

# COURAGE TO REINVENT ONESELF EVERY DAY

Only those who adapt will survive. This maxim has applied to human activity since the beginning of time, but today the demand is even greater: the future of large organizations will be dictated by their **ability to anticipate and lead major changes** in the market. In an age of technological revolution, profound transformations are part of daily life, and anyone who is not prepared to react quickly will be left behind. We have clearly chosen to **stay ahead of the curve**.

We are undergoing a perennial process of adapting to new technologies and an increasingly demanding consumer market. At the same time, we are making the necessary adjustments to respond to the evolution of the Brazilian and global economic environment. It is a constructive discomfort that imposes more **efficiency and agility** to structure the best financial platform in Brazil.

We took advantage of the current benign macroeconomic backdrop to catalyze the growth of our activities and achieved **historic results** in 2019.

We recorded net profit of R\$ 14.6 billion and the highest ROE (return on equity) in our history (21.3%) – **the best efficiency ratio** in the entire financial system.

At the same time, our NPS remains at a high level, closing the year at 56 points. This result shows that our 26.3 million active customers

are ever more likely to recommend our services – whether on our physical network or digital platforms, whose self-service possibilities are getting wider.

We remain **obsessed** with expanding our customer base, and have barely begun to harness the potential and synergy of the companies in our ecosystem.

This year, we launched fintech companies emDia, focused on debt renegotiation, and Sim, which provides quick access to credit, with no red tape; alongside our corporate benefits company, Ben Visa Vale, and Santander Auto, which caters to the auto segment. These are bold initiatives, founded on the conviction that there is always room to build modern businesses, with the solidity that only a group like ours can ensure.

Our greatest attribute is **value generation**, in the broadest sense of the word. And this value also derives from the impact that we bring to society through our social and environmental initiatives.

During its 18 years of operations, Prospera Santander Microfinance has supported more than 1 million entrepreneurs across the country, with a deep impact on the communities in which they live and work. This success caught the attention of the renowned U.S. magazine Fortune, which listed us among the top 10 **companies that change the world**. We were the highest placed bank in the ranking.



This progress has been made with **responsibility**. Our specialists have tools that enable easy access to credit for sustainable projects, while always upholding our commitment to the United Nations Sustainable Development Goals.

We are proof that **sustainability and development** can – and should – go hand in hand.

We have consolidated our position as the **fastest growing bank in agribusiness** and we will continue to explore Brazil's countryside through our network of Agro Stores, which has professionals with expertise in supporting rural producers, key players in the progress of a country thirsty for technical knowledge.

We see knowledge as the driving force for the **development of an ethical** and business-friendly environment. There is nothing more transformative than **education**.

Our ambitions are great, and we are ready to **march forward**. We continue to transform the Bank's operational platform with technological innovations and solutions to make sure that our customers have the best resources at their disposal to accomplish their goals.

In a digital and connected world, there is no longer room for 1.0. That is why we will keep accelerating even faster to create a genuinely 5.0 company: with more productivity, efficiency, ambition to grow and proactive attitude from our employees.

We are over 47,000 people who can do a lot for the dreams of millions of customers, but we must not forget that, for every dream, a good plan is needed. We can do a lot on our own, but together, whether with businesses or people, **we can prosper much more**.

Sérgio Rial, CEO  
São Paulo, January 2020.

## A LOOK AT THE FUTURE, FROM THE PRESENT

A sustainable growth trajectory can only perpetuate if it is based on solid and consistent corporate governance practices. Through **non-negotiable transparency and ethics, allied to preventive risk management** and focus on market trends, we have been successful in aligning our vision of the future with what we are already doing in the present. The results are significant for all of our stakeholders.

In order to guarantee the remuneration of all those who invest in the company, in 2019 we distributed R\$ 10.8 billion in Interest on Capital (IoC) and dividends, exceeding the previous year's earnings distribution by 63.6%. Additionally, we ended 2019 with our unit (SANB11) priced at R\$ 49.52, a 21% rise in twelve months.

We remain committed to the **best corporate governance practices**. We have developed a continuing education program for our Board and Committee members, aimed at better understanding the present reality while building a vision for the future. We have a majority of independent board members, 33% of whom are women, as well as five autonomous committees to ensure technical quality to our processes. Furthermore, our Board is comprised of

professionals with experience in different business areas, with diverse backgrounds and perspectives.

