BMGB B3 LISTED N1

Video Conference Presentation

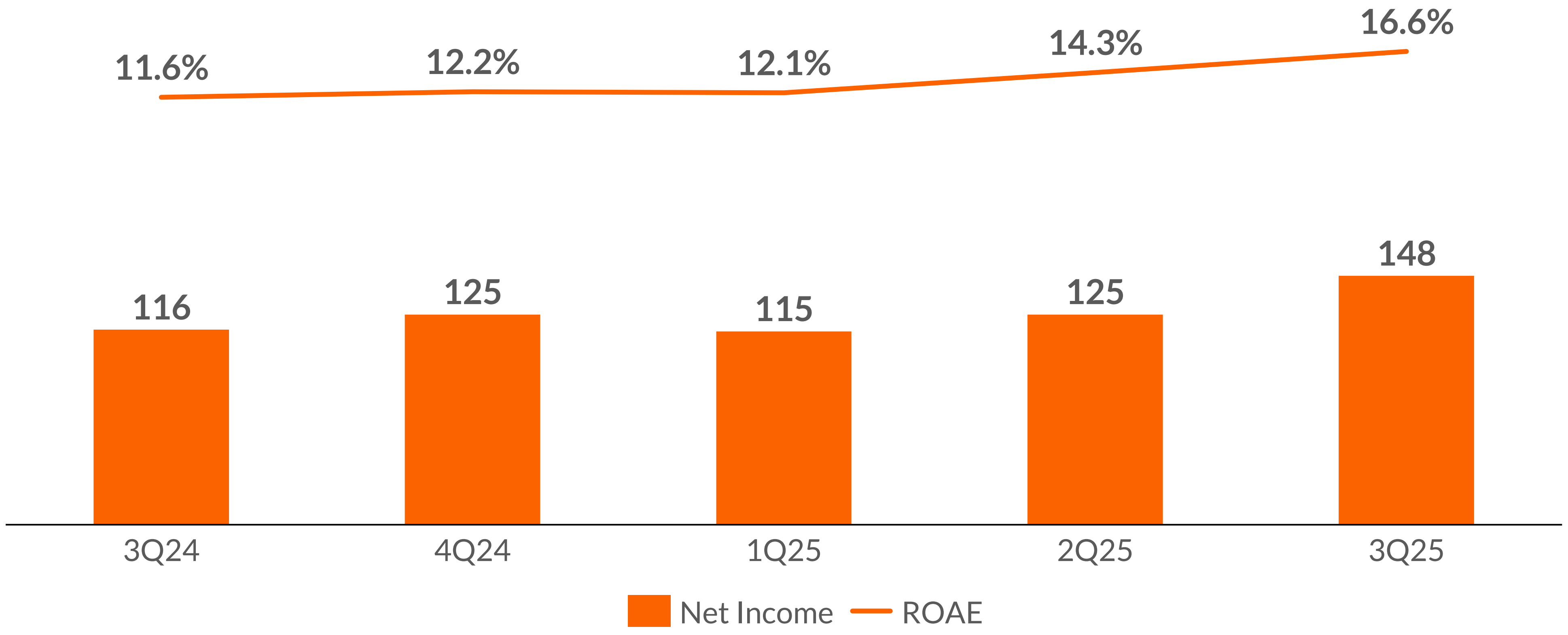
3Q25

banco bmg

Sustainable generation of results

Profitability

Recurring Result | R$ million and % p.a.



Financial highlights

Constant improvement in asset quality

NPL Over90

3.9%

improvement of 0.8 p.p. YoY

Conservative liquidity management

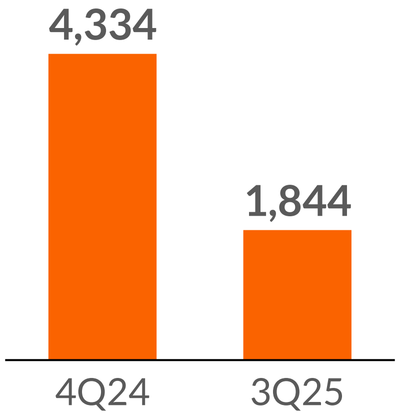
Liquidity Coverage Ratio (LCR): 497%

Net Stable Funding Ratio (NSFR): 121%

Reduction in the payroll loan portfolio in the United States (non-strategic asset)

R$ million

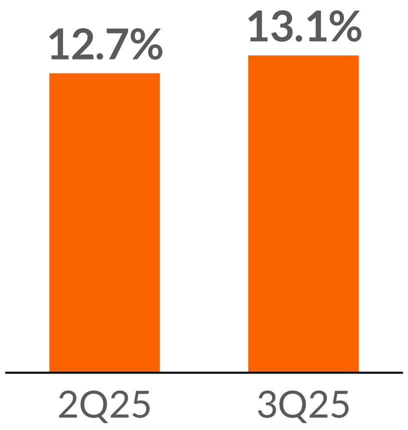
reduction of 57% YTD



Capital strengthening

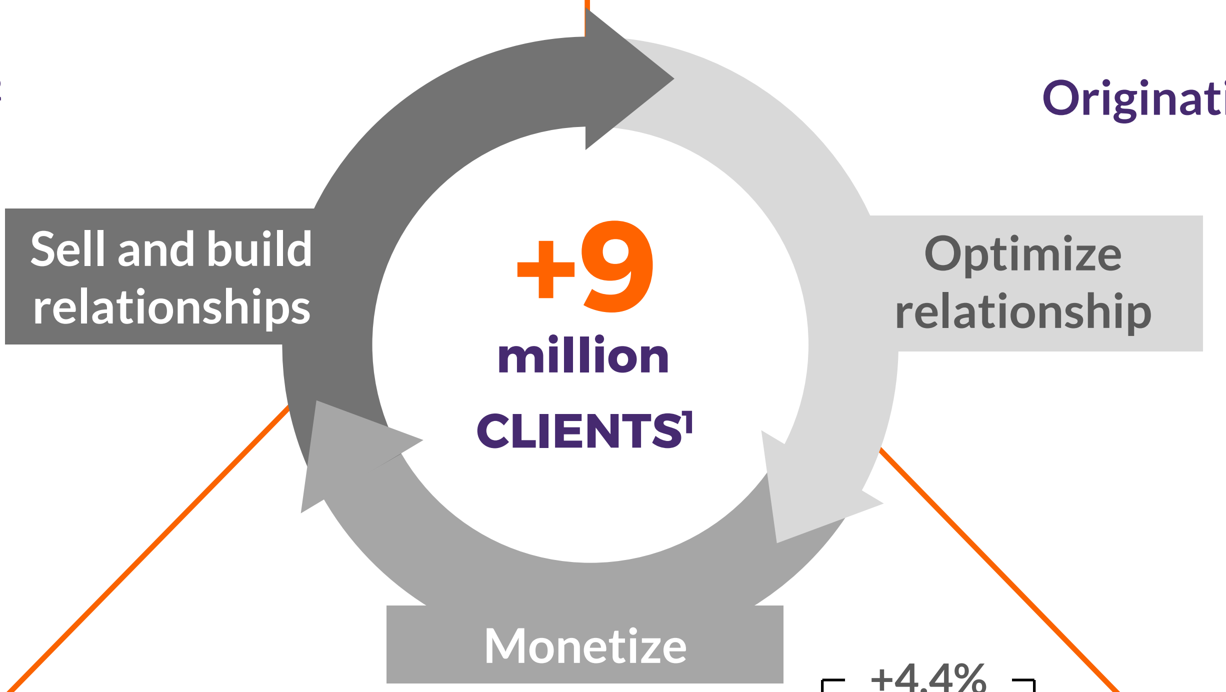
Basel Ratio

improvement of 0.4 p.p. QoQ



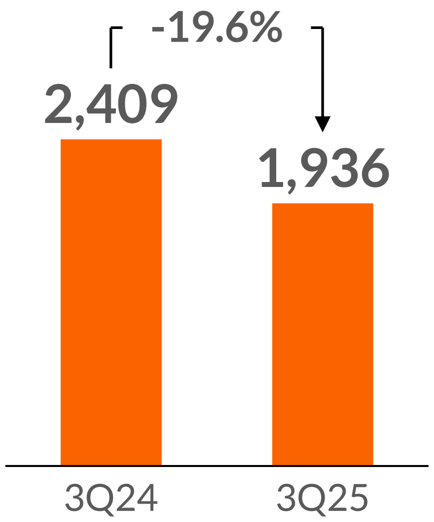
- Capital increase of R$ 49.5 mm
- Impact on Basel of +0.17 p.p. from Oct/25

The clients' lifecycle guides the sales and relationship strategy



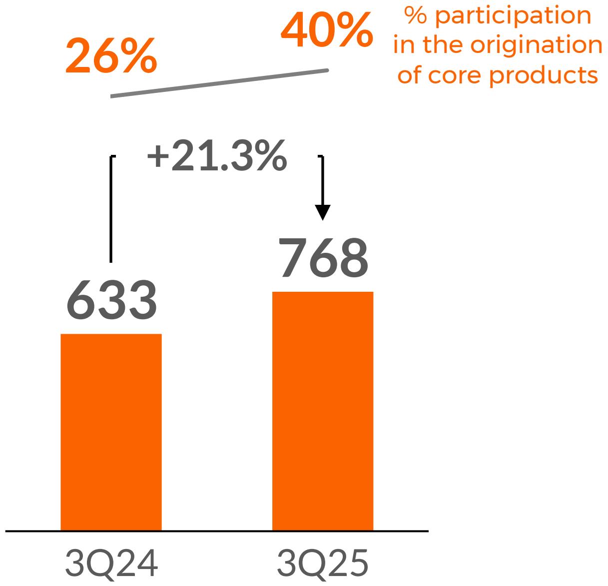
Core products origination [2]

R$ million



Origination via self-contracting[3]

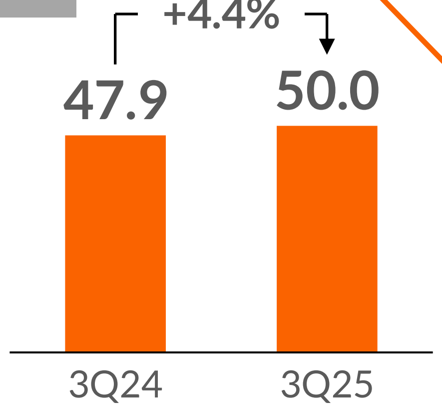
R$ million



evolution from a transactional to relational bank, with clients contracting products and services

Net revenue per client[4]

R$ average monthly per client



1. Bacen methodology of total clients. | 2. It considers only the new resource released to the client, it does not consider refinanced amounts. It considers origination via withdrawal and purchase. Core products: payroll products (payroll loan, payroll credit card and benefit payroll card), personal credit and FGTS advance. | 3. digital + purchases origination of core products. 4.Net ARPAC: Includes revenue from credit, services, and insurance based on the average number of clients according to the Central Bank of Brazil's methodology.

