ESG Report

2025

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Brazil

blog.nubank.com.br
comunidade.nubank.com.br

nubank.com.br

Ultraviolet:

Mexico

blog.nu.com.mx

nu.com.mx

Colombia

blog.nu.com.co

nu.com.co

USA

blog.nu.com

nu.com

Content

Areas: ESG, Finance, People & Culture, Legal, Controllership, Communications, Procurement, Conduct Risk, Compliance, Privacy, Risk, and others.

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Nubank Press Release

Introduction

For the fourth consecutive year, we present our ESG Report. This document is intended to provide a clear and transparent account of our performance on Environmental, Social and Governance (ESG) matters. The report is based on our materiality assessment, first conducted in 2022 and updated in 2025 with the support of an independent consultancy. The assessment incorporates input from a broad range of stakeholders—including customers, investors, Nubankers, suppliers, civil society, and leadership—collected through multiple engagement methods.

The information contained in this document covers the period from January 1 to December 31, 2025, and addresses the strategic management, initiatives, and results obtained by **Nu Holdings Ltd.** ("Company" or "Nu Group"), as well as by the operations of each geography, as indicated. Thus, it also aims to monitor the progress and actions developed for the implementation of the principles and guidelines established by the **Social, Environmental, and Climate Responsibility Policy (PRSAC)**, elaborated in compliance with the regulations of the Central Bank of Brazil.

This document is available on our website in PDF format, in both Portuguese and English. Should you have any questions or comments about this publication or ESG topics, including those addressed to the management and the Board of Directors, please contact us at esg@nubank.com.br.

Our Business at a Glance

We are 10,027 Nubankers[1] located in five countries, in which we operate or maintain Tech Hubs (our technology centers). Our operations are located in Brazil, Mexico, and Colombia, and we have hubs in the United States and Uruguay.

Among Nubankers, **42%** are technology professionals[2], focused on building our own architecture, innovative solutions, data protection and security, **34%** are focused on customer support, and **24%** make up our corporate[3] teams, such as Audit, Marketing, Risks, among others.

[1] By Nubankers, we mean Nu employees, which includes full-time, contracted, temporary, intern, and apprentice employees. [2] We consider technology professionals to be those who work as Engineers, Product Engineers, Data Scientists, Business Analysts, and Designers. [3] We consider corporate professionals to be those who work in support areas such as Auditing, Risk, Human Resources, Finance, among others.

Our Business at a Glance

We are one of the largest digital financial services platforms in the world, serving 131 million customers in Brazil, Mexico, and Colombia. In September 2025, we filed a banking license application with U.S. regulators, a milestone that prepares our entry as a bank in the United States and reinforces our ambition to expand into new geographies[1].

Leveraging data at scale and proprietary technology, we lead a transformation of the financial sector by developing simple and innovative products and services. Guided by our mission, **fight complexity to empower people**, we support our customers entire financial journey, promoting access and financial advancement through responsible credit and transparency.

The impact of this work has been recognized in international rankings such as **Time 100 Most Influential Companies, Fast Company's Most Innovative Companies, and Forbes World's Best Banks.**

Our Mission

Fight complexity to empower people.

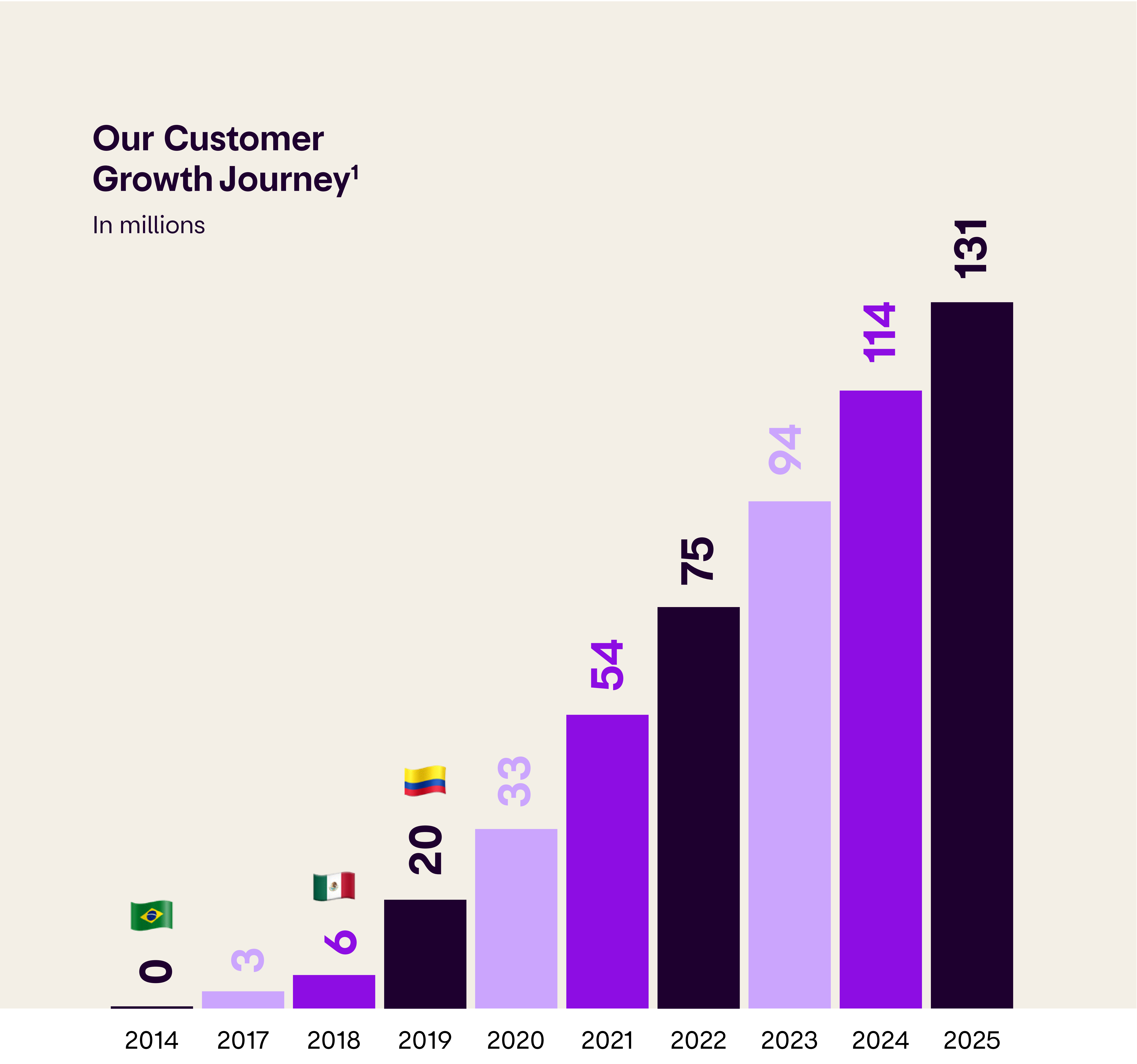
Our Values

1. **We want our customers to love us fanatically.**
2. **We are hungry and challenge the status quo.**
3. **We think and act like owners, not renters.**
4. **We build strong and diverse teams.**
5. **We pursue high standards and smart efficiency.**

[1] In January 2026, we received conditional approval from the Office of the Comptroller of the Currency (OCC).

Our Twelve-Year Journey

In 2025, we reached **113 million** customers in Brazil, **14 million** in Mexico, and **4 million** in Colombia, totaling more than **131 million** customers across the three countries in which we operate. We maintain the same mission in all locations: fight complexity to empower people.



[1] Customer data, in millions, on December 31 of each respective year mentioned. Operations were launched in Brazil, Mexico, and Colombia in the years shown in the chart.

We are reinventing financial services in a Nu Way

We offer our customers a wide range of products and services. In Brazil, we offer our customers tailored products that meet their five financial seasons: 1 **spending**, 2 **saving**, 3 **investing**, 4 **borrowing**, and 5 **protecting**.

All our products are offered through fully digital solutions, thus allowing us to provide customers with simple, convenient, and cost-effective services through an excellent user experience.

2023

- Payroll
- Deductible Loans
- Nucoin
- Car Insurance
- Cajitas 🇲🇽
- Collateralized Credit Card Limit
- Cuenta Nu 🇲🇽
- Personal Loans 🇲🇽
- Additional Limit PIX Credit
- "Vidas Juntas" Insurance
- FGTS Deductible Loan[1]
- INSS Deductible Loans[2]

2024

- Nu Score
- iPhone Financing Program
- Nubank+ Package
- Working Capital for SMEs
- Crypto: Transfers and Swaps
- Street Mode for Investments
- Nu Limit Guaranteed for SMEs
- NuCel
- Tax Invoice Issuance for SMEs
- Nu Travel
- Tap to Pay (iOS and Android) for SMEs
- Shared Access for SMEs
- Nu Global Account
- Browser Access for SMEs
- Cuenta Nu 🇨🇴
- Nu Limit Guaranteed with Treasury Direct
- Tailored Credit Limits for Virtual Cards 🇲🇽
- Virtual Cards and Temporary Cards 🇲🇽
- Credit Line with Money from Cajitas 🇲🇽
- Cell Phone Recharges with Cuenta Nu 🇲🇽

2025

- Automatic PIX & Account Finder
- Tap-to-Pay PIX
- Limit Mission
- One-Click Deposit Expansion
- SME Credit (FGI[3]/PEAC[4], Invoice Advance)
- Credit Card for Under-18
- Credit Card Subscription Management
- Nu Limit Guaranteed (Multipliers)
- Public Payroll Loans
- SME Web Platform
- Payroll Deductible Loans
- Turbo Money Boxes
- Investment Radar
- Protected PIX
- AI for Renegotiations (Voice and WhatsApp)
- Credit Card Payment via PIX
- SME Collections Assistant
- Cajita Turbo Investments 🇲🇽
- Deposits and Withdrawals – OXXO[5] 🇲🇽
- Scam Alert Anti-fraud 🇲🇽
- NuControl Credit Card 🇨🇴
- Morada Abrecaminos Security Deposit Card 🇨🇴
- Préstamo Ligero Nu Loans 🇨🇴
- Préstamo Personal Nu Loans 🇨🇴

[1] FGTS in Portuguese, it is a Guarantee Fund for Working Time instituted by the Brazilian government. [2] INSS in Portuguese, it is a public institution established by the Brazilian government to meet social and pension needs. [3] FGI (Investment Guarantee Fund) an emergency program providing access to guaranteed credit, administered by the BNDES (National Bank for Economic and Social Development). [4] PEAC (Emergency Credit Access Program) a program designed to support the maintenance, growth, and modernization of businesses. [5] OXXO is a global retail network that, through its partnership with Nu Mexico, provides physical locations for cash deposits and withdrawals.