We act in a coordinated manner to **contribute to defining our strategic guidelines**, always working closely and openly with the Executive Board. We believe this approach maximizes our results.

In 2019, we held our very first Investor Day in Brazil. We gathered analysts and investors to share our view of the market, our strategic planning and what we have done thus far, besides pioneering in presenting our guidance, which will drive our operations over the next three years.

Our practices have been acknowledged for ten consecutive years by the B3 – Brasil, Bolsa, Balcão Corporate Sustainability Index. More than showing that we are on the right track, this is an incentive to continue working with dedication on our task of making Santander Brasil **an increasingly committed company** to society and to its shareholders.

**Álvaro Antonio Cardoso de Souza**  
Chairman of the Board of Directors  
Independent Board Member

### Santander Brasil's Board of Directors in January 2020



**Álvaro Antonio Cardoso de Souza**  
Chairman of the Board of Directors  
Independent Board Member



**Sérgio Agapito Lires Rial**  
Vice-Chairman



**Celso Clemente Giacometti**  
Independent Board Member



**Deborah Patricia Wright**  
Independent Board Member



**Deborah Stern Vieitas**  
Independent Board Member



**José Antonio Álvarez Álvarez**  
Board Member



**José de Paiva Ferreira**  
Board Member



**José Maria Nus Badía**  
Board Member



**Marília Artimonte Rocca**  
Independent Board Member

# BUSI- NESS

## WE CAN SOLVE IT

If a customer is not happy with the service provided, it is our duty to find a solution. A group of 636 executives of the Bank's top leadership engaged in communicating with dissatisfied customers to listen and solve their problems. In 2019, the first year of this initiative, 3,721 customers were approached and, after being contacted, 40% rated us with a score of 9 or 10. The action is part of the We Can Solve It project (or "NPS" from its initials in Portuguese), a wordplay on the acronym for Net Promoter Score, which is an index that measures the loyalty of our customers.

***"Customer satisfaction is what brings consistency to our results."***

*Sérgio Rial, CEO*

## THE BEST EXPERIENCE FOR ALL CUSTOMERS

We always strive to assure that everyone who relies on us to watch over their financial lives has the finest experience. That is why the consumer remains at the core of our decisions.

As a result, our NPS (Net Promoter Score), a survey methodology that objectively measures consumer satisfaction and loyalty, has grown at a steady pace. In other words, consumers are increasingly inclined to recommend our products and services.

And to go further, we are making a real digital revolution. By investing in our apps and in new businesses, we are providing an even more personalized customer experience, with synergies between digital and physical channels, on top of contributing to the financial inclusion of thousands of people.

Thanks to Santander On, our customers are now able to track their financial lives in a transparent way, as well as access data and information that the Bank stores about them. We have introduced new technologies into the card segment and revamped Esfera's benefits and rewards platform. We have also expanded our loan offerings through Olé Consignado. Now fully owned by Santander, Olé allows customers to have all their banking service needs met via the internet, with no red tape.

For individual microentrepreneurs ("MEI"), we created a specific segment and launched Santander Duo, which facilitates financial management by combining personal and business accounts under a single manager.

Through Getnet, we reduced the payment term for merchants and unified the MDR fee for debit and one-installment credit card transactions. We launched SuperGet mobile, which connects to smartphones, thereby helping sales management, and enables portability, turning any POS into a SuperGet machine. We continued to expand our network of specialty stores, with new Prospera Santander Microfinance and Agro Store branches. In doing so, we have placed ourselves closer to consumers to serve them even better.

We have also grown our wholesale banking operation, providing a broader range of services, including financing, payment and foreign exchange to large corporate clients. Our actions are directly reflected in the increase in transactions between Brazil and other countries, such as China. Through our financial advisory services, we have given support to roughly R\$ 70 billion in Chinese investments in Brazil, thus helping the country prosper.

Our NPS advanced to **56** points in 2019

Net profit of **R\$14.6** billion, an increase of 17.4% relative to 2018

ROE of **21.3%**

We reached **26.3** million active customers, a 9% rise

**55** consecutive months of customer base growth

# 79%

of total transactions were carried out on digital channels

# +4.3

billion online transactions conducted in 2019

# 3.2

billion visits to Santander apps



## TECHNOLOGY IN THE PALM OF THE HAND

We know that technology can simplify the customer's life. For this reason, we are constantly developing new solutions to serve consumers wherever and whenever they want. Through our apps, we deliver uncomplicated financial services to businesses and individuals, enabling them to control their finances from the palm of their hands.

