WE ARE ITAÚSA



We are an investment holding company with **49 years of experience**.



We are **present in the lives of Brazilians**, through **solid brands** and **protagonists** in the sectors in which they operate.



We have a diversified and relevant portfolio, which seeks to create value, for shareholders and society as a whole.



OUR PURPOSE

To act as a change agent in companies in the creation of sustainable value for society, investees and shareholders.

WE ARE COMMITTED TO 900,000 STOCKHOLDERS

Evolution of stockholders' base

(in thousands of stockholders)



Dez/18 Dez/19 Dec/20 Dec/21 Dec/22 Dec/23 Jan/23 Feb/23

Itaúsa B3 (Equities)



Largest investment holding in Brazil - market cap: R\$ 106.4 bn¹



Direct investors in 92% of Brazilian municipalities¹



1 out of 6 investors in B3 have ITSA shares



ITSA4 is among IBOV's largest assets



CDP ICO2B3 ISEB3

IDIVERSAB3 ITAGB3 IDIVB3 IGPTWB3

MACRO SCENARIO BETTER PERSPECTIVES

Brazilian GDP¹

2.9%

(**▼**0.1 p.p. vs. 2022)

Selic²

11.75% p.y.

(2.0 p.p. vs. 2022)

IPCA¹

4.6%

(**1**.2 p.p. vs. 2022)

2024e

2023

2.0%

(**V**0.9 p.p. vs. 2023)

9.25% p.y. (*2.5 p.p. vs. 2023)

INTEREST RATE
FALLING CYCLE

3.6%

(**1.0** p.p. vs. 2023)



GROWTH



A CONSISTENT AND SOLID HISTORY

Duratex

1974

We created Holding Investimentos Itaú S.A. with a portfolio that includes Banco Itaú and Duratex.



Duratex 1977 – first pressed wood panel in Line II, located in Botucatu - SP

Itautec

1985

We founded Itautec aiming at taking the Itaú Group at the forefront of banking automation in Brazil.



Veja magazine 1993 – Itautec ad

Itaú Seguros

1998

We carried out divestitures in Itaú Seguros S.A. (insurance business), in which Itaúsa held 91.1% of the subsidiary's voting capital.



2009

We associated with Satipel and created the largest wood panel company in the Southern Hemisphere.

1982

We acquired ownership interest in Elekeiroz, and later on, in 1986, we took over its control.



Elekeiroz

1991

We adopted the name Itaúsa -Investimentos Itaú, thus incorporating the "Itaúsa" brand for the first time.



2008

We associated with the founder of Unibanco to then become one of the world's 20 largest banks in market value.





2013

We started Itautec divestiture process to prioritize business that creates more value to stockholders.

Itautec

A CONSISTENT AND SOLID HISTORY

Our portfolio management is based on three strategic pillars



Efficient Capital Allocation

We identify the best opportunities to maximize profitability, enhancing the value created.

Characteristics of the assets we seek to invest in





Business Continuity

We seek for assets with potential of sustainable value creation and perspectives to remain in the portfolio in the long term.



Shared Culture

We share our values and goals with our investees, through participation in its governance.



WE INVESTED

R\$ 11 BILLION BETWEEN 2017 AND 2022



2017

We acquired 7.65% equity interest in Nova Transportadora do Sudeste S.A. – NTS.

2018

We reviewed our investment portfolio and sold the totality of Elekeiroz shares and completed the sale of the remaining ownership interest that Itautec held in Oki Brasil.



2020

We acquired 48.5% of Copagaz, with the acquisition of Liquigás by the acquiring group composed by Itaúsa, Copagaz and Nacional Gás.

2021



We increased our equity interest in Copa Energia (ex-Copagaz) to 48.9%

XPI/nc.

With the corporate reorganization carried out by Itaú Unibanco, we became holder of approximately 15% of XP Inc.'s total capital. On Dec/21, we started the divestment process.

2023

XP /nc.

We completed the divestment of XP Inc..



2017

We acquired 27% of Alpargatas S.A. and made up the Controlling Group, together with BW/Cambuhy.

2019

Itautec

We merged Itautec shares and delisted the company.



We increased our ownership interest in Alpargatas to 29%.

2021

aegea

We concluded the investment of R\$2.6 billion in Aegea Saneamento, thus Itaúsa now holds 10.20% of the voting capital, 19.05% of the preferred shares and 12.88% of the total capital of Aegea.



We increased our equity interest in NTS to 8.5%.

2022

XP_/nc.

In 2022, we continued the divestment of XP Inc..



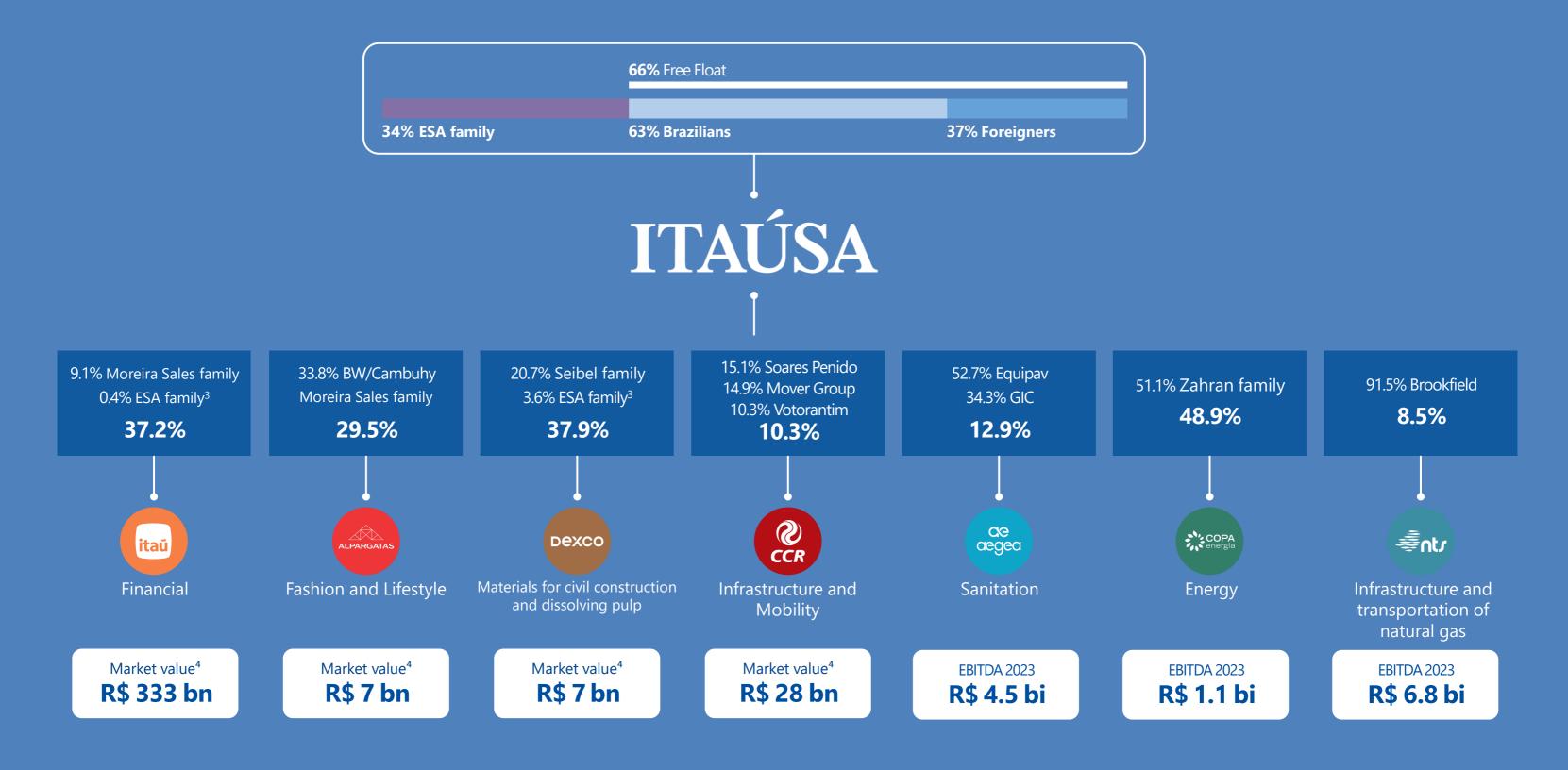
ALPARGATAS

Investment of BRL 799 million in the follow-on for the acquisition of Rothy's.



Acquisition of 10.33% of CCR's capital for R\$2.9 billion.

OWNERSHIP STRUCTURE^{1,2}



⁽¹⁾ Total shares issued less treasury shares.