Materiality Study

Our materiality study, originally conducted in 2022, consolidates the priority topics for our business. In 2025, we deepened this work by conducting a double materiality assessment, aiming to identify the topics that simultaneously present **the greatest socio-environmental impact and the highest financial relevance for Nu**, consistent with regulatory frameworks and our global risk governance. This study defined six material topics.

Financial inclusion and education:
Promotion of access to financial services in a simple, accessible, and educational manner.

Cybersecurity:
Protection of digital systems and sensitive data against unauthorized access, cyberattacks, and data breaches.

Data security:
Risk management related to the collection, retention, and use of sensitive and confidential data.

Business ethics:
Prevention of corruption, bribery, and unethical practices.

Responsible innovation and technology:
Development of innovative, secure, and accessible digital financial solutions.

Systemic risk management:
Management of risks that impact critical systems for the company.

Financial Inclusion and Education

In Latin America, access to financial services has historically been the exception, not the rule. For millions of people, the barriers, such cost, documentation, credit history and geography were simply accepted. Since we began our journey more than a decade ago, we have remained steadfast in our mission to **fight complexity and empower people** in their daily financial lives.

In Brazil, where we now serve **62%** of adults, we estimate that since 2014 we have helped over **18 million** Brazilians access a credit card for the first time. According to 2024 World Bank data, across Brazil, Mexico, and Colombia, **86.6 million** adults remain unbanked, reflecting the scale of the opportunity still ahead.

Financial inclusion and financial education are inseparable at Nu. Our approach embeds both into the product experience itself, building tools that help customers to understand, plan, and grow in their financial lives. This commitment is formalized in our Financial Education Policy, dedicated exclusively to this topic and applicable to the Brazil Conglomerate, in compliance with Joint Resolution No. 8, issued by the Central Bank of Brazil and the National Monetary Council.

+USD 28 billion	+37 million	62%
In maintenance fees saved by our customers	People banked	Of the adult population in Brazil is a Nubank customer

Consolidated data from 2014–2025, considering Brazil, Mexico, and Colombia, except where stated otherwise.

Financial Inclusion and Education

Guided by the principles of delivering value to customers, promoting broad reach, and adapting our actions to customers' profiles and needs, our Financial Education Policy establishes coordinated guidelines for financial education measures focused on, but not limited to, the following topics:

- **Organizing and planning personal and family budgets.**
- **Savings and financial resilience.**
- **Preventing default and over-indebtedness.**
- **Digital security education.**
- **Financial fraud prevention.**

In practice, these measures span the full product experience: in-app simulators that calculate savings targets and loan costs; dashboards that surface spending patterns and support customers in their personal financial planning; contextual alerts that flag unusual activity or approaching credit limits; and curated educational content delivered at decision points within the app.

Financial Inclusion and Education

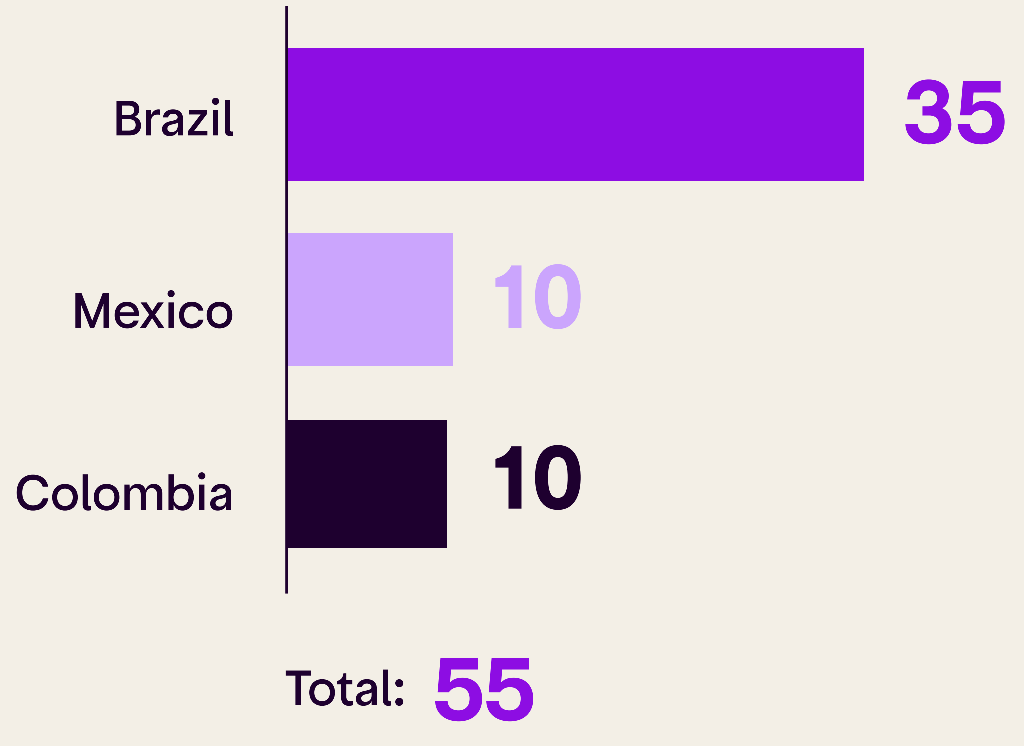
Beyond the app, we maintain a proprietary educational content platform distributed across multiple digital and social channels, including our blog, which received approximately **35 million** views in Brazil alone in 2025. We also publish through InvestNews, our proprietary channel dedicated to daily coverage of economics, investments, finance, and politics for the Brazilian market.

Our social media channels publish educational content daily, covering banking security, fraud prevention, and broader financial market topics. Across platforms, we published over **1,650** posts in 2025, reaching followers and broader audiences with content aimed at making financial life less complex.

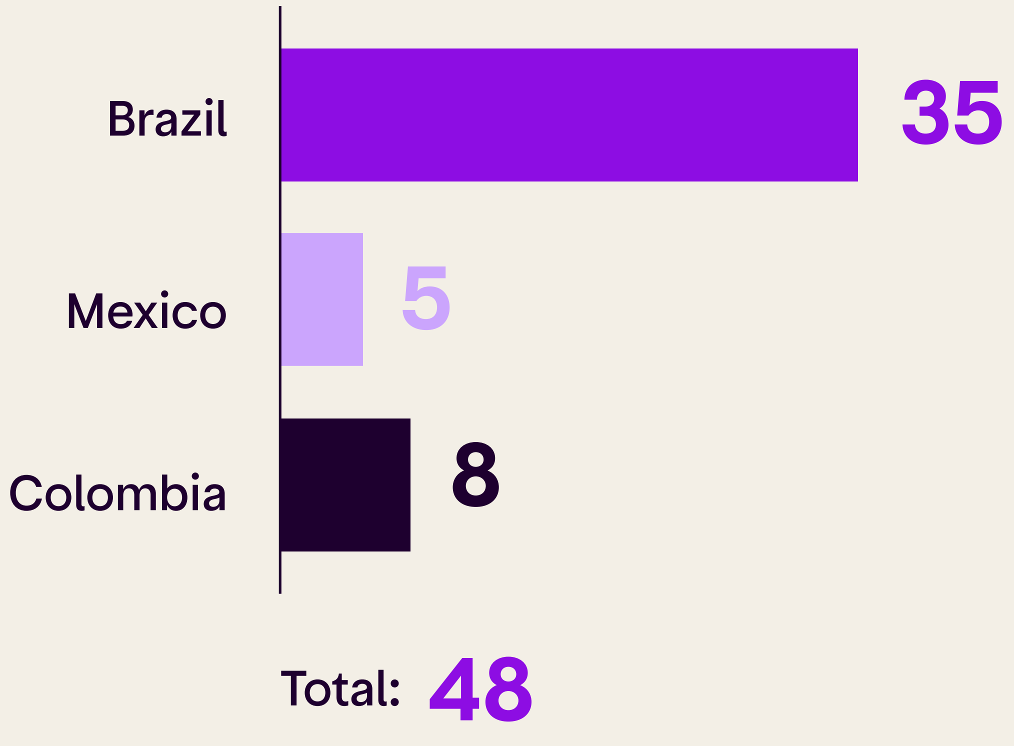
Expanding financial education

Our numbers in millions[1]

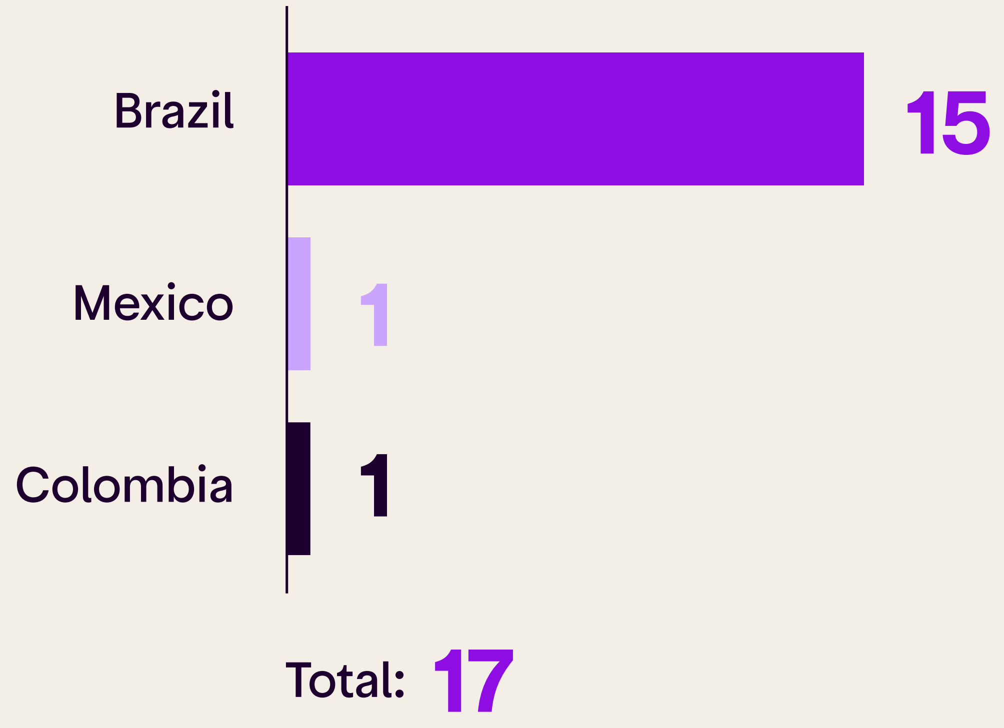
Blog content page views



Blog visits (sessions)



Followers on social media[2]



Learn more

Academia Nu Mexico

Spotify podcast: Why do we spend?