Evolution of strategic priorities for 2025

Sustainable generation of results: profitability, asset and capital quality

Increase the addressable market and product offerings

Entry into
private payroll loan

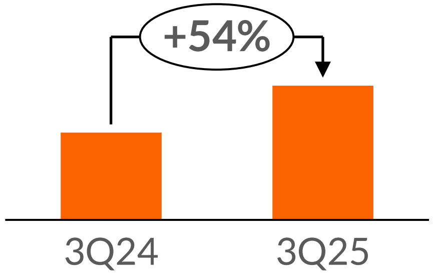
R$ 67 million
of portfolio

Public payroll loan

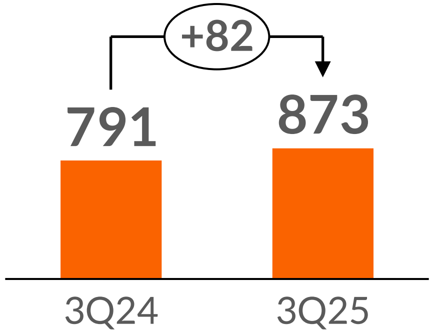
R$ 357 million
of portfolio (+43% YoY)

Leverage channels

Origination via digital channels:
R$ million



help! stores expansion
about 900 by the end of 2025



Improve efficiency

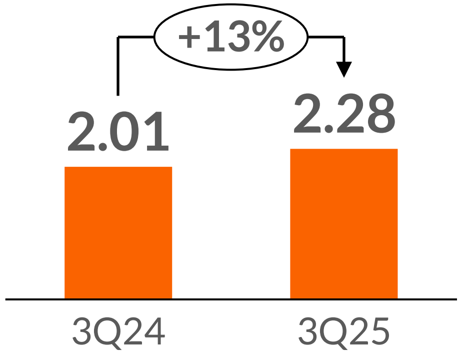
74% success
rate in civil lawsuits in 9M25
+3 p.p. YoY

40+ AI initiatives
focused on efficiency and safety

Integrate and digitize clients' views and processes

Products per customer
(cross-selling index)

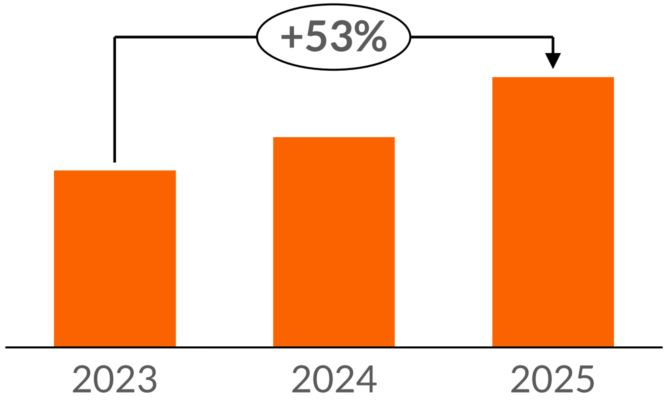
It only considers revenue-generating products



Technological transformation and operational evolution

Automation, efficiency and AI driving gains in scale and customer experience

Constant investment in technology



Stable, flexible and scalable platform

- **99.8%** systemic stability
- Efficiency in cloud usage

Digital transformation and gains in scale

Data pillars
- Data governance and security
- Modernization
- Analytical Intelligence

- **74%** of processes digitized (+9 p.p. YTD)
- Sales process optimization
- Reduced launch time for new products and features

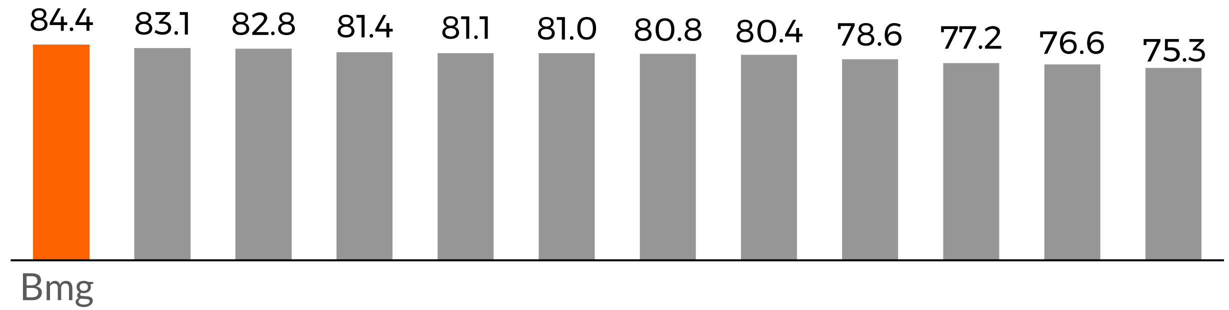
Efficiency with Gen IA

- **Copilot on WhatsApp:** **90% accuracy** in identifying contact reasons
- **Insurance:** **82% effort reduction** in enrollment analysis
- **Ombudsman:** **73% time reduction** in response preparation
- **Legal:** **70% time reduction** in defense production
- **Technology:** **30% time reduction** for system modernization

Quality in customer service

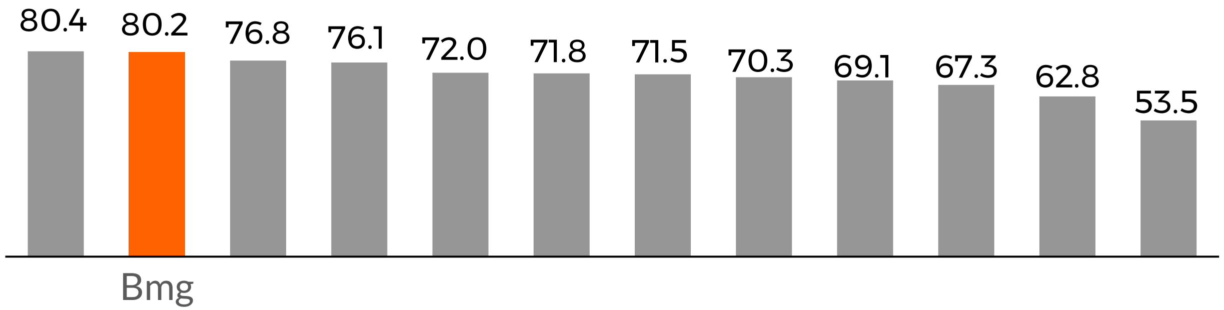
Bmg | Other financial institutions

Consumidor.gov



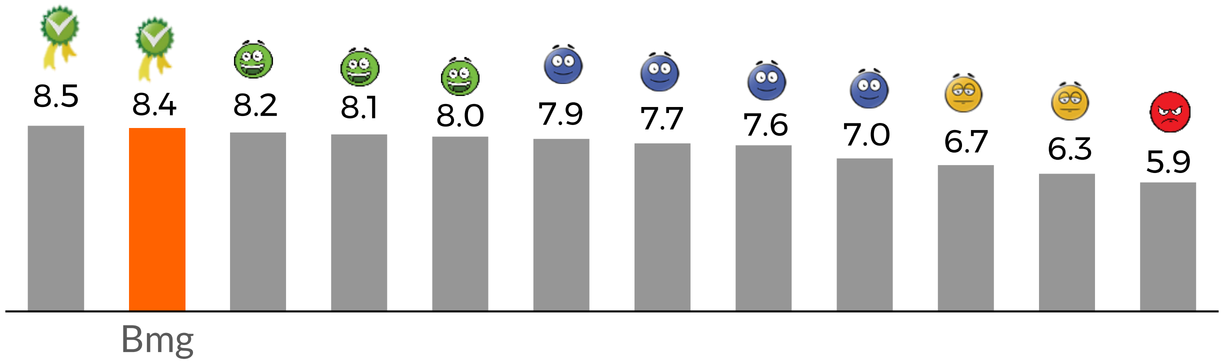
We are a **benchmark** in the market for Consumidor.gov

Procon Brasil (CIP Resolution)



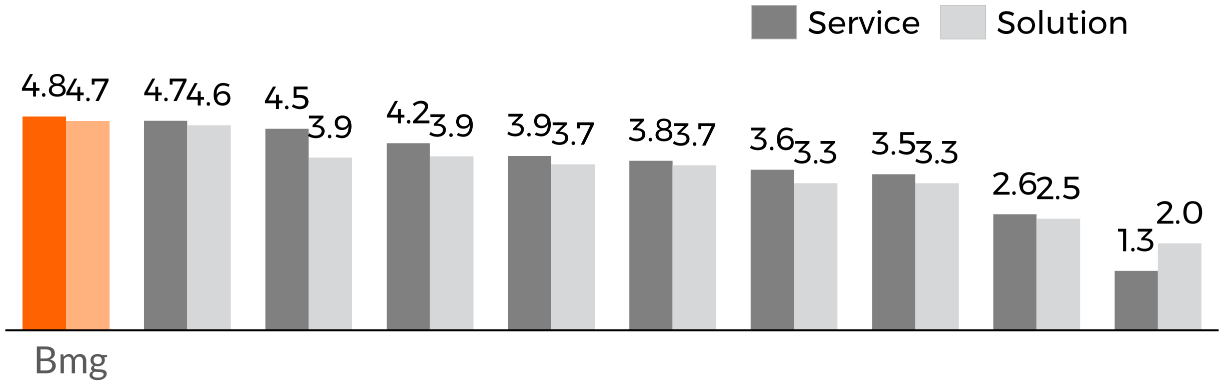
We are the **2nd best** Financial Institution in terms of problem-solving capacity

Reclame aqui (reputation)



We earned the **RA1000 Seal** on Reclame Aqui

Customer Satisfaction Survey - Ombudsman



We have the **best score** on the market research

Source: consumer.gov, Sindec, Reclame Aqui websites and Ombudsman Reports made available by banks on their respective websites.

