

BMGB B3 LISTED N1

# Video Conference Presentation

4Q25



# Client-centric through the omnichannel model

## Proven expertise

Products tailored to customer needs

Strong and well-recognized brand

## Large and expanding addressable market

+ 103 million people



## Close attention to customer needs

Focus on customers aged 50+ in the C and D with reach across the broader retail market



## Omnichannel model

Delivery of a seamless, digital and human customer journey

High origination capability



## Technological platform

scalable, flexible and stable

# Transparency in customer service drives sustainable engagement



## A closer Bmg

### Transparency and quality of service

- 89.7% satisfaction in service
- We reduced the Bacen complaint rate by 32% QoQ



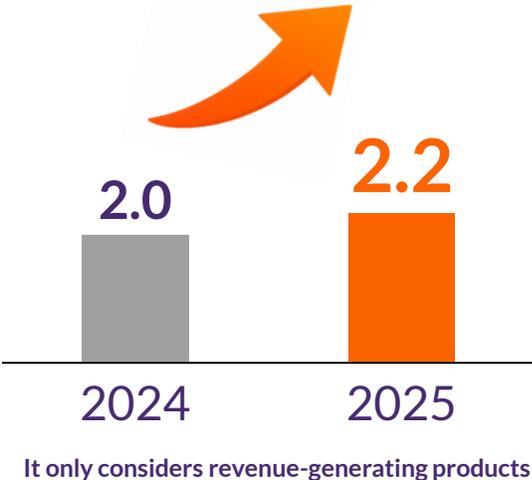
**Consumidor Moderno Award**  
Medium-Sized Banks Category

**Reclame Aqui Award**  
Banks Category - Large Operations

### A more relationship-driven bank

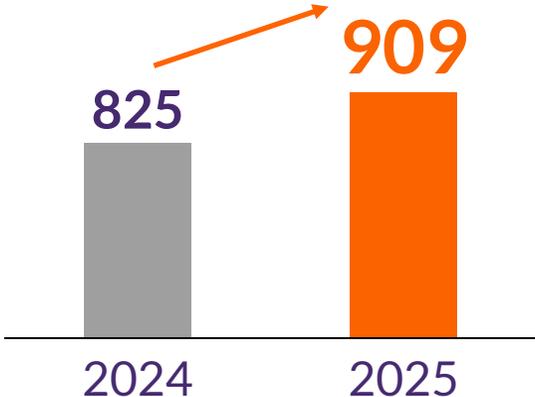
**+9 million clients**

**Products per customers**  
(cross-selling index)



### Expansion of the help! franchise network

**+84 stores opened in 2025**



# Adapted to customer needs, with an easy-to-use experience



Digital bank experience 50+



Adapted to customer needs, with an easy-to-use experience

★★★★★  
App rated 4.7

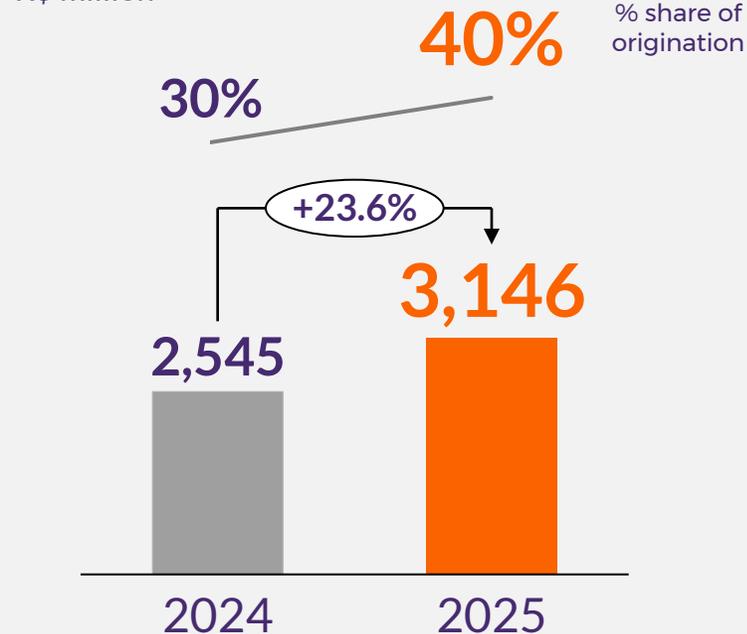
among the best rated by customers

- **Credit shopping:** in-branch experience to the digital environment
- **Expanded product portfolio** with the launch of private payroll loans

## A more digital Bmg

### Origination through self-contracting<sup>1</sup>, enhancing the customer experience

R\$ million



### Constant investment in technology

**Gen IA** focused on efficiency and safety

**Creation of the Bmg Lab** a space for co-creation and experimentation with generative AI tools.

Processes digitized



1. Digital origination + payroll credit card purchases.

# Profitability with responsibility

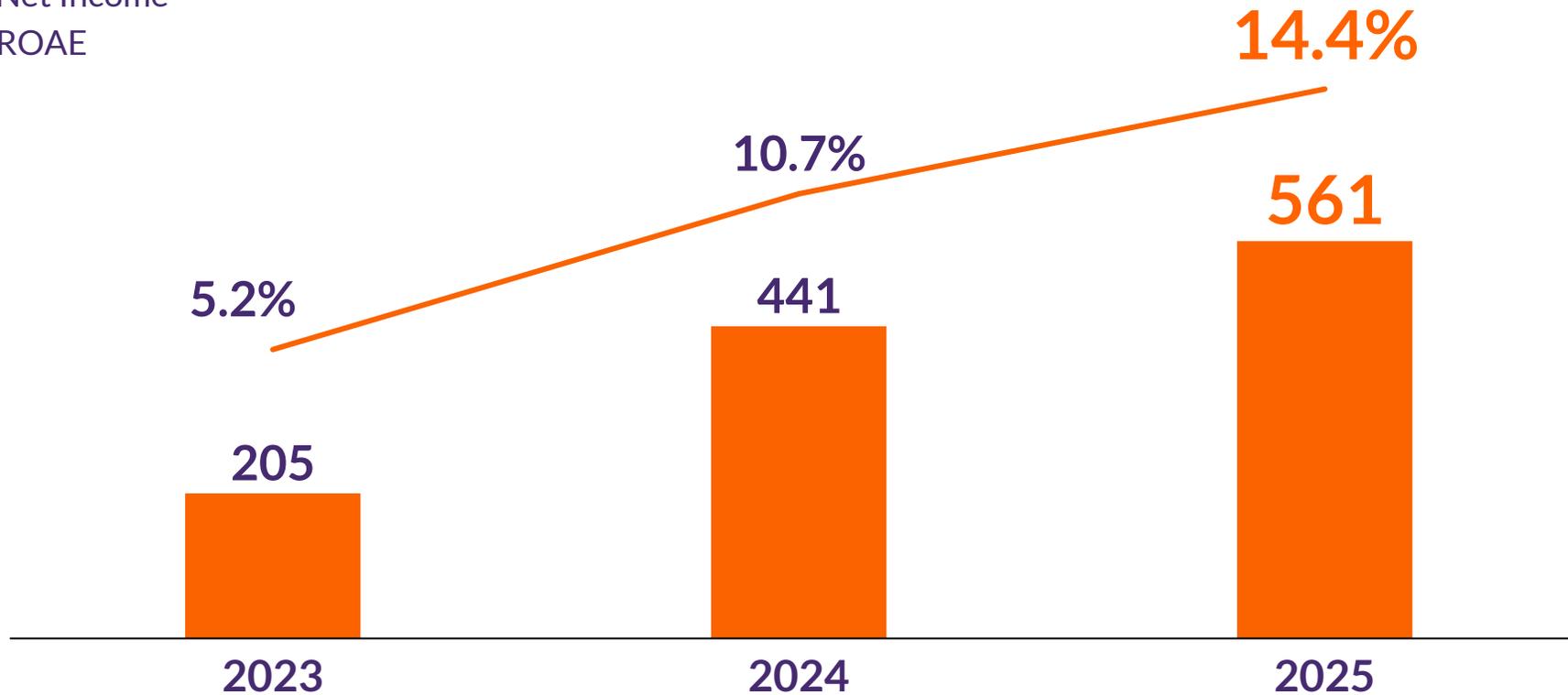
## discipline in strategy execution



A more profitable Bmg

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

■ Net Income  
— ROAE



# Continuous investment in employees



## TURNING LEADERS INTO PARTNERS

Long-term incentive plan

expanding  
the eligible  
audience



19 > 102

beneficiaries

eligible for the Executive Board, senior leadership and  
elected executive positions

### LONG-TERM INCENTIVE



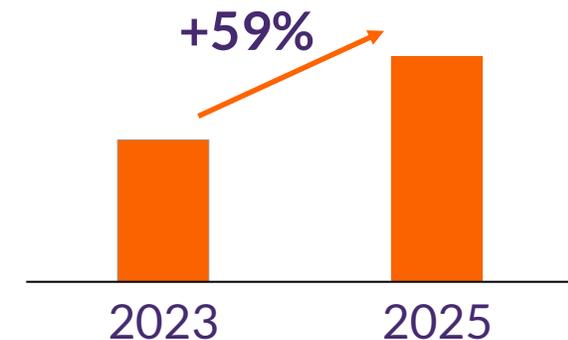
### BONUS MATCHING

Compensation linked to  
meeting long-term  
strategic goals

Encourages leaders to invest  
the bonus in BMGB4 shares,  
with Bmg matching

## MORE PREPARED AND ENGAGED TEAM

### Investment in training



### Great Place do Work



- Ranked among the TOP 3 best financial institutions to work for
- The only Brazilian bank recognized for excellence in promoting mental health





