

A photograph of a young man and woman smiling and embracing. The woman is in the foreground, wearing a red top, and the man is behind her. They are framed by a circular graphic with dashed lines and a solid white arc at the top.

Earnings Strategic Plan

4Q23



operational performance

R\$4.3 bn

4Q23 ALL reinforcement (R\$1.4 bn)

Accumulated ROAE : 10.0%

recurring net income

R\$2.9 bn

2023

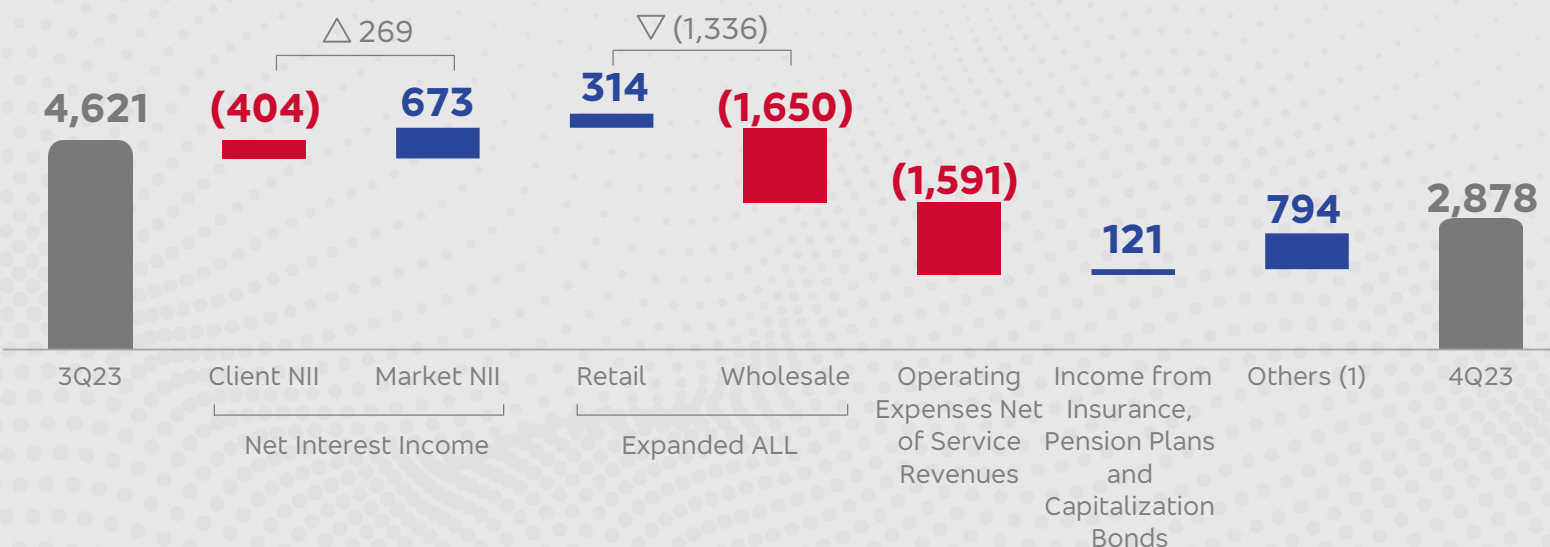
R\$16.3 bn

▽ 37.7%
4Q23 vs. 3Q23 (q/q)

△ 80.4%
4Q23 vs. 4Q22 (y/y)

▽ 21.2%
2023 vs. 2022 (23/22)

recurring net income (R\$ million)



(1) Tax Expenses, Income from Interest in Associates, Non-Operating Income, Income Taxes/Social Contribution and Minority Interest.



Wholesale ALL reinforcement due to one-off cases



Reduction of ALL in the retail



Individual and SME loans gaining traction



Market NII recovering



Total NPL drops 50 bps



Insurance ROAE of 24.8%



Operating expenses within the guidance



Non-recurring events of R\$1,175 million

- Provision for Restructuring | R\$570 million
- Contingent Liabilities | R\$547 million



loan portfolio



individuals

▲ 1.3 % q/q ▲ 1.2 % y/y



companies

SME ▲ 1.5 % q/q ▼ 4.8 % y/y

large corporates ▼ 2.1 % q/q ▼ 3.0 % y/y

total ▼ 0.9 % q/q ▼ 3.6 % y/y

average daily production

non earmarked portfolio* (2H23 x 1H23)