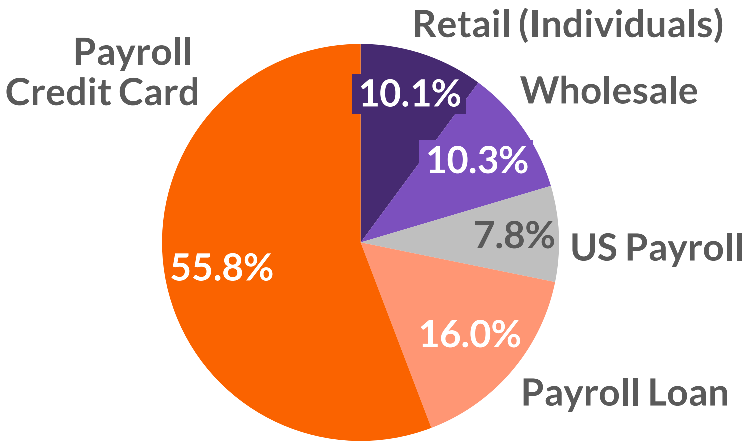
Products & Business

Diversification of the credit portfolio

Credit Portfolio (R$ million)	3Q25	2Q25	Δ%	3Q24	Δ%
Payroll products (INSS and Public)	**16,878**	**17,306**	**-2.5%**	**15,916**	**6.0%**
Payroll Credit Cards	13,121	12,938	1.4%	12,401	5.8%
Payroll Loan	3,757	4,367	-14.0%	3,515	6.9%
Retail (Individuals)	**2,382**	**2,716**	**-12.3%**	**3,510**	**-32.2%**
Personal Credit	1,569	1,471	6.6%	1,108	41.6%
Private Payroll Loans	67	-	n/a	-	n/a
FGTS Advance	250	713	-64.9%	1,712	-85.4%
Credit Card and Others	495	532	-6.8%	690	-28.3%
Wholesale	**2,416**	**2,345**	**3.0%**	**2,050**	**17.9%**
Companies	1,146	1,012	13.2%	682	68.0%
Structured Operations[1]	1,271	1,333	-4.7%	1,368	-7.1%
Brazil Credit Portfolio	**21,676**	**22,367**	**-3.1%**	**21,476**	**0.9%**
US Payroll[2]	**1,844**	**2,314**	**-20.3%**	**3,734**	**-50.6%**
Total Credit Portfolio	**23,520**	**24,680**	**-4.7%**	**25,210**	**-6.7%**

Change in asset mix increasing exposure to payroll credit and personal credit while reducing less profitable portfolios

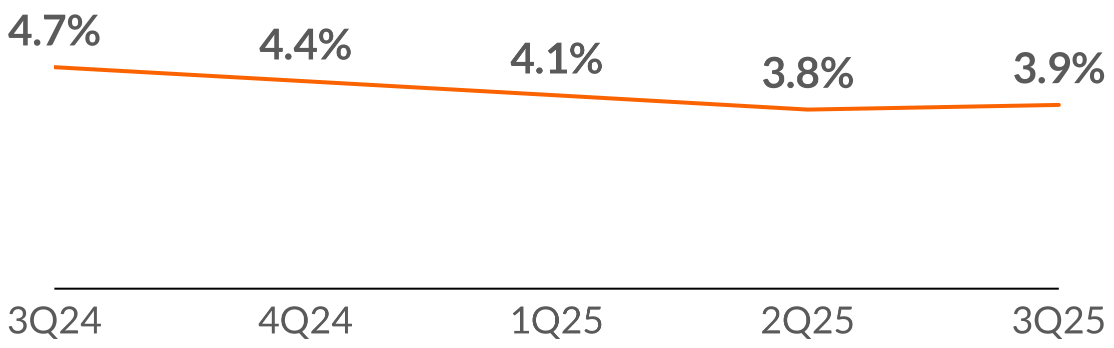
Distribution of the credit portfolio (%)



1. Refers to the anticipation of receivables from commissions paid by Bmg to banking agents and franchisees, and anticipation of TV broadcasting rights to soccer clubs. | 2. The balance of this portfolio fluctuates based on the portfolio's value in U.S. dollars and exchange rate variations during the period, however, the Bank does not bear foreign exchange exposure risk on this portfolio.

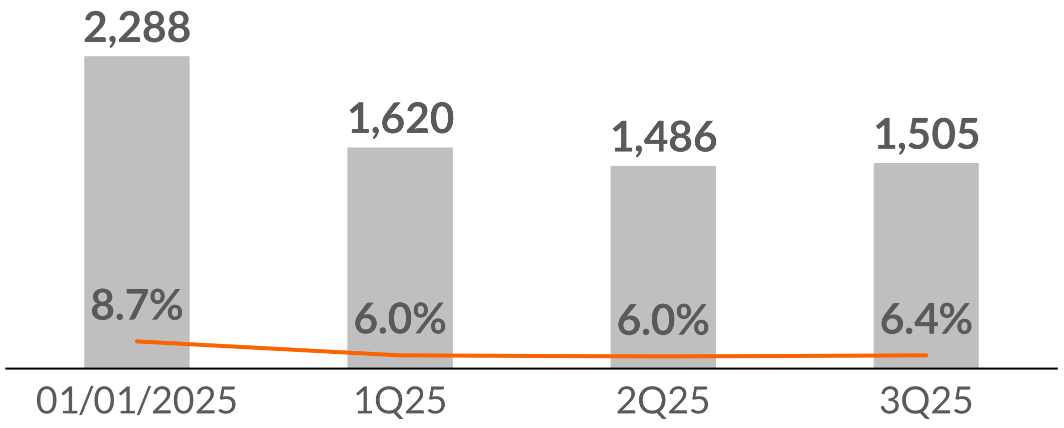
Quality of credit portfolio

NPL - Over90

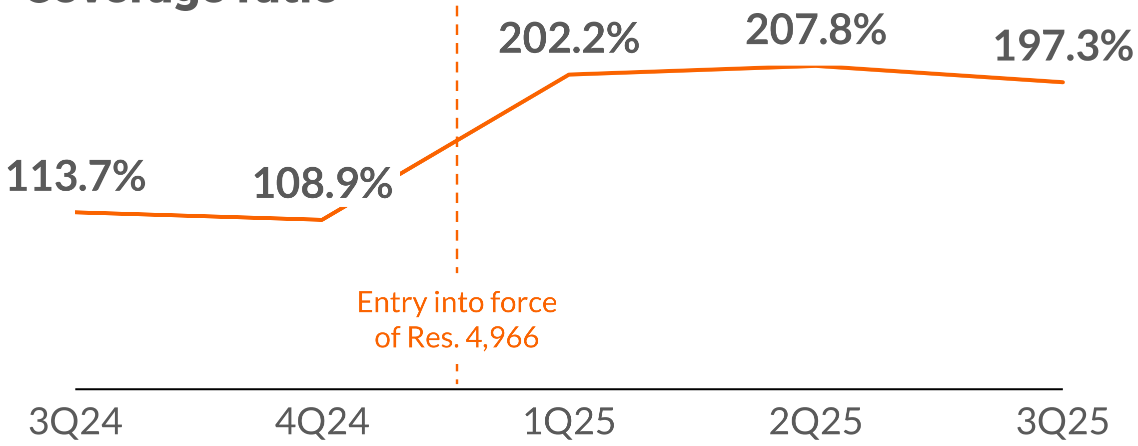


Stage Portfolio 3

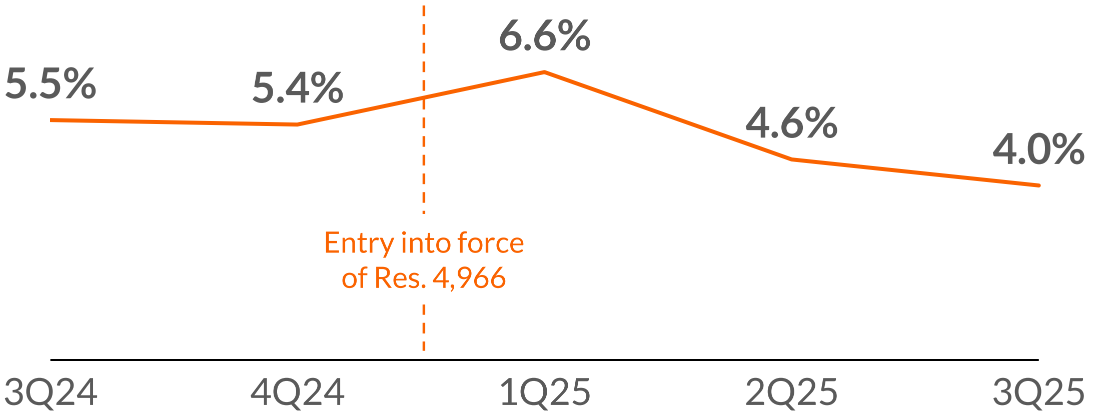
(R$ million and % of portfolio)



Coverage ratio



Provision expenses net of recovery[1]

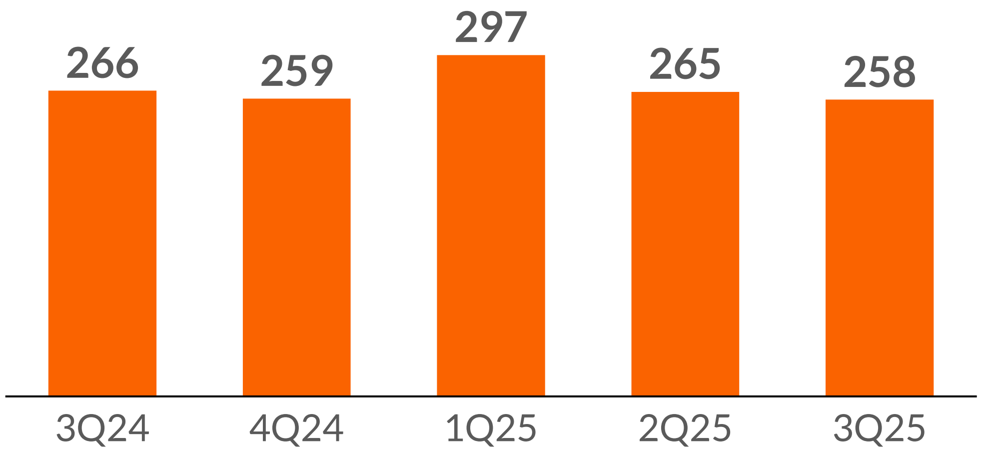


1. Provision expenses net of credit recovery, divided by average portfolio and annualized via multiplication.

Retail Insurance: reaching those without protection

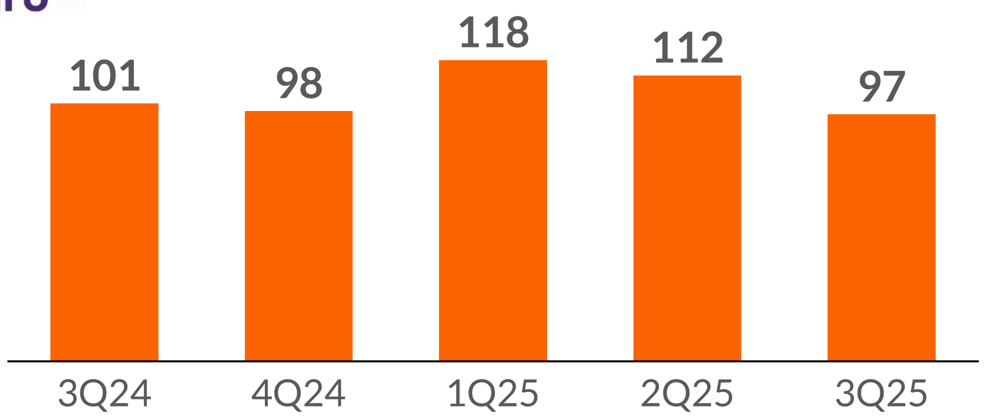
bmg seguro | CORRETORA

Premiums sold (R$ million)

