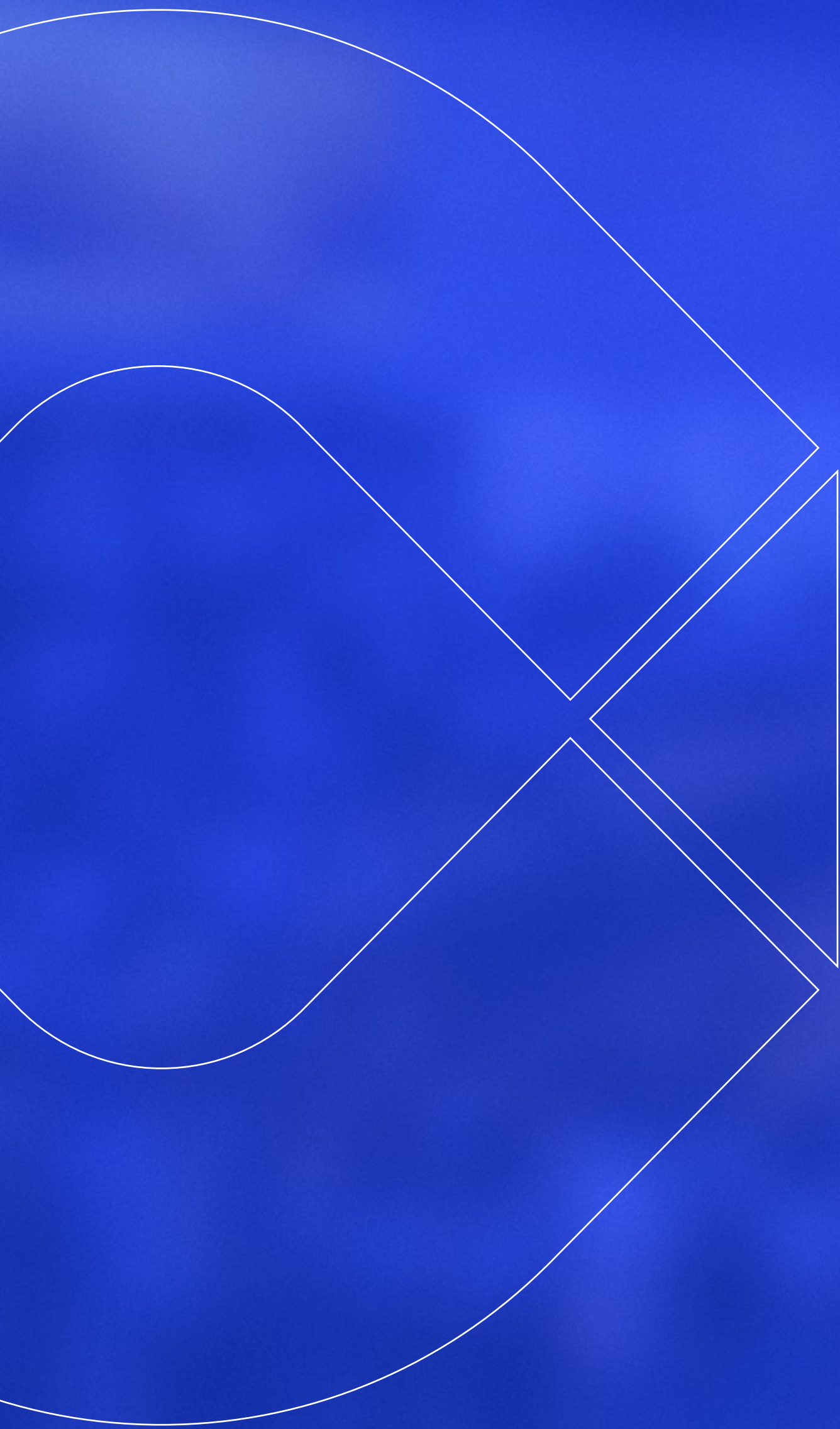




# **Institutional Presentation**

March | 2019





**More than just  
a full-service  
online bank.**

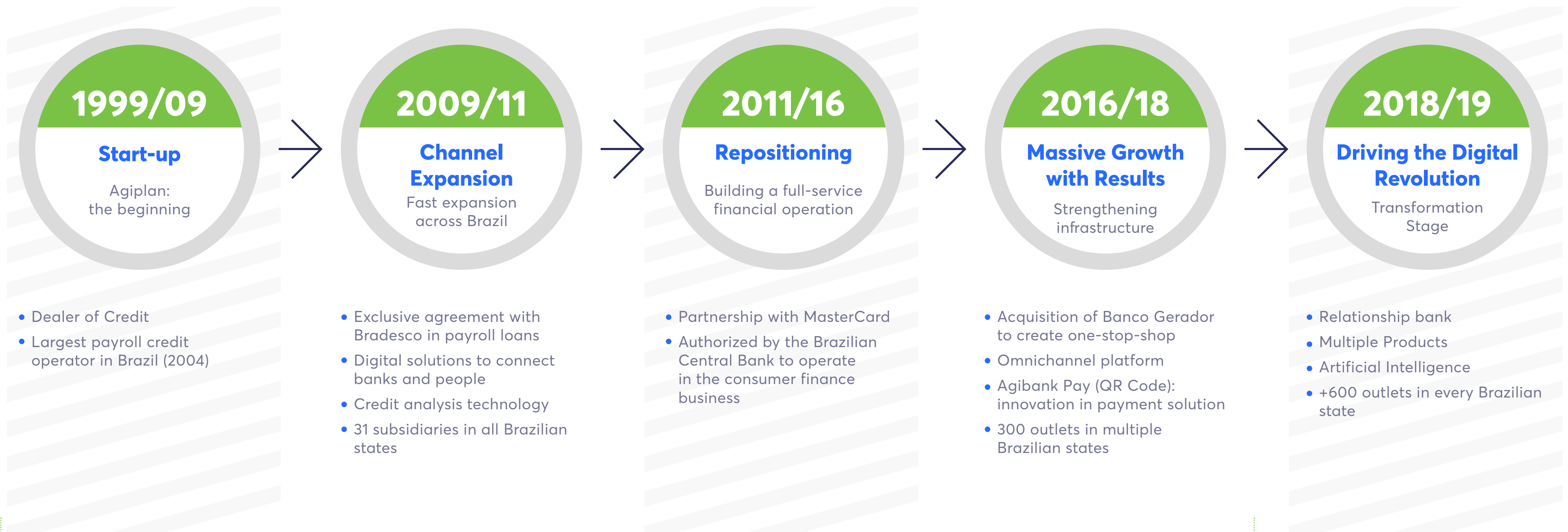




# WHO WE ARE



## Track-record

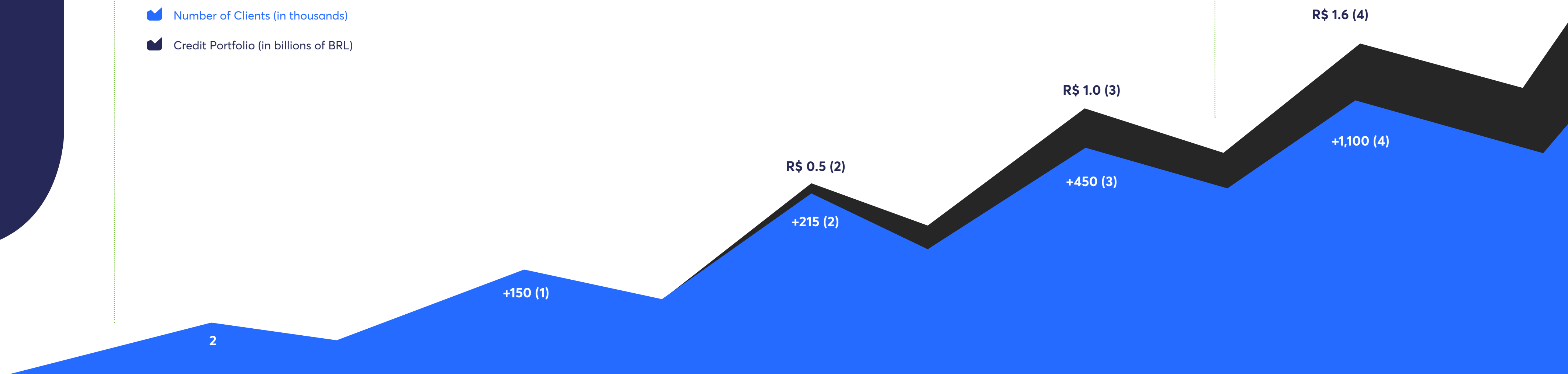


Credit

Relationship

 Number of Clients (in thousands)

 Credit Portfolio (in billions of BRL)



Source: Company  
(1) Dec/09 - (2) Dec/16  
(3) Dec/17 - (4) Dec/18

WHO  
WE ARE



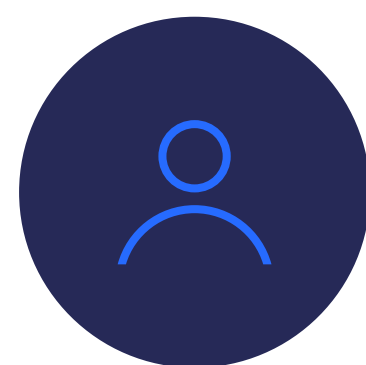
# Unique Value Proposition

	Fintechs	Agibank	Traditional banks
Agile structures	✓	✓	
Cheaper services	✓	✓	
Transformational capabilities	✓	✓	
Asset-light	✓	✓	
Adaptable digital infrastructure	✓	✓	
Large number of clients		✓	✓
Holistic offer of products and services		✓	✓
Profitable		✓	✓
In-house expertise		✓	✓
Strong governance standards		✓	✓
Omni-channel		✓	✓