Nu Help Center Colombia

[1] Unless otherwise stated.
[2] Includes Instagram, Facebook, TikTok, LinkedIn, and YouTube on December 31, 2025.

Financial Inclusion and Education

Brazil 🇧🇷

NuScore

NuScore gives customers direct visibility into their credit score within Nu's own platform. Displayed on a scale of 0 to 1,000, NuScore shows not only a customer's current rating but the specific behavioral and historical factors behind it, including credit card usage patterns, savings habits through Money Boxes, overall indebtedness of customers, and external bureau scores. This feature is a clear example of our transparency with clients: instead of a black box, they receive a clear picture of where they stand and concrete recommendations on how to improve over time.

The educational intent is built into the product design. By surfacing the factors that influence creditworthiness and connecting them directly to customers' own behaviors, NuScore helps demystify one of the most consequential but least understood aspects of personal finance.

Credit card for customers under 18

Nubank maintains an established digital account for minors, which brings younger generations into the formal financial system safely and at the very beginning of their financial lives. Building on top of it, Nu expanded its underage offering in 2025 with the launch of a credit card for customers aged 16 and 17. Nu's vision for the underage credit card starts with safety by design: the credit limit is capped by what the teen has already saved, eliminating the risk of spending beyond their means.

The product is effectively a secured credit card: the credit limit is set by the amount the underage customer has saved in their own Money Box. The Money Box continues to yield returns, so the money used as collateral works two simultaneous jobs for the customer. If a bill goes unpaid, the amount is automatically debited from those savings, creating a self-contained, low-risk first credit experience that does not depend on a parent's credit line nor expose the family to liability.

The feature reflects an already established behavior: **47%** of Nubank's underage customers have active Money Boxes. The card formalizes that saving habit into a first responsible step in credit, with parental monitoring available through the app, and educational missions designed to teach the fundamentals of budgeting and credit management directly within the experience.

Mexico 🇲🇽

In 2025, we deepened the financial inclusion and education agenda in Mexico as a pillar of our operations, connecting in-person experiences, digital platforms, and data-driven content to support different customer profiles in transitioning to more conscious financial practices.

At the 18th National Financial Education Week (SNEF), we launched the immersive experience "Decide tu $uerte" (Decide Your Luck), which used the language of mysticism and tarot to show that the financial future is not a matter of luck but of everyday decisions. This reaches out to young audiences and gains recognition from regulators for its use of technology and artificial intelligence in financial education. The initiative attracted nearly **2,000 people** and was recognized by regulators for using technology and artificial intelligence in financial education.

Building on this project, we evolved **Academia Nu** into an interactive digital hub that combines financial behavior tests, behavioral archetypes, and personalized content to support practical habit changes. The platform shifted from a more static format to a dynamic and fluid experience, where people can discover their "financial future self", such as Gastonauta, Malabarista, or FinanSábio, and access curated learning paths, guidance, and practical tools for planning, organizing, and protecting their money.

Mexico also maintained its leadership in industry dialogue by sponsoring and participating in the **4th Financial Education Congress of the Mexican Banking Association**, aimed at regulators, industry leaders, and academia. The event reinforced the importance of financial education in the digital era and consolidated our strong role in modernizing the conversation about money. This is particularly evident in topics such as responsible credit use, payment digitalization, and online transaction security, in line with our long-term vision for financial inclusion in the region.

Colombia 🇨🇴

In Colombia, we advanced a long-term financial education plan focused on the adult population.

The plan encompasses both people with no prior experience with financial products and customers already familiar with the system, addressing real, everyday needs, concerns, and questions. The strategy combined blog, help center, social media, and thematic campaigns focused on responsible product use, budgeting, financial goals, and digital security, using straightforward language and a focus on autonomy.

This content ecosystem recorded over **10-million-page views, 5 million unique users, and approximately 43 million organic impressions on social media.** Educational campaign content — both one-off and ongoing — on finances and products reached over 6 million people throughout the year.

These results consolidated Colombia as one of the markets where our digital channels became a recurring source of information for financial decision-making.

The 2025 agenda was also marked by complementary formats that explore sensitive topics in a relatable and culturally relevant way. The podcast "¿Por qué gastamos?" (Why Do We Spend?), in its sixth season, continued exploring contemporary spending habits and offering practical recommendations for more conscious financial management. It reached **187,000** plays and maintained a recurring presence among top society and culture programs on streaming platforms. In parallel, the **Nu Help Center** was strengthened as a portal for emergency situations, with dedicated campaigns on what to do in cases of fraud or theft, along with guidance on using the app's security features. Meanwhile, native blog content — such as the series detailing the cost of different life goals — helped transform abstract aspirations into concrete financial plans.

Cybersecurity

- Data protection
- Cyber resilience
- DLP expansion
- Cloud monitoring
- Threat intelligence

In 2025, we strengthened information security by updating our Global Information Security Policy and specific standards on **acceptable use of resources, identity and access management, encryption, data classification, and incident response.** These guidelines are complemented by local procedures in Brazil, Mexico, and Colombia, and by coordinated efforts across Legal, Compliance, Privacy, Information Security, and Internal Audit, ensuring a unified view of risks and responsibilities.

From a technical standpoint, we adopted a data security maturity model to prioritize investments according to risk level and strengthened our Data Loss Prevention (DLP) program. We expanded the monitoring of internal channels and cloud environments to identify and contain atypical movements of sensitive information.

We also implemented global cybersecurity training for critical third parties, raising the standard of protection across the entire value chain.

On the regulatory front, we aligned our controls with new requirements from the Central Bank of Brazil for security and cloud computing. We also incorporated updates to Mexico's SPEI (Sistema de Pagos Electrónicos Interbancarios) payment system, focused on cyber resilience. Accordingly, we structured our controls into defense cycles. These include **identity and access management; vulnerability and threat management; data protection (such as encryption, DLP and backups); and detection and intelligence capabilities.** We also maintain continuous monitoring of interfaces, audit trails and risk signals across different layers of the internet.

Artificial Intelligence Governance

In 2025, we established a clearer governance framework for **Artificial Intelligence (AI)** with the creation of a dedicated global group. This group brings together leaders from **Data Protection, Information Security, Model Risk, Legal, Procurement, and business areas.** The forum coordinates risk assessment throughout the entire lifecycle of AI solutions — from design and testing to the procurement of external tools and day-to-day use — based on a Global Policy applicable to all group entities and aligned with key international regulatory references.

In practice, we advanced on four main fronts.
We strengthened security safeguards for AI use in customer-facing channels and defined minimum security requirements for AI that must be followed in the development of new systems and products. We also created proprietary methods to test model robustness before deployment and began evaluating third-party AI vendors and tools more rigorously, ensuring alignment with our standards for security, privacy and ethics.

- AI safeguards
- Model robustness
- Security requirements
- Third-party assessment

Privacy and Data Protection

The privacy and data protection agenda evolved with a focus on reducing data exfiltration risk — unauthorized access or outflow of information — and preparing for data sovereignty requirements in new markets. Our **Data Security Maturity Model** (DSMM) now guides the prioritization of investments in security controls, helping determine where to strengthen processes, systems, and technologies. In parallel, the **Data Loss Prevention** (DLP) program was enhanced with real-time monitoring of critical corporate channels and expansion to new storage environments, enabling faster and more effective identification and containment of atypical movements of sensitive data.

We also strengthened regulatory governance by responding to new requirements from Brazilian and Mexican authorities on security, privacy, and cloud infrastructure topics. Internal processes were updated in light of regulations such as the **ECA Digital** (Statute of the Child and Adolescent in the digital environment), which establishes additional safeguards for minors in online environments.

On the fraud prevention front aimed at customer protection, in 2025 we maintained an integrated set of solutions combining technology and education. These actions remain coordinated throughout the customer journey to prevent, detect, and quickly respond to fraud attempts, reducing potential losses and strengthening trust in our digital channels.

Privacy and Data Protection

Key initiatives in 2025

- Expanded Data Loss Prevention monitoring
- New data retention policy
- Automated deletion platform
- Fraud prevention enhancements
- Regulatory alignment
- AI & biometric governance collaboration

We also advanced data governance with the publication of the **Global Data Retention Policy**, which standardizes retention and disposal rules for personal and business data across all geographies, supported by a detailed retention and deletion schedule. To operationalize these guidelines, we enhanced our **Personal Data Deletion Platform**, which records all deletion requests, automatically calculates applicable deadlines, and triggers deletion orders when those deadlines expire. The platform includes safeguards to prevent improper removal of data from active customers or those with pending obligations. We also enhanced the **Access Report Platform**, which generates personal data reports for data subjects. Additional security checks were implemented to identify fraudulent requests and protect our customers and the financial system.

In parallel, through **Zetta**, we contributed to the development of industry guides on the procurement of generative artificial intelligence providers and on biometric data in the financial and payments sector, supporting the creation of regulatory references for the responsible use of these technologies.