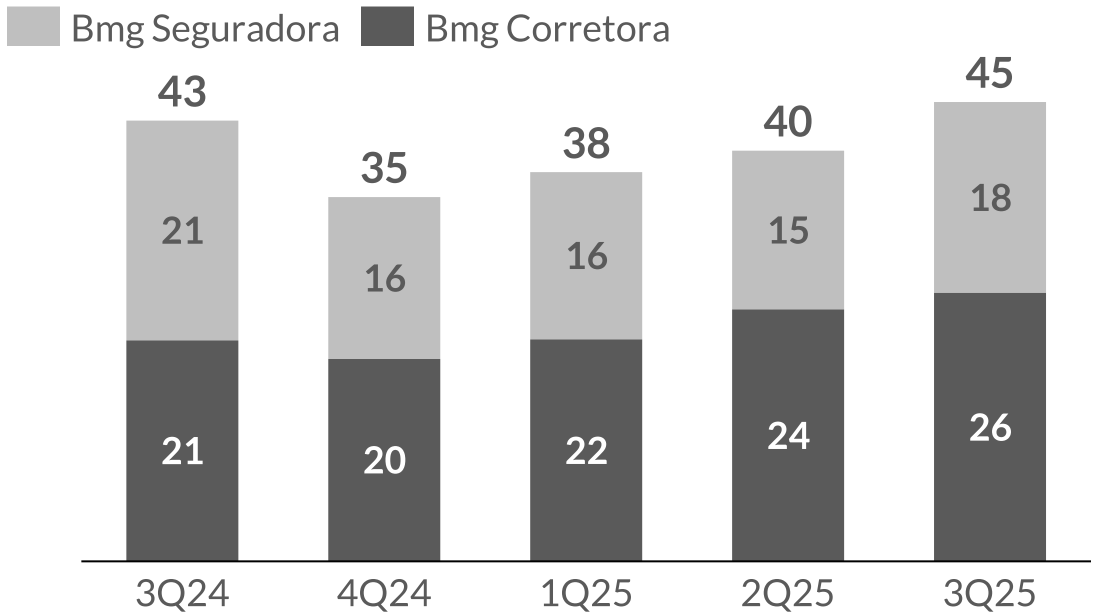


bmg seguro | SEGURADORA

Issued premiums (R$ million)



Net Income[1] (R$ million)



	3Q24	4Q24	1Q25	2Q25	3Q25
Share Bmg[1]	26	21	21	22	38[2]

Number of insurance policies

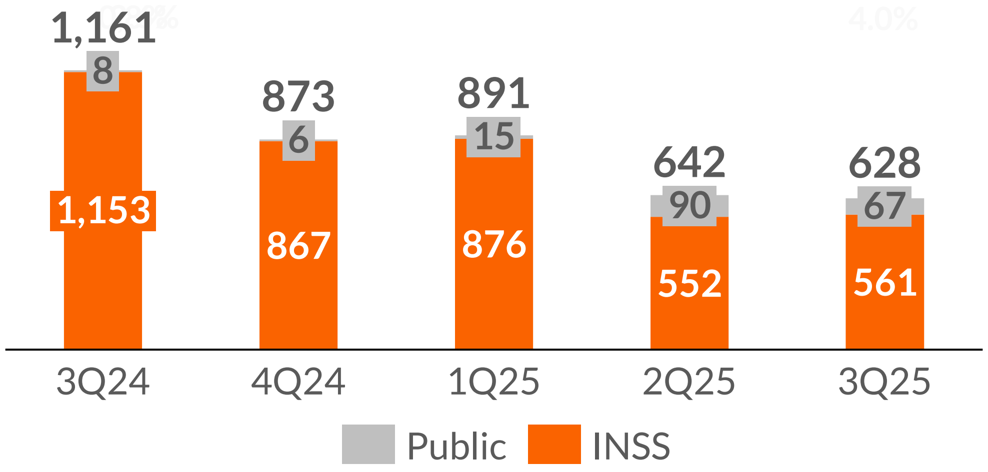
9.6 milhões

+8% YoY

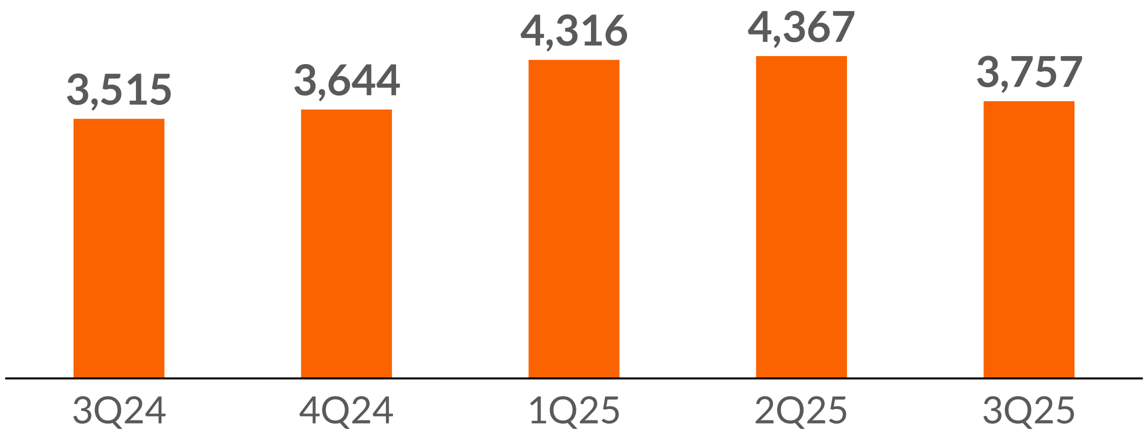
1. Bmg Corretora: equity equivalence of Bmg Corretora for Bmg; Bmg Seguradora: net income considering Bmg's share. | 2. In August 2025, the acquisition of the remaining 40% of Bmg Seguradora was completed, so that Bmg came to hold 100% of the share capital. In the third quarter of 2025, the retroactive result of the 40% share was recognized since April 2025, when the acquisition was announced.

Payroll Products
payroll loan – INSS and Public

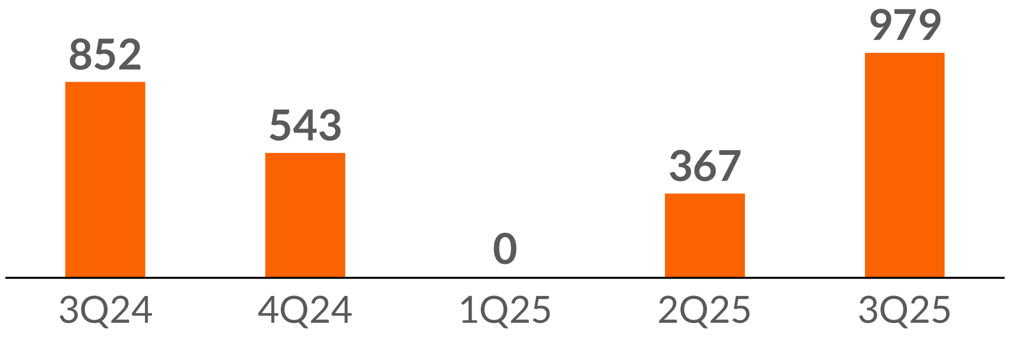
Origination: Quarterly released amount[1] (R$ million)



Credit portfolio (R$ million)



Quarterly assigned amount[2] (R$ million)



Characteristics of the portfolio

Average interest rate: 1.7% p.m.

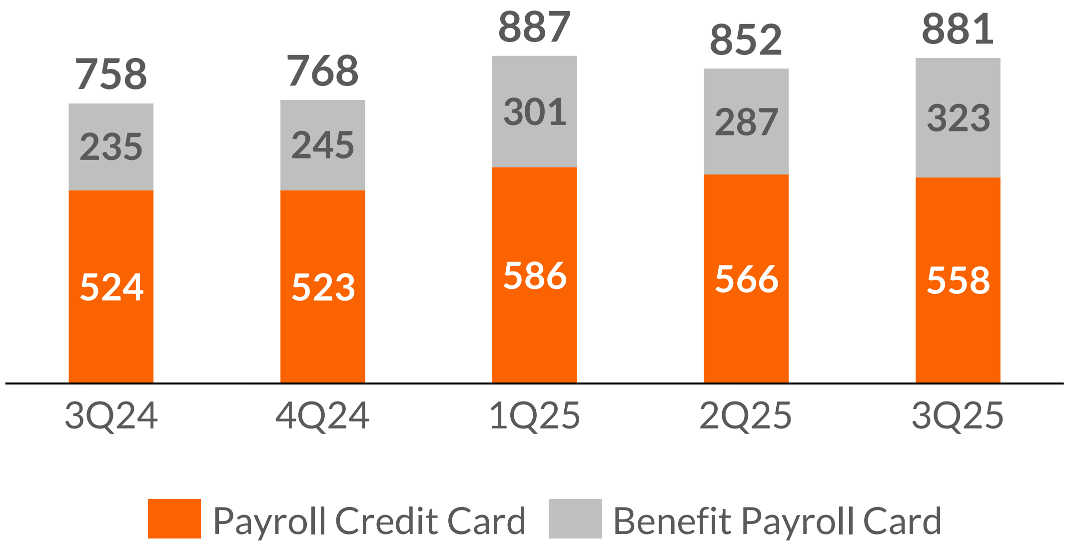
91% of the portfolio in INSS

1. It considers only the new resource released to the client, it does not consider refinanced amounts. | 2. Credit assignment without retention of risks and benefits.