# Products & Business

# Responsible sales: best experience, best result



## Care and transparency in the relationship



Formalization with video call for all INSS retirees and pensioners

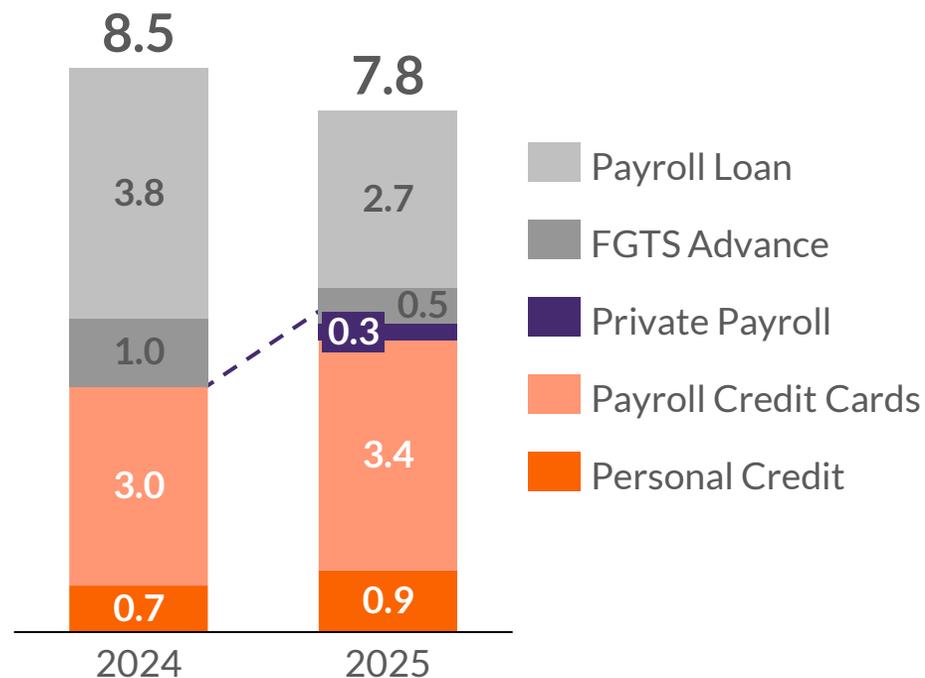
Financial education program (“you in control”) designed to embrace diverse realities and support informed decision-making



Protection of customers’ personal data, with strengthened LGPD policies across third-party channels

## more profitable origination<sup>1</sup> mix

R\$ billion



Net Revenue per customer origination 2025<sup>2</sup>

**R\$ 50/month**  
(+8.2% YoY)

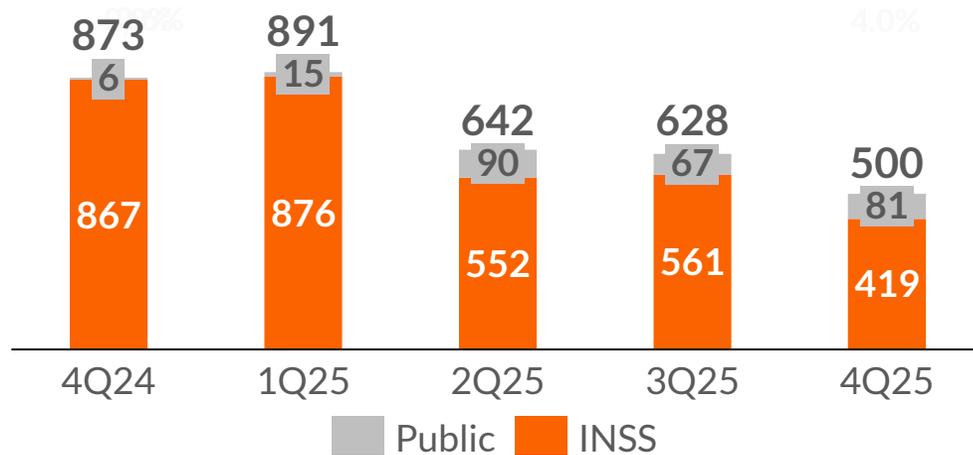
1. Considers only new funds disbursed to the customer. | 2. Net ARPAC: Includes net revenues from credit, services, insurance, and securities (TVM), net of funding costs, divided by the average number of customers, in accordance with BACEN methodology.

# Payroll Products

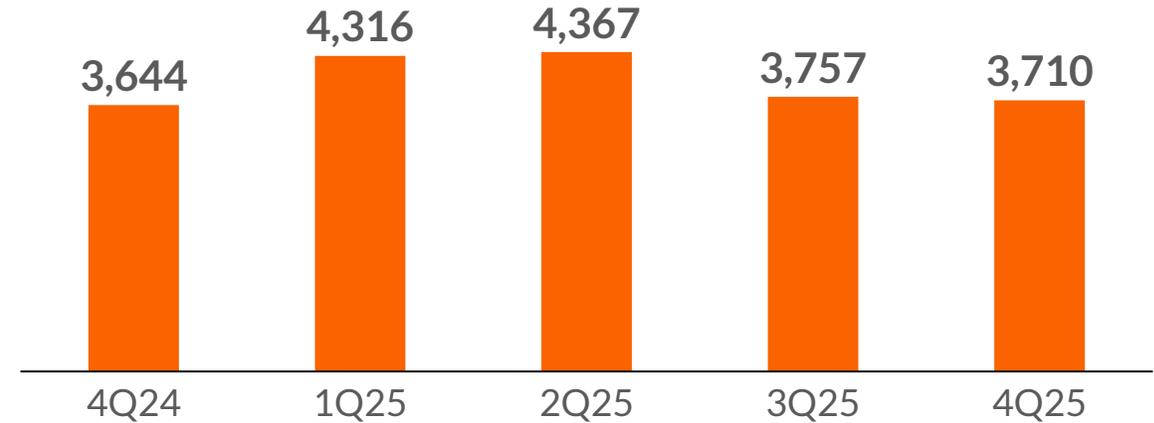
## payroll loan - INSS and Public



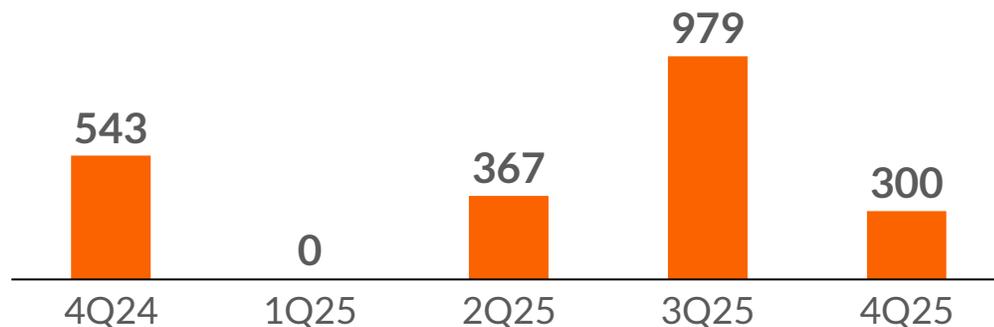
**Origination: Quarterly released amount<sup>1</sup>** (R\$ million)



**Credit portfolio** (R\$ million)



**Quarterly assigned amount<sup>2</sup>** (R\$ million)



### Characteristics of the portfolio

Excellence in formalization enables assignment strategy with multiple partners

Average interest rate: 1.7% p.m.

89% 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.