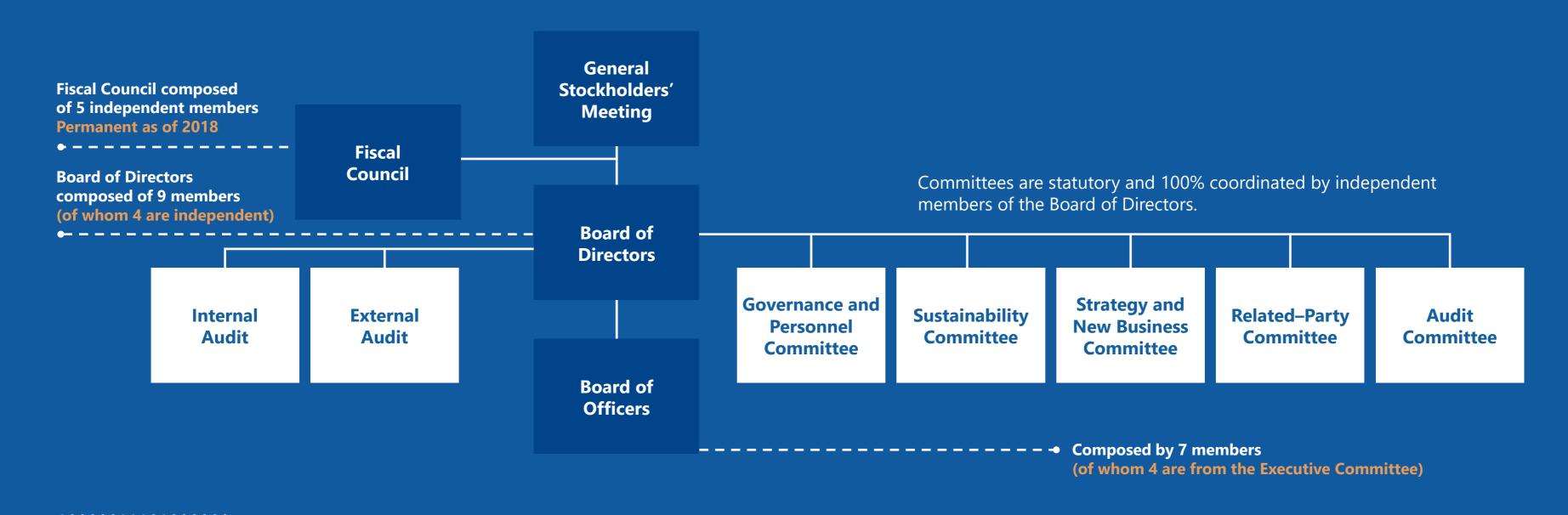
⁽²⁾ Itaúsa's direct and indirect equity interest in the total capital of companies.

⁽³⁾ Shares directly held by individuals or entities of the ESA (Egydio de Souza Aranha) family.

⁽⁴⁾ Market value on 02.29.2024.

RUNNING THE BUSINESS

We act with ethics and strong governance



INFLUENCE ON THE INVESTEES

Participation in the investees governance

We have significant equity interests in our investees

Seats on their boards of directors and committees allow us to share our culture and knowledge

We seek to be a change agent in these companies, supporting strategic, financial and sustainability issues









Leading brands

(on 12.31.2023)











- Largest private bank in Latin America
- R\$ 34.7 billion in Recurring Profit in 2023¹
- Operation in 18 countries
- **70 million** clients²
- 95,7 thousand employees
- + R\$ 1 trillion in credit granted (equivalent to 11% of the 2023 Brazilian GDP)



- The largest manufacturer of shoes and apparel in Latin America
- R\$ 48 million in Recurring Net Loss in 2023
- 1 pair of Havaianas for each Brazilian
- Nearly 23 million of pairs of shoes sold abroad in 2023
- 12 thousand employees
- Products sold in more than 130 countries¹

havaianas ROTHY'S





- Largest producer of wood panels, dissolving wood pulp, bathroom fixtures and fittings and ceramic tiles, in the Southern Hemisphere
- R\$ 371 million in Recurring Profit in 2023¹
- +13 thousand employees
- 17 industrial units
- More than 140,000 hectares of planted forest
- A **leading** company in concessions of airports and highways in Brazil







- Transportation of ~3 million people everyday in mobility and **46 million** every year by plane
- **17,000** employees

Leading brands

(on 12.31.2023)



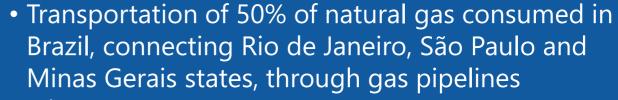
- A **leading** private basic sanitation company in Brazil
- R\$ 582 million in Profit in 2023¹
- Serves more than **31 million** people
- Present in **+500** municipalities, in **14** Brazilian states
- **17,800** employees
- +605 billion liters of water ² treated in 2023



- A **leading** company in the Brazilian bottling, distribution and sale market of Liquefied Petroleum Gas (LPG)
- R\$ 562 million in Recurring Profit in 2023
- Operates in **all** Brazilian states
- 3,700 employees²









- **R\$ 3.3 billion** in Profit in 2023
- More than **2,000 km** of pipelines
- 100% of the carrying capacity contracted in longterm contracts
- 247 employees

TSR¹: TOTAL SHAREHOLDER RETURN

EBITDA CAGR⁴









ITAÚSA 311% itaú 333%



≣nts 378%

Since acquisition³

aegea 75%

2021 to 20234

To years		
CDI	IBOV	
1/12%	1740/	

CDI

IBOV 96%

Since acquisition³

IBOV

CDI 10% 35% 67% 4470 1/4%

10 vears2

 ⁽¹⁾ TSR (Total Shareholder Return) = ((Final Price – Initial Price) + Dividends) / Initial Price.
 (2) Itaúsa and Itaú Unibanco: from 02.28.2014 to 02.29.2024. Source: Economática.
 (3) NTS: from 04.04.2017 to 12.31.2023. Copa Energia: from 12.23.2020 to 02.29.2024. To calculate Copa Energia's TSR, we considered the average of the market multiples (EV/EBITDA) of benchmark companies. (4) Aegea's 2023 EBITDA incorporates Corsan's last 12 months results.

EXCESSIVE DISCOUNT DOES NOT REFLECT THE PORTFOLIO VALUE

Portfolio Market Value



R\$ **123.9** billion

R\$ 12.5
billion
Other
investees¹

R\$ **136.4** billion

Itaúsa's Market Cap

ITAÚSA



R\$ 106.4 billion

⁽¹⁾ Includes Itaúsa's other assets and liabilities. Unlisted investees are considered at book value or fair value.

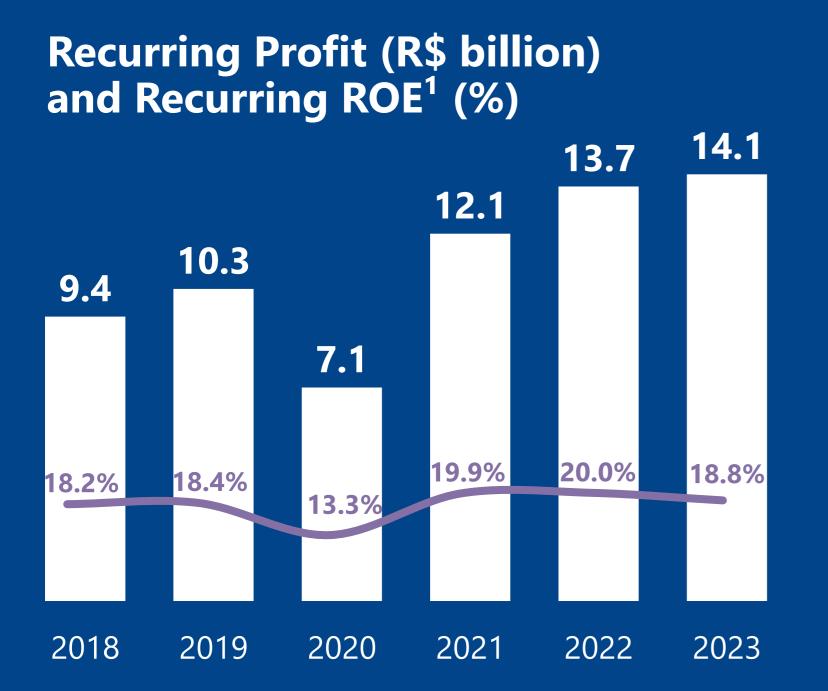
⁽²⁾ As of February 29, 2024.