Total ▲ 10 %

Individuals ▲ 22 % Companies ▲ 7 %

R\$877.3 bn

4Q23 stable in the quarter ▼ 1.6 % y/y

*not including cards



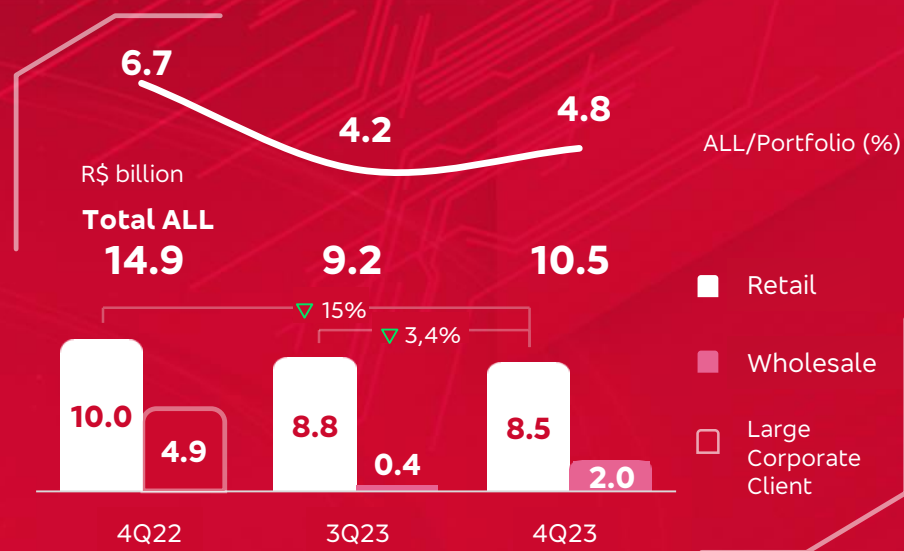
expenses with expanded ALL and loan indicators