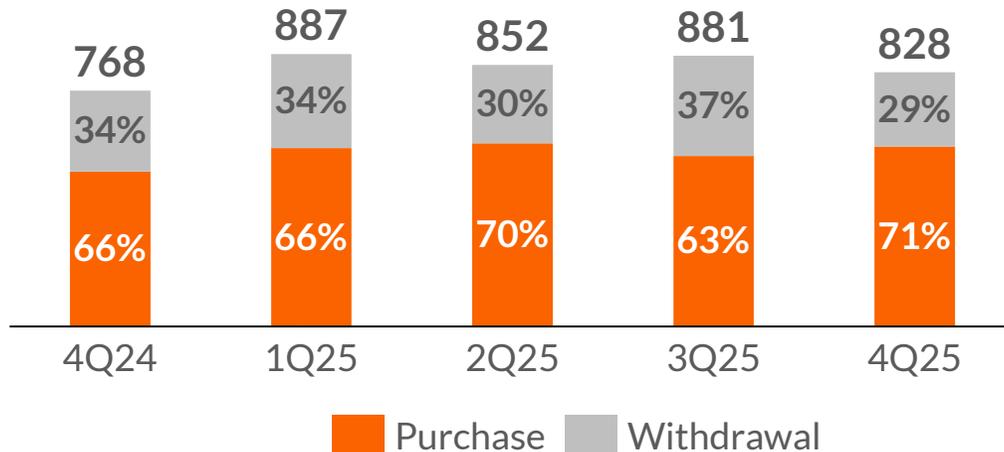
# Payroll Products

## payroll credit card + benefit payroll card

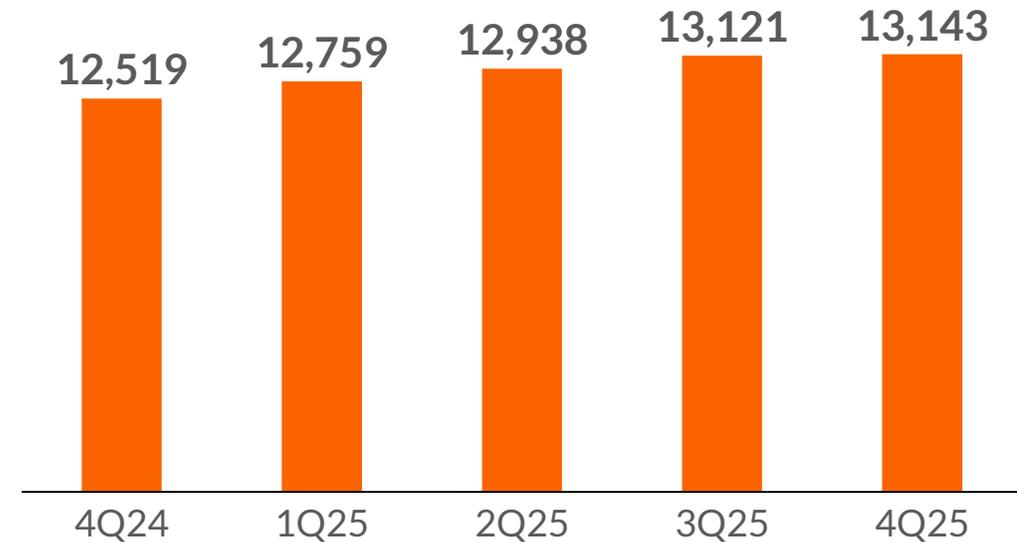


**Origination: Quarterly released amount<sup>1</sup>** (R\$ million)

Use of cards as a means of payment already represents 71% of origination



**Credit portfolio<sup>2</sup>** (R\$ million)



### Characteristics of the portfolio

Average interest rate<sup>3</sup>:  
2.9% p.m.

Payroll and benefit credit cards:  
4.9 million active cards

90% of the portfolio in INSS

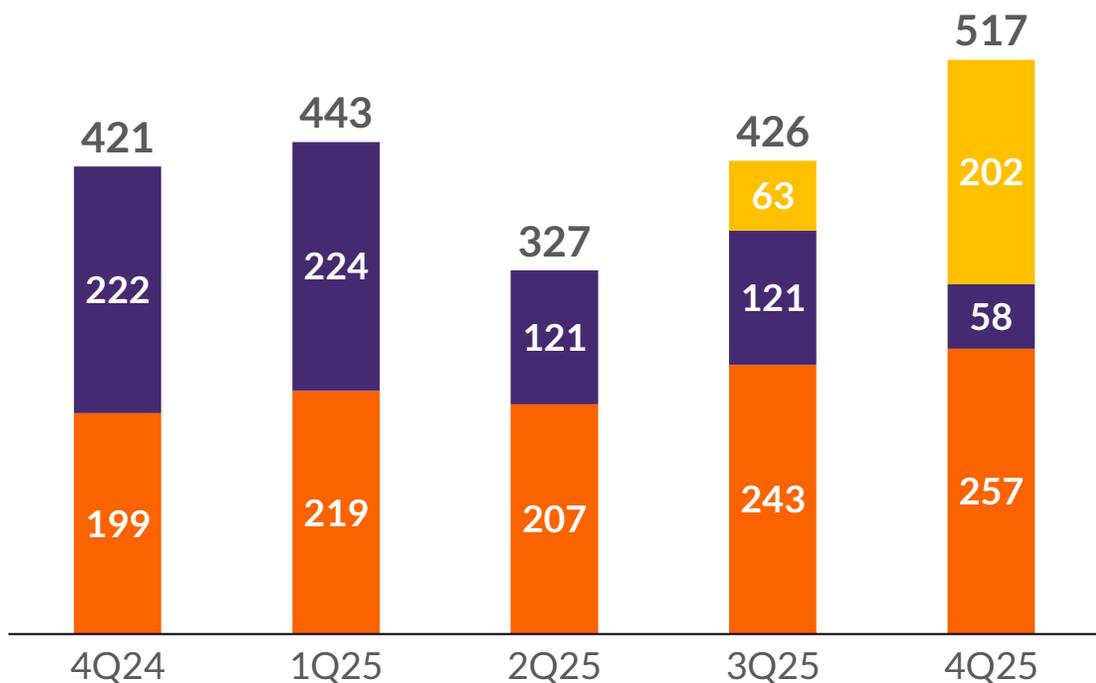
1. It considers only the new resource released to the client, it does not consider refinanced amounts. It considers origination via withdrawal and purchase. | 2. Includes balance of purchases to be invoiced. | 3. considers the portfolio's average rate, including INSS agreements and public-sector agreements.

# Retail (Individuals)

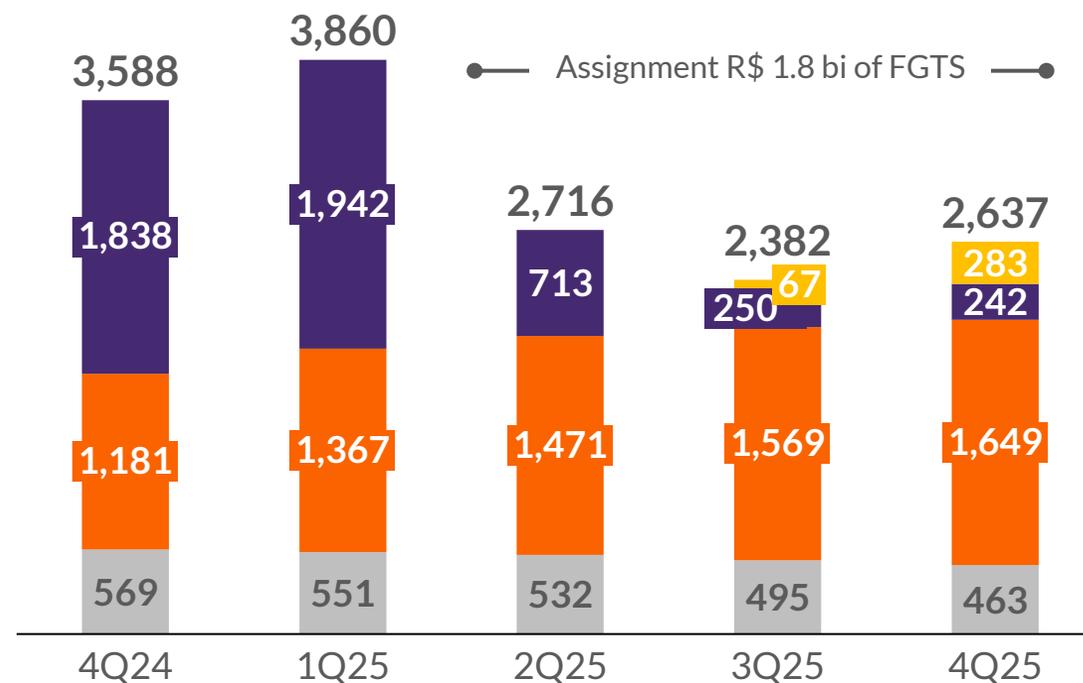
## personal credit + private payroll loan + FGTS advance + credit card



Origination: Quarterly released amount<sup>1</sup> (R\$ million)



Credit portfolio (R\$ million)



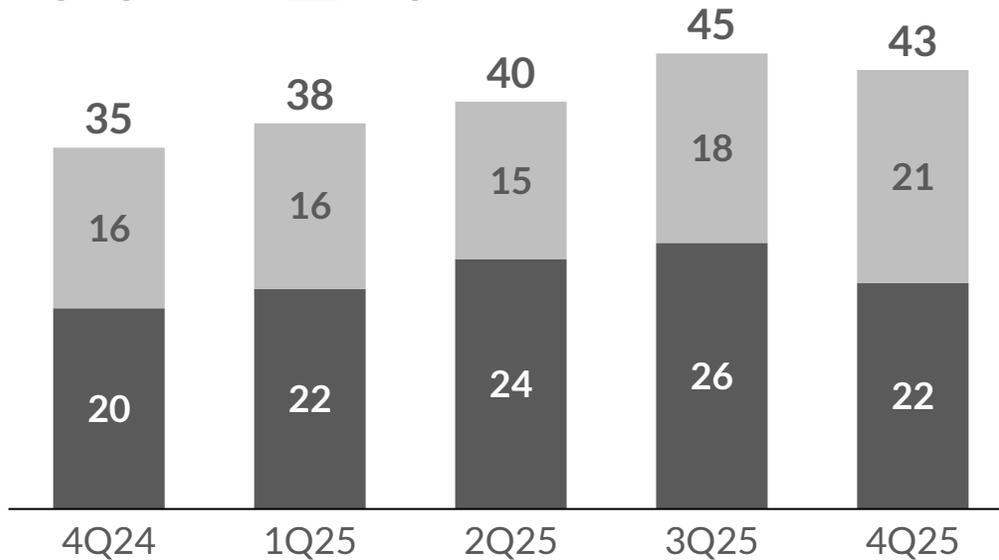
1. It considers only the new resource released to the client, it does not consider refinanced amounts. | 2. Includes purchases to be invoiced which represent 49% of the credit card portfolio in 4Q25.