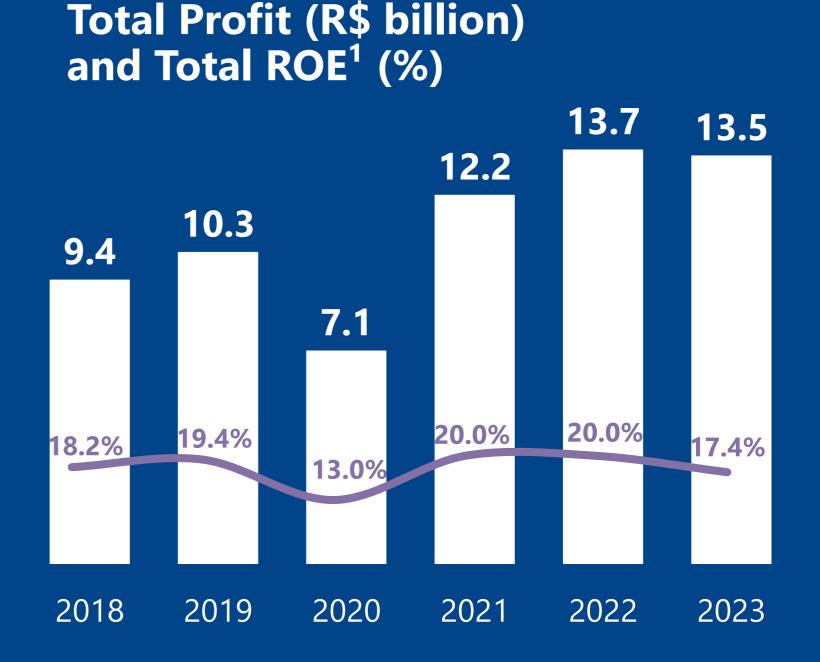




LONG-TERM RETURN

Double digits return rate



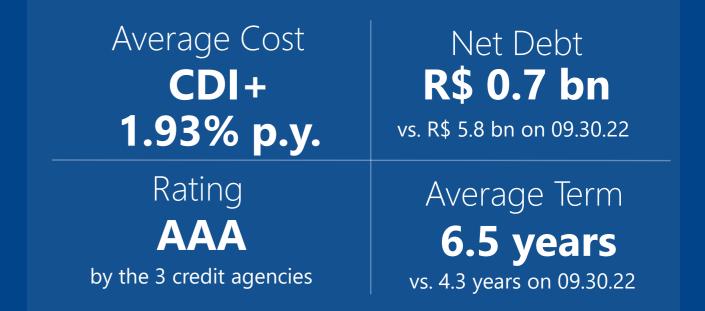


LIABILITY MANAGEMENT STRATEGY

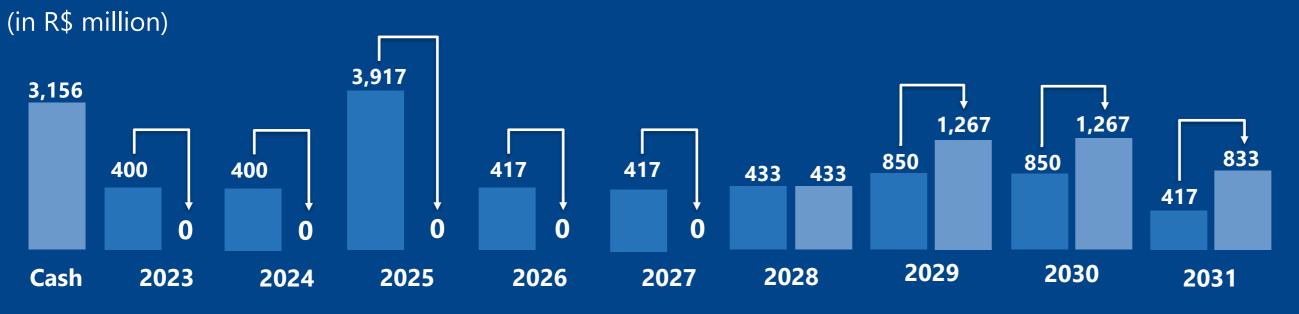
2023

Gross Debt (R\$ billion)¹





Amortization Schedule¹



12.31.2023

09.30.2022

Indebtedness (Net Debt/Equity)	0.8%
Leverage (Net Debt/NAV)	0.5%
Interest Coverage (Dividends ² /Interest Exp	4.7 x enses)

⁽¹⁾ Does not consider possible payment of recorded tax liabilities.

⁽²⁾ Considers the dividends received from investees in 2023.

Itaú Unibanco dividends

Non-financial sector dividends

RECEIVED AND PAID

Accrual basis of the exercise

(in R\$ billion)

1.2

1.3

1.2

2009

DIVIDENS RECEIVED

(CAGR between 2009 and 2023)