# WHO WE ARE



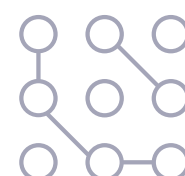
## Overview



### Who we are



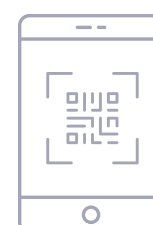
A technology company with banking license



One-stop-shop of financial products



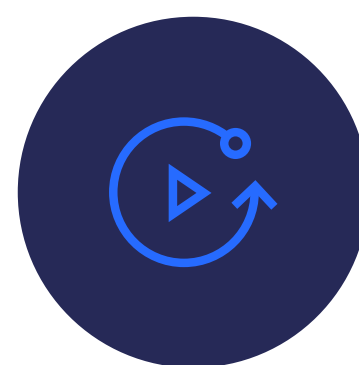
Pioneering: cellphone number as account number



Disruptive payments solution



Potential market of 80 million Brazilians



### How we work



Omnichannel strategy



602 outlets (Dec/18)



Nationwide reach



+1.1 million Clients (Dec/18)



+3.6 thousand Associates (Dec/18)



### Where we are



**Credit Portfolio**  
+R\$ 1.6 bi (Dec/18)  
+52.7% vs Dec/17



**Recurring Net Income**  
+R\$ 159.8 million (2018)  
+24.0% vs 2017



**ROAE**  
37.9% y/y (Dec/18)  
