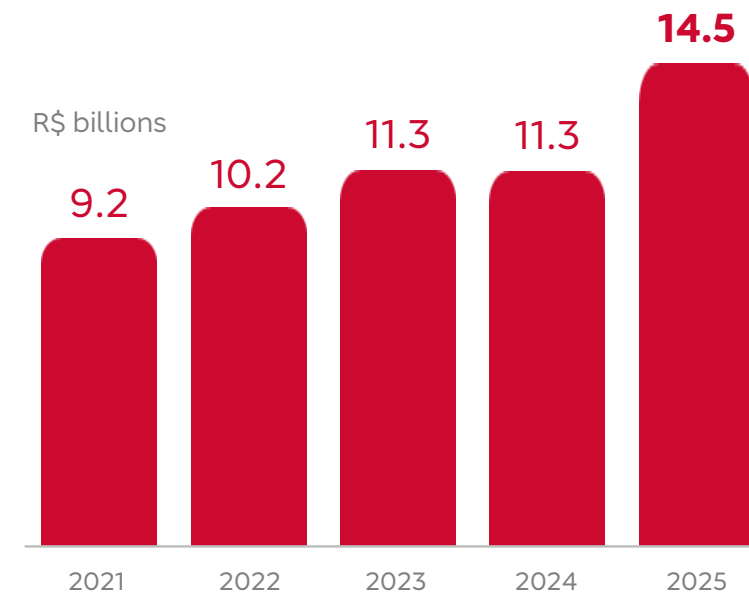
▼6.3% (q/q) ▲0.9% (y/y) ▲20.6% (25/24)

capital & dividends/IOC

basel ratio



dividends/IOC - Gross



Profitability grows in a gradual and safe way, step by step, driven by revenues

2025 Guidance

	Annual Indicator	Actual
Expanded Loan Portfolio	4% to 8%	11.0%
Net interest Income (Net Interest Income – Expanded LLP Expenses)	R\$37 bn to R\$41 bn	R\$40.1 bn
Fee and Commission Income	5% to 9%	8.9%
Operating Expenses	5% to 9%	8.5%
Income from insurance, pension plans and capitalization bonds	9% to 13%	16.1%

2026

8.5% to 10.5%

R\$42 bn to R\$48 bn

3% to 5%

6% to 8%

6% to 8%



4Q25

earnings release

**Sou
Bradesco**
Nossa cultura em evolução

**SomosPelas
Pessoas**

**UmTime
Empoderado**

**ObstinadosPor
Resultados**

**Unidos
Evoluimos**

**SomosPelos
Clientes**

**OrientadosA
Desafios**

Translation

I AM BRADESCO
our evolving culture

We Stand For People

An Empowered Team

Results-Driven

Together We Evolve

We Stand for Customers

Challenge Oriented