# Retail Insurance: reaching those without protection



## Net Income (R\$ million)

■ Bmg Seguradora ■ Bmg Corretora



Share Bmg<sup>1</sup>

21

21

22

38<sup>2</sup>

32

- ✓ Products and processes aligned with client needs
- ✓ Bmg Med: expanded access to healthcare and discounts on medications, strengthening the customer protection proposition

Number of insurance policies

**9.3 million**

Corretora: premiums sold 2025

**R\$ 1.0 billion**  
+6% YoY

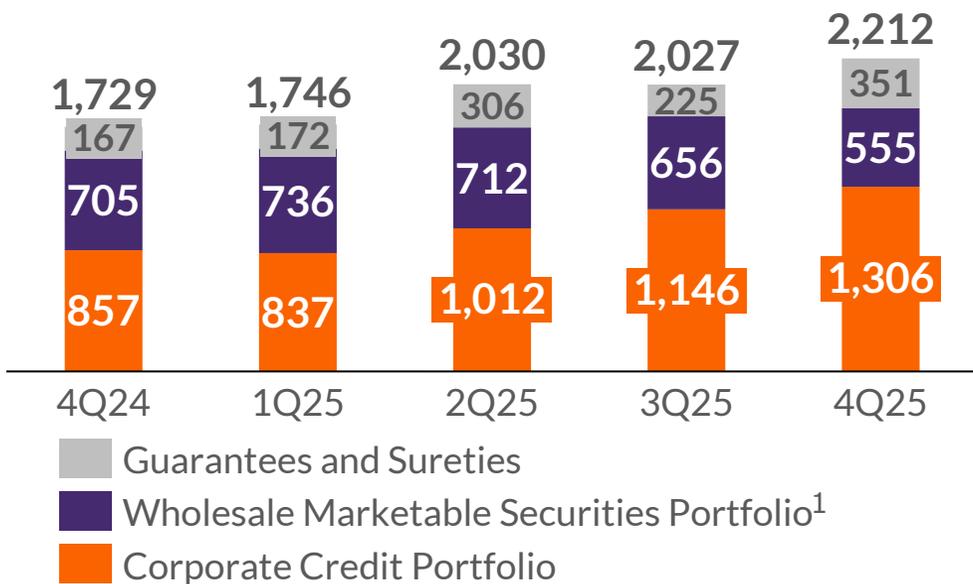
Seguradora: issued premiums 2025

**R\$ 417 million**  
+17% YoY

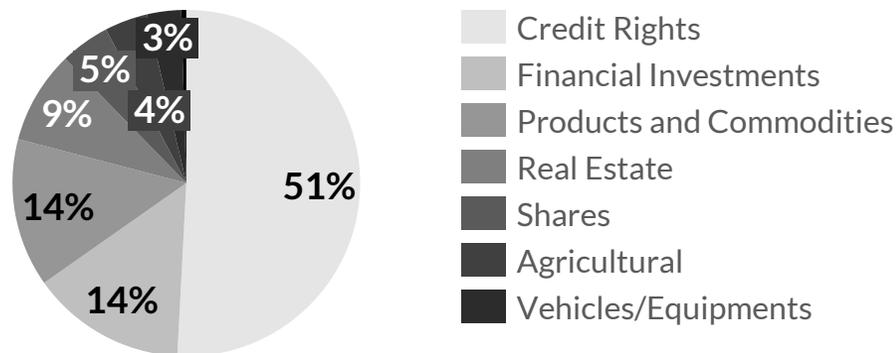
1. Bmg Corretora: equity equivalence of Bmg Corretora for Bmg; Bmg Seguradora: net income considering Bmg's share. | 2. In August 2025, the acquisition of the remaining 40% of Bmg Seguradora was completed, so that Bmg came to hold 100% of the share capital. In the third quarter of 2025, the retroactive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



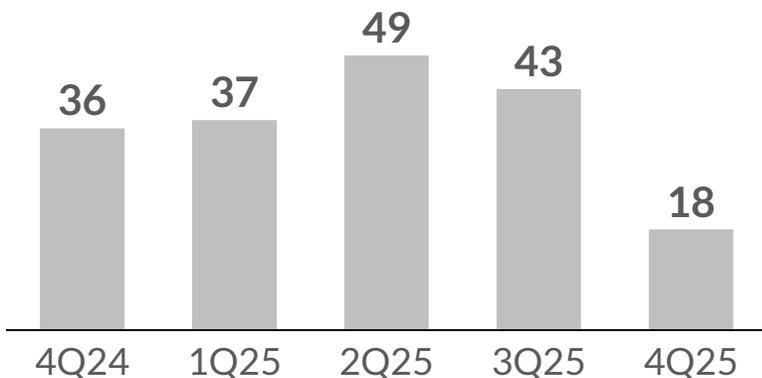
### Expanded Portfolio (R\$ million)



### Mix of Guarantees



### Non-credit revenue (R\$ million)



### 2025 | CAPITAL MARKET OPERATIONS

**R\$ 1.0 billion**  
total amount of offers

**44**  
offers as coordinator  
(38 as leader)

Advisory on  
**18**  
M&A operations

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



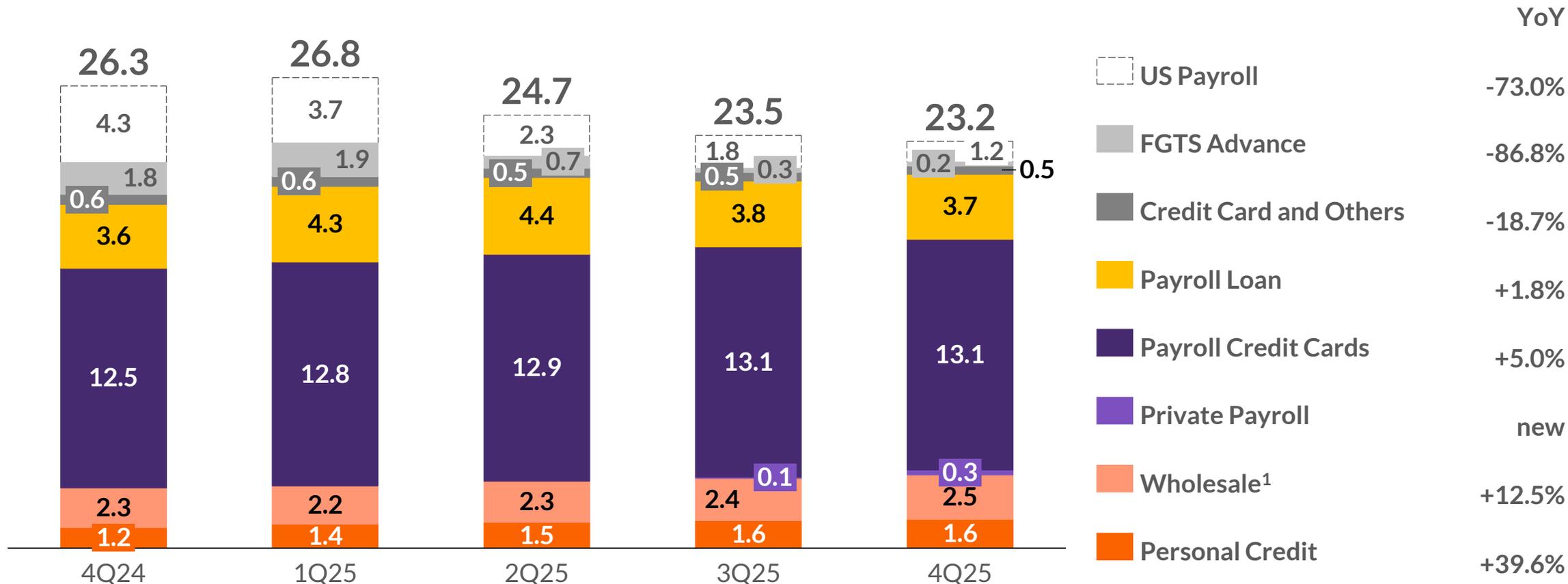
# Assets and Liabilities

# Loan Portfolio: significant change in product mix

## increased exposure to payroll loans and personal credit, with a reduction in less profitable portfolios



R\$ billion



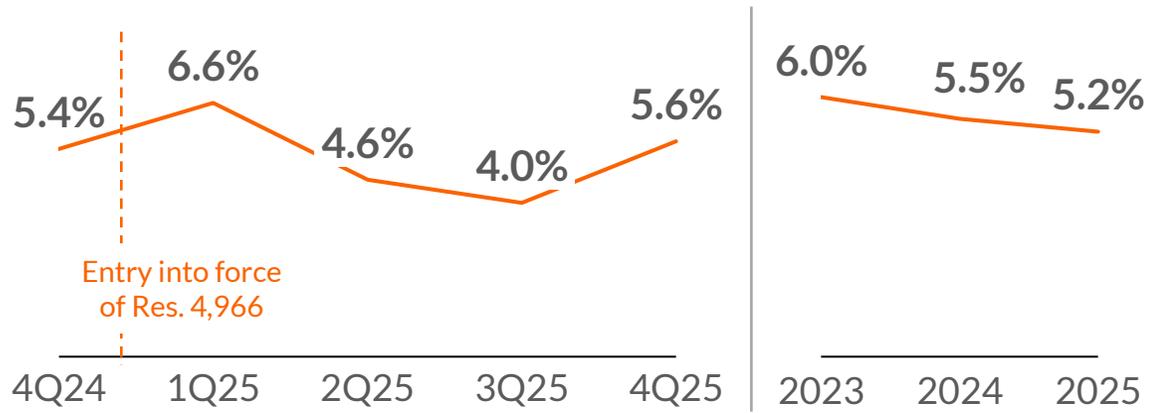
Payroll in the United States: low representation with only 5% of the total portfolio