R\$10.5 bn

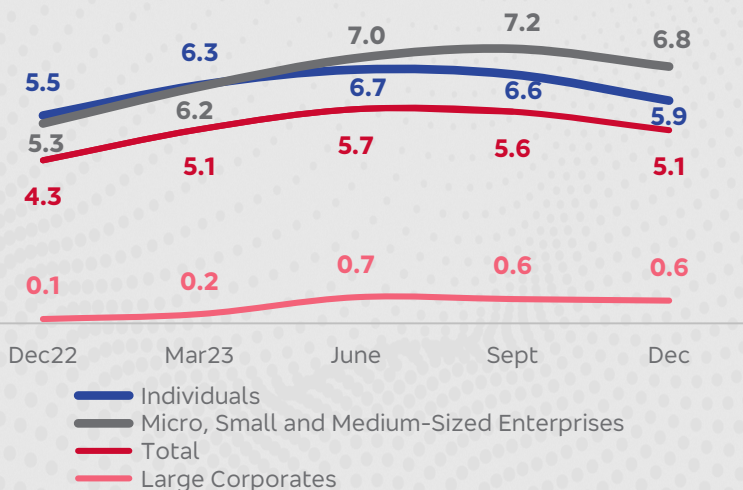
4Q23 Δ 14.5% q/q ∇ 29.3% y/y

R\$39.5 bn

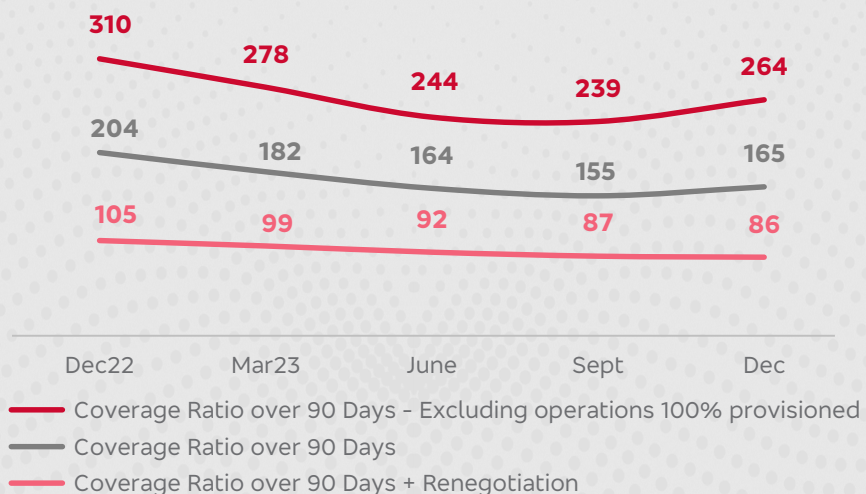
2023 Δ 22.4% 23/22



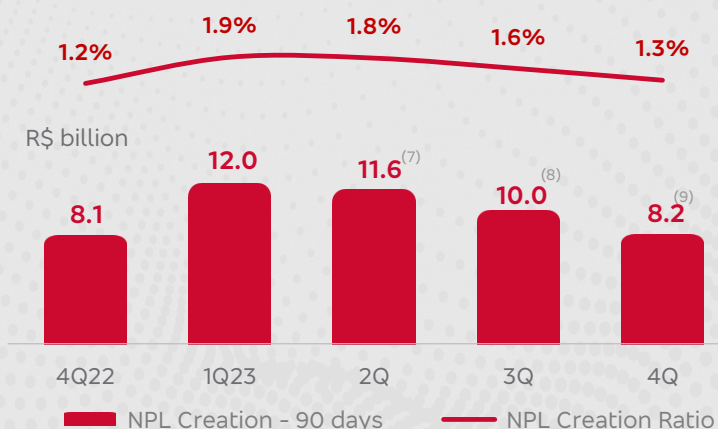
Delinquency ratio over 90 days - %



Coverage Ratio - %



NPL Creation



Considering Large Corporate client 100% provisioned : (1) 5.9%, (2) 6.1%, (3) 5.2%, (4) 1.9%, (5) 3.2%, (6) 1.1%, (7) R\$13.0 bn, (8) R\$11.7 bn and (9) R\$8.6 bn.



net interest income

R\$16.1 bn

4Q23 \triangle 1.7% q/q ∇ 3.3% y/y

R\$65.2 bn

2023 ∇ 1.8% 23/22



Client NII

4Q23

R\$15.4 bn

∇ 2.6% q/q

2023

R\$64.9 bn

∇ 4.3% 23/22

spread **8.8%** (4Q23)



Market NII

4Q23

R\$0.7 bn

\triangle R\$0.7 bn q/q

2023

R\$0.3 bn

\triangle R\$1.7 bn 23/22

Interest Sensitivity – Δ NII
12 months (-100 bps) | 4Q23

R\$1.3 bn



fee and comission income

R\$9.0 bn

4Q23 ▾ 0.9% q/q ▾ 2.4% y/y

R\$35.6 bn

2023 ▾ 0.1% 23/22



loan operations

R\$0.6 bn ▲ 11.0% q/q ▾ 2.0% y/y ▾ 17.6% 23/22



card income

R\$3.8 bn ▲ 3.4% q/q ▾ 0.4% y/y ▲ 5.2% 23/22



consortia

R\$0.6 bn ▲ 3.2% q/q ▲ 2.7% y/y ▲ 1.8% 23/22



checking account

R\$1.7 bn ▾ 3.9% q/q ▾ 12.9% y/y ▾ 8.8% 23/22



underwriting

R\$0.3 bn ▾ 42.0% q/q ▾ 10.6% y/y ▲ 18.3% 23/22



operating expenses

R\$14.9 bn

4Q23 Δ 11.2% q/q Δ 10.7% y/y

R\$54.2 bn

2023 Δ 10.4% 23/22



7% Collective agreement impact (2023/2022)
2023 **4.58%** 2022 **8% e 10%**



4,62% IPCA
12 months



personnel

R\$6.5 bn

Δ 5.0% q/q

Δ 9.2% y/y

Δ 6.4% 23/22



administrative

R\$6.0 bn

Δ 5.7% q/q

∇ 1.4% y/y

Δ 2.5% 23/22

customer service points¹



(542)

in 12 months

7.4 thousand Dec23 7.9 thousand Dec22

employees



(2.2 thousand)