Δ Itaú Unibanco: 14.3%

1.6

1.7

0.1

1.6

2011

Δ Non-financial sector: 21.7%¹

2.4

2.5

0.1

2.4

2014

1.9

0.1

1.9

2013

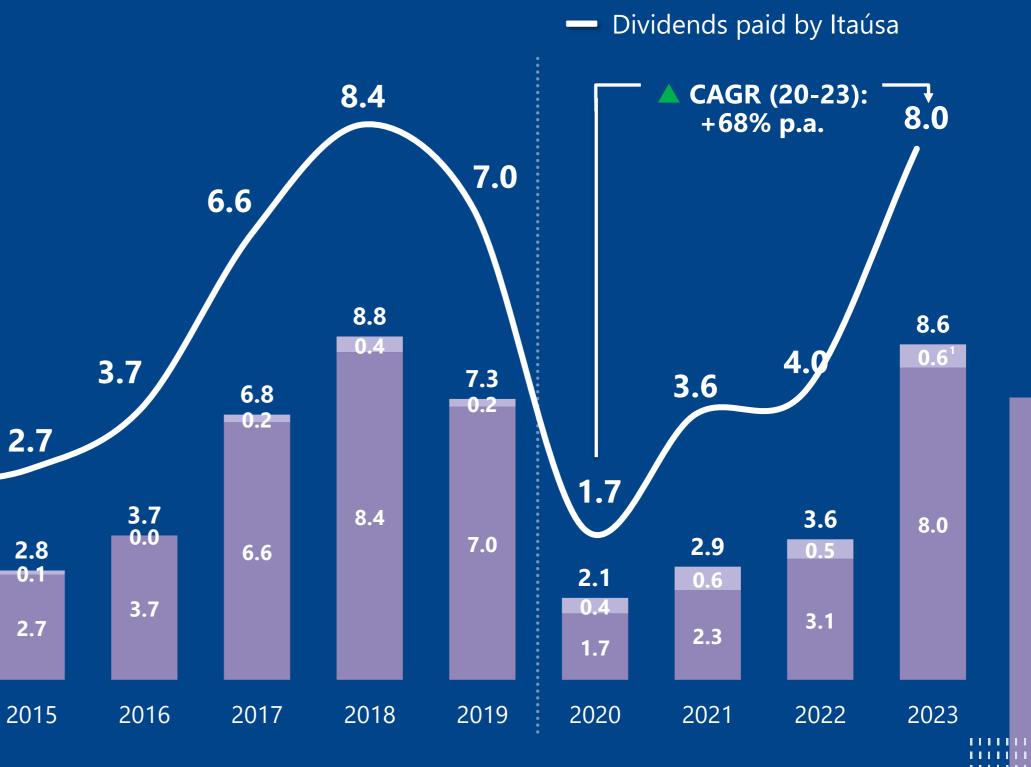
1.7

1.7

0.0

1.7

2012



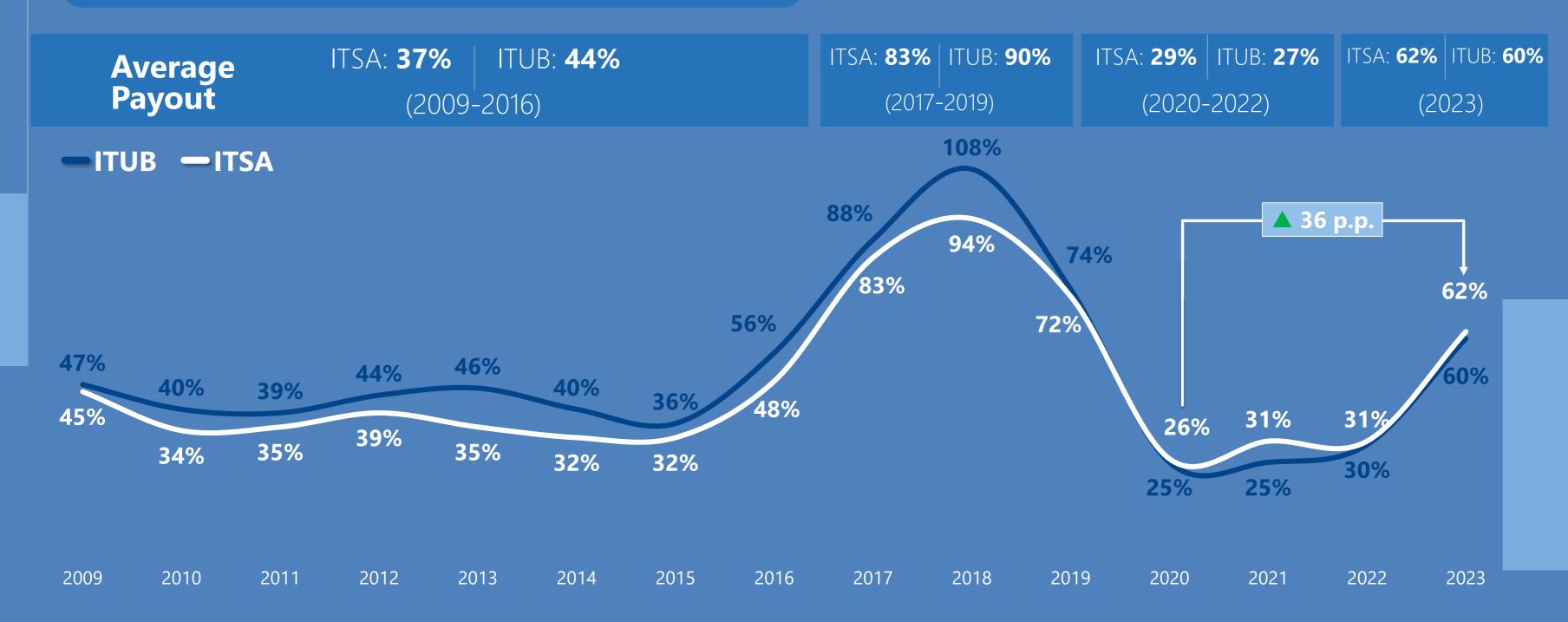


1.5

2010

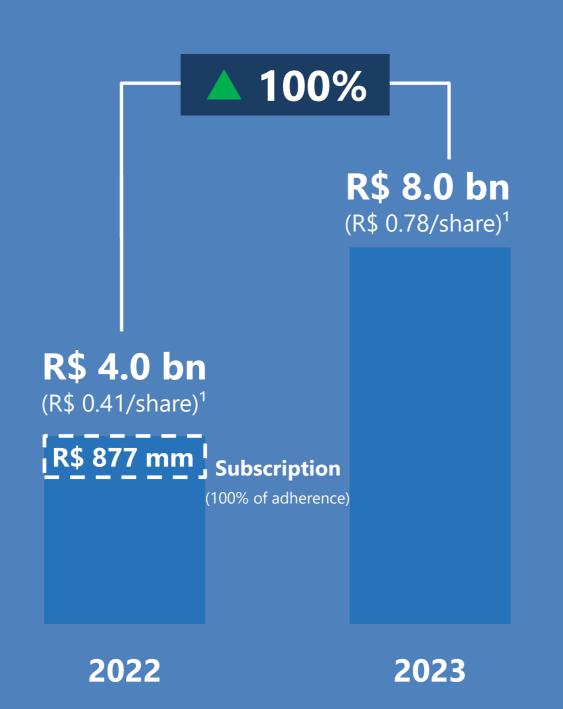
ITAUSA DIVIDENDS PRACTICE

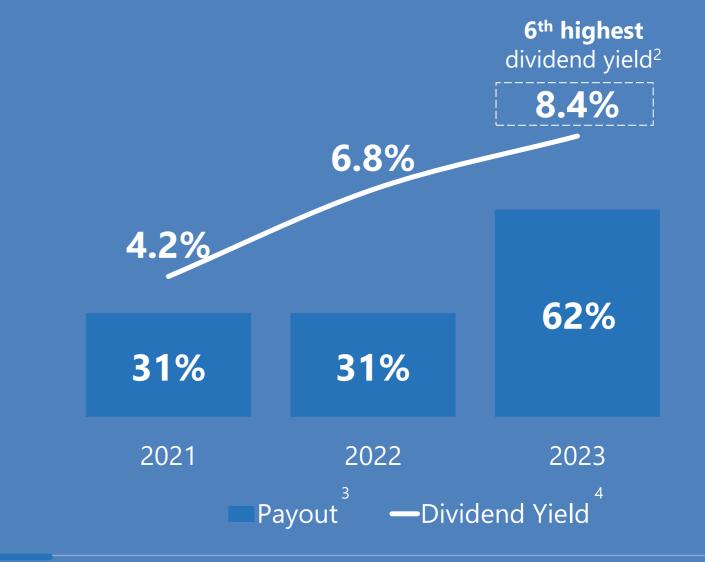
Transfer of 100% of the flow of dividends from Itaú Unibanco



100% GROWTH R\$ 8 BN IN DIVIDENDS | 62% OF PAYOUT

(NET)





Bonus shares of 5%

Deliberated in 11.22.23	Effect	Proportion
Capital increase by R\$ 8.8 bn of reserves	Issue of ~491 MM shares at R\$ 17.91	5 new shares for every 100 shares

2021

R\$ 3.6 bn

(R\$ 0.41/share)¹

⁽¹⁾ Considers dividends adjusted by corporate events.

⁽²⁾ Only considers shares listed on Ibovespa with a Negotiability Index greater than 0.5 on 02.29.2024. Source: Economática.

⁽³⁾ Payout = Earnings (net) paid and payable (fiscal year) / Net Income deducted from the 5% of legal reserve.

⁽⁴⁾ Considers dividends adjusted for corporate events and the closing price of the year for 2021 and 2022. For 2023, the closing price of 02.29.2024 was used as a basis.



ESGASPIRATION

"Investing with responsibility, working as an agent of change to build business that create value and impact the sustainable development in Brazil."



ESGSTRATEGY

Pillars of Impact

ESG impact by the holding company



Itaúsa Institute R\$50 MM/year* allocated



EnvironmentalSeeking **carbon neutrality**



Social - Ho

Employees

- Health, safety and well-being
- Development and education
- Diversity and inclusion

ESG impact by investees



pre- and postinvestment



Reduction of carbon emissions



Diversity and inclusion



Ongoing strengthening of **governance**

Governance (holding)



Better disclosure of ESG metrics



Improved
Sustainability
Committee



ESG in the Board of Directors



ESG targetsIinked to Senior
Management
compensation



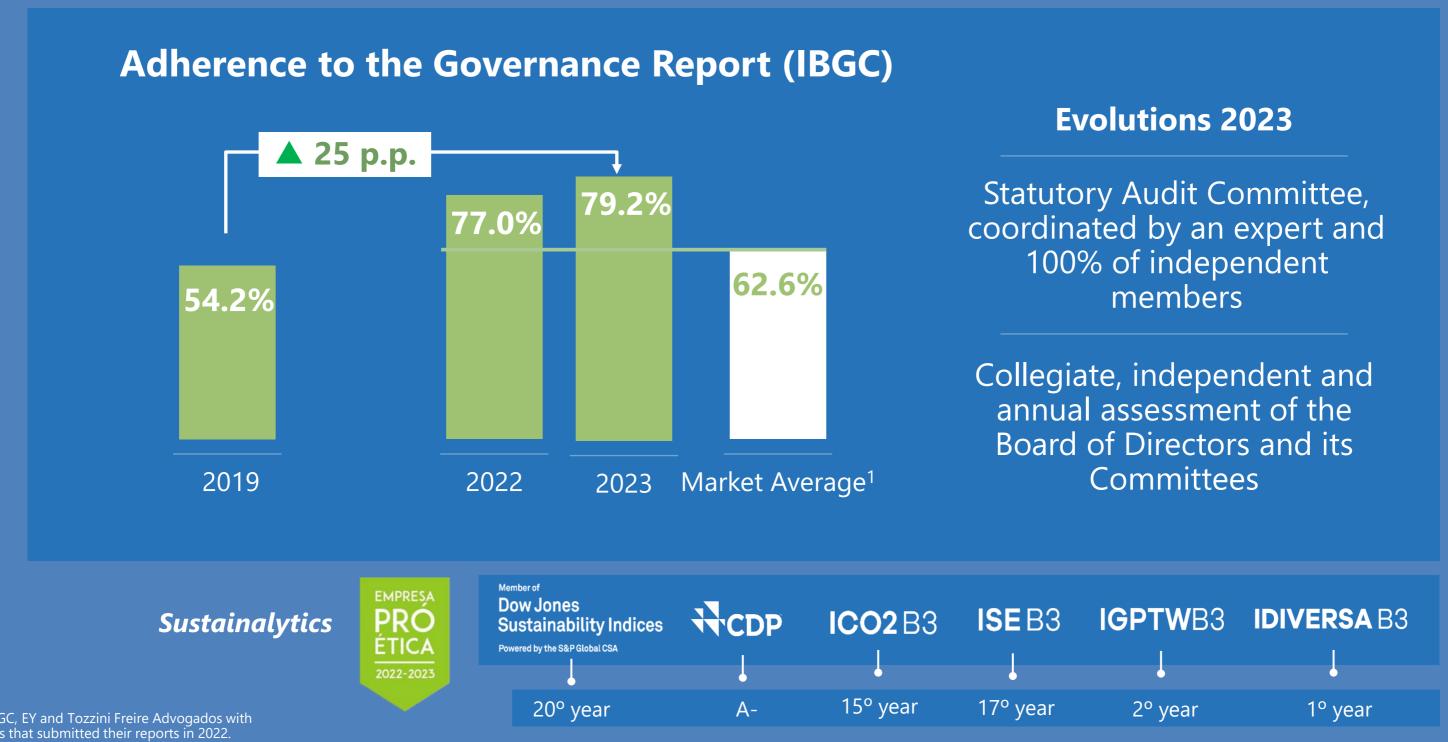
Advances in the Itaúsa Culture



New **Sustainability Intelligence** dept

ESG HIGHLIGHTS IN 2023

Advances in Governance



ESGHIGHLIGHTS IN 2023

Advances in People Management

























3rd consecutive year certified among the best companies to work for in Brazil

LTI Plan (Matching shares)

New Long Term Incentive Plan: commitment of those eligible to medium and long-term performance

INTEGRITY AND ETHICS



Since 2020, the Integrity Program has been the guardian of the topic and working based on six pillars in order to identify and mitigate integrity risks, create awareness, knowledge and engagement and maintain the Company in compliance.