1. Includes the Corporate loan portfolio + Structured Operations (advance of receivables from commissions paid by Bmg to correspondents and franchisees, and advance of broadcasting rights receivables to football clubs)

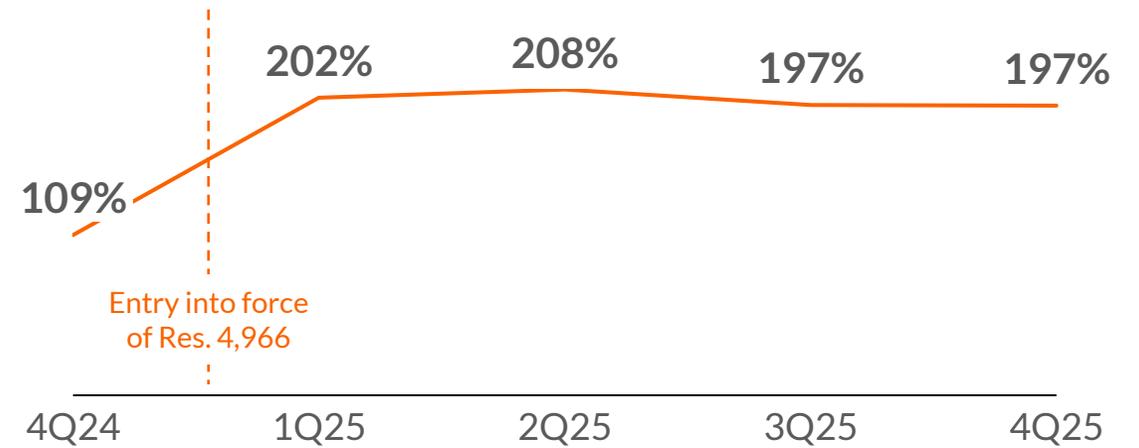
# Quality of credit portfolio



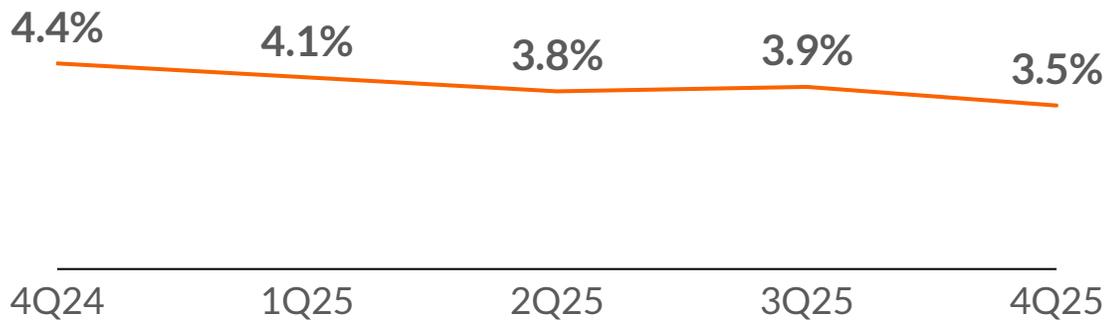
## Provision expenses net of recovery<sup>1</sup>



## Coverage ratio

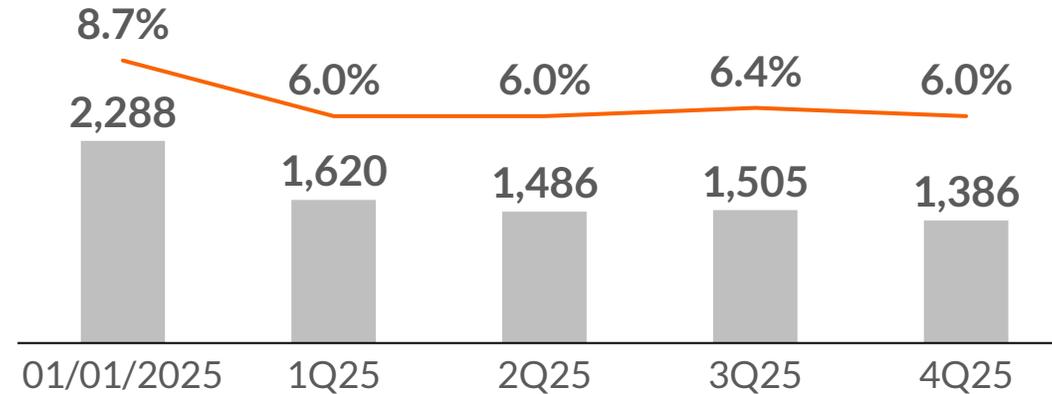


## NPL - Over90



## NPL - Stage 3

(R\$ million and % of portfolio)



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

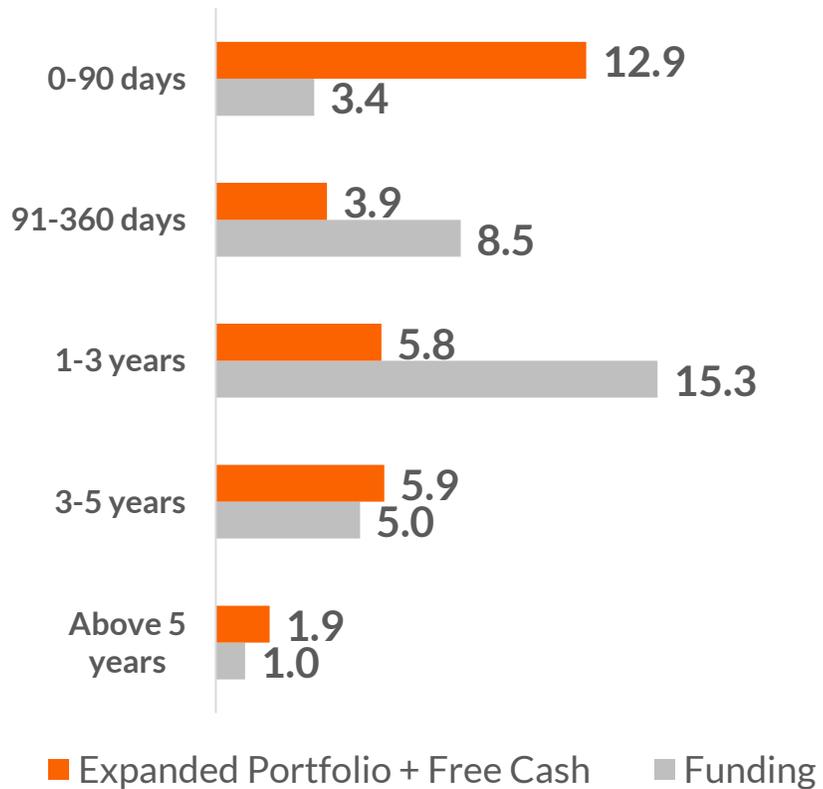
# Building a more solid and sustainable funding base



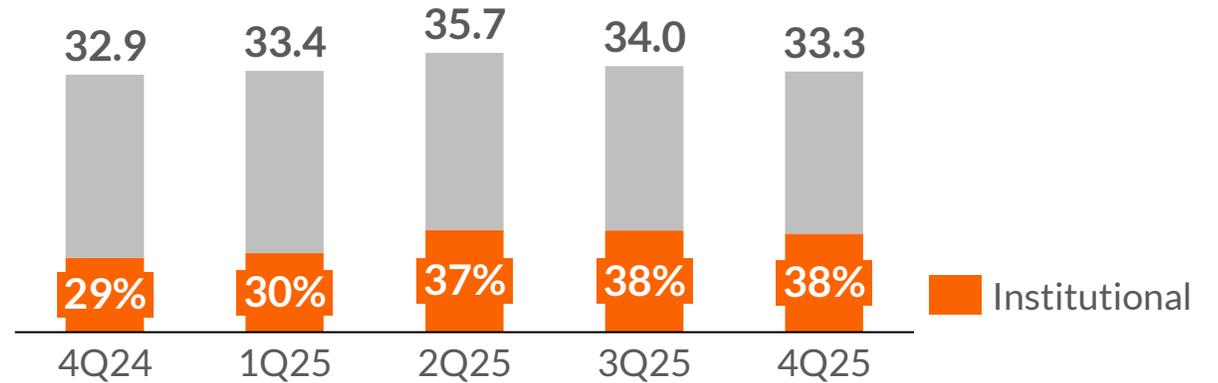
Liquidity Coverage Ratio (LCR): **627%**

Net Stable Funding Ratio (NSFR): **127%**

(R\$ billion)