Privacy in Practice: 2025 Key Actions

Data Subject Rights Requests

We improved the training of our support team to recognize requests related to the rights provided by the LGPD (Brazil's General Data Protection Law), such as access to and deletion of personal data. Additionally, the report issuance workflow has been fully automated, improving operational efficiency while reducing the likelihood of unauthorized exposure of personal data.

Training and Awareness

We launched a campaign with guidelines on how to handle and share personal data ethically, legitimately, and securely. We also strengthened our specific training initiatives for business areas according to the challenges they face, including a global cybersecurity program for critical third parties and collections companies, focused on rigorous protection of customer data.

Personal Data Classification

We expanded the coverage of automatic personal data classification, ensuring an average classification accuracy level of 99%. This contributes directly to the protection measures reinforced in 2025 with our new data security maturity model and data loss prevention program.

Privacy Risk Management

We revised Nubank’s risk materiality scale to improve the identification of risks related to digital rights. This allows us to more accurately reflect the potential impacts of events that violate these rights, as well as acts detrimental to the common interest, on the organization, individuals and society. In 2025, this scale began interacting directly with our data security maturity model and the Data Loss Prevention (DLP) program. It was also tested in practice during events such as incident investigations and risk analyses of new products and features, reinforcing the importance of properly calibrating digital rights impacts in our risk matrix.

Personal Data Governance

We advanced personal data governance by validating a Data Security Maturity Model (DSMM), which now guides the prioritization of security investments based on risk, and by strengthening our data loss prevention program with controls and monitoring of internal channels. These enhancements complement the new personal data taxonomy and strengthened access controls, which remain the foundation of our governance and data protection model.

AI (Artificial Intelligence) Governance

We continued leveraging the responsible use of Artificial Intelligence (AI) at Nu through the AI Governance Working Group, with participation from Data Protection, Information Security, Model Risk, Legal, and business areas. This group serves as the organization's global AI Risk guardian. We formalized this structure in the Global Artificial Intelligence Policy, applicable to all group entities and aligned with international regulatory frameworks and AI risk standards.

Communication and Transparency

We updated our privacy notices for our candidates and customers to include even more transparency regarding the processing of personal data through AI-based technologies. In 2025, we also advanced in compliance with the ECA Digital (Statute of the Child and Adolescent in the digital environment), reinforcing transparency on the use of minors' data, age verification mechanisms, and safeguards against abusive profiles and potentially harmful design patterns.

Personal Data Sharing Management

We continued enhancing the risk management flow for third parties that process personal data to provide services to Nubank, strengthening due diligence processes, contractual negotiations, and data protection clauses, as well as procedures for terminating relationships, aimed at mitigating risks related to human errors in supplier analysis. These controls are now complemented by a Data Loss Prevention (DLP) program with active monitoring, as well as global cybersecurity training for critical third parties and specific criteria for assessing risks related to third-party AI solutions. We also conduct additional reviews prompted by market incidents involving legacy service providers.

Fraud Prevention, Detection, and Response: Key Initiatives

In 2025, all these solutions remained active and were continuously enhanced, comprising an integrated strategy for fraud prevention, detection, and response throughout the entire customer journey.

Integration with the Secure Cell Phone Program

We finalized the integration with the government program Celular Seguro (Secure Cell Phone), developed to receive reports of stolen, lost, or misplaced cell phones. The main objective is to prevent the use of the device by blocking applications and functionalities.

Street Mode

Our app's Street Mode feature allows customers to set a maximum transaction limit for TED, Pix, and barcode payments, as well as for investments, when they are not connected to a secure Wi-Fi network.

Scam Alert

This feature notifies the customer, through the Bank's app, that he/she may be confirming a transaction to a suspicious account before the operation is concluded.

I Was Robbed

We offer a platform where customers can register cases of cell phone and card theft, robbery, or loss to log out of the device's account and block the card.

Smart Defenses

This function adopts AI (Artificial Intelligence) to detect unusual user behaviors, using algorithms to analyze data patterns. This allows us to act quickly against potential attacks, blocking suspicious operations and performing additional checks to ensure transaction security.

Protected Call

A function to automatically block calls made by phones that "camouflage" their number to appear as if they are being made from Nu's customer service center.

Voice Biometrics

The feature enables customer verification via the phone channel using voice biometrics, significantly shortening the time needed for this verification process.

Scam Reporting Channel

We provide a dedicated channel for reporting fraud and scam attempts in which Nubank's name has been misused by third parties. This channel is available to anyone, whether a customer or not.

Looks like It, but It's not Nubank

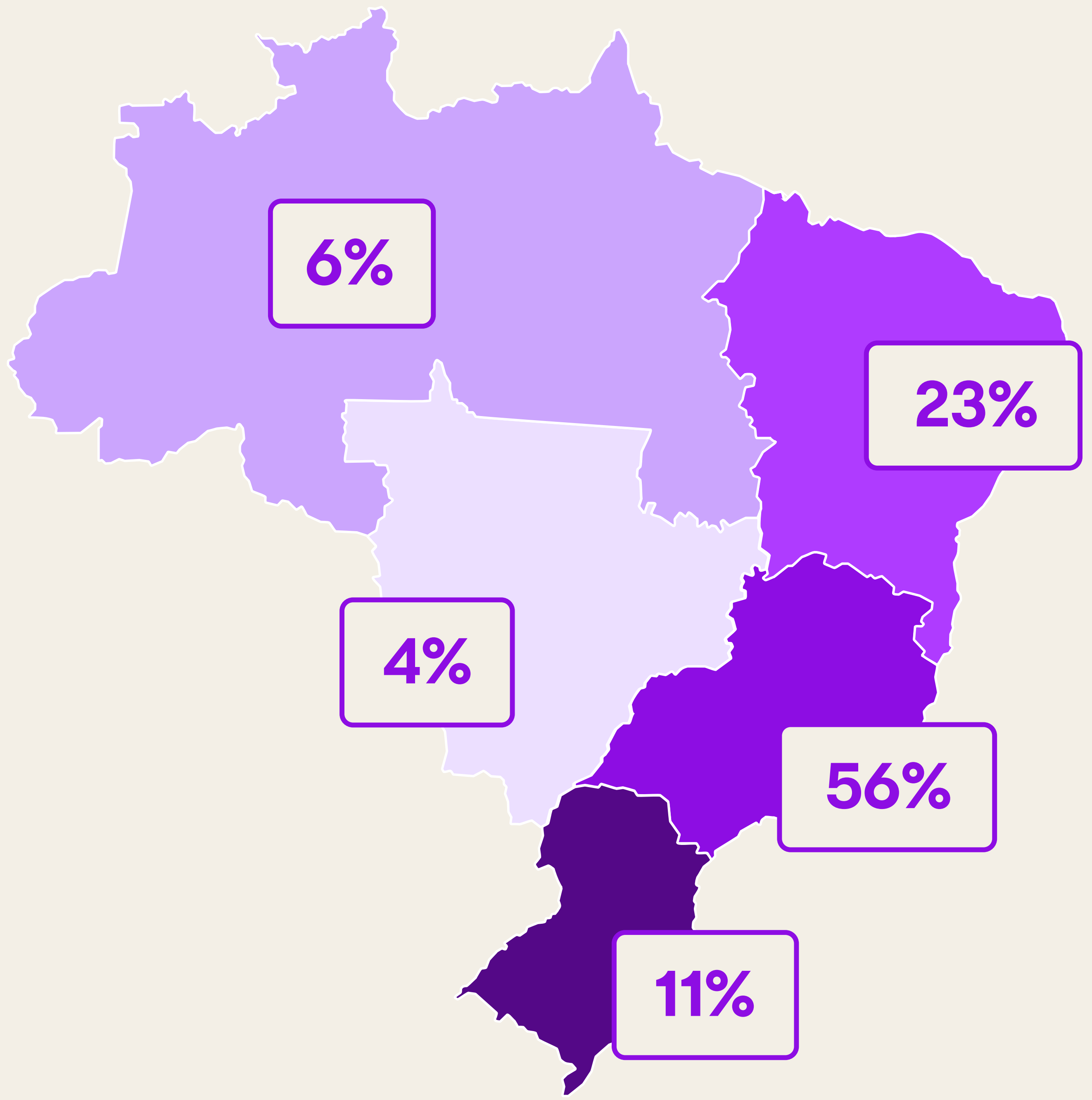
Our campaign to empower users in identifying and preventing financial scams. We offer guidance on common scammer tactics, misuse of the Nubank brand, how to report scam attempts, recognize legitimate customer service, and identify genuine company profiles on the internet. We also have a security portal that gathers tips on all of Nubank's prevention and protection solutions, as well as how to act when needed.

Social Impact

To maximize our social impact, aligned with our business priorities, we developed a strategy structured around three pillars: financial education, technology and innovation, and entrepreneurship. We support projects through tax incentive laws, direct resources, and Nu Institute initiatives. All projects undergo an internal governance process, reviewed and approved by our Social Impact Forum, a cross-functional body composed of directors from different areas, based on a unified scorecard that considers, among other factors, impact, diversity, and geographic decentralization.

In 2025, we invested over **R$ 324 million** across **98** initiatives in Brazil, through a combination of direct resources, Nu Institute initiatives, and seven federal tax incentive laws: the Elderly Fund, the Child and Adolescent Fund, the Culture Law, the Sports Law, ANCINE (National Cinema Agency), PRONAS (National Program for Supporting People with Disabilities), and PRONON (National Program for Supporting Oncological Care).