In 2023, we achieved the **Pro-Ethics Company** seal from the Controladoria Geral da União (CGU).



OUR PEOPLE



Revitalization of our **Culture**, **values and purpose**



Health and well-being ("Viva Levemente" Program)



Gender diversity (40% male e 60% female)



New **Long Term Incentives** Plan



PEOPLE

Our human capital is Itaúsa's main asset, recognized by its expertise. We work towards support their development and well-being.





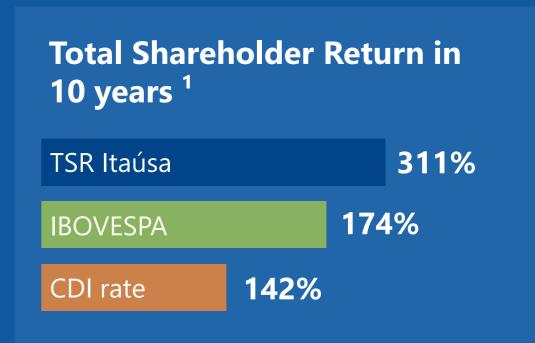
SHARES PERFORMANCE

Annual average appreciation In Brazilian reais

	Itaúsa Total Shareholder Return	Ibovespa	CDI	Dolar
10 years	15.2%	10.6%	9.2%	7.9%
5 years	6.1%	6.2%	7.8%	5.9%
12 months	44.7%	23.0%	12.7%	-4.3%

Growth of R\$100 invested

From February 28, 2014, to February 29, 2024





⁽¹⁾ Total Shareholder Return – equal to the close price of preferred share ITSA4, divided by initial price and adjusted by proceeds. It includes reinvestment of proceeds paid from February 2014 to February 2024.



Active portfolio management with dedicated M&A and Monitoring departments

Investments with disciplined capital allocation and focus on value creation

Access to business usually out of reach of most investors

Diversified portfolio

Ongoing monitoring of the portfolio companies focused on value creation



Consistent portfolio

Sustainability and continuity of business

Investments with long - term vision

Cash generation, with profitability and consistent results

Leading brands in their operating segments



Materiality in the capital market

Significant assets in the market and **high liquidity**

Recurrence of **earnings flow** above market standards

Shares listed in the main market indexes



Commitment to corporate sustainability

Environmental, Social and Governance (ESG)
engagement in the holding company and its investees

Human capital appreciation

Promotion of good **corporate governance** practices

Adoption of strict **ethical principles**

Strategic partners with strong reputation

ITAUSA

Great brands, great history, great future.





RECORD RECURRING PROFIT

2023

Profit¹

R\$ 13.5 bn

▼1.5% vs. 2022

Recurring Profit

_{R\$} 14.1 bn

A 3% vs. 2022

Stockholders' Equity

R\$83.0 bn

▲14% vs. 12.31.2022

ROE

17.4% p.y.

▼2.5 p.p. vs. 2022

Recurring ROE

18.3% p.y.

▼1.7 p.p. vs. 2022

Portfolio Market Value²

_{R\$} 136.5 bn

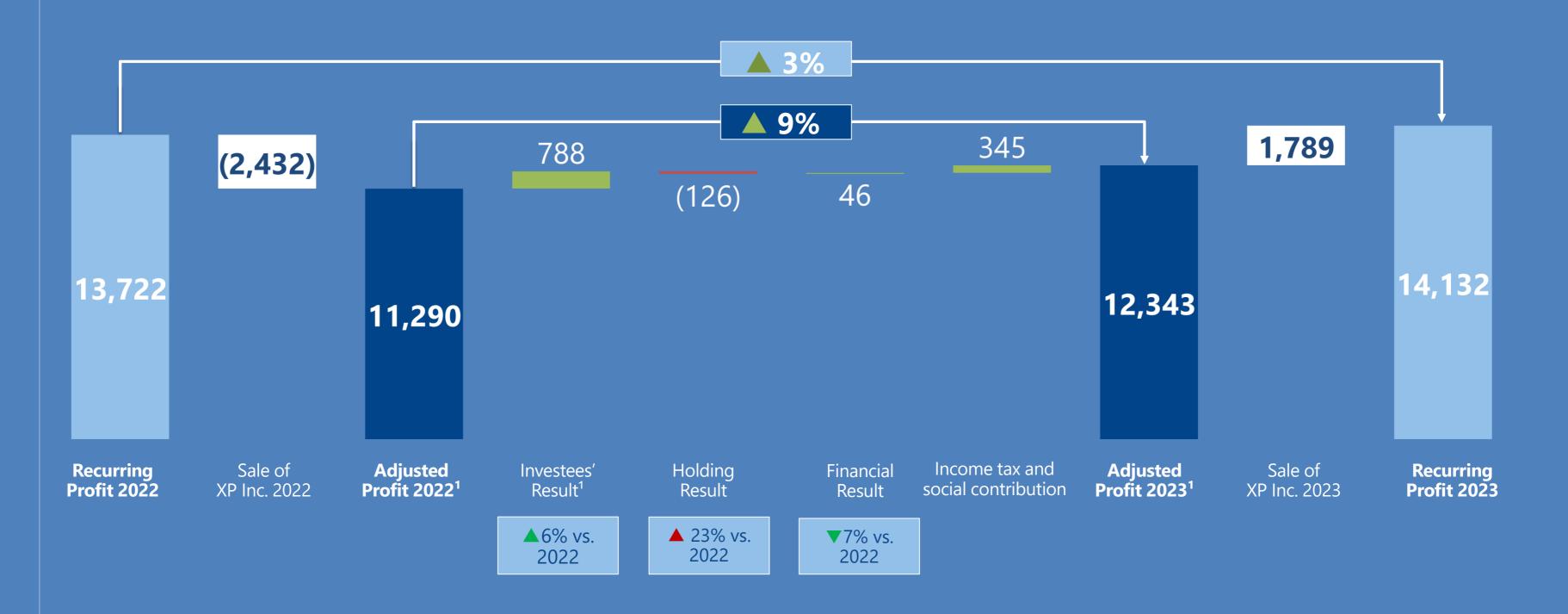
▲34% vs. 12.31.2022

⁽¹⁾ Impacted by non-recurring events that totaled R\$ 666 million in 2023.

⁽²⁾ Sum of the market value as of 12.31.2023 of the shares in listed companies, the investment value (Copa Energia, Aegea) and fair value (NTS) recorded in the Balance Sheet as of 12.31.2023.

2023 vs. 2022

EVOLUTION OF PROFIT



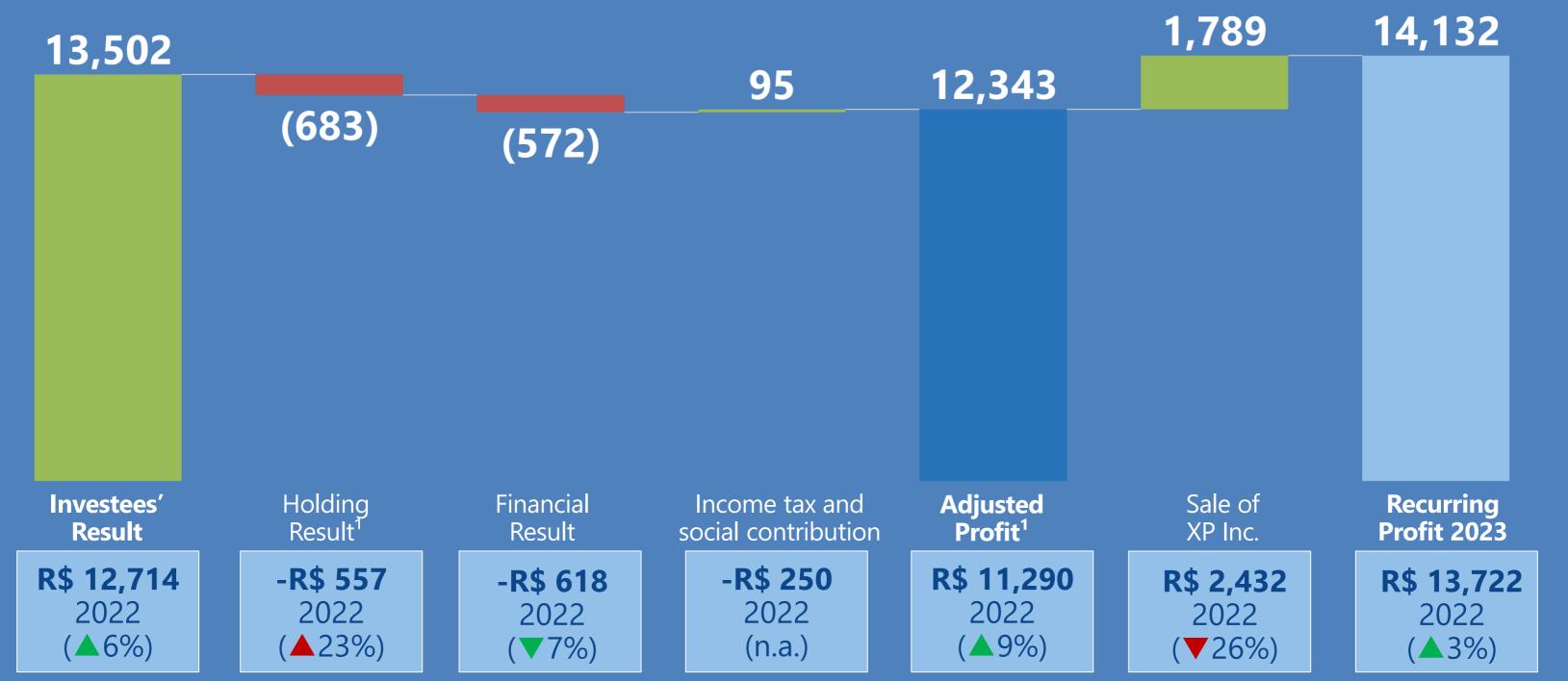
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BREAKDOWN OF