For those who want to keep track of every aspect of their monthly income and expenses, we have created a new functionality on Santander On, which is available in the Santander app. Using the My Pocket option, customers can see all inflows and outflows of their accounts grouped by categories, making financial life management more practical.

We also started offering instant payments and transfers in the Santander Way app. Furthermore, customers can make payments via QR Code using smartphone cameras, as well as proximity payments on devices equipped with NFC (Near Field Communication) technology.

Through Superdigital we made it easier to open a digital account, while through the Santander Consumer Finance app we facilitated access to credit for vehicle purchase. We have also invested in blockchain to streamline international fund transfers and ensure information security. Protecting our customers' data is an absolute priority.

## THE MOST INNOVATIVE BLACK FRIDAY CAMPAIGN

Throughout the traditional Black Week, our customers were given the opportunity to take advantage of exclusive deals. We formed unprecedented partnerships and, during the first stage of the campaign, customers who had purchased any of our eligible financial solutions received vouchers with special conditions to be

used on Uber, Smart Fit gyms, LinkedIn Premium, YouTube Premium and Xbox Game Pass. In the following stage, we added three heavyweight partners: Casas Bahia, Claro and Hyundai, with extra benefits. In the mortgage loan segment, we announced an unparalleled initiative, offering a six-month grace period for the payment of the first loan installment.



# THE FUTURE WE WANT TO BUILD STARTS TODAY

In 2019, we held our very first Investor Day in Brazil, in which we gathered analysts, investors and journalists to present our growth strategy and goals for the next few years.

We aim to continue investing in technology, expanding our portfolio and creating new businesses within our ecosystem. With that, we want to enhance our revenue generation potential in the years ahead.

Internally, we will strengthen our diversity and meritocracy. We have

committed to increasing the number of women in leadership positions to 30% by 2021.

We are also going to eradicate the use of disposable plastics by 2020 and we are committed to using renewable energy in 100% of our operations by 2025.

With our well-founded strategy and goals, we are maintaining Brazil as the biggest contributor to the Group's global results, with a 28% share.

## Investor Day Commitments

	1st Half 2019	2022
Loan Portfolio (average growth)	R\$ 317,625MM	> 10%
ROE	21.3%	~ 21%
Efficiency (end-period)	39.4%	~ 38%
Active Customers (average growth)	25.5MM	> 7%
Prospera Customers	368 mil	> 1MM

BR-GAAP Data.



# OUR INCREASINGLY STRONGER ECOSYSTEM

## STARTUP DNA

In order to make our service offering even more attractive, we have expanded the product portfolio of our digital investment platform, Pi. Created with the proposal of providing a simple, safe, accessible and transparent experience, with startup DNA, the company already offers 198 fixed income products and 310 investment funds.

## BENEFITS AND MORE CONVENIENCE FOR CUSTOMERS

The start of Ben Visa Vale's activities, a company operating in the corporate benefits industry, marked our entrance into this market. We started offering cards, such as food, meal, transportation, culture and other similar vouchers for corporate customers. In just a few months of operation, we have partnered with more than 220,000 commercial establishments and reached over 100,000 active cards, all equipped with contactless technology (used in proximity-enabled devices).

We also brought the practicality of the digital world to the insurance sector, as Santander Auto went into business. A joint venture that emerged from a partnership with German insurance company HDI, the business complements the Bank's cycle of operations in the automotive market, in which we were already present through the Webmotors platform (for online car buying and selling) and vehicle financing, a segment where Santander has the leadership in Brazil. This allows us to be the first auto insurance company in the country to conduct insurance analysis in tandem with the financing proposal, providing more convenience and agility for our customers.

## BILLS UP TO DATE, WITH NO RED TAPE

Improving the experience of our customers is an objective at the core of our operating strategy. That is why we are constantly broadening our product and solution portfolio by developing new businesses integrated in Santander's ecosystem. We know that countless consumers face difficulties to pay overdue bills and end up accumulating debts, causing a direct impact on their financial management, as well as on their ability to obtain credit in the market. With these people in mind, we created emDia, a digital debt renegotiation

platform. Conceived as a fintech, the company aims to bridge the gap between creditors and individuals, facilitating the payment of debts in arrears. In line with our proposal of providing solutions that add practicality and security to our customers, we also built Sim – a digital credit platform for individuals. The new service enables loans to be secured by putting up a variety of assets as collateral. In addition to offering lower interest rates than those commonly seen in the market, the approval process is faster and less bureaucratic.