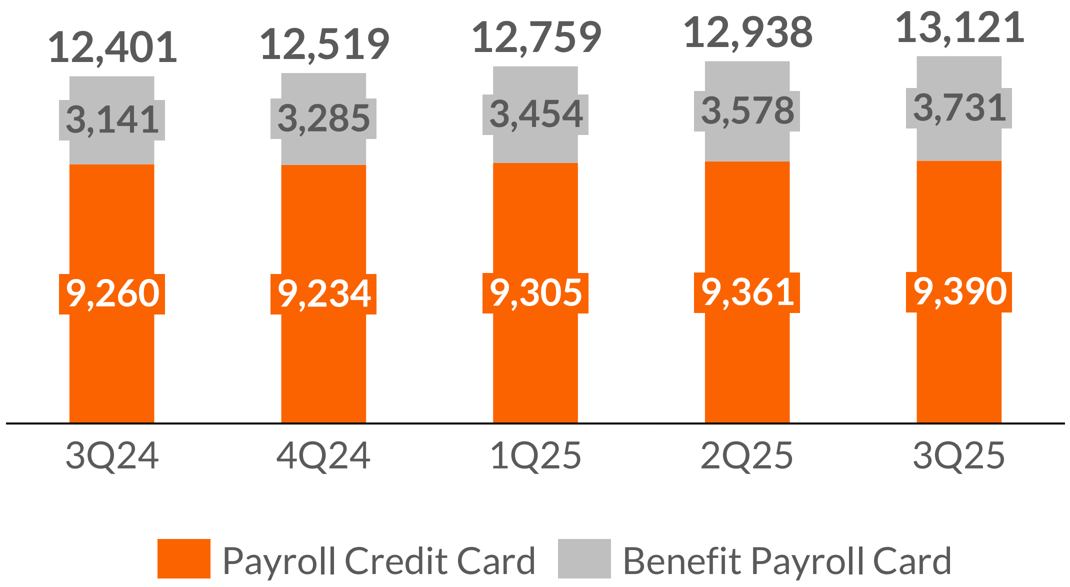
Payroll Products

payroll credit card + benefit payroll card

Origination: Quarterly released amount[1] (R$ million)



Credit portfolio[2] (R$ million)



Characteristics of the portfolio

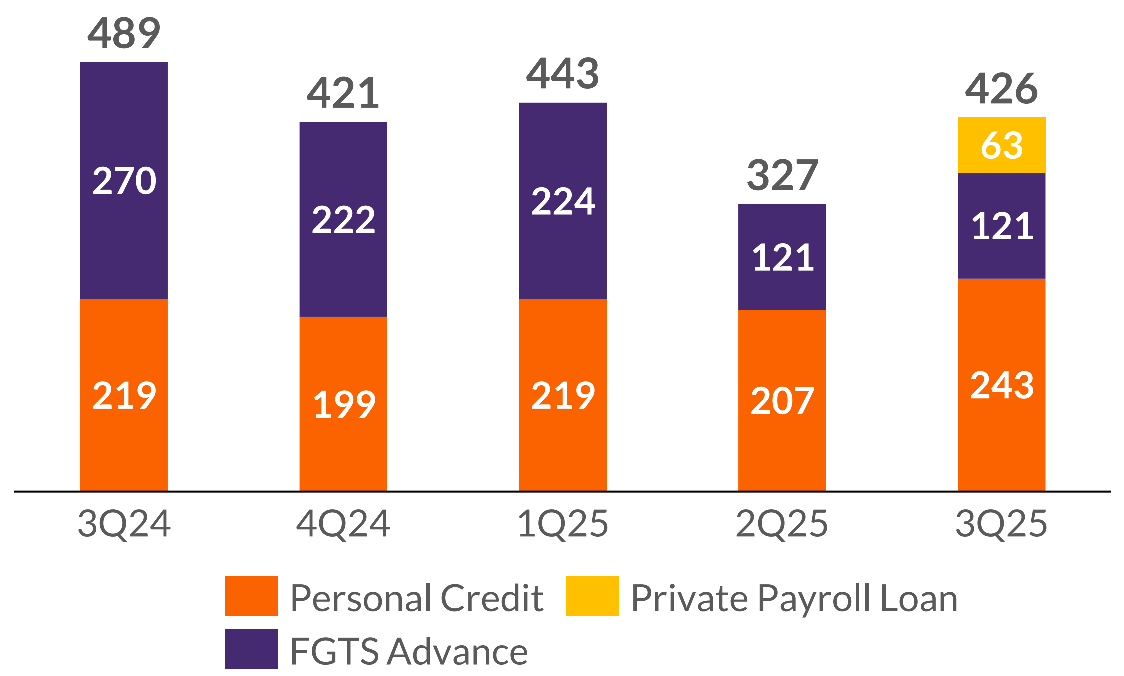
Average interest rate: 2.9% p.m.	Payroll and benefit credit cards: 4.9 million active cards	89% of the portfolio in INSS

1. It considers only the new resource released to the client, it does not consider refinanced amounts. It considers origination via withdrawal and purchase. | 2. Includes balance of purchases to be invoiced.

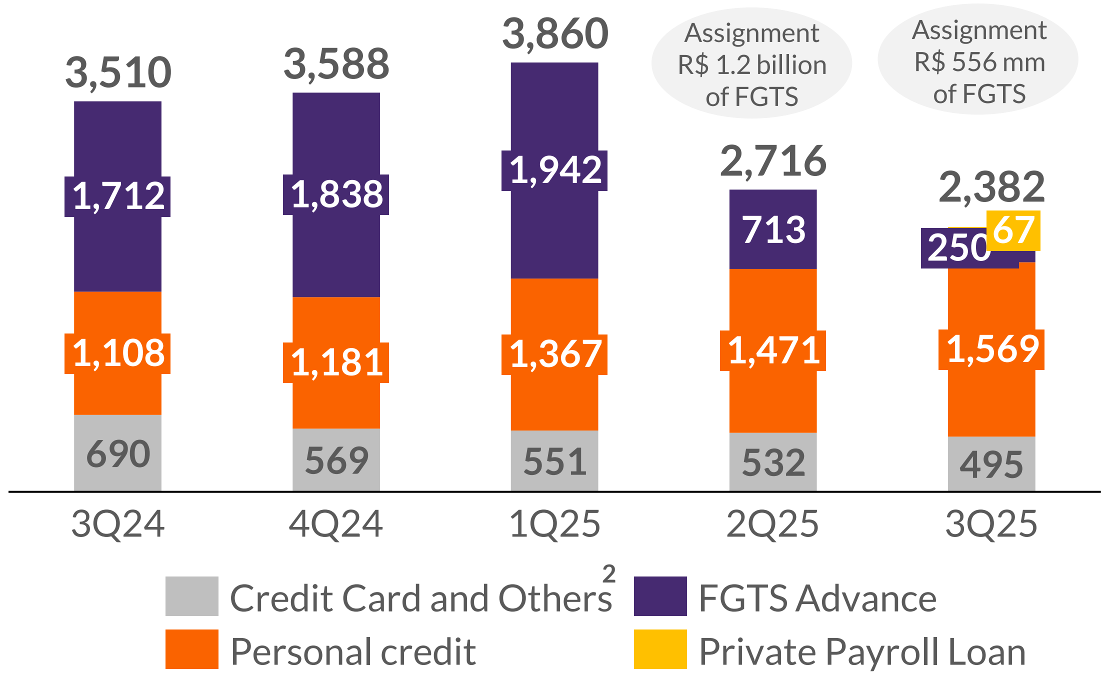
Retail (Individuals)

personal credit + private payroll loan + FGTS advance + credit card

Origination: Quarterly released amount[1] (R$ million)



Credit portfolio (R$ million)



Characteristics of the portfolio

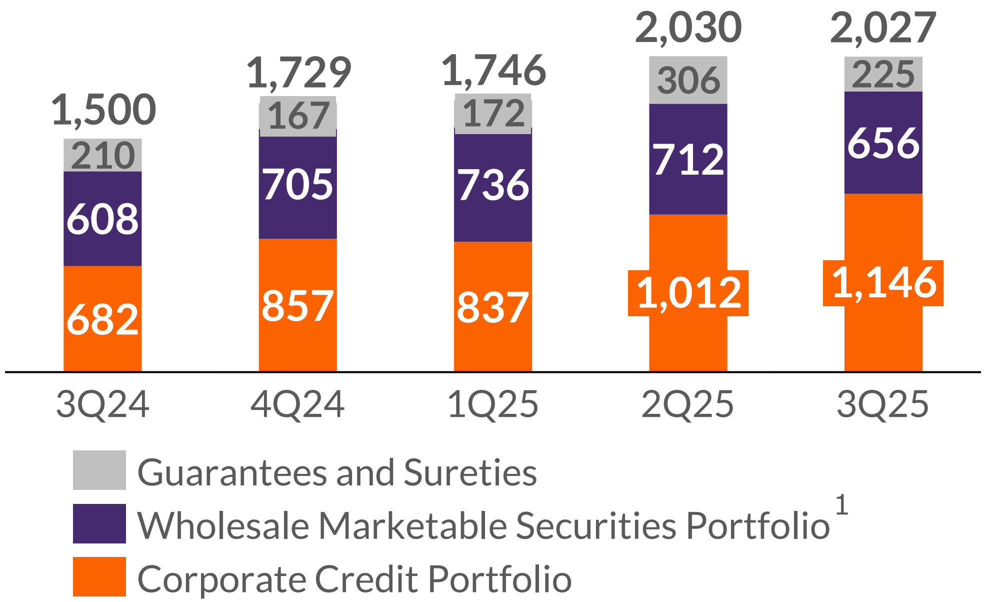
Average interest rate: 13.7% p.m.