Distribution Map

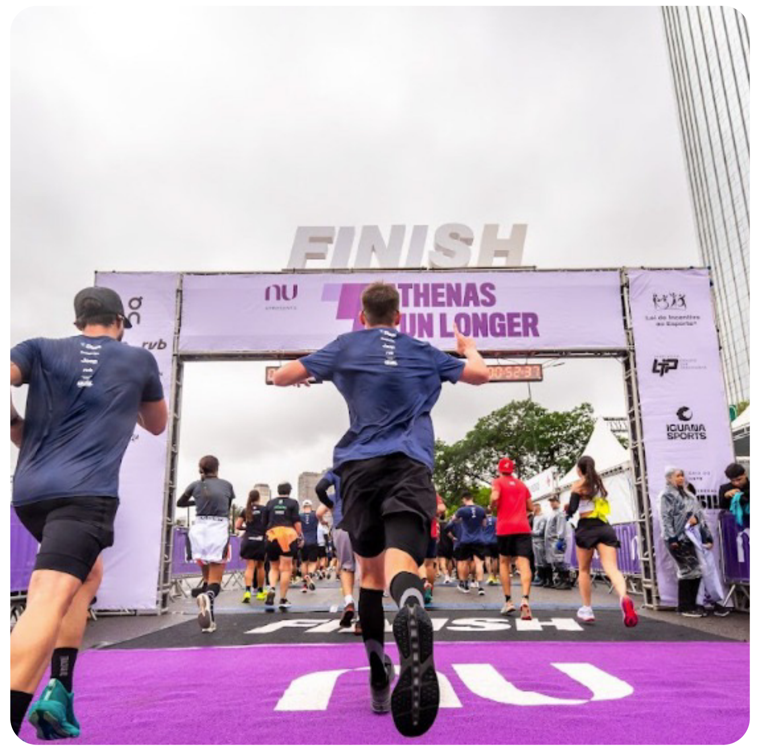


- **North** (AM, PA)
- **Northeast** (AL, MA, BA, CE, PE, PI, RN)
- **Central-West** (DF, GO)
- **Southeast** (ES, MG, RJ, SP)
- **South** (PR, RS, SC)

2025 Highlighted Initiatives

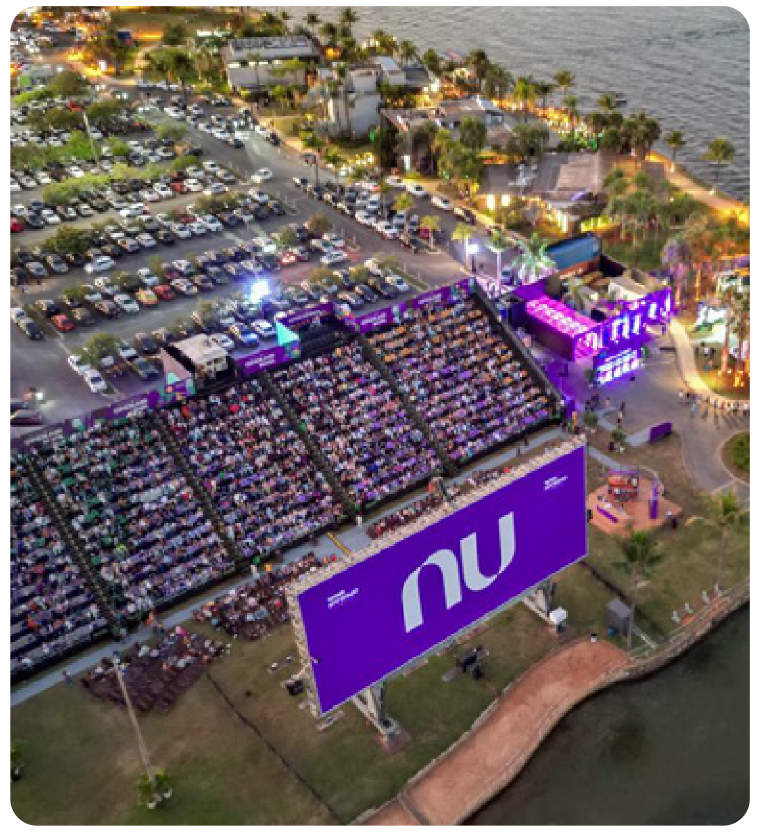
1) Inhotim (Minas Gerais – MG)

A contemporary art museum and botanical garden in Brumadinho, offering exhibitions and educational programs aimed at broadening access to culture and the arts. Over 360,000 visitors, with 4 new exhibitions and 13 educational projects that impacted more than 35,000 people in 2025.



2) Circuito Athenas (São Paulo – SP)

A street running circuit in São Paulo that encourages physical activity and well-being through large-scale sporting events. 31,954 race participants, reinforcing access to sports and well-being in a major urban center.



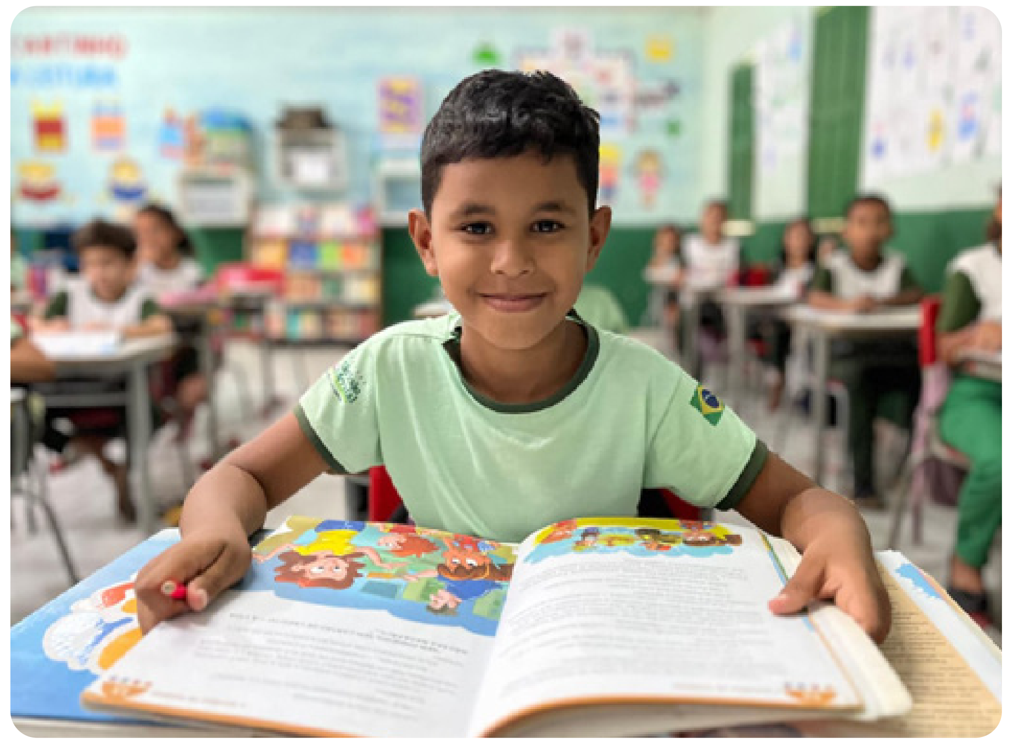
3) Open Air and Inflatable Cinema (Bahia and Federal District – BA and DF)

Two complementary open-air cinema events, bringing film screenings to different cities in Bahia and the Federal District, combining access to culture and diverse programming. 231 screenings in 26 locations, reaching over 82,000 people, more than half of them with free admission, offering a high-quality cinematic experience to regions outside major urban centers.

2025 Highlighted Initiatives

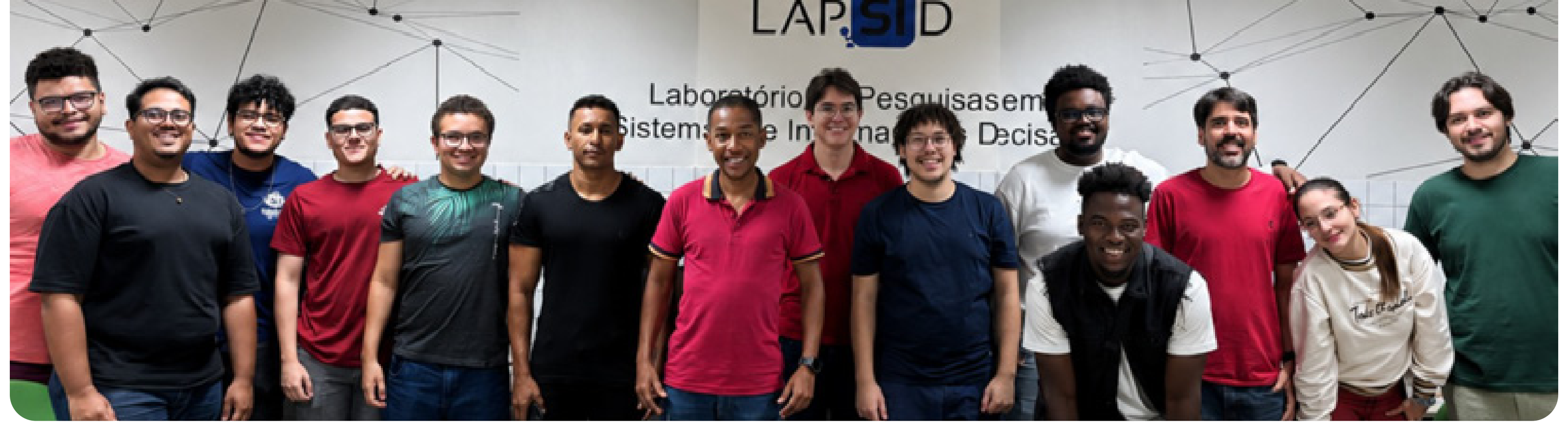
4) Disney Celebra: An Unforgettable Christmas (Paraná – PR)

A free, immersive Christmas experience at Parque Barigui in Curitiba, featuring live shows and open-air cinema for families and local communities. Over 1 million visitors at Parque Barigui between December 4 and 23, with 24 show sessions and 49 films screened in open-air cinema, expanding free access to culture and leisure.



5) Empreender – Financial Education and Citizenship (Piauí – PI)

An educational program in Piauí offering financial education training and direct support to young entrepreneurs and women street vendors, strengthening income generation and citizenship. Over 2,000 young people participated in 78 classes totaling more than 3,000 hours of financial education. Approximately R$ 140,000 was allocated to support 21 young entrepreneurs and 9 women street vendors, connecting training to concrete income opportunities.