## MICROCREDIT: THE BRIDGE TO A BETTER FUTURE

We work every day to make a positive impact on the lives of the Brazilian people. We are committed to the country and we want to play a leading role in transforming society and creating a better future for the coming generations. To this end, we operate on multiple fronts, promoting sustainable businesses and supporting the communities where we are present.

In order to help microentrepreneurs who face difficulties in accessing credit, we have strengthened Prospera Santander Microfinance. To this day, we have empowered more than 1 million people

through microcredit, making Santander the leader in this segment among private banks.

These are entrepreneurs working in a myriad of industries, such as sewing services, grocery stores, beauty salons and small businesses in over 1,600 towns throughout Brazil.

People like Izabel Braga, who managed to expand her clothing resale business with the help of Prospera. A Santander customer for two years, her business already has two commercial sites, and she proudly provides for her family with the money earned from her business.

## TIME TO ORGANIZE THE FINANCES

We provided free financial guidance to the population (including those who were not yet Santander customers) in several regions of Brazil by opening our stores during the weekend.

Established as a volunteering initiative, the project had the participation of employees who signed up to dedicate their free time to help people organize their finances.

## WOMEN TAKE CENTER STAGE

With female entrepreneurs in mind, who now account for three times as many businesses opened as men, we offered credit with 15% lower interest rates for small companies led by women. Santander ELA provided cheaper credit lines, insurance with exclusive assistance, as well as business checking accounts. In just one month, approximately 2,300 women purchased some type of service from the package.



### International Recognition

*The success of Prospera Santander Microfinance led the U.S. magazine Fortune to name Santander Brasil among the 10 companies that change the world, the top ranked bank on the list.*

## SOWING A MORE SUSTAINABLE FUTURE

Rural producers working to raise the productivity of their farms, within a sustainable agriculture framework, still encounter numerous challenges to move forward. To support them, we are increasingly investing in the opening of specialty stores.

We currently have 300 stores dedicated to this segment, and we have expanded the number of Agro Stores, ending 2019 with 36 units.

We also introduced a special credit line, Multiagro Financing, for the purchase of

agricultural machinery and equipment, at competitive rates and quick release of funds. And in the most recent edition of Agrishow, we brought in with us R\$ 1 billion in pre-approved customer credit.

Because we believe sustainability is an ally of agribusiness, we offer financing that makes it easier to adopt solutions with lower environmental impact. Initiatives such as the Agro Solar CDC (for renewable energy) and the Santander Responsible Agribusiness Program facilitate access to credit and provide technical guidance to those who want to invest in innovation and sustainability in the field.



**Commitment to the future.** We were named the most sustainable company in the financial sector in the 2019 edition of Exame Magazine's Sustainability Guide.

## THE PLANET ASKS FOR CHANGE

We act to fuel businesses that have a positive impact on people and the environment. When we talk about sustainability, we have ambitious goals. We want to transform, lead and inspire the market.

Work begins within our own home. Through the #Deplastify campaign, we stopped consuming approximately 3.7 million plastic cups and will eliminate the consumption of disposable plastic in our entire operation in 2020.

We extended the challenge of eradicating single-use plastic to the biggest street racing circuit in Latin America, the Santander Track&Field Run Series. More than 100,000 plastic cups used to be given out to competitors at each stage of the race, but now runners will receive cups made from 100% biodegradable cardboard.

We have also committed to using renewable energy in all our stores, administrative buildings and data processing centers by

2025. We have already achieved this goal at our Headquarters, at Santander Theater and at many of our stores across Brazil, totaling 25% of our consumption. Furthermore, we want to reduce the carbon footprint by encouraging our employees to use bike racks and the Friendly Ride program, among others.

We offer credit to foster micro and mini generation of solar energy produced by consumers themselves through the Social and Environmental Solar CDC. We have also created credit lines for businesses of all sizes that want to invest in clean and renewable energy.