## Funding (R\$ billion)

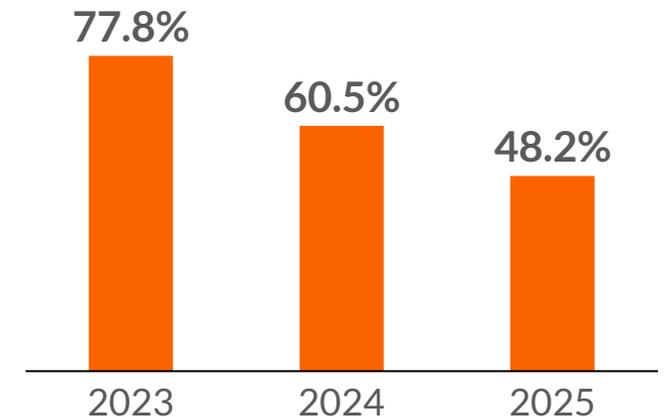


Institutional funding grew **32% YoY**

Recurring issuer of payroll card securitizations

## Reduction in reference value subject to the FGC<sup>1</sup>

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

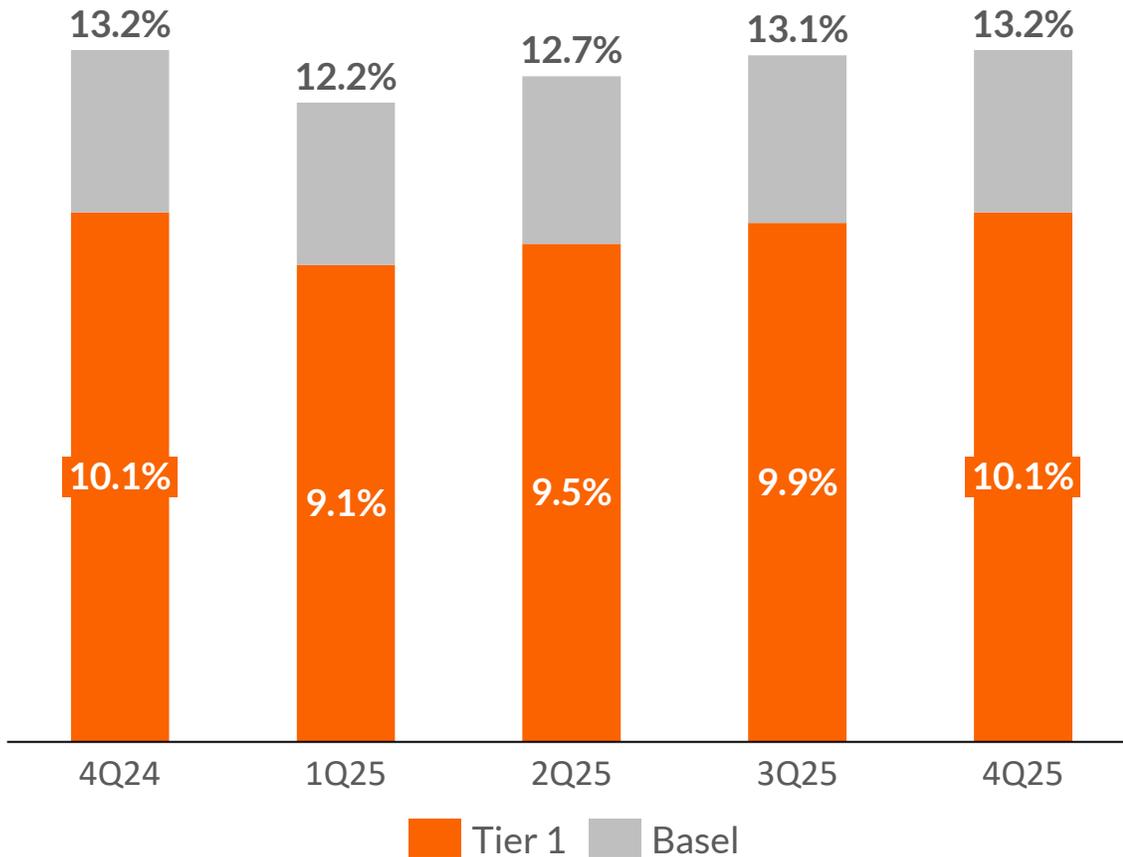


1. Fundo Garantidor de Crédito

# Strengthening of tier 1 capital



Basel Ratio



## Capital increase planned for Mar/26 of up to R\$ 214 million

- controlling shareholders committed to exercising their right of R\$ 156 million
- mitigating the impact of the phase in of Res. 4,966, with an impact of R\$ 174 million on the reference capital in Jan/26
- capital base to sustain operations growth
- greater attractiveness of BMGB4 share with potential increase in liquidity and institutional investor entry



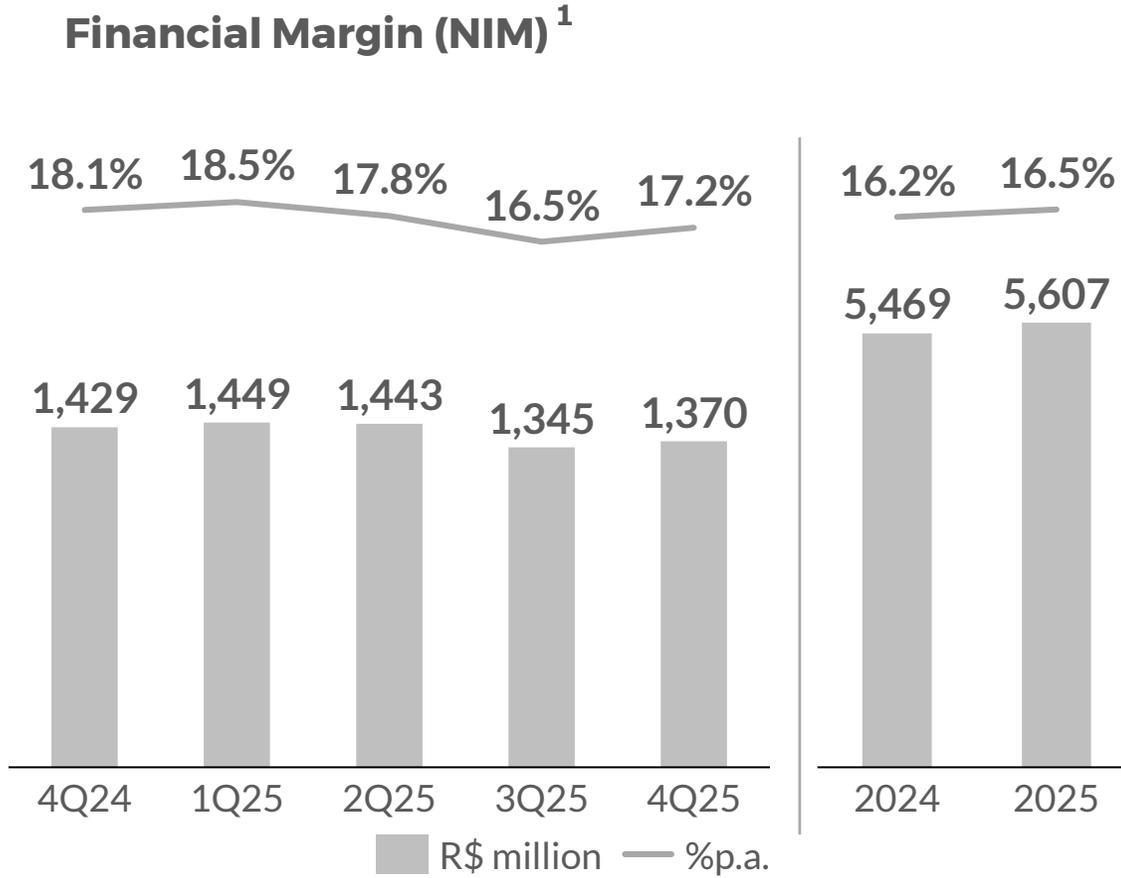
# Financial Results



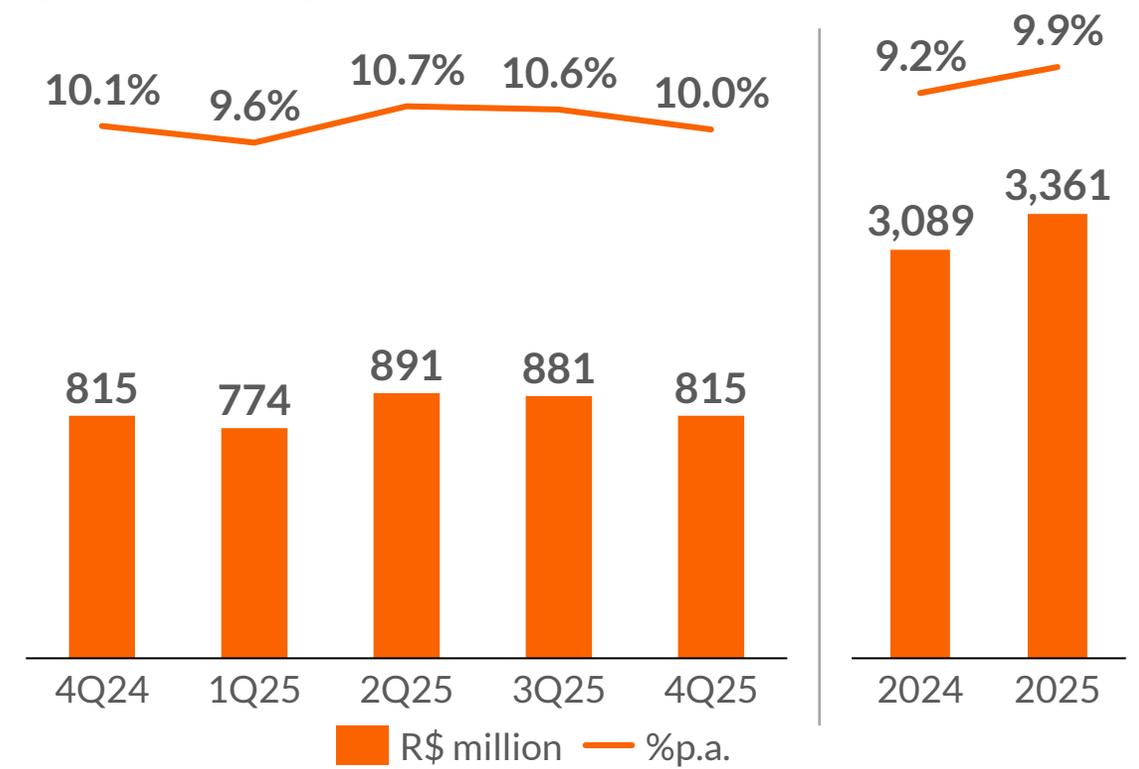
# Margin expansion with a more profitable portfolio mix



### Financial Margin (NIM) <sup>1</sup>



### NIM after the cost of credit (provision expenses and commission) <sup>2</sup>



1. Income from credit operations + income from marketable securities transactions + funding expenses and derivatives + income from services rendered + insurance operations / average profitable assets.