in 12 months

86.2 thousand Dec23 88.4 thousand Dec22

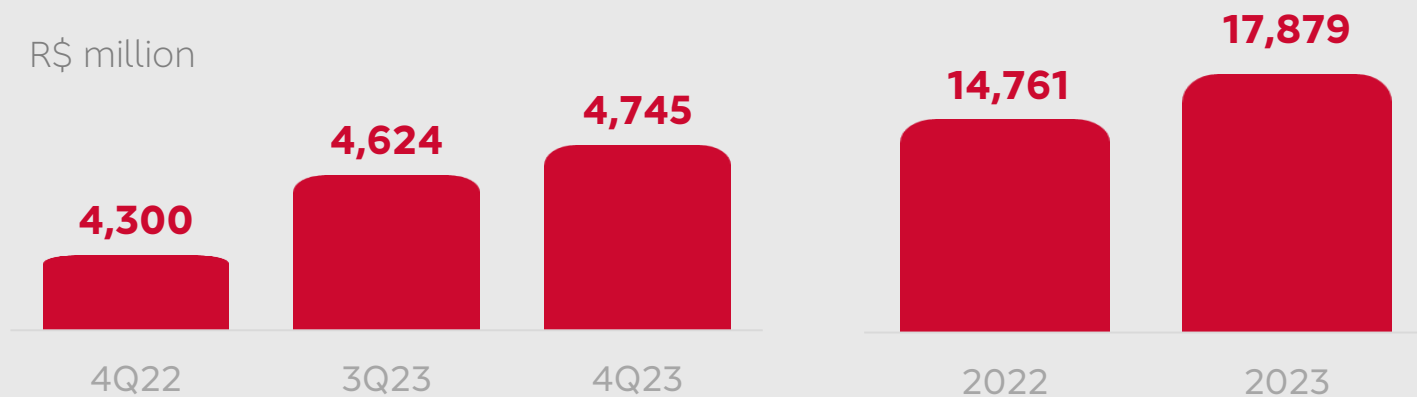
(1) Includes Branches, Customer Service Points, Electronic Customer Service Points and Business Units