Moreover, we act as a structuring, advisor, financier and guarantor bank in large-scale wind energy ventures, forming alliances to provide funding for energy efficiency initiatives. We are one of the banks that invests the most in advancing renewable energy sources in Brazil. In 2019, we allocated R\$ 4.5 billion to this market.

## Social and environmental responsibility

Risk management is part of the day-to-day life of a bank. With it, it is possible to mitigate external threats to the business and monitor the impacts that our actions can have on society and the environment.

For this reason, when customers come to us, we take on the responsibility of going beyond the traditional customer risk assessment. Since 2002, we have adopted parameters and devoted special attention to social and environmental issues in our credit-granting analysis, which is carried out through a specific process to detect problems and guide our customers. More than 5,000 assessments have been made in the past three years.

# PEOPLE- PLE

## #SantanderEffect

### DIVERSITY AND MERITOCRACY TO KEEP OUR FLAME BURNING

There is always a team of engaged professionals behind every service or solution delivered to our customers. To keep this flame burning inside each one of our employees, we prioritize diversity and meritocracy in all our processes. We believe these values are paramount to society, as well as to the growth of our employees. For this reason, they both walk side by side at Santander.

We know that talent has no gender, color, age or any other limits. Hence, we strive to create fair opportunities and promote the inclusion of different professional profiles.

At Santander Academy, our corporate academy, we have supported the development of our employees by building a space for our own leaders to propagate knowledge internally.

As a result, we were chosen by GPTW (Great Place to Work) as one of the best companies to work for in Brazil for the fourth consecutive time, while also ranking among the top names in Latin America. Moreover, we were named one of the best companies for women and recognized for providing early childhood support to our employees' children.

### COFFEE BREAK

In an initiative to strengthen our culture, since 2016 we have held monthly "Coffee with Rial" video conference meetings, during which our CEO talks with employees about the most important issues of the moment. In 2019, these meetings had an average audience of 21,000 employees.

### Inclusion and representation

We were recognized as the Company of the Year by Exame Magazine's Diversity Guide. The ranking, developed in collaboration with the Ethos Institute, lists companies that are benchmarks for the inclusion of women, blacks, people with disabilities and LGBTQI+.



**#SKILLHASNOLIMITS**

2,100 employees have  
some type of disability

**#ENTREPRENEURSHIPHAPPENSHERE**

36 years is the average  
age of our employees

**#COMPETENCEHASNOGENDER**

26% of leadership positions are  
held by women

**##TALENTHASNOCOLOR**

24% of our employees are black



## A SPECTACLE TO AWAKEN COURAGE AND BOLDNESS

To awaken and keep the flame of boldness burning inside our more than 47,000 employees, we held another edition of the Incredible Talent Show. This year, we organized a costume competition for all event participants. Our CEO, Sérgio Rial, once again got into the spirit of the party and took the stage dressed as Charlie Chaplin.

The big winner of the night was Nathalia Pombo, from the Monsenhor branch in Curitiba (PR), who moved the audience with her musical performance. "The people who work with me always listen to me singing, and they encouraged me a lot!", Nathalia said, who won a brand new car.



## THE FORCE AWAKENS

The 29 finalists in the Santander Trainee Program were surprised at the final stage of the selection process, which took place during the Incredible Talent Show. Dressed as Padawans (Jedi apprentices, from the Star Wars saga), they got up on stage and were stunned by the announcement that they were all hired. The selection process had 43,100 young applicants.

## A FANTASTIC TEAM

During the Incredible Talent Show, the members of Santander Brasil's Executive Committee waved the flag – or rather, wore the costume – and incorporated emblematic characters from the pop culture. More than a moment of fun and relaxation, it was an opportunity for our employees to get to know another side of those who lead the evolution of the best financial platform in the country.



From left to right, top to bottom: Alessandro Tomao, Ramon Santiago, Carlos Rey, Patrícia Audi, Vanessa Lobato, Sérgio Rial, Juan Moreno, Angel Santodomingo, Antonio Pardo, José Paiva, Jean Pierre Dupui, Mario Leão and Alberto Monteiro.



## ALL OUR FLAMES IN ONE PLACE

At our 2019 Annual Meeting, we brought together in São Paulo more than 40,000 people, including employees and customers, for a huge celebration.

The festivities started with a relay race, initiated by our CEO, Sérgio Rial, who left our headquarters carrying the Santander Flame, a symbol of our dedication to the customer. The torch passed from hand to hand until it arrived at the event site.