95% of personal credit portfolio receives the benefit through Bmg

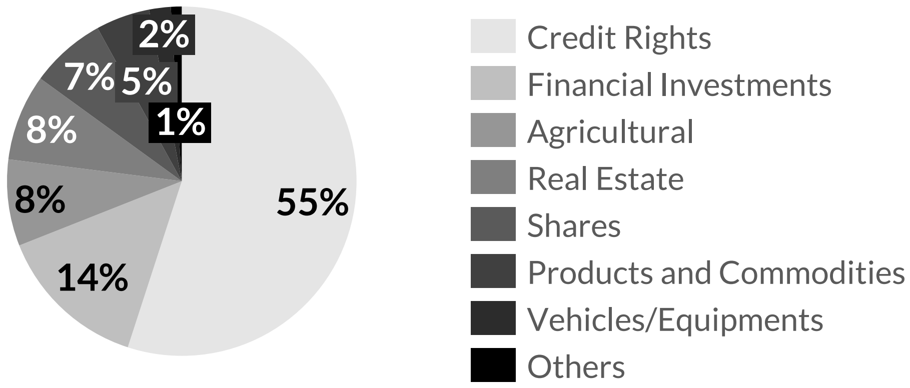
1. It considers only the new resource released to the client, it does not consider refinanced amounts. | 2. Includes purchases to be invoiced which represent 49% of the credit card portfolio in 3Q25. Other portfolios refer to PJ Varejo (Companies Retail), the portfolio linked to the Desenrola Brasil program, and run-off primarily referring to legacy payroll loans.

Wholesale banco bmg + A/F ARAÚJO FONTES ASSESSORES DE CONFIANÇA

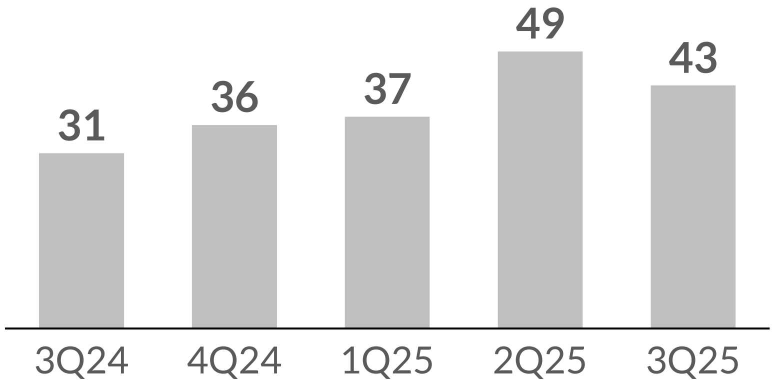
Expanded Portfolio (R$ million)



Mix of Guarantees



Non-credit revenue (R$ million)



9M25 | CAPITAL MARKET OPERATIONS

R$ 800 million total amount of offers

32 offers as coordinator (28 as leader)

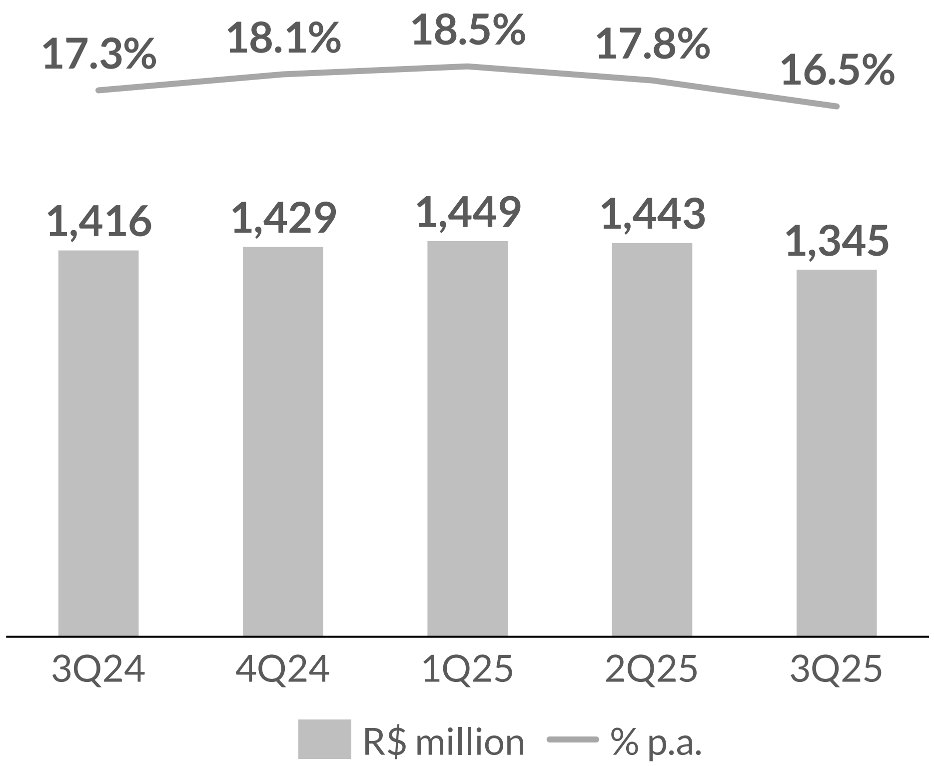
Advisory on **7** M&A operations

1. It includes Debentures, CRA, CRI, Commercial Notes and Funds that Bmg has invested with capital market strategy.

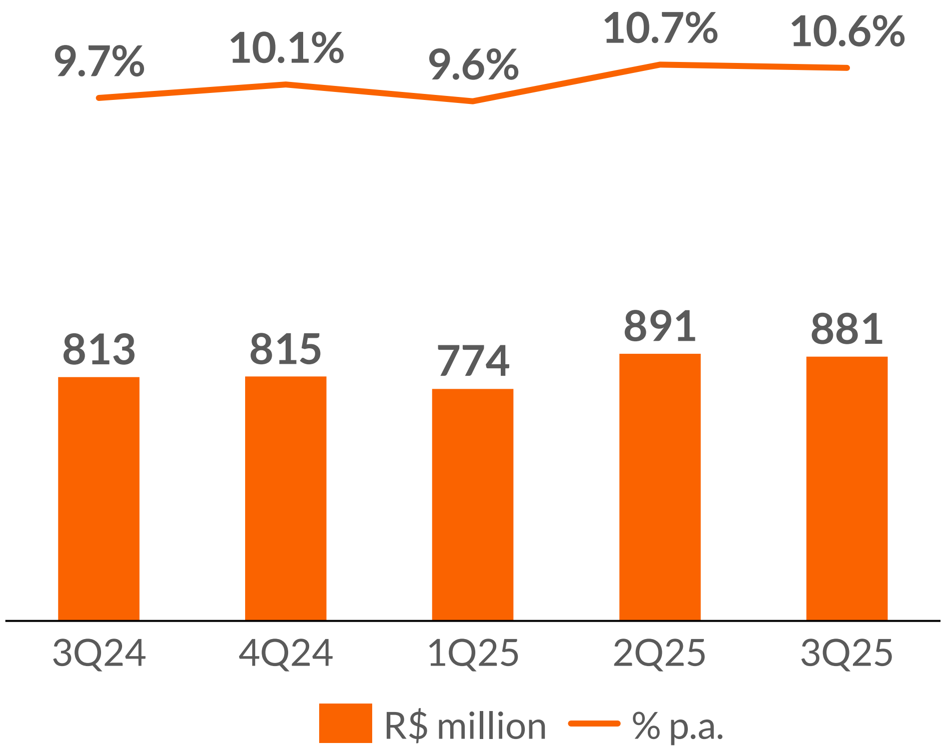
Financial Results

Financial Margin

Financial Margin (NIM)[1]



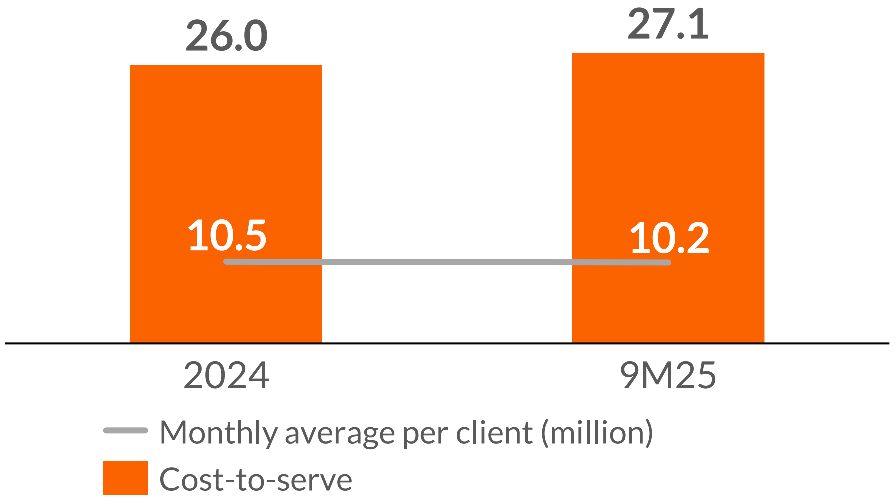
NIM after the cost of credit (provision expenses and commission)[2]



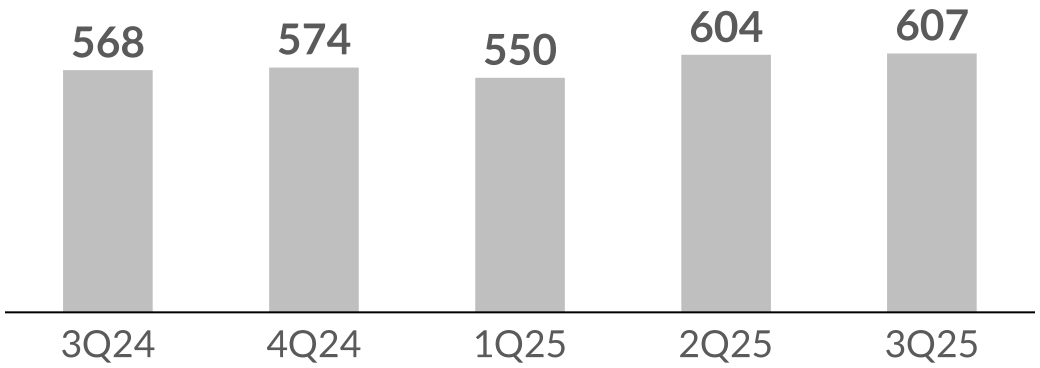
1. Income from credit operations + income from marketable securities transactions + funding expenses and derivatives + income from services rendered + insurance operations / average profitable assets.
2. Financial Margin + net provision expenses + commission expenses / average profitable assets.
Based on Managerial Income Statement.