insurance, pension plans and capitalization bonds

Income from Insurance

R\$ million



- △ 2.6% q/q
- △ 10.3% y/y
- △ 21.1% 23/22

revenues

4Q23

R\$28 bn

▽ 0.6% q/q △ 14.3% y/y

2023

R\$106.6 bn

△ 11.8% 23/22

net income

Quarterly ROAE **24.8%**

4Q23

R\$2.5 bn

△ 5.6% q/q △ 31.4% y/y

2023

R\$8.9 bn

△ 32.2% 23/22

basel & interest on shareholders' equity/dividends

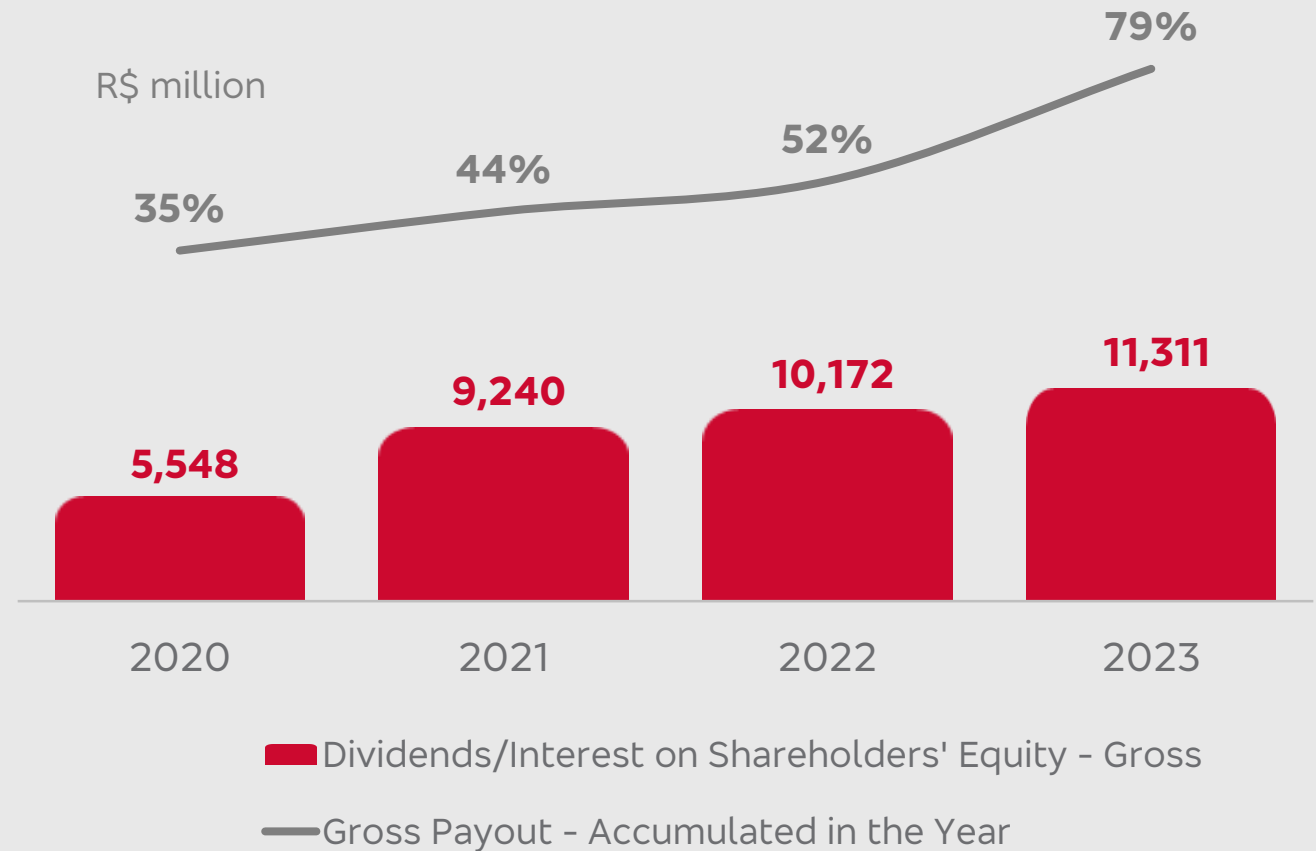


Basel Ratio Tier I

 **81 bps**

in the year

12.4 % > **13.2 %**
4Q22 4Q23





guidance 2024



Expanded Loan Portfolio

Expected

1% to 5%

Actual

(1.6%)

Expected

7% to 11%

Net Interest Income

Expected

2% to 6%

(1.8%)

Expected

3% to 7%

Fee and Commission Income

Expected

2% to 6%

(0.1%)

Expected

2% to 6%

Operating Expenses
(Personnel + Administrative + Others)