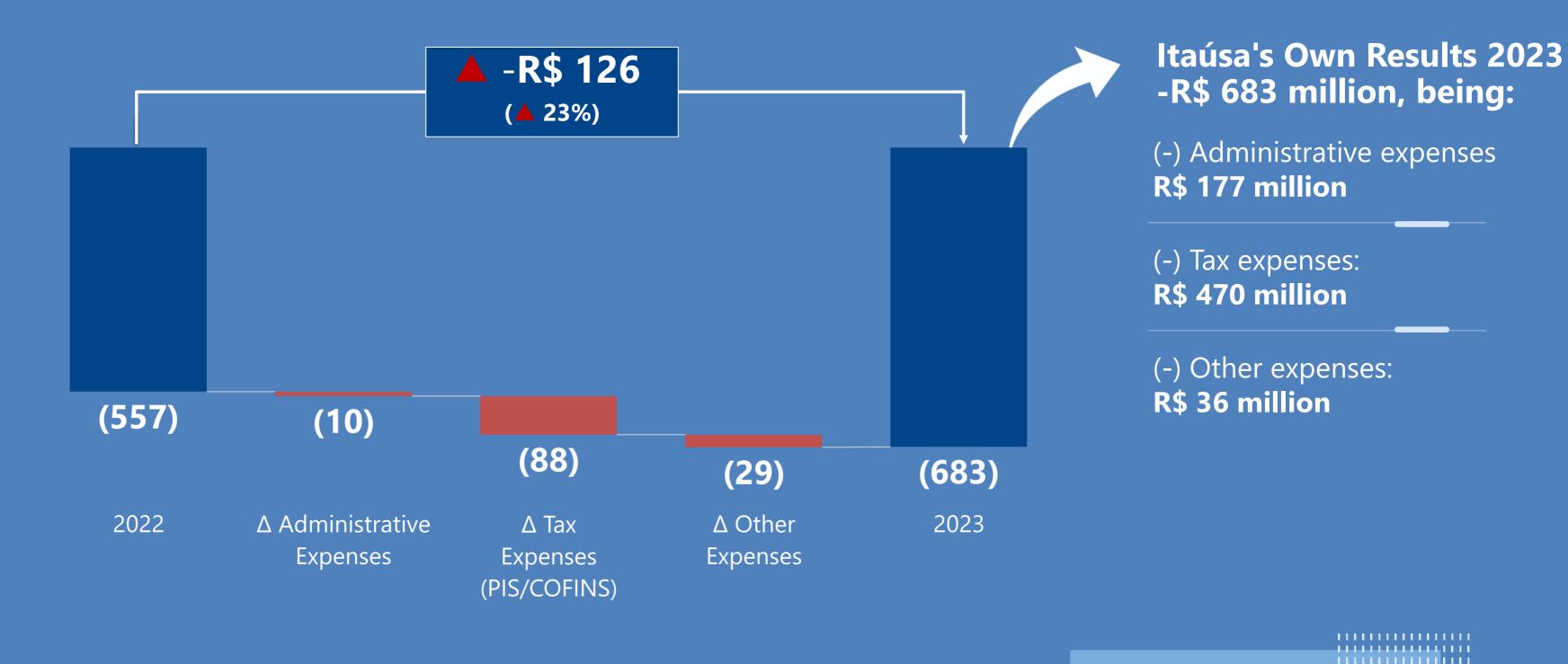
ITAÚSA'S RECURRING PROFIT

(in R\$ million)



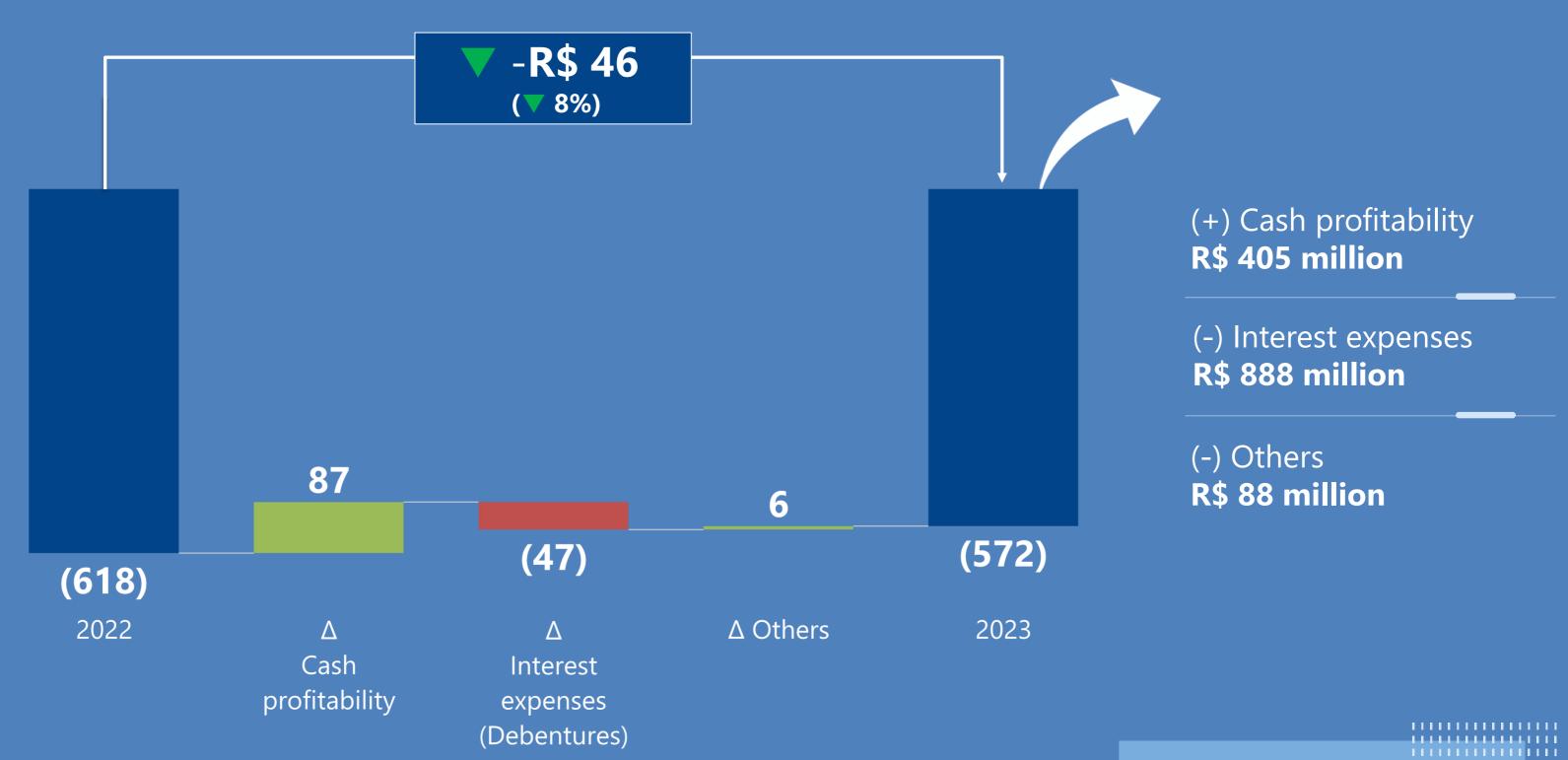
(1) Does not consider capital gain from the sale of XP Inc. shares.