*"This flame represents Santander's soul. What we are. We worked a lot in 2019 and I wanted to thank all of you. Like any race, it never ends. We crossed the finish line with a gold medal", Rial said.*

The winners of the Star Awards were also announced at the event, honoring employees who make a difference and stand out in their roles in the Service, Innovation, Results, Risk Pro and Collaboration categories. And to cap the night off, Michel Teló and Ivete Sangalo performed exclusive concerts, with the ever-popular "electric trio" sound trucks.

# IM- PACT

## REINVENTING BIG CITY DOWNTOWN AREAS

**+ 700,000**

*people have visited the Farol Santander São Paulo and the Farol Santander Porto Alegre since their openings*

We can help people have a better life in different ways. As a bank that actively participates in the daily lives of millions of Brazilians, we understand that it is also possible to improve the environment where we live.

To bring light to the downtown areas of major capitals, we inaugurated yet another *Farol Santander* unit, this time in Porto Alegre. The *Farol* (Lighthouse) democratizes culture, preserves the city's heritage and has already established itself as culture, leisure and entrepreneurship hub in the places where it is present. More than 700,000 people have already visited the *Farol Santander* São Paulo, which opened to the public two years ago, and the *Farol Santander* Porto Alegre, since its inauguration in 2019.

In São Paulo, to foster innovation and technology in the city's downtown, we hosted the Santander Radar acceleration program, which promotes the development of scale-ups (companies with a scalable business model and high growth potential). But we didn't stop there.

In 2019, we moved our investment specialists into two new buildings – with an innovative concept – in the region, right next to *Farol Santander* São Paulo, and opened another *Work Café* nearby. With that, we created our "Investment Block" in the heart of the city. That was yet another step towards bringing more life to downtown São Paulo.



**Doors open for coffee.** We inaugurated our second *Work Café* in São Paulo. There are currently three units in Brazil, one of which is in Rio de Janeiro. Designed to offer an unparalleled experience, *Work Café* is a coworking space with doors open to everyone, even those who are not yet Santander customers. Visitors have access to free Wi-Fi, financial advice, extended service hours, as well as, of course, cafeteria services, where our customers get a 30% discount.

**+ 5,000**  
students participated in  
Preparação Universia

## THE LARGEST CLASS IN THE WORLD

More than 5,000 students from public and private schools had the opportunity to take part of a unique moment during the second edition of *Preparação Universia*, hosted on the eve of Brazil's National High School Exam ("ENEM").