Expected

7% to 11%

10.4%

Expected

5% to 9%⁽¹⁾

Income from Insurance, Pension Plans
and Capitalization Bonds

Expected

21% to 25%

21.1%

Expected

4% to 8%

Expanded ALL – R\$ Billion

Expected

R\$36.5 to R\$39.5

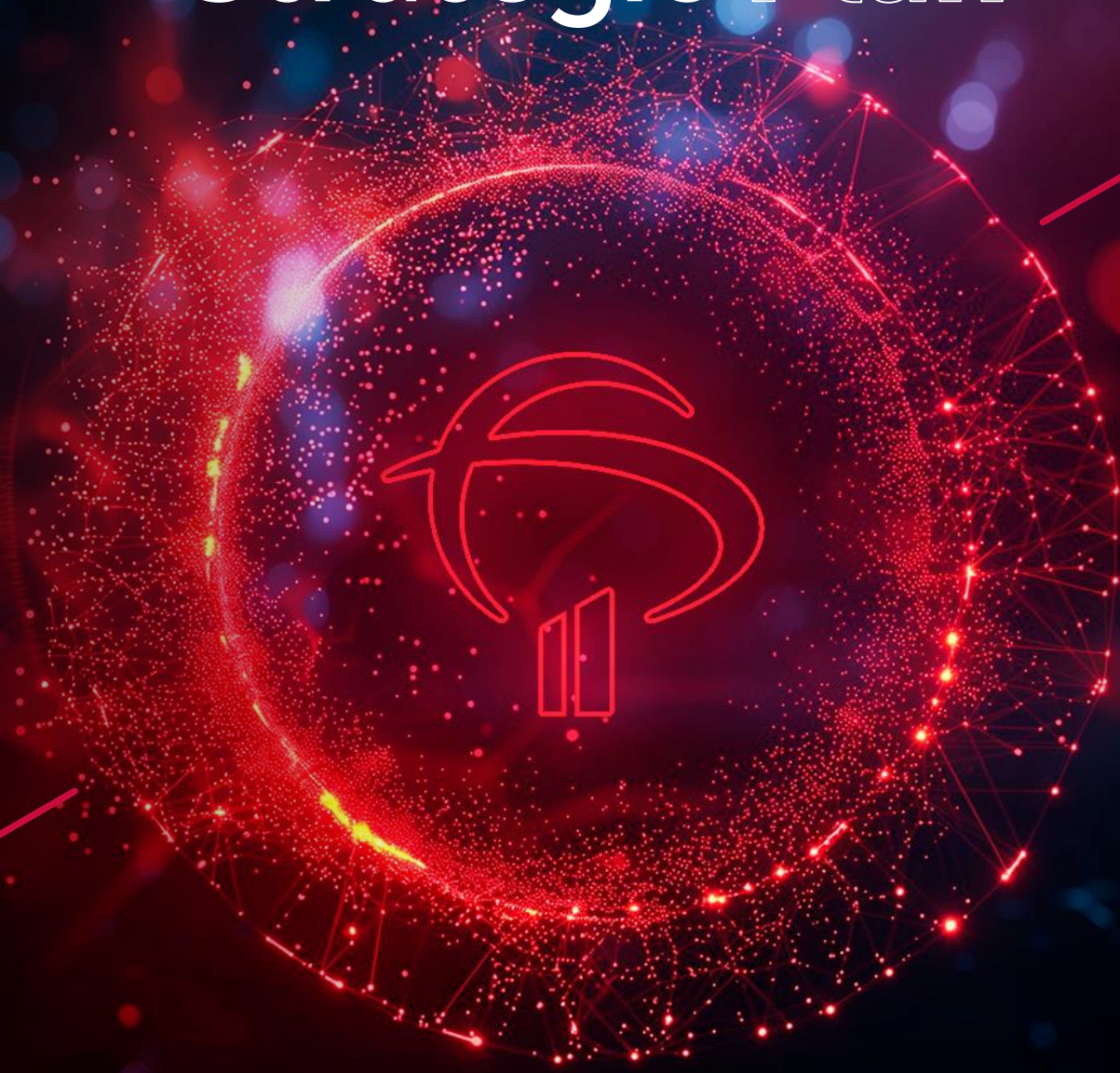
R\$39.5

Expected

R\$35 to R\$39

(1) Administrative and personnel expenses grow in line with inflation.

Strategic Plan





We renewed **Bradesco's strategic vision** based on a solid but accelerated approach

Diagnostic

We used a number of **market and Bradesco's surveys and data** to provide details of the opportunities

Several world-renowned **experts** in the banking industry were involved

Plan

We built a **pragmatic plan** made up of multiple workstreams

Initiatives are now underway and others are being detailed through the business and work front

Execution

We have identified **short-term opportunities** and have been working on capturing them

New Organizational Structure responsible for executing the Strategic Plan

Introduction of a **transformation framework** with dedicated leadership



We perform a **diagnostic** of the **strengths and opportunities**, supported by various experts in Brazil and around the world

Brazilian banking market is one of the most **profitable and resilient**, and with ROE among the highest in the world. Bradesco is not limited in opportunities for growth and profitability, given our focus and capilarity in Brazil

The market represented **R\$1.3 trillion in post-risk revenues** in 2023, with approximately **30-40% of the value** concentrated in **Retail for Individuals**, in which the cost-to-serve is the main challenge, for the entire market

SMEs represent nearly 15% of Brazilian market total revenues and are expected **to double in value in 5 years**. Bradesco maintains a **leading position** with **1.7MM clients** and the largest **loan portfolio with ~R\$100 Bn** considering Bradesco's segmentation and R\$148 Bn considering the Central Bank of Brazil's classification

Bradesco has one of the largest portfolio of **Affluent** clients (1.7MM), but has the opportunity to evolve **the value proposition** to increase **share of wallet**

Credit is the primary anchor and **challenge for fintechs, which together represent less than 3% of market share**. Bradesco has the capacity to increase the Group's **data-intensive use** and adopt **modern modeling** methodologies (e.g. GenAI and Machine Learning)

Bradesco's organizational structure is complex with excess layers and unbalanced span, which **increases decision-making time and makes clients orientation difficult**

Bradesco's investment in **technology** is in line with the market and provides an opportunity **to fast-track technological transformation** through **modular platforms**, accelerating **migration to the cloud**, and increasing **development ability** with the **internalization of third-party contractors**

Bradesco has **significant strengths**, such as a client base of over 71MM, a solid brand, quality of service and breadth of operation (business, geographies and segments). In addition to being **the market leader in certain segments and categories**, with a market share ranging from 14-16%



We reaffirm our ambition to be a **complete bank, profitable and prepared** to compete in the short and long-term

Our ambitions



Physical bank **with appropriate cost and focused on the highest return clients**