Operational Efficiency

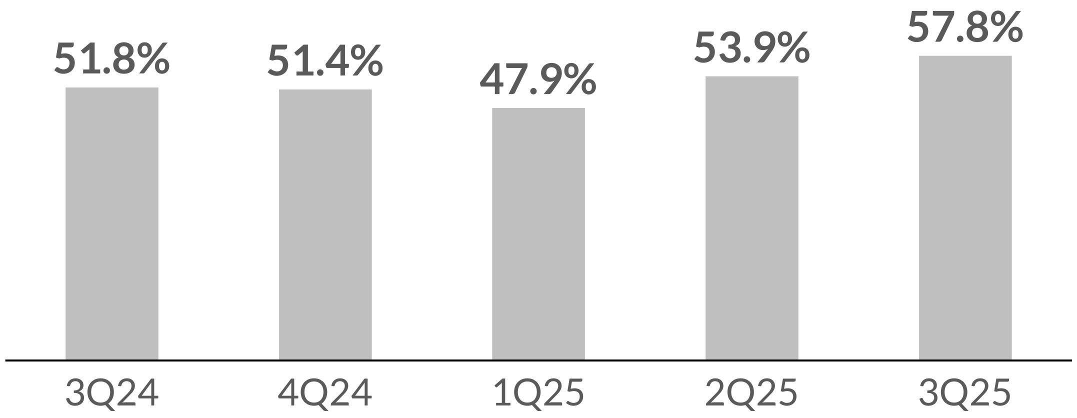
Cost-to-serve[1] (R$ monthly average per client)



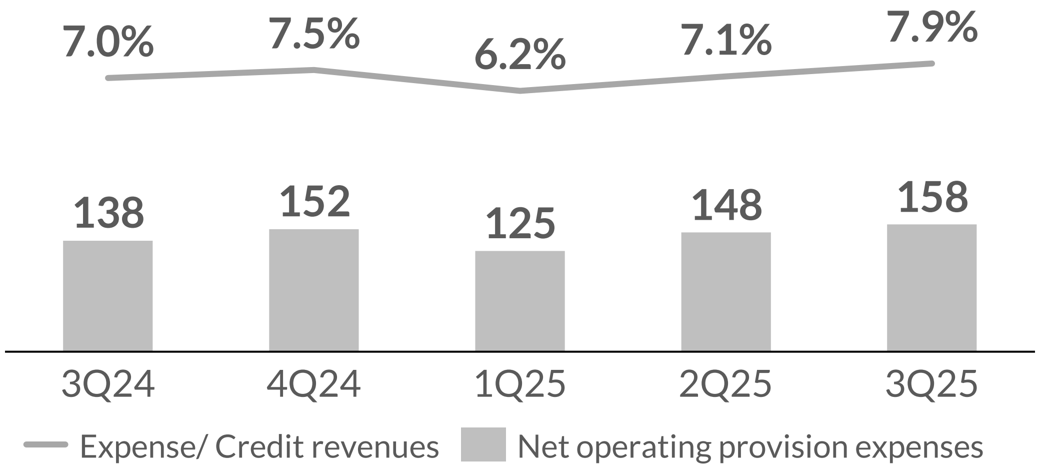
Personnel, administrative and operational expenses (R$ million)



Efficiency ratio (%)



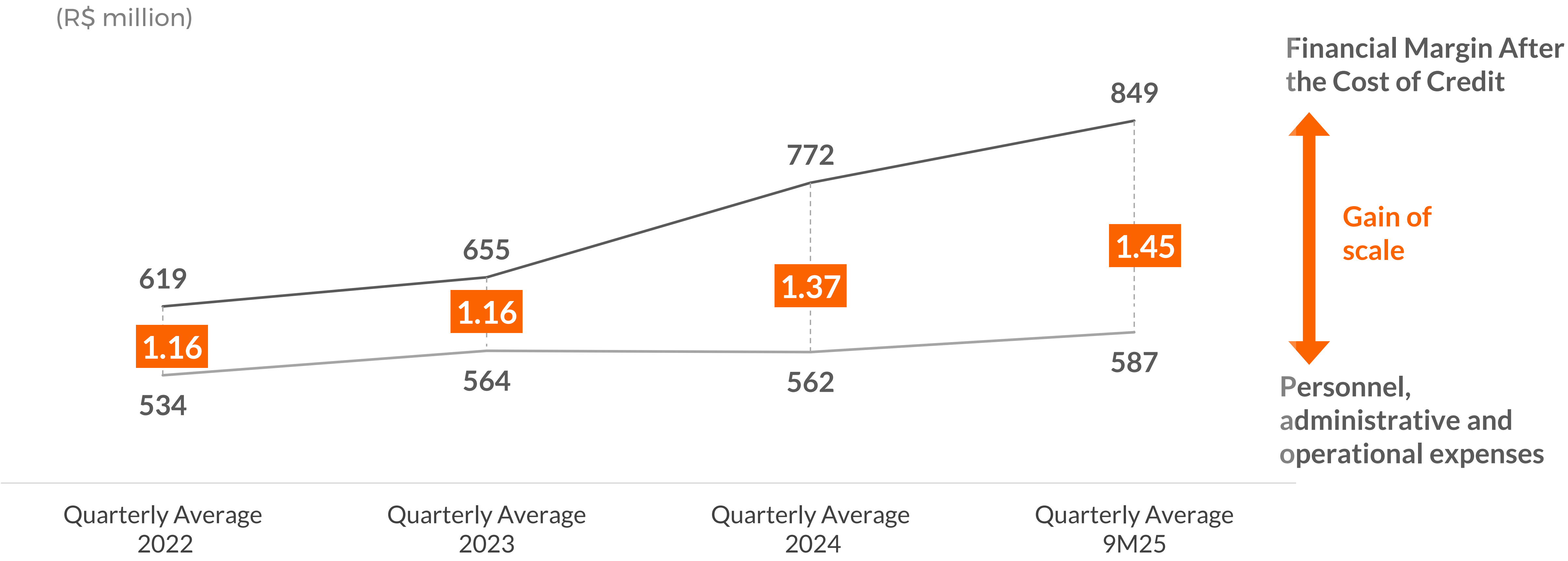
Net operating provision expenses (R$ million)



+74% sucess rate on 9M25

1. Personnel + administrative + operational + commissions expenses/ average number of customers using Bacen's methodology.

Sustained growth in profitability, reflecting improvements in operational efficiency

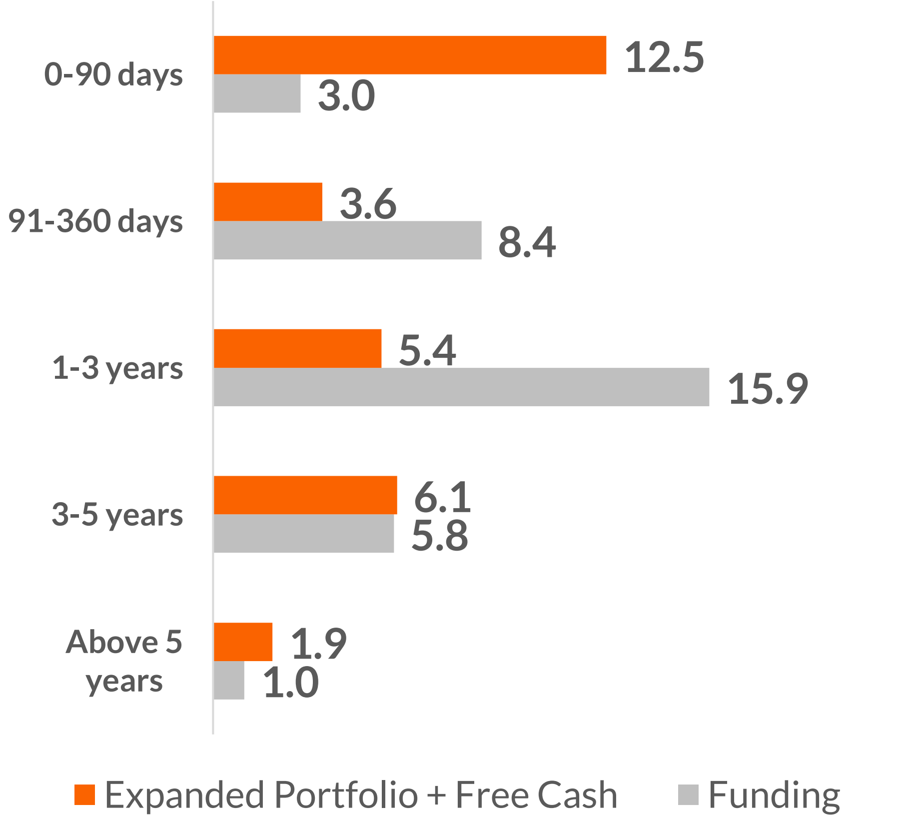


Diversification of funding and conservative liquidity management

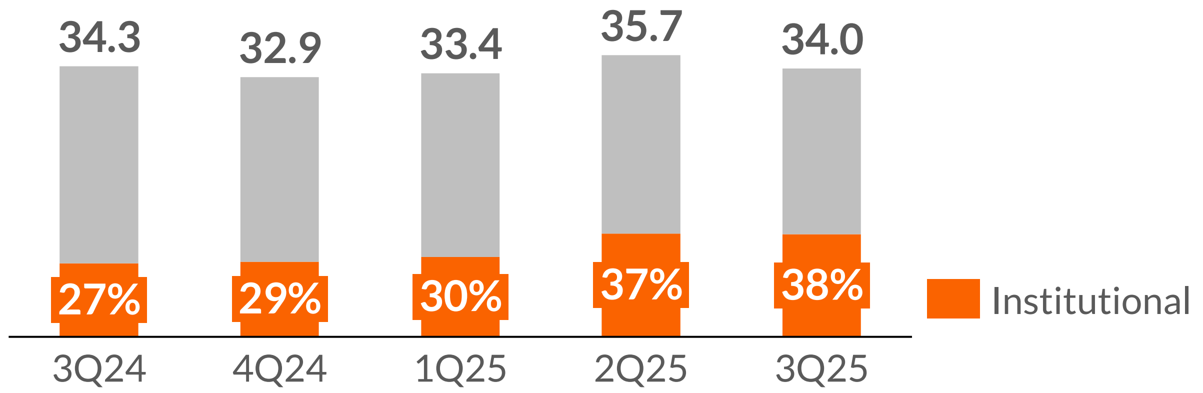
Liquidity Coverage Ratio (LCR):
497%

Net Stable Funding Ratio (NSFR):
121%

Maturity flow (R$ billion)



Funding (R$ billion)

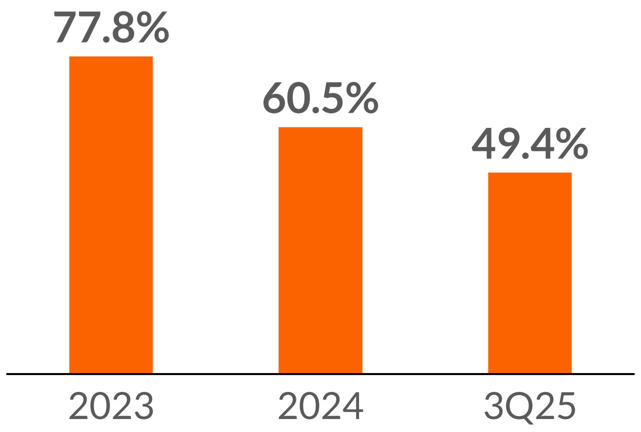


Institutional funding grew 40% YoY

Reduction in the share of time deposits of 9 p.p.