EVOLUTION OF HOLDING RESULTS¹



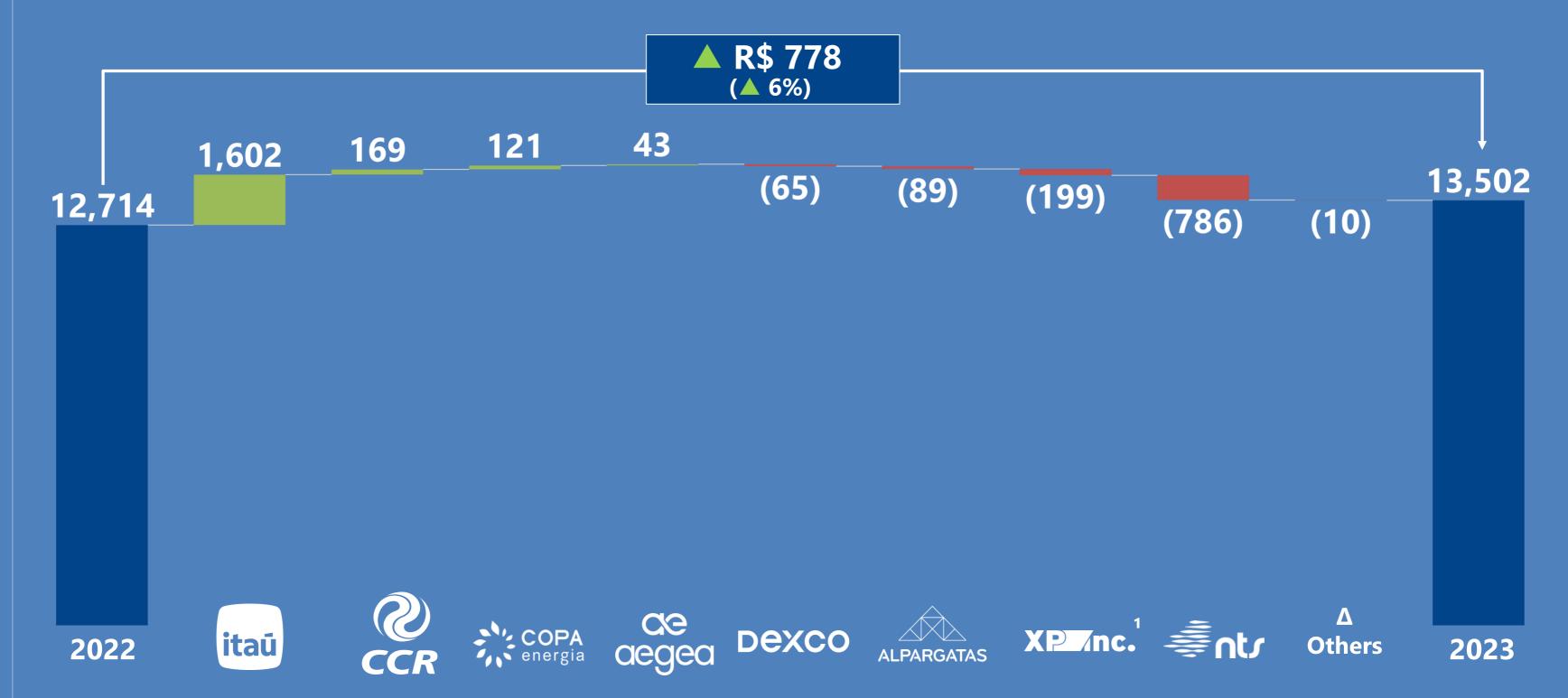
2023 vs. 2022

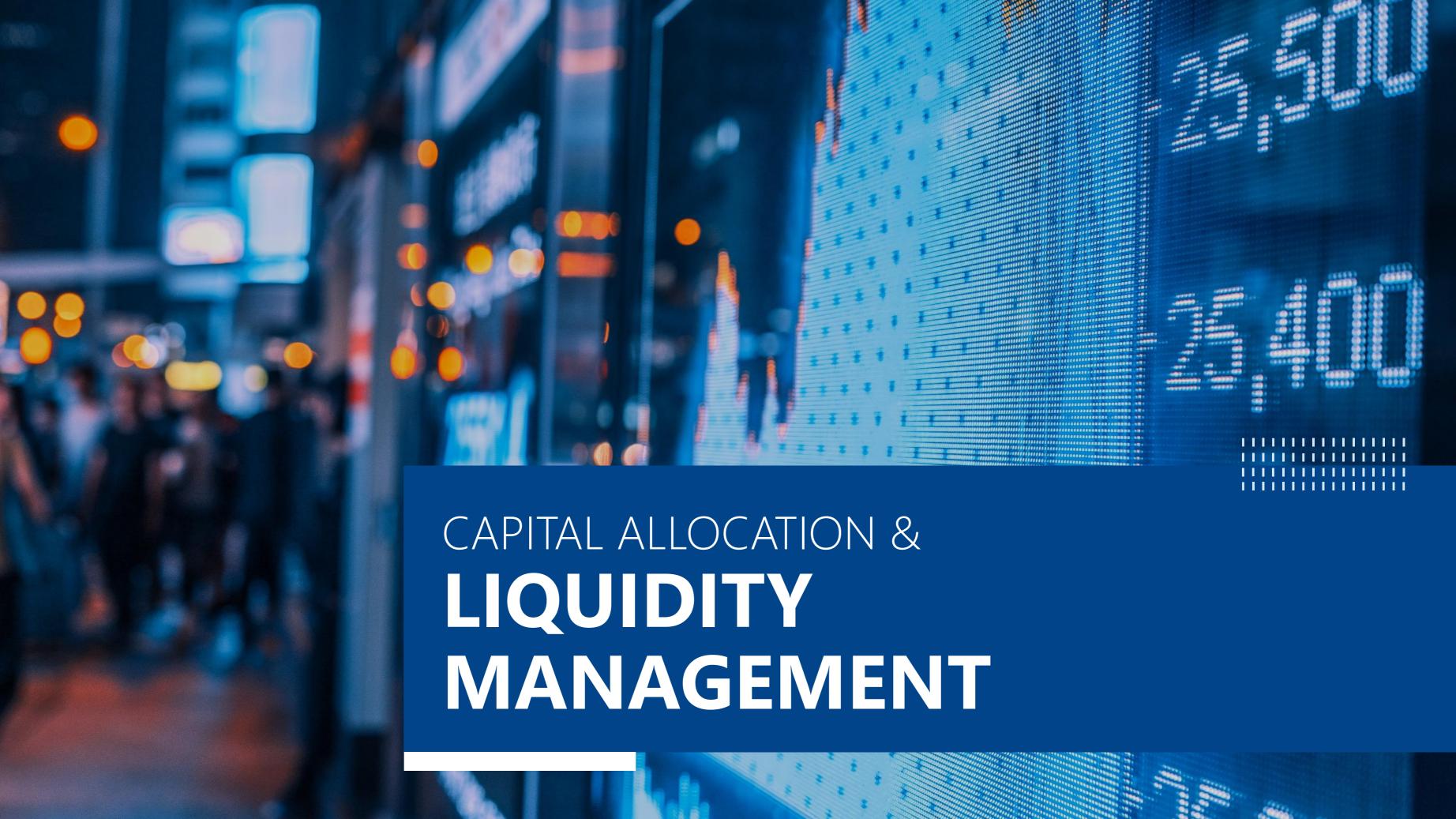
EVOLUTION OF FINANCIAL RESULTS



2023 vs. 2022

INVESTEES' RECURRING RESULT





EFFICIENT CAPITAL ALLOCATION

Conclusion of the total sale of XP shares in December/23

	2021	2022	2023	Total
Evolution of share in XP Inc.	15.1%	6.6%	0%	-
Average selling price (R\$/share)	162	114	108	116
Impact on the result (R\$ million)	903	2,551	1,789	5,243
Impact on cash (R\$ million)	1,222	4,532	3,803	9,557
Destinations	IOC payment	Alpargatas's follow-on, CCR acquisition and prepayment of debentures	Cash reinforcement and prepayment of debentures	Adjusted average price (CDI) R\$ 132





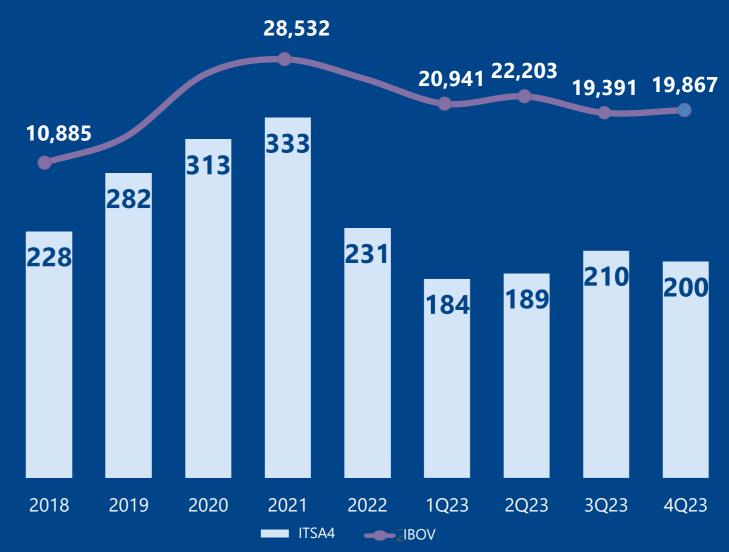
Capital Market

Holding discount and Market Value



Average Daily Traded Volume

High liquidity (ITSA4 and IBOV - R\$ million)