Operational efficiency that ensures competitiveness and return



New **customer experience comes first**



More **effective time to market**



Efficient Digital Banking with **humanized experience and AI**



Capture of a larger **share of wallet** in the key segments



A culture of **transformers**

Increasing return and profitability

Leader or Top 3

All major client segments



Individuals of all income levels



Companies of all sizes

15%-19%

(Current ~14%)

Market Share (loan portfolio)

2.0-2.5MM

(Current 1.7MM)

SME Clients

Around 8 p.p. improvement

(Current 48%)

Operating Efficiency Ratio



We will build on our **strengths** to boost the growth of our bottom line

71MM clients

Leader in SMEs

Top 2 in Corporate and Middle

Top 2 Private Banking of Brasil

R\$450 Bn in AuM (Anbima)

Top 2 in the Affluent market

1.7 MM clients

Wide client base in Individual Retail

60 MM of clients

Largest correspondent bank in Brazil

Over 38,000 Bradesco Expresso points

**Completeness of offers with Payments
Affiliated Companies**

Capitalized companies and TPV of **+ R\$1.2 trillion**

Leader and largest insurance group in Latin America

+R\$100 billion in revenue in 2023

First bank to use AI in the client's daily life, including financial transactions

Top of mind for 18% of Brazilians

Humanized service

It is the attribute most valued by clients

Highly engaged employees, and with high sense of belonging

Solid brand with representation at all social and geographic levels



We will focus on a **strategic agenda** that speeds up communicated initiatives and introduces new





We have adjusted the **organizational structure** to align it with the new strategy and we will **adapt the people management model and culture**

Run the bank

- Verticalized business units
- Efficiency and profitability gains
- Continuity agenda and focus on results
- Leadership in Insurance, Wholesale and Private Banking

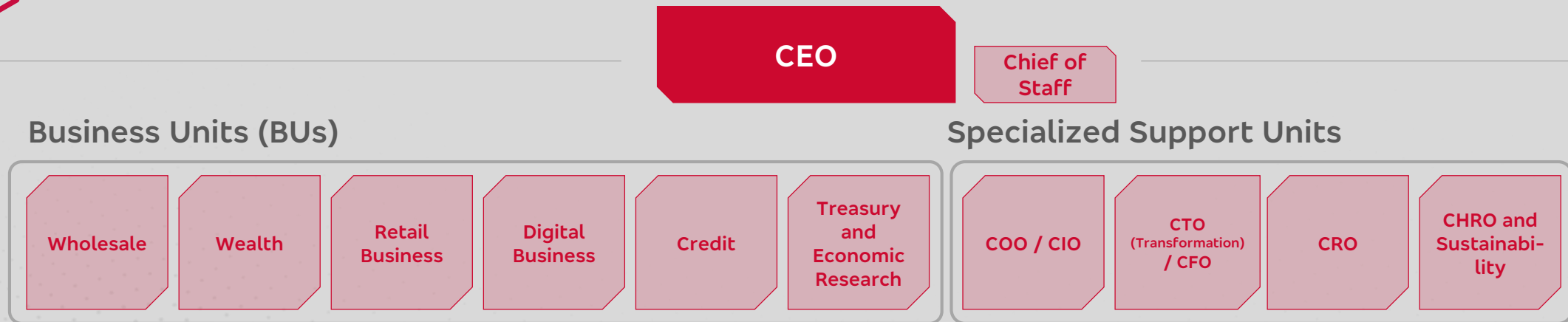
Change the bank

- Senior team 100% dedicated to transformation
- Chief Transformation Officer (Vice-President)
- Transformation office
- Agenda focused on the new foundations

Simultaneous and coordinated execution of strategic themes to transform the bank



We set up a new structure to streamline **decision making** and increase **customer-centricity**



Wholesale, Wealth, Retail Business and Digital Business will be responsible for **supporting our clients** in various segments

All **BUs will be equipped with comprehensive client areas** that define the value proposition, economic balance and orchestrate products and channels

Credit will consolidate and modernize this Bradesco strength with an end-to-end view of our clients' credit cycle

Operations and Technology will be strengthened to **enable transformation**

CTO will orchestrate the major transformation the bank is about to experience

HR and Finance will be directed and **specialized by business units**



We set up a new structure to streamline **decision making** and increase **customer-centricity**



New organizational structure

Reduction of layers with a new span of control

Investment in the culture of transformation

New performance appraisal and benefits model

Executive Committee

Hiring an external C-level for the Digital Business and HR

New structure implies an **average span increase of 50%** with a new number around **6** for direct reports from the CEO