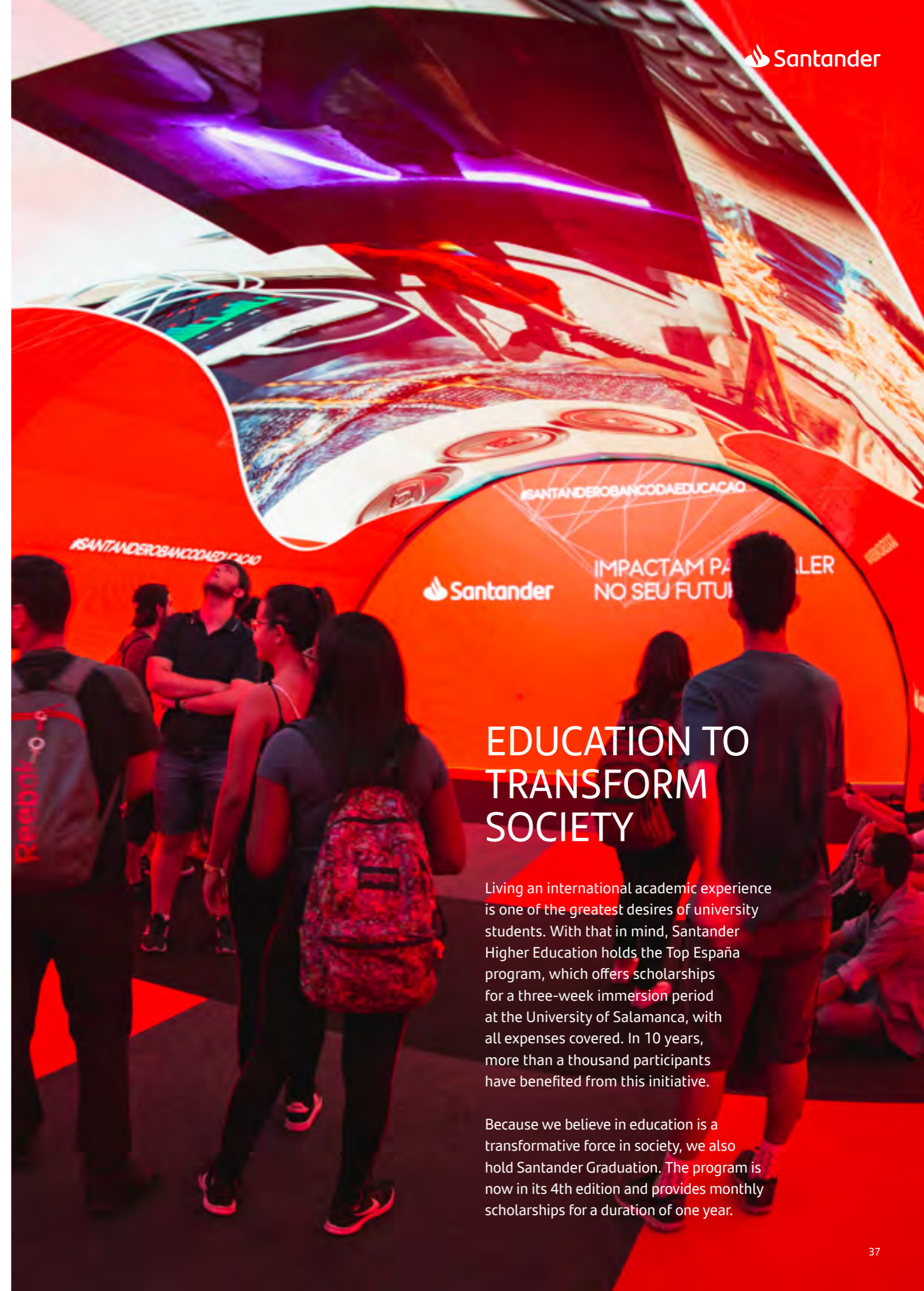
Under the command of Prof. Paulo Jubilut, one of the most popular educators in the country, the students broke the record for the largest Biology class ever held in the world, entering the **GUINNESS WORLD RECORDS™**.

The event featured a special schedule of classes and presentations, with the participation of some of the most recognizable Internet teachers

in Brazil, who together have more than 20 million followers on their channels.

At the opening, our CEO, Sérgio Rial, came on stage dressed as an astronaut, in a scenario that represented the landing of a space mission on planet Mars. "Due value must be given to knowledge and science, which are the levers that open the doors to the Universe", he highlighted.

The teachers took turns throughout the day, while having a lot of interaction with the audience. The event ended with a concert by Brazilian singer IZA.



## EDUCATION TO TRANSFORM SOCIETY

Living an international academic experience is one of the greatest desires of university students. With that in mind, Santander Higher Education holds the Top España program, which offers scholarships for a three-week immersion period at the University of Salamanca, with all expenses covered. In 10 years, more than a thousand participants have benefited from this initiative.

Because we believe in education is a transformative force in society, we also hold Santander Graduation. The program is now in its 4th edition and provides monthly scholarships for a duration of one year.

**#IGIVEBLOOD**

The blood donation campaign organized by Santander once again mobilized thousands of employees, family, friends and customers in 2019. Altogether, there were 21,942 donations, which helped save 87,768 lives.



Sticker with the hashtag "#IGIVEBLOOD" and a heart saying "+4 LIVES SAVED".

**+ 660**  
projects involved

## SIMPLE GESTURES THAT CAN SAVE LIVES

Small individual gestures, when combined, can make a difference in the lives of thousands of people in need of help. And when we talk about children and adolescents who are victims of abuse and mistreatment, it is our job to take the lead in transforming this reality.

To this end, we held the 18th edition of Friend of Value, the largest bank-promoted program of its kind for mobilizing incentive

resources in Brazil. The initiative allows individuals and companies to contribute part of their Income Tax due, in a simple and practical way, to Municipal Funds for the Rights of Children and Adolescents.

In 2019, with the cooperation of employees and customers, we mobilized over R\$ 19.3 million. These funds will be distributed to 65 projects, benefiting children and adolescents in 55 towns.