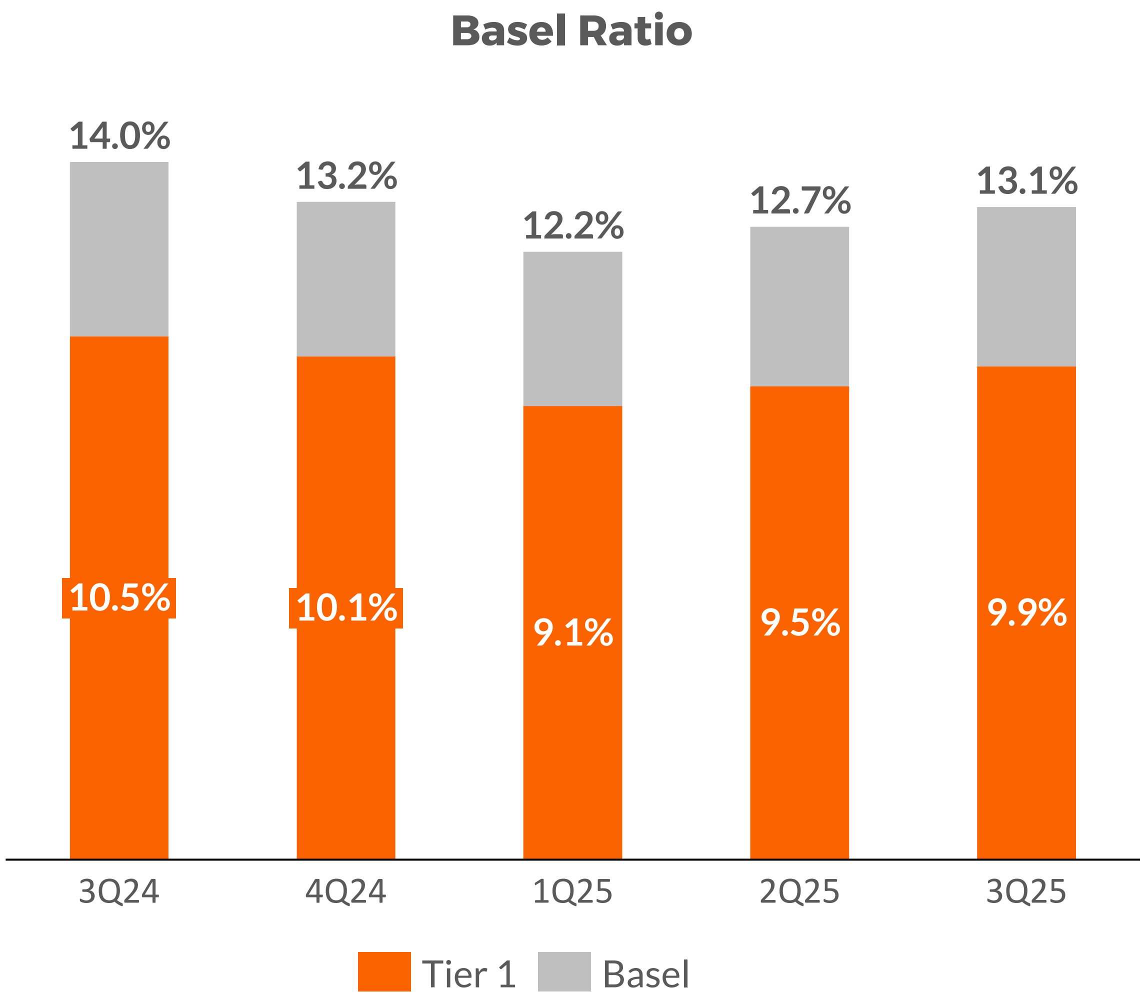
Reduction in reference value subject to the FGC[1]

Reference Value/Reference Funding
FGC trigger > 75%
(from Jun/26 it will be 60%)



1. Fundo Garantidor de Crédito

Adequate capital level for the growth of the operations



Main capital levers

- Internal capital generation
- Consumption of tax credit
- Credit assignments
- Interest on Shareholders' Equity recapitalization

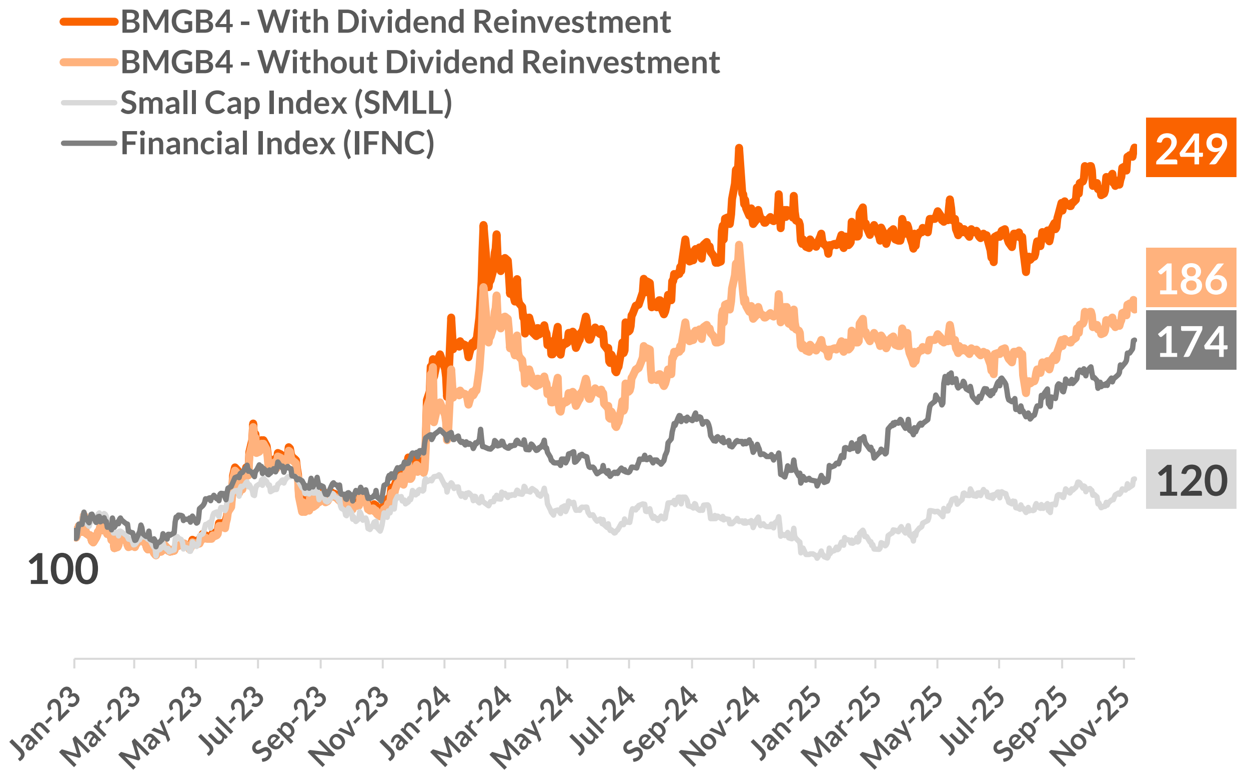
Capital increase reinforcing commitment of controlling shareholders

- Increase of **R$ 49.5 mm**
- Impact on Basel: **+0.17 p.p. from Oct/25**

BMGB4 Evolution

BMGB4 have gained value...

Base 100 - Historical data from 01/02/23 to 11/12/25



...however, it does not yet reflect the bank's turnaround moment

	ROE	P/BV	DY
Bmg bank	**13.6%**	**0.6x**	**10.3%**
Medium sized banks listed	**15.3%**	**1.5x**	**4.9%**
Banks listed	**18.1%**	**1.8x**	**5.9%**

The information is historical in nature and merely illustrative, and does not constitute a projection or promise of results.
Source: Bloomberg and Banks websites. | Consider the latest ROE for 9M25 disclosed by each bank. For banks that have not yet disclosed results, consider the ROE for 6M25 disclosed by the bank | The P/BV (price-to-book ratio) and DY (dividend yield) multiples are based on the closing price on 11/12/2025 | Averages weighted by the disclosed Shareholders' Equity of each bank.

Contact & Disclaimer

INVESTOR RELATIONS TEAM

ri@bancobmg.com.br

www.bancobmg.com.br/IR

"This presentation may include estimates and forward-looking statements. Such forward-looking statements are based in large part on current expectations and projections about future events and financial trends that affect or could affect Banco Bmg business. Many important factors could adversely affect Banco Bmg results as discussed in these forward-looking statements and estimates. These factors include, but are not limited to: the domestic and international economic environment, fiscal, exchange and monetary policies, Banco Bmg ability to obtain funding for its operations and changes in Central Bank regulations.

The words "believes", "can," "may", "aims", "estimates," "continues", "anticipates", "intends", "expects" and other similar words are intended to identify estimates and projections. Forward-looking statements and estimates include information regarding results and projections, strategy, competitive position, industry environment, growth opportunities, the effects of future regulation and the effects of competition. Such estimates and projections speak only as of the date they are expressed, and we undertake no obligation to publicly update or revise any such estimates due to new information, future events or any other factors. Because of the risks and uncertainties described herein, the forward-looking statements in this presentation may not materialize. In view of these limitations, it should not make any investment decisions based on the forward-looking statements contained in this presentation."