OVERVIEW OF INVESTEES IN TACKLING CLIMATE CHANGE (2022)

	FINANCIAL	FASHION AND LIFESTYLE ALPARGATAS	CONSTRUCTION AND RENOVATION DEXCO	MOBILITY CCR	ENERGY COPA energia	sanitation aegea	INFRASTRUCTURE
PERFORMANCE (tCO ₂ e)							
Direct emissions – scope 1	45,280 tCO e	17,743 tCO e	302,812 tCO e	75,151 tCO e	12,423 tCO e	329,302 tCO e	106,651 tCO2e
Indirect emissions – scope 2 ¹	36,670 tCO e	5,528 tCO e	47,577 tCO e	9,656 tCO e	1,138 tCO e	32,916 tCO e	1,551 tCO2e
GOOD PRACTICES							
Topic is material	\otimes	⊘	\otimes	\otimes	\otimes	\otimes	\otimes
Inventory of GHG ² emissions	\otimes	⊘	\otimes	⊘	\otimes	\otimes	Θ
Reporting to CDP ³	\otimes	Θ	\otimes	⊘	Θ	Θ	Θ
Public targets	\otimes	⊘	\otimes	⊘	Θ	\otimes	Θ
Included in the ICO2	⊘	Θ	*Data does not include Caetex and LD Celulose	⊘	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE

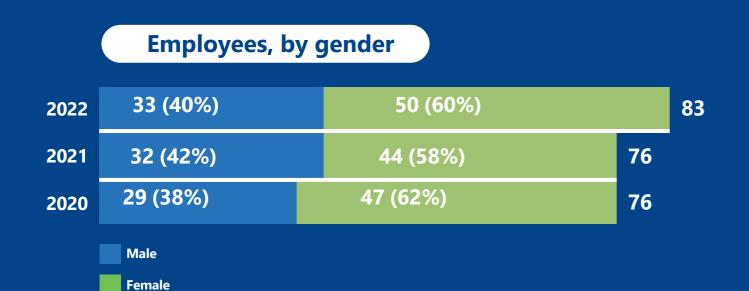
¹ Taking into consideration the approach based on the choice of purchase (specific emission factor associated with the source of generation of electricity that the inventory organization chose to acquire and consume).
2 The GHG Protocol is a package of standards, guidance, tools and training programs for companies and governments to measure and manage emissions.
3 Most recent data available. See the updated data that will be published in the ESG reports of the investees

OVERVIEW OF INVESTEES IN DIVERSITY AND INCLUSION (2022)

DEMOGRAPHIC	FINANCIAL	FASHION AND LIFESTYLE ALPARGATAS	CONSTRUCTION AND RENOVATION DEXCO	MOBILITY CCR	ENERGY COPA energia	sanitation aegea	INFRASTRUCTURE
OVERVIEW							
% of women in staff	54.8%	26.0%	31.0%	38.0%	15.0%	24.4%	29.0%
% of women in leadership positions	34.1%	44.0%	30.0%	33.0%	23.6%	35.0%	22.0%
% of black people in staff	27.4%	75.0%	10.0%	45.3%	37.4%	17.4%	30.0%
% of black people in leadership positions	16.6%	4.0%	2.0%	16.8%	20.4%	20.0%	24.0%
% of PWD in staff	4.5%	4.0%	4.9%	2.0%	1.2%	1.4%	4.0%
GOOD PRACTICES							
Is this topic material?	\otimes	⊘	\otimes	⊘	Θ	⊘	\otimes
Is it committed to any external initiatives?	\otimes	⊘	\otimes	Θ	Θ	⊘	\otimes
Are there governance targets?	\otimes	⊘	\otimes	\otimes	Θ	\otimes	Θ
Is there a whistleblowing channel?	\otimes	⊘	\otimes	⊘	\otimes	⊘	\otimes
Has it signed up to any diversity index?	⊘	Θ	⊘	Θ	Θ	Ø	Θ
RECOGNITIONS RECEIVED	\otimes	⊘	\otimes	⊘	Θ	⊘	Θ

¹ Demographic Overview considers the total number of employees of companies in Brazil and abroad under the Bank's control, managed by the People department of Itaú Unibanco in Brazil (97,000)

OVERVIEW OF ITAÚSA'S STAFF DIVERSITY (2022)



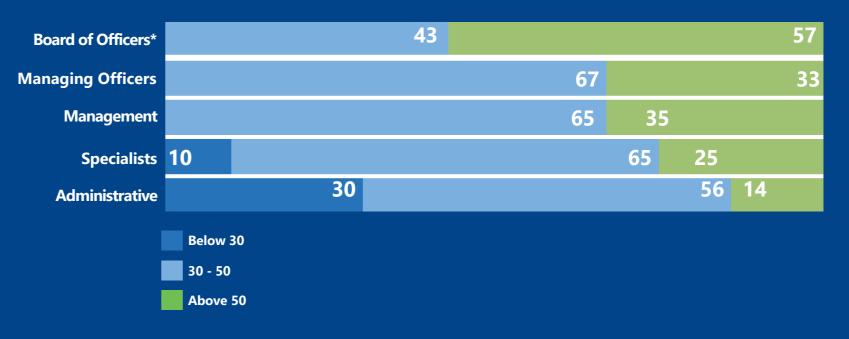
100%

of employees have a permanent full-time employment contract and are deployed in the Southeast region.

Breakdown into categories, by gender (%)

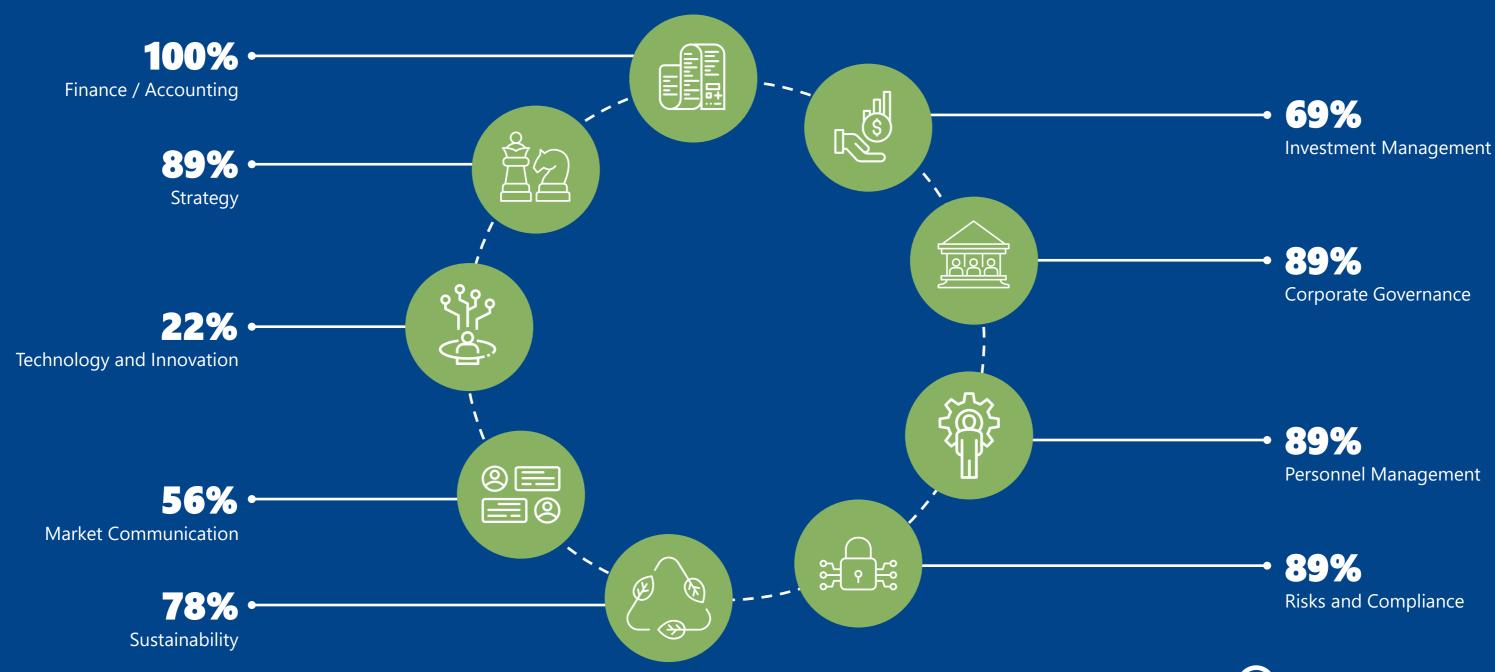


Breakdown into categories, by age (%)



ITAÚSA

BOARD OF DIRECTORS' EXPERTISE AREAS





ITAÚSA

Great brands, great history, great future.