-5.6 p.p. vs Dec/17



**ROAA**  
8.0% y/y (Dec/18)  
-2.2 p.p. vs Dec/17

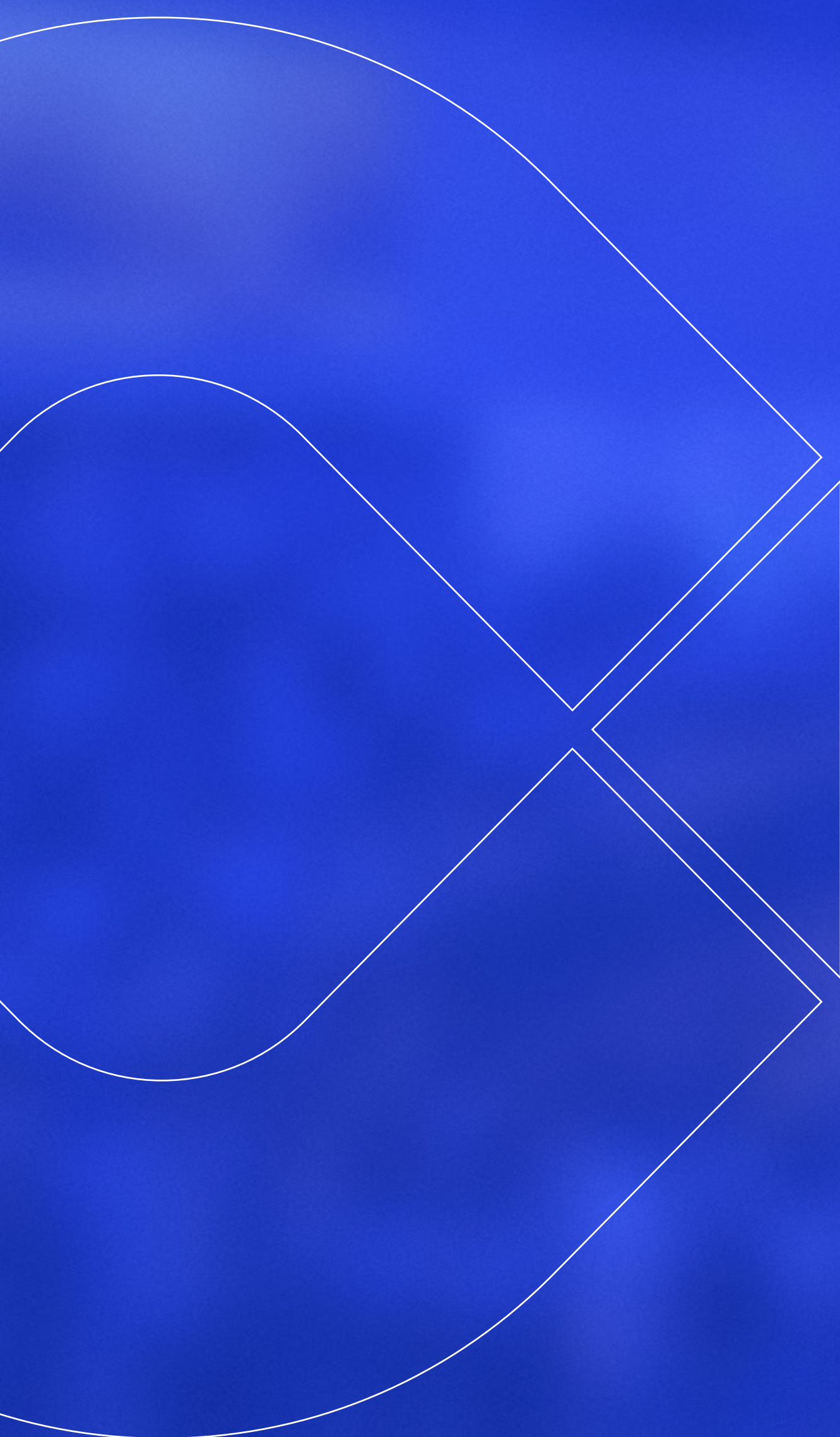


### Where are we going



To be among the top **10 banks** in Brazil in net income by **2022**.





**We are an  
innovative bank,  
here to offer  
a simpler, more intimate  
way of handling your  
finances.**

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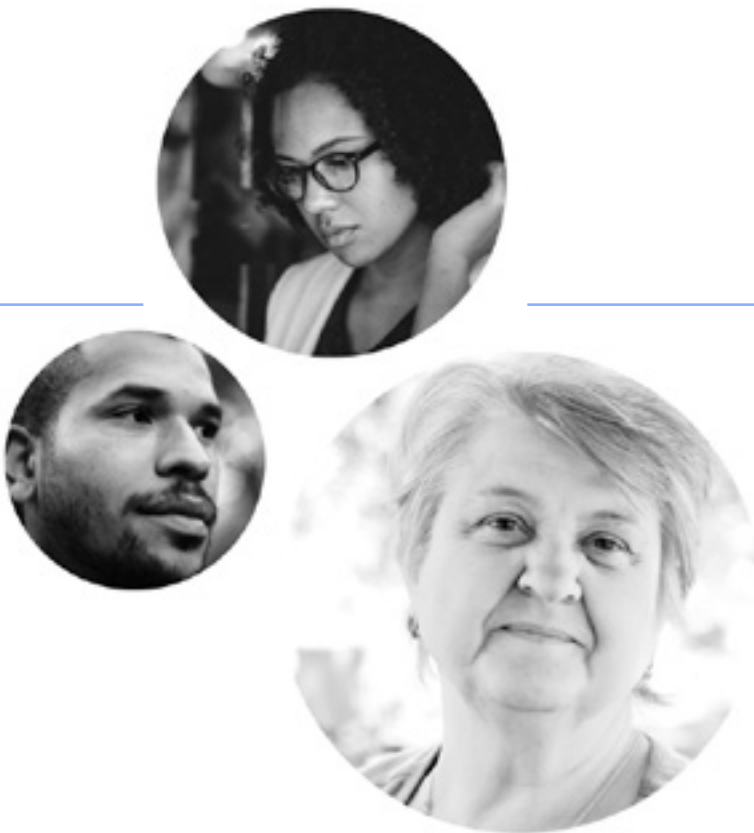


BY  
YOUR  
SIDE ALL  
THE  
TIME



# For whom?

Retirees and pensioners, civil servants and private sectors workers with incomes of up to 4,000 BRL.



	INSS (Brazilian social security)	Civil servants	Private sector workers	Total
Total	35 MM	17 MM	40 MM	92 MM
Income of up to R\$ 4,000.00	100%	80%	80%	80 MM



In 2018:



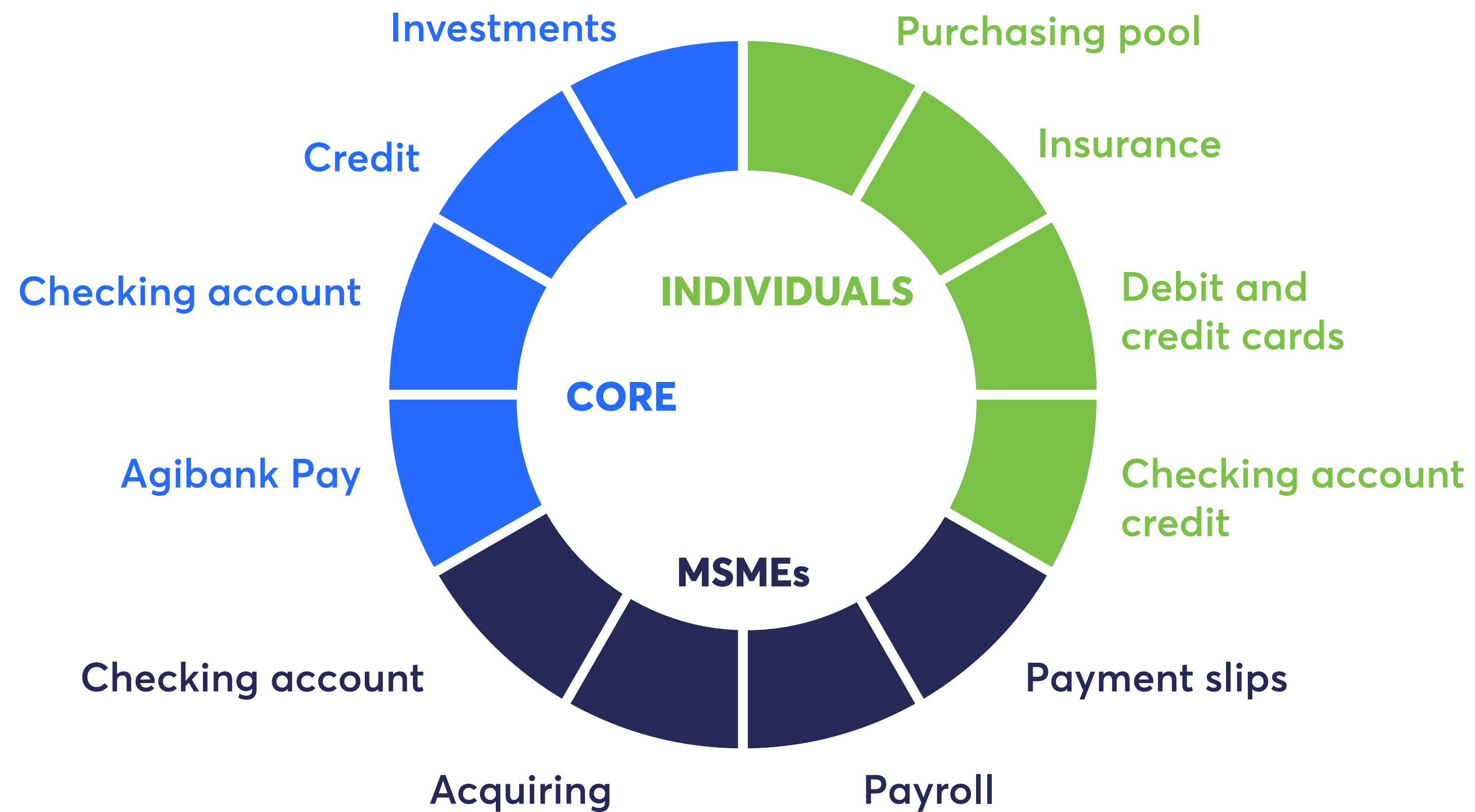
In 2023:



BY  
YOUR  
SIDE ALL  
THE  
TIME

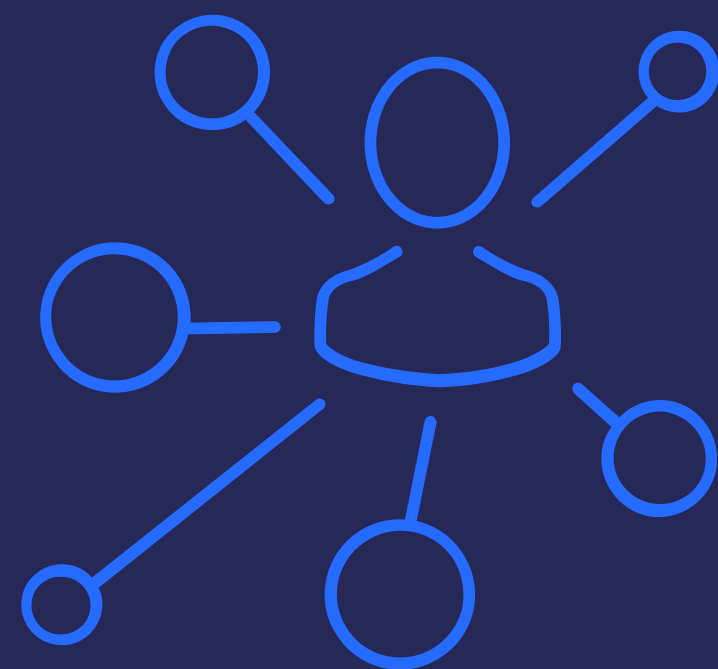


# Product Portfolio





BY  
YOUR  
SIDE ALL  
THE  
TIME



Omnichannel experience

**Always digital.  
Physical when  
you want it.  
By your side  
all the time.**













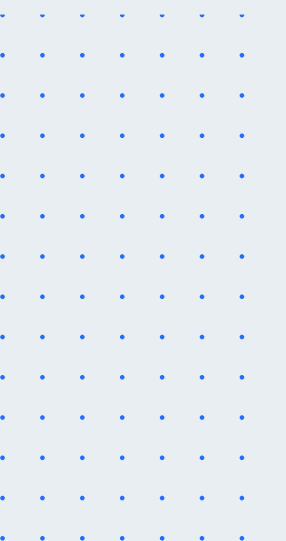
BY  
YOUR  
SIDE ALL  
THE  
TIME



# Always digital

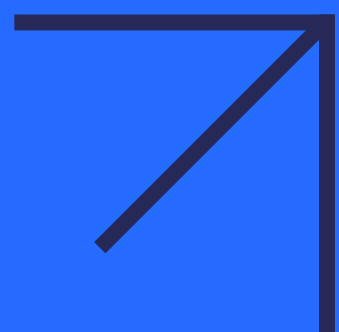
App and online banking designed to make finances easier and hassle-free for people who want to do everything on their smartphone or computer.

-  **New accounts in 2 minutes**
-  **Online credit**
-  **Paying invoices**
-  **Transfers**
-  **Paying a contact or group of friends**
-  **Shopping with Agibank Pay / QR Code**
-  **Cashing paychecks**
-  **Account number as cellphone number**  
patented idea





BY  
YOUR  
SIDE ALL  
THE  
TIME



# Physical when the customer wants it

Present in every Brazilian city with over 100,000 inhabitants.



**We have  
602\* outlets**

in every Brazilian state. We provide services and help clients who prefer doing things face to face rather than migrating to the digital banking environment.



**South: 122**

**Midwest: 46**

**Southeast: 309**

**Northeast: 89**

**North: 36**





Innovations that turn our  
purpose into reality.

**To make  
people's  
everyday  
life better.**

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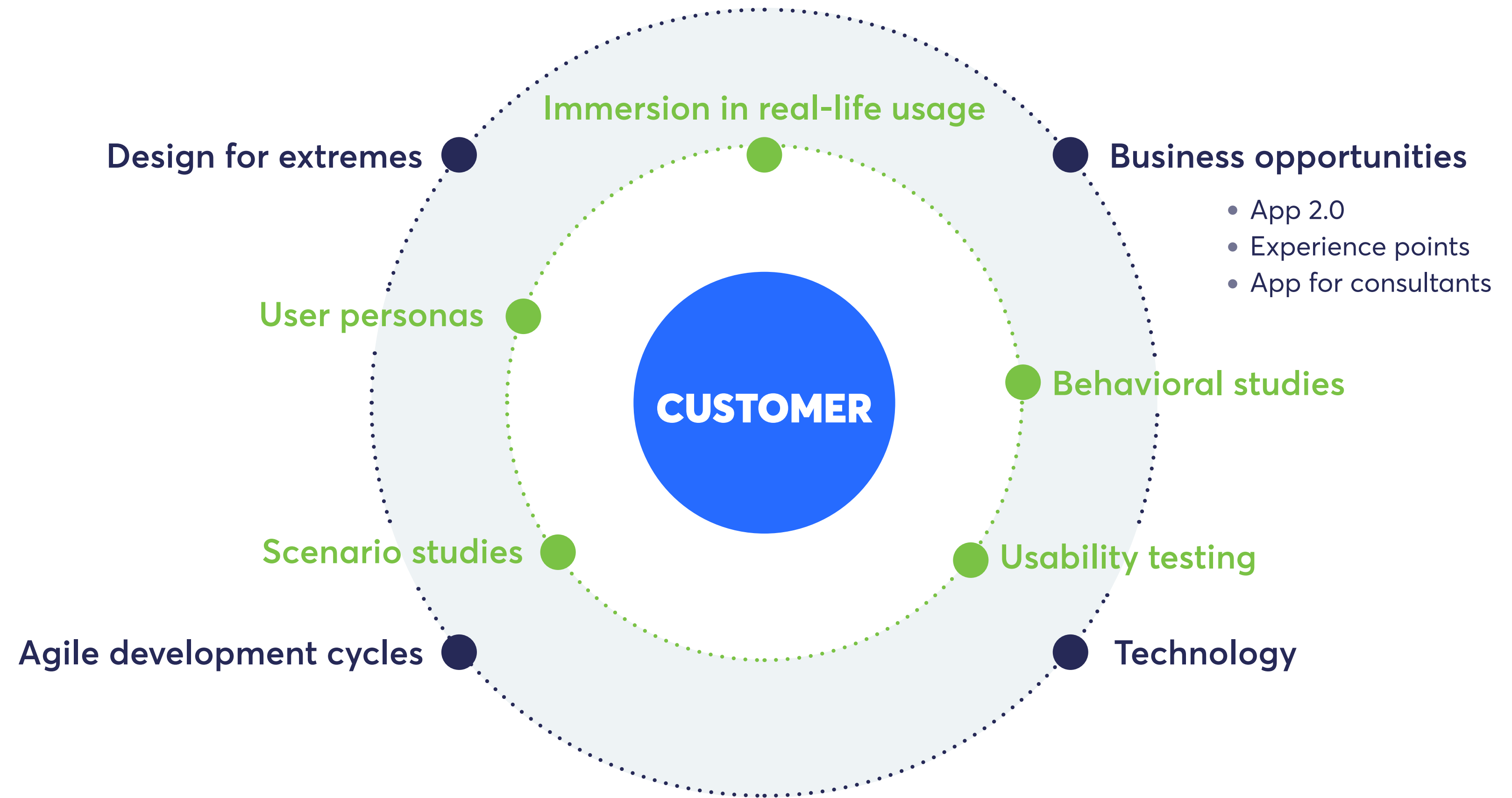