6) Nu Futuro (Bahia and Paraíba – BA and PB)

A proprietary initiative developed in partnership with three public universities in Northeastern Brazil (UFBA, IFBA, and UFCG). Students take part in an intensive program to build technology skills through real projects with potential business impact, while also experiencing Nubank's work culture in dedicated labs built within the universities.

- 100+ people directly impacted.
- 250+ students indirectly reached.
- 7 technology and innovation projects.
- 100% technical engagement at UFCG and 84% overall engagement at UFBA/IFBA.

Corporate Governance

Our corporate governance structure defines how decisions are made, how risks are managed, and how we report to stakeholders. Across all geographies in which we operate, we follow the principles of transparency, fairness, accountability, and socio-environmental responsibility, ensuring solid management, alignment of interests, and sustainable value creation. This structure is anchored in the **Global Corporate Governance Policy**, which was updated in this cycle to reflect the group's evolution and increased regulatory complexity. It is complemented by local policies aligned with each country's requirements, such as the Corporate Governance Policy in Brazil, in compliance with national regulations.

The main governing body is the Board of Directors, responsible for defining strategy, approving key policies, and appointing Senior Leadership, which comprises the executive management. The Board is supported by two committees:

- **Audit and Risk Committee –** oversees financial statements, internal controls, and risk management.
- **Compensation and People Committee –** addresses compensation policies, long-term incentives, succession planning, and people and culture topics.

Regarding environmental, social, and governance (ESG) matters, we have a Global ESG Policy and, in Brazil, the PRSAC (Social, Environmental, and Climate Responsibility Policy). Key initiatives and results are reported annually to the Board of Directors. Additionally, for the Prudential Conglomerate in Brazil, two bodies deepen this agenda:

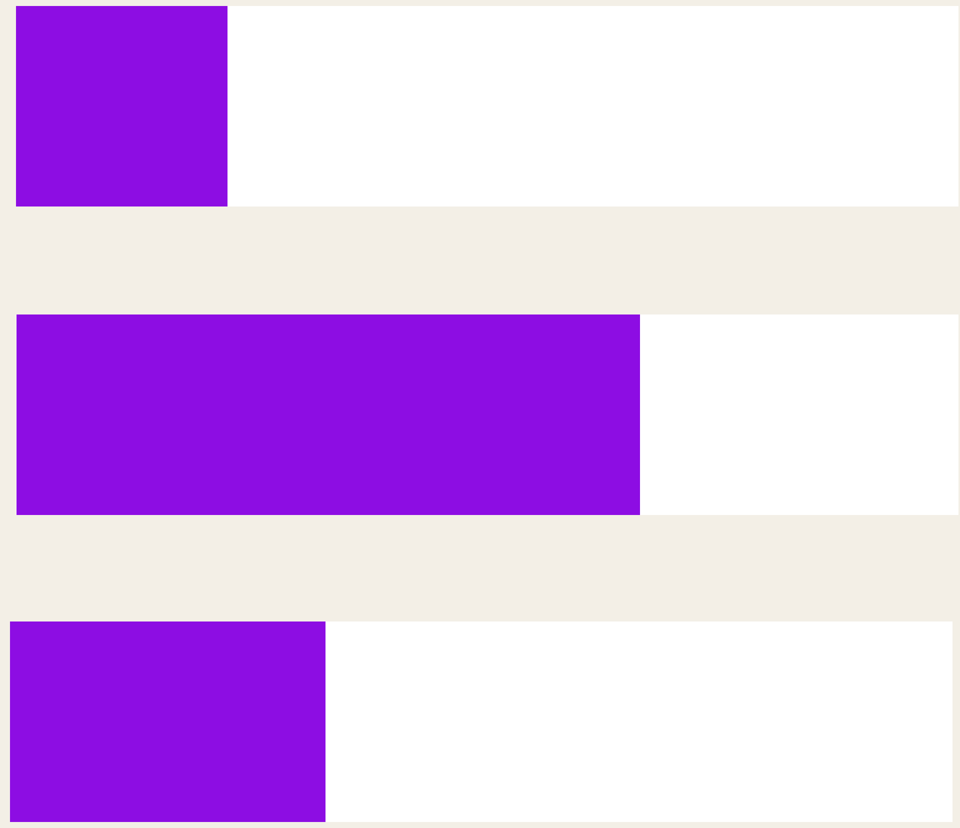
- **Social, Environmental, and Climate Responsibility Committee –** guides strategic decision-making and monitors social, environmental, and governance topics in compliance with BCB Resolution No. 331/23.
- **Social Impact Forum –** defines guidelines and approves private social investment projects, ensuring alignment with our action pillars.

Corporate Governance

	Board of Directors	Audit and Risk Committee	Compensation and People Committee
	**David Vélez** Founder, Chairman, and CEO		
	**Anita Mary Sands** Lead Independent Director	●	
	**David Alexandre Marcus** Director		●
	**Douglas Mauro Leone** Independent Director		●
	**Jacqueline Dawn Reses** Independent Director and Coordinator of the Compensation and People Committee		●
	**Luis Alberto Moreno Mejía** Independent Director		●
	**Roberto de Oliveira Campos Neto**[1] Director		
	**Rogério Paulo Calderón Peres** Independent Director and Coordinator and Technical Financial Specialist of the Audit and Risk Committee	●	
	**Thuan Quang Pham** Independent Director	●	

[1] Roberto Campos left the Company's Board of Directors. On April 1, 2026, Diego Piacentini joined the Board of Directors as an Independent Director.

Board Composition



22% Women

66% Independent Members

33% ESG experience

Data base: December 2025.

Associations and Commissions

We actively participate in industry associations and institutional forums that influence regulatory development, healthy competition, and innovation in the financial system. These spaces are essential for dialogue with regulators, industry bodies, and other market players on topics such as financial inclusion, the digital economy, consumer protection, and competition.

Corporate Governance

Learn more

Corporate Governance Policy

Global ESG Policy

PRSAC Policy

In 2025, we maintained our participation in the main associations and commissions already highlighted in previous cycles, without discontinuities, with a focus on technical, regulatory, and industry best practice debates:

Zetta: We are founding members of Zetta, a non-profit association formed by technology companies that provide digital financial services. The entity promotes financial inclusion, competition, and innovation in the financial system by advocating for a more open, digital, and competitive economic environment.

ABBC (Brazilian Association of Banks): We participate in discussions on banking regulation, financial system inclusion, and competitive dynamics, in a forum that brings together multiple banks and other financial institutions.

ANBIMA (Brazilian Association of Financial and Capital Markets Entities): We engage in topics related to capital markets, investment funds, transparency, and self-regulation, contributing to the improvement of industry rules and practices.

Our continued and qualified engagement in these bodies reinforces our role in governance, financial innovation, and customer protection, contributing to an inclusive regulatory environment aligned with the digital economy.

Câmara e-net – Brazilian Chamber of Digital Economy
We take part in debates on the digital economy, payment methods, technological innovation, and online consumer protection, advancing the perspective of digital financial institutions.

ANCORD – National Association of Brokers and Distributors of Securities, Exchange, and Commodities: We participate in forums focused on financial intermediation, capital markets, and standards of conduct for brokers and distributors.

IBRAC – Brazilian Institute for Competition, Consumer, and International Trade Studies: We maintained our participation in a private, non-profit entity dedicated to research, studies, and debates on competition, consumer protection, and international trade — topics central to innovative business models such as Nubank's.

Risk Management

We have an integrated risk management process: we look jointly at financial and non-financial risks, including Social, Environmental, and Climate (SEC) risks, and how they may affect our customers, operations, and capital. In this cycle, we advanced in how we measure, test, and use this information for business decisions, in line with our Global Governance Policy, Global ESG Policy, and, in Brazil, the Social, Environmental, and Climate Responsibility Policy (PRSAC).

For SEC (Social, Environmental, and Climate) risks, we follow a simple and standardized flow, applied according to their materiality and the size and relevance of exposure:

Identify and assess

We verify whether the sector or activity is on our exclusion lists, assess the typical socio-environmental risk of that segment, and consult public sources (such as databases and news) to understand the counterparty's track record.

Classify the risk

We assign an SEC risk classification to the relationship (client, supplier, or partner) and compare this risk level with our risk appetite — i.e., the limit we accept for this type of exposure.

Define mitigation

When necessary, we establish specific conditions — for example, contractual clauses, exposure limits, or additional control requirements — to reduce the identified risk.

Monitor over time

We track whether the agreed conditions are being met and whether there has been a relevant change in the risk profile.

Report and decide

SEC risk and risk appetite indicators are consolidated and brought to executive forums and the Risk Committee, supporting credit, investment, and relationship decisions.

Risk Management

Our risk strategy is based on the three lines of defense model: business areas manage risks on a day-to-day basis (1st line); Risk, Sustainability, Internal Controls, and Compliance functions define policies, methodologies, and supervise their application (2nd line); and Internal Audit independently assesses whether the risk management system is working as planned (3rd line). In this way, we reinforce the integration between SEC risks, capital, and strategy, in line with the expectations of regulators and investors and with our vision of responsible finance.

1st Line	2nd Line	3rd Line
Business areas manage risks on a day-to-day basis	*Risk, Sustainability, Internal Controls and Compliance define policies and supervise application*	*Internal Audit independently assesses the effectiveness of the system*

Risk Governance: The management of social, environmental, and climate (SEC) risks is integrated into our risk framework and anchored in key documents, such as the Social, Environmental, and Climate Responsibility Policy (PRSAC), the Exclusion Policy, and the Risk Appetite Statement. These instruments establish which sectors and practices are not eligible, which exposure levels we consider acceptable, and how these risks should be assessed throughout relationships with clients, suppliers, and partners.

To ensure strategic alignment, we have dedicated governance for this topic, involving the Risk Committee in Brazil, the Sustainability Risk Technical Forum, and a dedicated sustainability risk team. These bodies analyze SEC risk metrics, recommend risk appetite adjustments, and support the Brazil Conglomerate's Board of Directors and global forums in decision-making on portfolios, products, and partnerships.

Furthermore, SEC risk analysis has been consolidated as a mandatory step in all new product and service launches and review processes, ensuring that social, environmental, and climate aspects are considered from conception.