Significant reduction in the number of layers, raising the **number of executives at levels N-1 to N-3 from 40% to 100%**



We will adapt the Mass Retail **service model** to client preferences, balancing the **economic equation**

Strength

60MM
clients

We have a **high penetration** of products and 60% of **principality**

It is in our **DNA**



Restructured **Digital Retail**, leveraged on lessons learned from Digio and Next



Physical Retail with a new **value proposition readjusted to the cost-to-serve**, applying needed adjustments (e.g. footprint review)



Service channels with flexibility and scalability incorporating Chat and AI.



Bradesco Expresso as an essential channel for significant geographical reach

2,2 bi BIA client interactions since release



Deepening of the **data use and CRM**



New **streamlined**, client-friendly **digital onboarding**



Hyper-personalization of the services, products and credit **Journeys** (embedded finance)

Ambition

- Maintain our **customer-centricity**
- Grow the **client base** by more than **5MM in a profitable way**



We will launch **the new Affluent segment** including an aspirational value proposition to seek more centrality in the relationships with our clients

Strength

1.7MM
clients

One of the **leaders in the segment**

Manager as **anchor of humanized relationship**



Launch a **new segment**



Implement a **new value proposition** and serving model



Re-segment client base by raising the level of service



Strengthen humanized service



Expand **remote service** and boost **omnichannel**



Adjust account load by client type



Improve **integration with Ágora** and investment specialists

Ambition

- Grow **share of wallet by 50%**
- Increase the number of clients with **remote service by 20-30 p.p.**



We will expand our **leadership** in SMEs with efficiency improvements

Strength

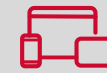
1.7MM
clients

Largest loan portfolio with approximately **20%** market share

Leader in the fastest growing banking segment and that will continue to grow over the next 5 years

Ambition

- Reach **2.0-2.5MM** clients
- Achieve **70% NPS**



Implementation of new branches and dedicated platforms

companies & businesses



Renewal of cash management **platforms**



Deepening of the **data use** and **CRM**



Adjustment in the service model with adequate costs



Calibration of Account managers portfolio



Optimization of synergies with conglomerate companies



We have integrated all stages of the **credit cycle** in a **new area** to strengthen this **bradesco's differential**

Current credit share ~14% ambition: **15-19%**



More intensive use of data

Leveraging the use of market and group data, boosting our analytical capacity



Integrated view of the credit cycle, anchored in the client

Establish a **division dedicated to the credit cycle**, centralizing management and adapting to the **client's profile**



Incorporation of new technologies and agile process

Using generative artificial intelligence to complement the performance of models and ensure increased agility in **defining the offer and processing**



Conclusions



Brazil represents a **vast and lucrative financial market**, one in which we are not limited by market opportunity



We are already in the execution phase of a **solid strategic plan** designed to capture benefits over the next 5 years



Bradesco's Group strengths will be leveraged to ensure the successful our initiatives



We are **making great strides** towards delivering on our ambitious initiatives, and this is evident in the **realignment of our organizational structure** to the new strategy currently in place



We accelerated the **Efficiency, Technology and Affluent** initiatives, and prioritized new fronts in **Digital Retail, SMEs and Credit**. We aim to reduce the efficiency ratio around 8 p.p. and increase SME client base to 2.0-2.5 million



We will compete for the **leadership of the primary pockets of market value**, increasing the credit market share by 1 to 5 p.p.. In the next 5 years, the additional credit in the brazilian system will be R\$ 3.3 trillion, considering an 8% CAGR



Our ambition is to **increase our profitability and return** over the next years, presenting adequate ROE levels, thereby reinforcing our commitment to sustainable long-term results



Disclaimer

This presentation may contain information about future events. This information is not merely historical facts, but reflects the hopes and expectations of the company's management. The words "anticipates", "desires", "expects", "predicts", "plans", "foretells", "projects", "aims" and similar words are intended to identify this information, which by their nature involve known and unknown risks. Known risks include uncertainties, which are not limited to the impact of the competitiveness of prices and services, acceptance of services in the market, service transactions of the company and its competitors, regulatory approval, currency fluctuation, changes in the mix of services offered and other risks described in the company's reports. Information on future events is only valid at the time it is presented and Banco Bradesco is not obliged to update it through new information and/or future events.