TO MAKE  
PEOPLE'S  
EVERYDAY  
LIFE  
BETTER



# Customer experience at the center of our business

We believe focusing on customer experience enables us to create businesses, products, and services that are more relevant and more connected to our purpose.



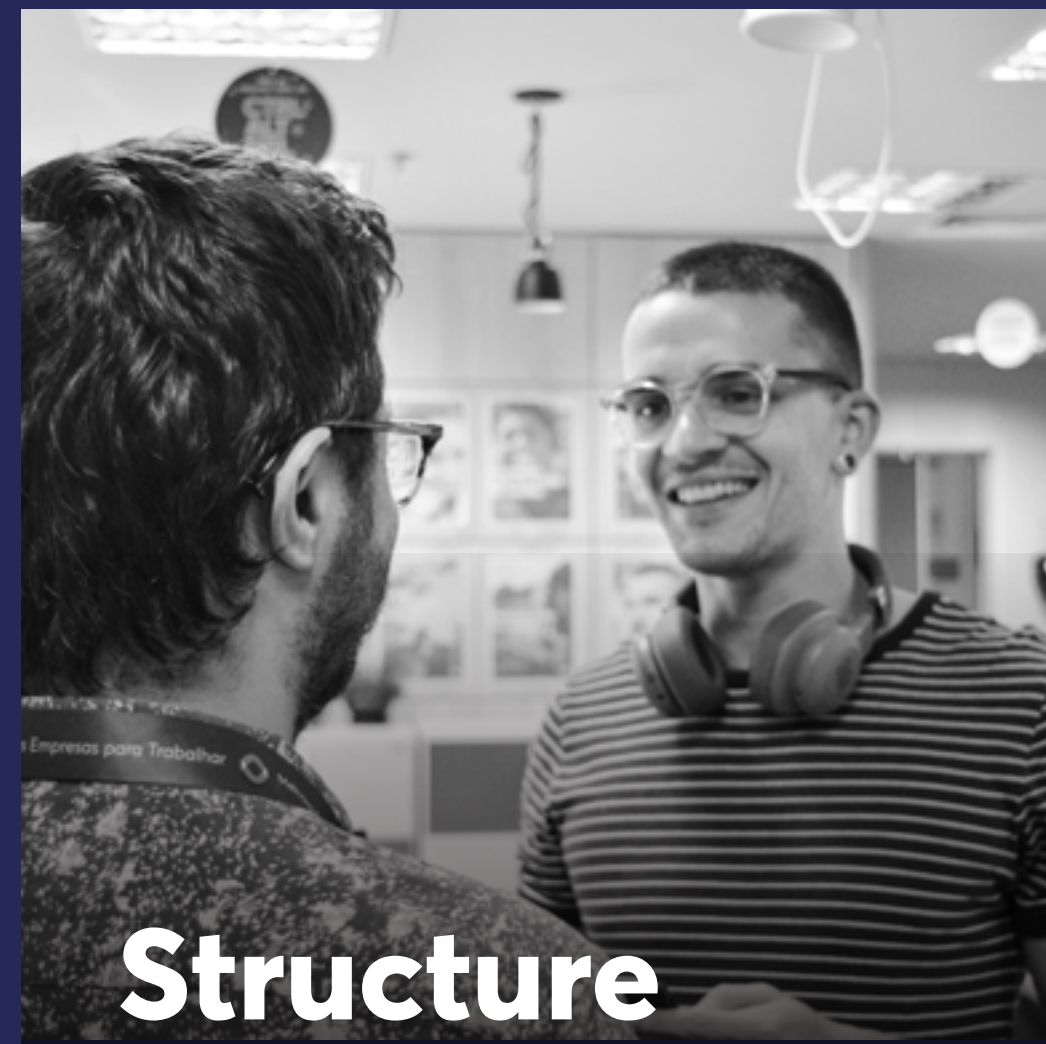


TO MAKE  
PEOPLE'S  
EVERYDAY  
LIFE  
BETTER



# Agile Scale Agibank (ASA)

Method based on agile practices and principles to develop innovative products, including the world-renowned Scrum and Lean methods.