Sustainable Supply Chain

Our supplier management process is structured in an integrated manner across all geographies in which we operate, combining economic, socio-environmental, and integrity criteria. This model is governed by the Procurement, Suppliers, and Payments Policy, in alignment with the Social, Environmental, and Climate Responsibility Policy (PRSAC), the Global ESG Policy, and our Exclusion Policy, which defines sectors and practices with which we do not engage. In 2025, we consolidated this process under the updated Global ESG Policy, reinforcing consistency across countries and integration with the social, environmental, and climate risk agenda.

The governance of this topic involves different areas and processes. The Sustainability Risk team monitors social, environmental, and climate risks associated with third parties. The contractual manager oversees commercial compliance and fulfillment of the contracted scope.

The Conduct Risk and Anti-Money Laundering and Counter-Terrorism Financing teams assess ethics, integrity, and financial crime risks. This model covers the entire relationship lifecycle with our supply chain.

In our new supplier acquisition process, we collect and record general company and shareholder information, perform integrity and financial crime screenings, and conduct a qualification stage that includes a specific social, environmental, and climate risk questionnaire. During this process, our suppliers must also adhere to our Supplier Code of Conduct, Terms and Conditions, and Cybersecurity Policy. Throughout the relationship, we perform periodic information updates and risk reassessments based on the criticality of the service provided. We also have a formal relationship termination process designed to mitigate reputational, operational and financial risks at the end of the contract.

Sustainable Supply Chain

Learn more

Supplier Code of Conduct

Supplier Website – Nubank

The analysis scope includes socio-environmental compliance criteria and a set of exclusion criteria covering practices incompatible with our risk appetite, including, but not limited to, associations with slave or forced labor. Sectors with a higher incidence of inadequate working conditions are classified as higher sustainability risk. In these cases, we seek additional evidence of potential human rights violations, such as child labor, forced labor or conditions analogous to slavery. When significant issues are identified, we may define action plans, intensify monitoring, restrict the scope of engagement, or, as a last resort, suspend or terminate the relationship.

To support this process, we monitor records and media relating to our suppliers in order to ensure the effectiveness of our controls and that the supply chain adheres to our social, environmental and climate risk appetite, in line with our group risk management framework. The Supplier Code of Conduct, publicly available and with mandatory acceptance by all partners. Together with our supplier portal, it reinforces transparency around expectations and responsibilities, positioning third parties as an essential part of our commitment to revolutionizing the financial system with high ethical and sustainability standards.

Screening
Integrity and financial crime checks.

Qualification
ESG and climate risk assessment.

Monitoring
Periodic reassessments and compliance tracking.

Response
Action plans, restrictions or termination when necessary.

Human Rights, Ethics, and Integrity

We operate based on a Global Integrity Program that defines the minimum standards of conduct for all individuals performing activities on behalf of the Company, including employees, interns, administrators, board members, and third parties. This program comprises a set of policies and codes that structure our approach to ethics, anti-corruption, and respect for human rights, including:

Global Whistleblowing Policy (Parker)

Defines the rules for the whistleblowing channel, ensures confidentiality, prohibits retaliation, and provides guidance on the right to report, including directly to public authorities.

Global Anti-Bribery and Anti-Corruption Policy

Establishes clear guidelines to prevent and fight against acts of corruption and bribery, both internally and in our relationships with third parties.

Conflict of Interest Policy

Aims at ensuring Nubank's decisions and actions are taken impartially and without personal influences or conflicting interests.

Code of Conduct

Establishes principles of integrity, honesty, respect, prevention of conflicts of interest, and compliance with laws and regulations.

Supplier Code of Conduct

Defines minimum standards of integrity, human rights, decent work, diversity, and environmental care expected from business partners.

Human Rights, Ethics, and Integrity

In 2025, we modernized and further streamlined our conduct and integrity management, with a focus on prevention, clarity of rules, and measurement of results.

Ethos We launched Ethos, a dedicated system for recording and analyzing conflicts of interest, making the process more structured, traceable, and aligned with people management and business decisions.

AskRisk We enhanced the risk and conduct consultation channel (AskRisk), centralizing questions on ethics, integrity, and policy application in a single point, increasing response consistency and enabling the identification of recurring themes.

Code of Conduct We updated the Code of Conduct with clearer language applicable to the group's global context.

AI (Artificial Intelligence) We began using artificial intelligence in risk assessment workflows to support the identification of risk situations and prioritize analyses, without replacing human decision-making.

Parker: Our Whistleblowing Channel We updated the Parker whistleblowing channel processes to reinforce confidentiality, governance, and response time, maintaining the principle that anyone may report suspicions, including directly to authorities, without retaliation. Hosted by an external provider, Parker is anonymous, available in Portuguese, English, and Spanish, 24 hours a day, and offers a secure and fully confidential platform. It can be used by any person, Nubanker or not, to report violations or potential violations of Nubank's Code of Conduct or applicable laws and regulations.

Additionally, we approved a global conduct risk framework and a conduct risk appetite statement, along with specific key risk indicators to monitor this front. We also completed a comprehensive mapping of risks and controls under the responsibility of the Conduct Risk team, recording this information in Nu's corporate risk management system.

Human Rights, Ethics, and Integrity

Anti-Bribery and Anti-Corruption

In this cycle, our Anti-Bribery and Anti-Corruption program underwent an independent effectiveness assessment. This resulted in strengthened controls and the formalization of four core procedures: gifts and hospitality; donations and sponsorships; third-party due diligence; and conduct risk due diligence. Following this review, we implemented automatic alert triggers in critical processes and expanded automated indicator reporting for monitoring by the Conduct Risk area. We also intensified specific anti-bribery and anti-corruption training for areas with greater exposure, while keeping anti-corruption content integrated into the corporate Code of Conduct training.

As a result, in 2025 the completion rate of the Code of Conduct training, which includes the anti-corruption module, reached 99% in the last quarter, and there were no confirmed incidents of corruption, including in cases investigated relating to prior periods.

Human Rights in the Value Chain

Our commitment to human rights is also expressed in our relationships with suppliers and partners. The Supplier Code of Conduct establishes that we do not tolerate practices such as child labor, forced labor, or conditions analogous to slavery, discrimination, or degrading working conditions. It also requires respect for labor rights, diversity, integrity, and environmental protection.

This code is integrated into our third-party assessment processes: sectors with a higher incidence of human rights violations receive a higher sustainability risk classification and are evaluated with additional information on potential non-compliance with labor or human rights standards. When significant weaknesses are identified, we may require action plans, restrict, or terminate the relationship, in line with our socio-environmental risk appetite.

Learn more

Code of Conduct

Terms and Condition for Service Providers

Parker, Nubank's Whistleblowing Channel

Attracting and Retaining Talent

We continue to challenge the status quo. To support this, we structure our employee value proposition based on what talent seeks in each location where we operate, the forward-looking vision that guides the Company, and the concrete experience of those who already work at Nu. With this foundation, we seek to build strong and diverse teams and create conditions for people to do the best work of their lives, while developing simple and relevant solutions that transform the financial experience of millions of customers.

R$ 2.5 billion

Invested in expansion of offices

Work Model and Global Presence

Throughout the year, we initiated the planned transition from a predominantly remote model to a structured hybrid model, with implementation scheduled to begin in 2026. With a base of approximately 10,000 people and operations in several countries, physical space is now treated as a central tool for engagement, innovation, and operational excellence. To support this transition without compromising retention, we defined a transition period of approximately eight months and structured mobility policies and relocation support packages for current employees and new hires. In parallel, we announced an investment plan of R$ 2.5 billion in the expansion and modernization of offices in Brazil (São Paulo, Rio de Janeiro, Belo Horizonte, and Campinas), Colombia (Bogotá), Mexico (Mexico City), and the United States, as well as the opening of new talent hubs, such as Toronto, reinforcing our capacity to attract people in strategic technology hubs.

Attracting and Retaining Talent

Talent and Candidate Journey

The talent acquisition team operated in a consultative manner alongside business areas, supported by digital tools that made the process even faster and more inclusive.

- We adopted a new online testing platform for Software Engineering positions, reducing candidate response time and expanding the assessment base objectively.
- We adopted AI (Artificial Intelligence) tools for general interview support, allowing interviewers to focus on conversation quality, with automatic recording of key points discussed.
- We launched the 4th edition of the Internship Program in Brazil, with over 170 openings in technology and corporate areas, in a process with transparent communication and collaborative practical challenges, regardless of the candidate's field of study.

Learn more → Career Page

In 2025, we also deeply redesigned the onboarding process to support faster integration with our culture. New employees began participating in hybrid or in-person sessions in São Paulo. In Software Engineering, we organized the journey under the motto "from the first day to the first delivery", raising newcomer satisfaction to 87%. We promoted immersions with leadership and teams to experience the end-customer journey, generating over 1,000 product and service improvement ideas and reconnecting daily work with our purpose. We supported well-being and talent retention in the context of the work model transition by maintaining NuCare, which offers psychological, financial, and legal support, and by implementing specific mobility policies for the shift to the hybrid model.

We maintained robust mandatory training tracks (ethics, compliance, and Code of Conduct), as well as technical, leadership, and ESG training, achieving over 97% completion rates on mandatory training and a significant and consistent increase in average learning hours. This was driven by internal programs such as GM Academia (internal training program), AI Academia (training program designed to develop artificial intelligence skills), and Purple Rockets (structured development program for new talent in Mexico). In this cycle, we also completed over 2,560 new hires.

Climate Change

We annually reaffirm our commitment to sustainability and carbon neutrality since the beginning of our operations. In this climate change agenda, we combine risk management, measurement, and annual offsetting of our **Greenhouse Gas** (GHG) emissions inventory and their respective responsible operational practices. We calculate our emissions based on the guidelines of the **Brazilian GHG Protocol Program**, which covers emissions related to:

After our inventory has been quantified, it is submitted to an independent external audit and published in the Public Emissions Registry. Across all our submissions, we have consistently achieved the Gold Seal, the highest level of recognition in the registry. We use these results to guide our annual offsetting through the strategic purchase of carbon credits, helping to mitigate the impact of our operations.