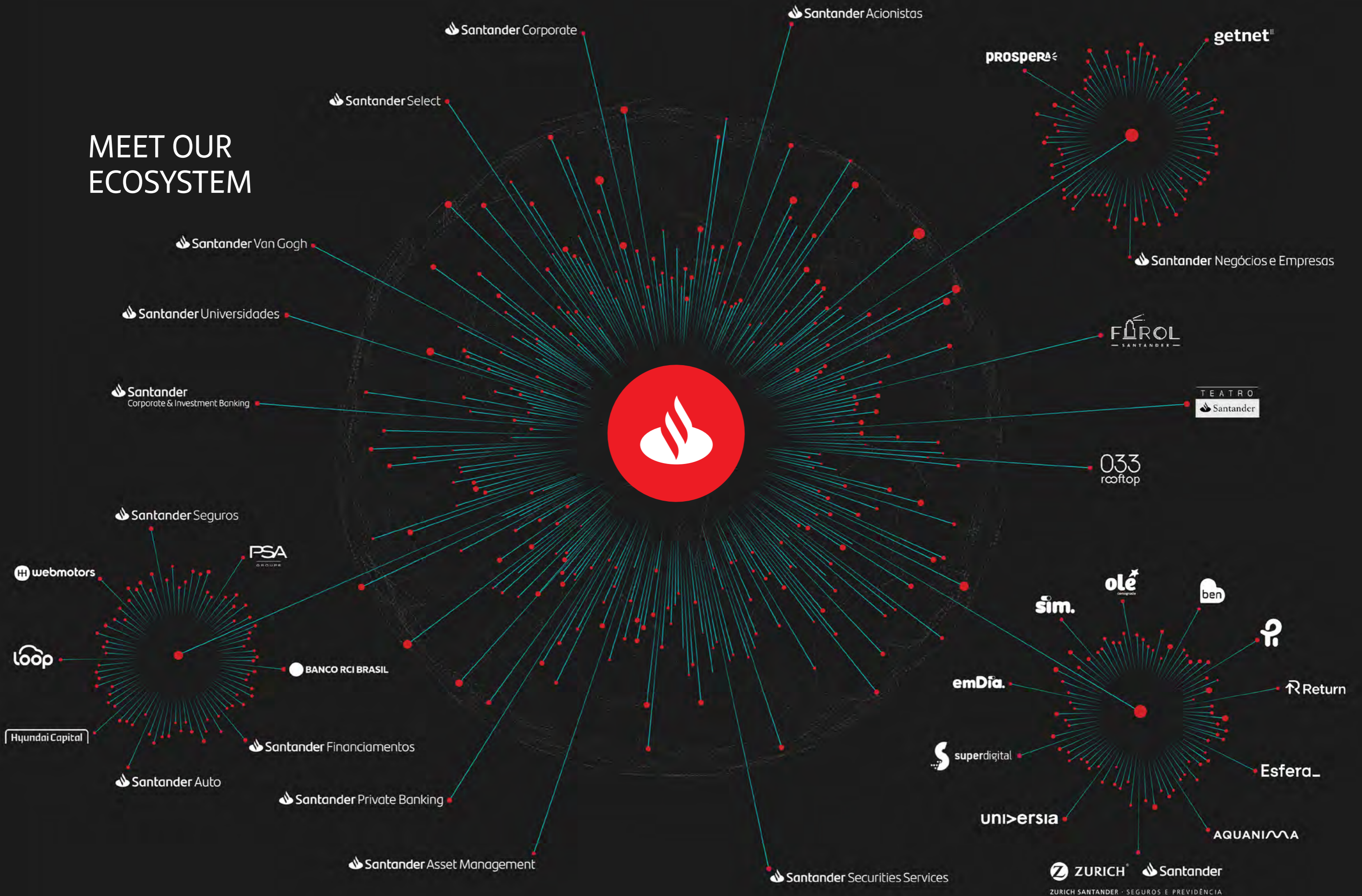
**+ R\$ 130 MM**  
mobilized since 2012

**+ 54,000**  
children benefited  
from Amigo de Valor

***"Amigo de Valor has changed the story of the 13 children and teenagers who are currently living with us. Without it, we would not be able to maintain our structure."***

Lilia Karolina Costa Lira de Lima, Evangelical City of Orphans ("CEO") project coordinator, located in Moreno (state of Pernambuco)

# MEET OUR ECOSYSTEM





Simple. Personal. Fair.