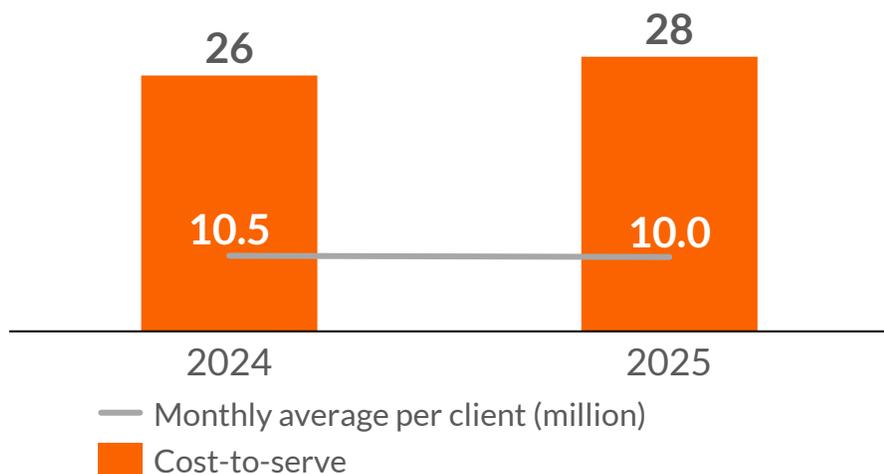
2. Financial Margin + net provision expenses + commission expenses / average profitable assets.

Based on Managerial Income Statement.

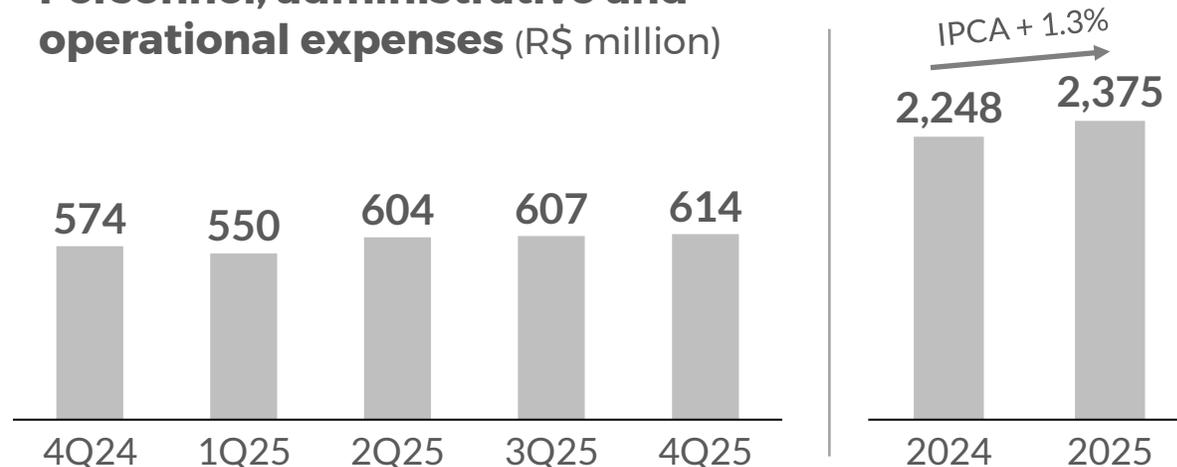
# Discipline in cost management and operational efficiency



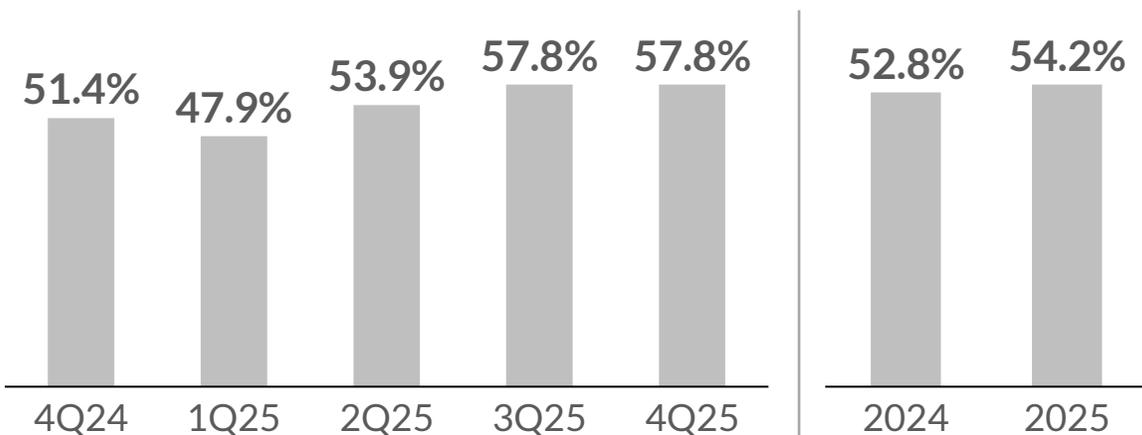
**Cost-to-serve<sup>1</sup>** (R\$ monthly average per client)



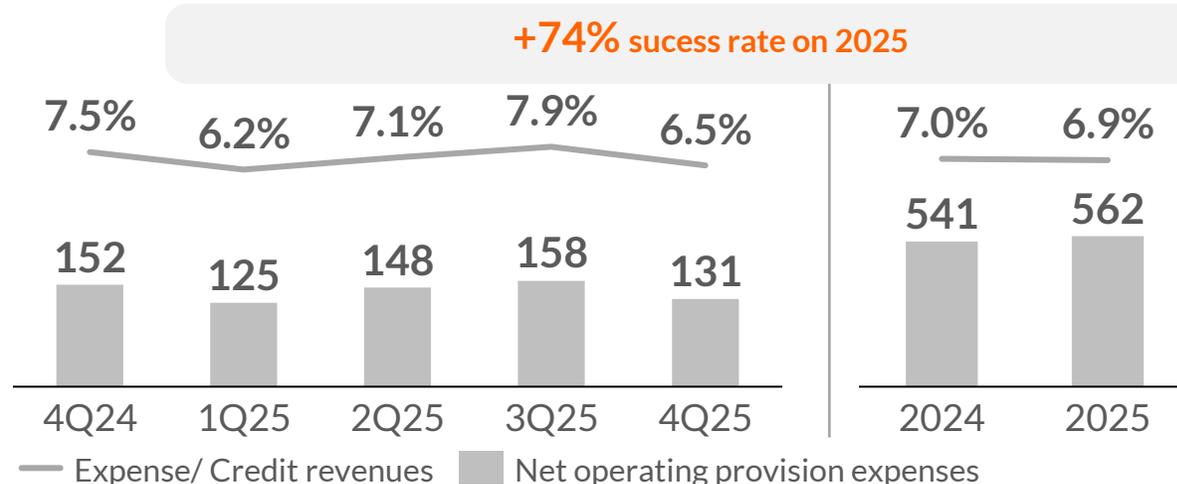
**Personnel, administrative and operational expenses** (R\$ million)