Scope 1

Direct emissions from sources owned or controlled by the organization.

Scope 2

Indirect emissions from the purchase of electricity and heat consumed by the company.

Scope 3

Other indirect emissions from the value chain.

Climate Change

In 2025, our total emissions reached 79,301.5 tCO_2e, reflecting the significant growth in Nubank's scale and operational complexity across the markets where we operate, where we surpassed 131 million customers.

Scope 1, which covers direct emissions from owned or controlled sources, decreased to 17.4 tCO_2e, driven mainly by reduced diesel generator use compared to 2024, as fewer weather-related energy disruptions required less backup power.

Scope 2, which includes indirect emissions from purchased electricity, reached 13,039.86 tCO_2e, in line with the greater use of offices and operational support infrastructure.

Scope 3, which captures other indirect emissions across the value chain, totaled 66,244.18 tCO_2e. The increase was driven primarily by the expansion of cryptocurrency-related operations and a methodology update in the calculation of electricity consumption in data storage services. Business travel also rose compared to 2024, reflecting the progressive shift toward our hybrid work model.

These increases were partially offset by reductions in card transport and distribution, as well as a decrease in waste and effluents, reflecting efficiency gains and improved operational management in these areas.

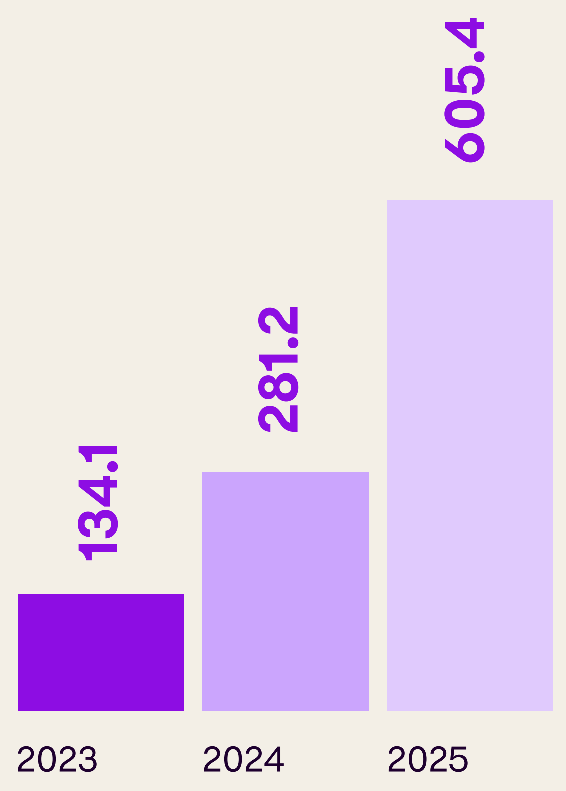
[1] The greenhouse gas emissions related to operations in Brazil underwent an independent audit, conducted in accordance with the Verification Specifications of the Brazilian GHG Protocol Program and standard ABNT NBR ISO 14064-3:2024. The data is available in the Public Emissions Registry: https://registropublicodeemissoes.fgv.br/participantes.

Total Emissions by Scope (tCO_2e)[1]

Emissions

	2023	2024	2025
Scope 1	23	24.4	17.4
Scope 2	221.1	204.8	13,039.86
Scope 3	11,645.60	31,934.60	66,244.18

Total emissions
(tCO_2e per million customers)



Climate Risk Management

In 2025, we maintained responsible waste management practices in our offices across the regions in which we operate, with emphasis on proper disposal, recycling, and composting. These processes are tracked through annual reports issued by the companies responsible for collection and treatment, which serve as internal indicators of environmental performance for our physical facilities.

Appendix

1 → Average Training Hours per Person (Brazil)

2 → Economic Contribution

3 → GHG Inventory

4 → Carbon Intensity

5 → Absolute Number and Rate of Employment

6 → Board Composition

7 → Anti-Corruption Training

8 → Index Reference – PRSAC

Training provided

Average training hours per person (Brazil)[1]	2023	2024	2025
General	32.1	43.2	72.6
Analysts and Specialists	31.6	41.1	63.9
Managers	34.4	52.1	119.2
Not declared	32.7	38.5	52.4
Average expenditure on training and development per full-time employee (in R$)	1,135.58	1,588.09	1,182.98

[1] The increase in the number of hours is due to the new governance structure established, which monitors the training hours offered and is centralized at the corporate level.

Economic contribution
Community investment

Economic Contribution Community Investment (Brazil in R$)	2023	2024	2025
Nu Institute	2,500,000	1,000,000	N.A.
Federal Tax Incentives	153,118,785	294,168,000	324,000,000
Nu Future	2,260,236	1,785,000	1,785,773

N.A.: Not applicable

Appendix

GHG Inventory

Scope 1	2023	2024	2025
Stationary combustion	4.2	24.0	17.3
Fugitive emissions	18.8	0.4	0.1

Scope 2	2023	2024	2025
Location-based approach Electricity (location) - SIN - Quantity of electricity purchased	207.3	204.8	13,039.86
Electricity - Diesel consumption in generators	13.8	0	0

[1] Significant increase in cryptocurrency-related emissions due to an expansion in cryptocurrency transactions and the start of transfers of these assets. [2] Reduction in emissions related to employees' commute to work due to a review of the calculation methodology, now reflecting the reality of the hybrid work model adopted by Nubank.

In 2025, emissions from electricity consumption in data storage services reflect an update to the AWS calculation methodology, which should be considered in year-over-year comparisons for this category and Scope 3.The reduction in waste and effluents in 2025 also reflects an update to the SIS calculation methodology, which replaced the pandemic-era proxy with a more conservative IPCC factor.

Scope 3	2023	2024	2025
Products and Services Purchased - Card Production (issue and reissuing)	1,160.2	1,140.8	1,054.60
Products and Services Purchased - Electricity consumption in data storage services	1,898.2	3,589.3	35,089.00
Purchased Products and Services – Fugitive emissions from co-workings	0	0	78.86
Crypto	2,133.3	11,950.8[1]	17,390.08
Transportation and Distribution - Cards and others	3,816.0	10,060.5	5,412.82
Landfilled Waste and Effluents	158.9	152.8	126.88
Business Trips	2,637.9	4,799.6	6,818.18
Home-work-home commute	540.7	174.9[2]	273.76

Carbon Intensity	2023	2024	2025
tCO_2e/Employee	1,638.8	3,693.7	7,908.8
tCO_2e/million US$ Revenue	1.6	2.9	18.9
tCO_2e/million customer	134.1	281.2	605.4

Absolute Number and Rate of Employment

Absolute Number and Rate of Employment	2023	2024	2025
GLOBAL | Absolute number			
Total number of new employee hires	1,281	2,113	2,562
Total number of new employee turnover[3]	1,580	1,024	1,188
GLOBAL | Rate			
Rate of new employee hires[2]	17%	26%	28%
Rate of new employee turnover[1]	21%	13%	14%
BRAZIL | Absolute number			
Total number of new employee hires[4]	933	1,627	1,936
Total number of new employee turnover	1,180	726	786
BRAZIL | Rate			
Rate of new employee hires	16%	26%	27%
Rate of new employee turnover	20%	12%	12%
COLOMBIA | Absolute number			
Total number of new employee hires	196	200	213
Total number of new employee turnover	98	108	129
COLOMBIA | Rate			
Rate of new employee hires	40%	34%	32%
Rate of new employee turnover	20%	18%	19%
MEXICO | Absolute number			
Total number of new employee hires	144	237	357
Total number of new employee turnover	258	164	242
MEXICO | Rate			
Rate of new employee hires	13%	21%	30%
Rate of new employee turnover	23%	15%	21%

[1] **Employee turnover rate:** Percentage of employees who left the organization, voluntarily or involuntarily, in the last 12 months. It is calculated based on the number of employees who left and the average number of employees in the last 12 months. [2] **New employee admission rate:** Rate of employees who started at Nubank as a percentage of the average number of employees in the last 12 months. [3] **Total number of employee turnover:** TNumber of employees who left Nubank in the last 12 months. [4] **Total number of new employee hires:** Number of employees who started working at Nubank in the last 12 months.

Board Composition

Board Composition[1]	2023	2024	2025
Women	22%	25%	22%
Independent members	89%	88%	66%
ESG Experience	33%	38%	33%

Anti-corruption

Anti-corruption Training[2]	2023	2024	2025
Training Name	Compliance at Nu	Code of Conduct	Code of Conduct
Adherence	95%	93%	99%[3]

[1] Data based on self-reporting by members of the governing body. [2] The Anti-corruption training is part of the general Code of Conduct training, which must be renewed annually. [3] Percentage of Nubankers who completed the mandatory Code of Conduct training (which includes the anti-corruption module) at least once in the base year. No cases of corruption have been confirmed in the last three years, including investigations concluded in 2025.

Index Reference PRSAC

Nubank's Social, Environmental and Climate Responsibility Policy

Item	Learn more
PRSAC (Nubank's Social, Environmental and Climate Responsibility Policy) from Nubank Page on the Nubank website Direct access to the Policy	
Relationship Restriction Exclusion List Direct access to the list	
Stakeholder engagement mechanisms	Page 04
List of Products and Services	Page 08

Topic monitoring	Actions	Page in this report
Financial Inclusion	→ Access to your first credit card. → Fees saved. → Number of visits to our blog. → Number of impressions on our content. → Number of followers on our social media.	Page 10
Security, Privacy and Data Protection	→Training and awareness campaigns. → Specific channels for questions.	Page 16
Risk Management	→ Internal SEC risk analysis framework.	Page 29
Human Rights, Ethics, and Integrity	→ Code of conduct and participation in whistleblowing channel training. → Number of corruption cases. → Number of indicators related to Human Rights.	Page 33
Attracting and Retaining Talent	→ Mandatory training hours. → Candidate experience assessment by NPS (Net Promoter Score).	Page 35
Climate Change	→ Public commitment to emissions neutrality. → Carbon emissions.	Page 37
Sustainable Supply Chain	→ Supplier qualification according to ESG criteria	Page 30