**Efficiency ratio (%)**



**Net operating provision expenses** (R\$ million)

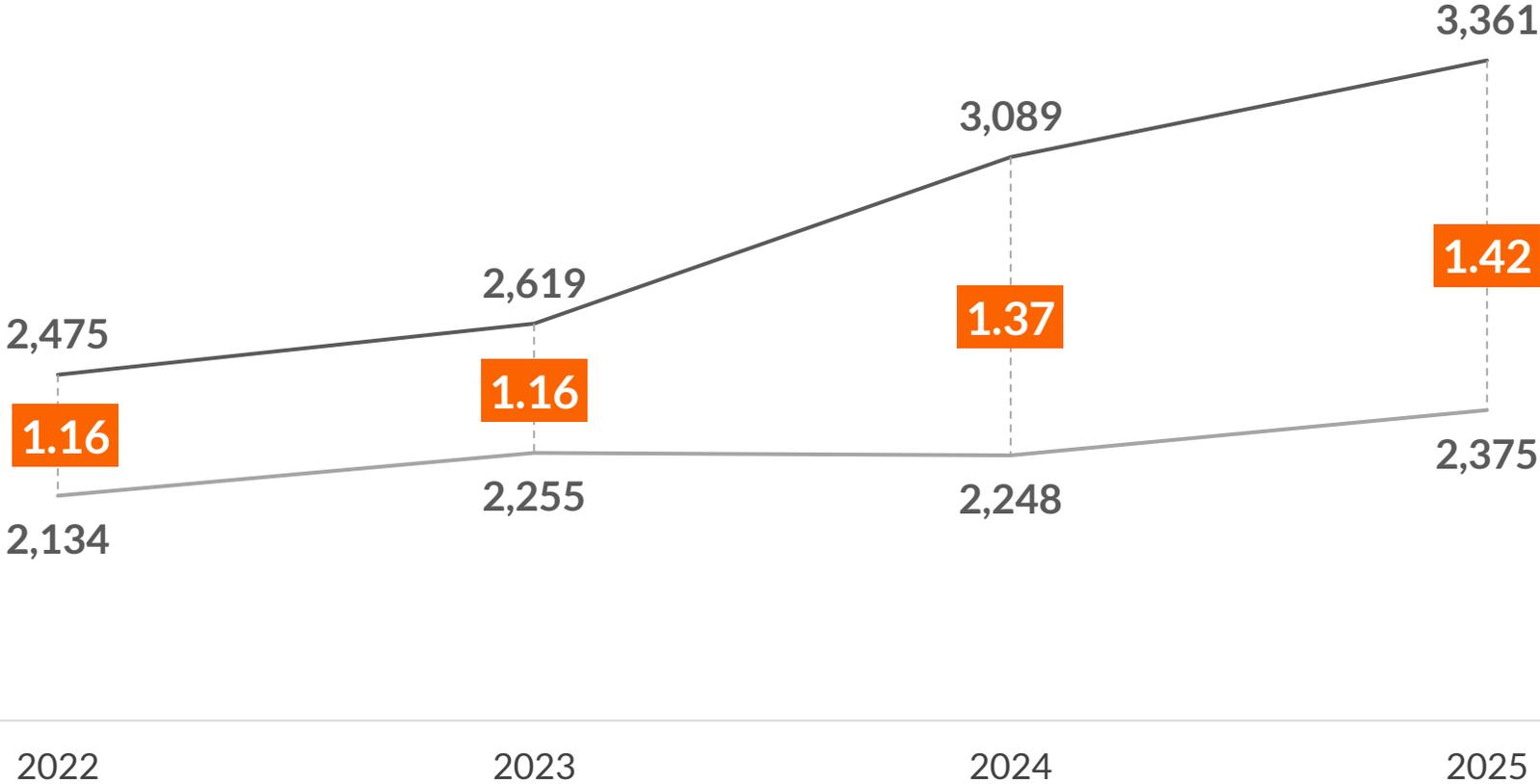


1. Personnel + administrative + operational + commissions expenses/ average number of customers using Bacen's methodology.

# Sustained growth in profitability, reflecting improvements in operational efficiency



(R\$ million)



Financial Margin After the Cost of Credit



Gain of scale

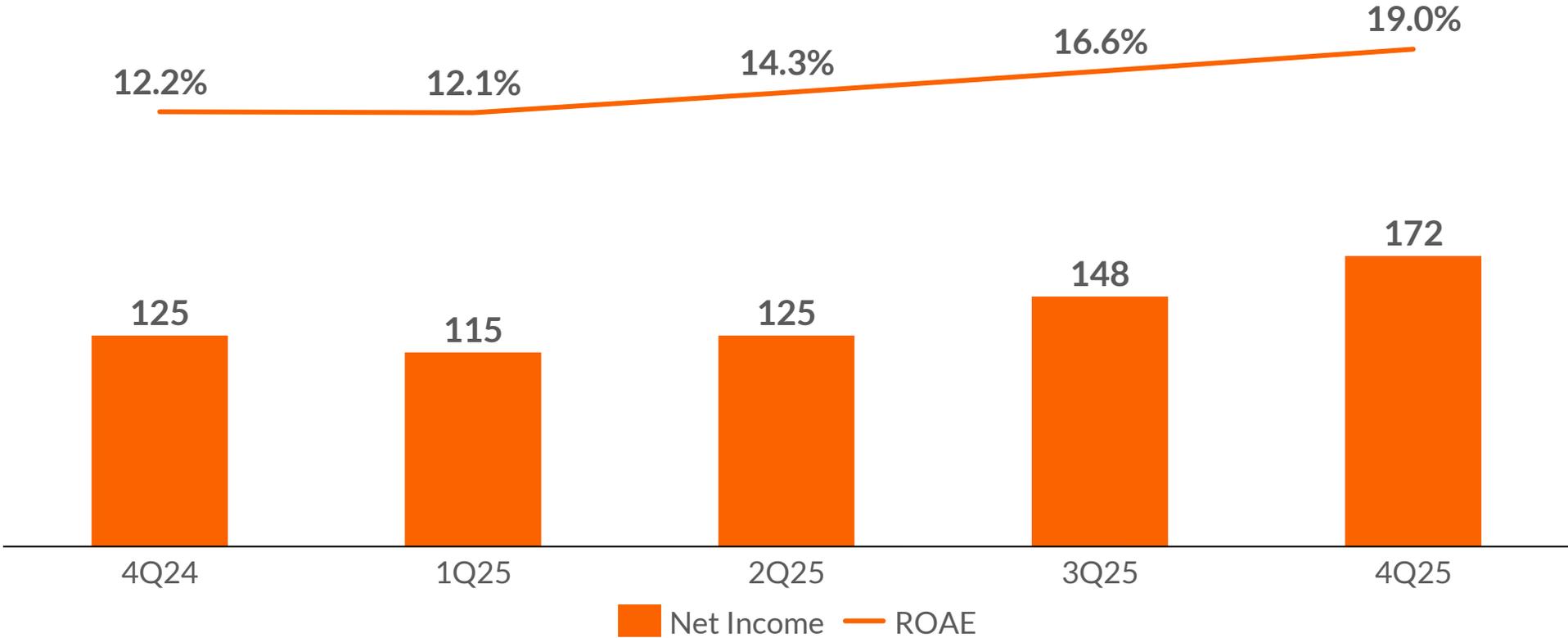
Personnel, administrative and operational expenses

# Sustainable generation of results



## Profitability

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



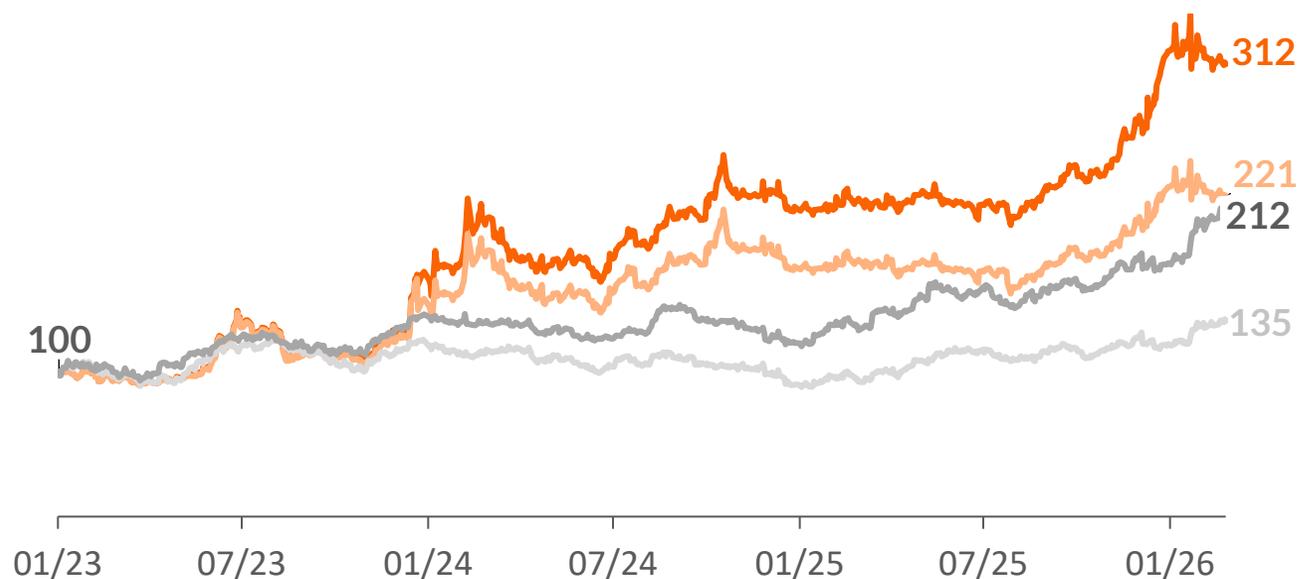
# BMGB4 Evolution



## BMGB4 have gained value...

Base 100 - Histórico de 01/02/23 a 02/25/26

- BMGB4 - With Dividend Reinvestment
- BMGB4 - With Dividend Reinvestment
- Small Cap Index (SMLL)
- Financial Index (IFNC)



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

	ROE 2025	P/BV	DY
<b>Bmg bank</b>	<b>14.4%</b>	<b>0.7x</b>	<b>11.2%</b>
<b>Medium sized banks listed</b>	<b>17.6%</b>	<b>1.5x</b>	<b>5.8%</b>
<b>Banks listed</b>	<b>18.9%</b>	<b>1.4x</b>	<b>5.3%</b>

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 2025 disclosed by each bank. For banks that have not yet disclosed results, consider the most recent ROE disclosed by the bank | The P/BV (price-to-book ratio) and DY (dividend yield) multiples are based on the closing price on 02/25/2026 | Averages weighted by the disclosed Shareholders' Equity of each bank.



# Key Takeaways

# Key takeaways



## The client at the center of our strategy



Simple, human and digital experience in a mature omnichannel

## Growth with quality



Structurally more profitable mix and higher engagement

## Clear growth levers



- Private payroll loan
- Public payroll loan

## Technology as an efficiency lever



Scale, productivity and growing use of AI

## People and culture as a strategic pillar



Engaged leadership, aligned incentives, and long-term focus

## Profitability on a consistent trajectory



Recurring generation of results with discipline in execution



## INVESTOR RELATIONS TEAM

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"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."