**Structure  
in tribes and  
squads.**

**Autonomous,  
collaborative  
teams.**



**Agility,  
adaptability  
and creativity.**



TO MAKE  
PEOPLE'S  
EVERYDAY  
LIFE  
BETTER



# Technology in all processes

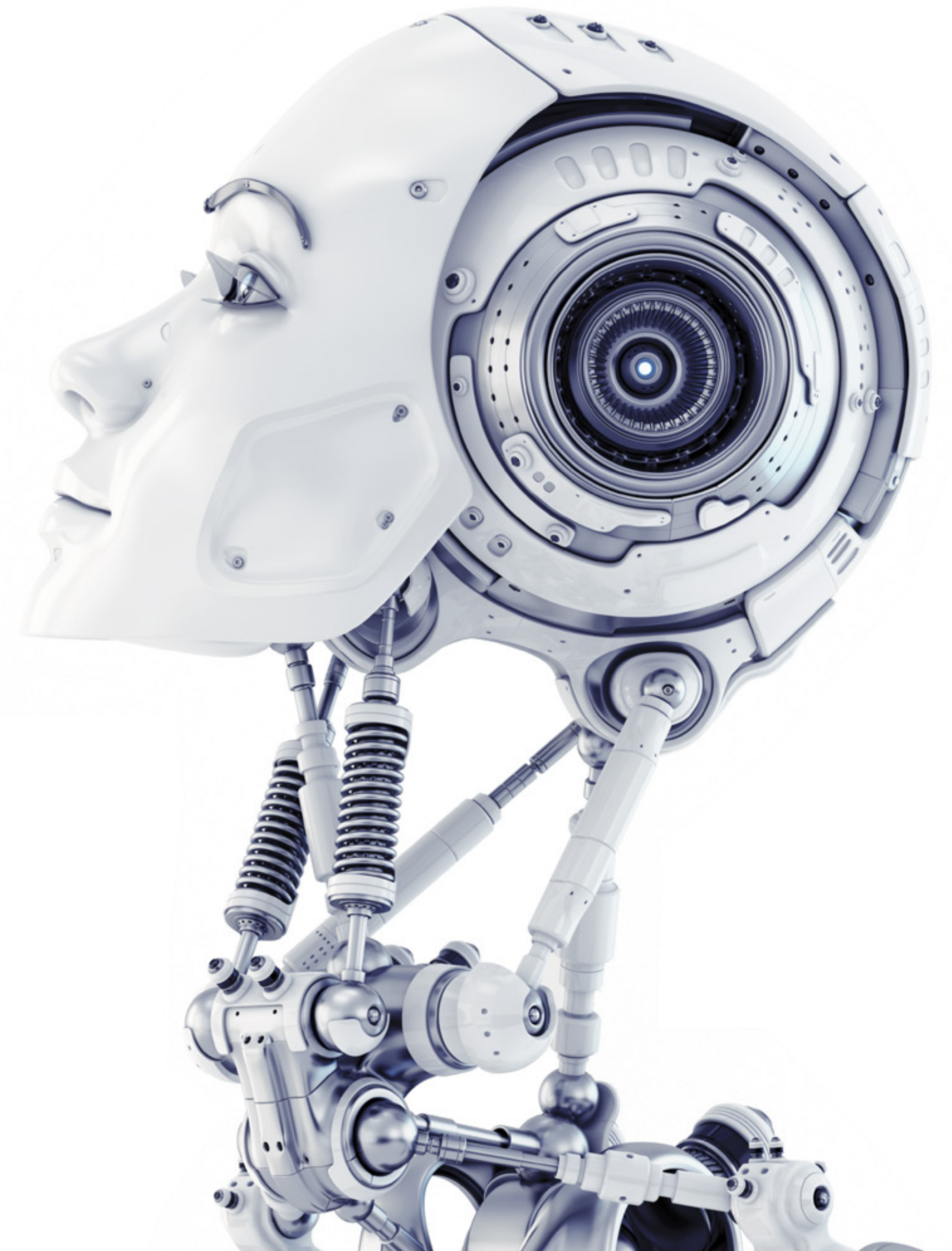
**The future is  
now at Agibank.**

UX

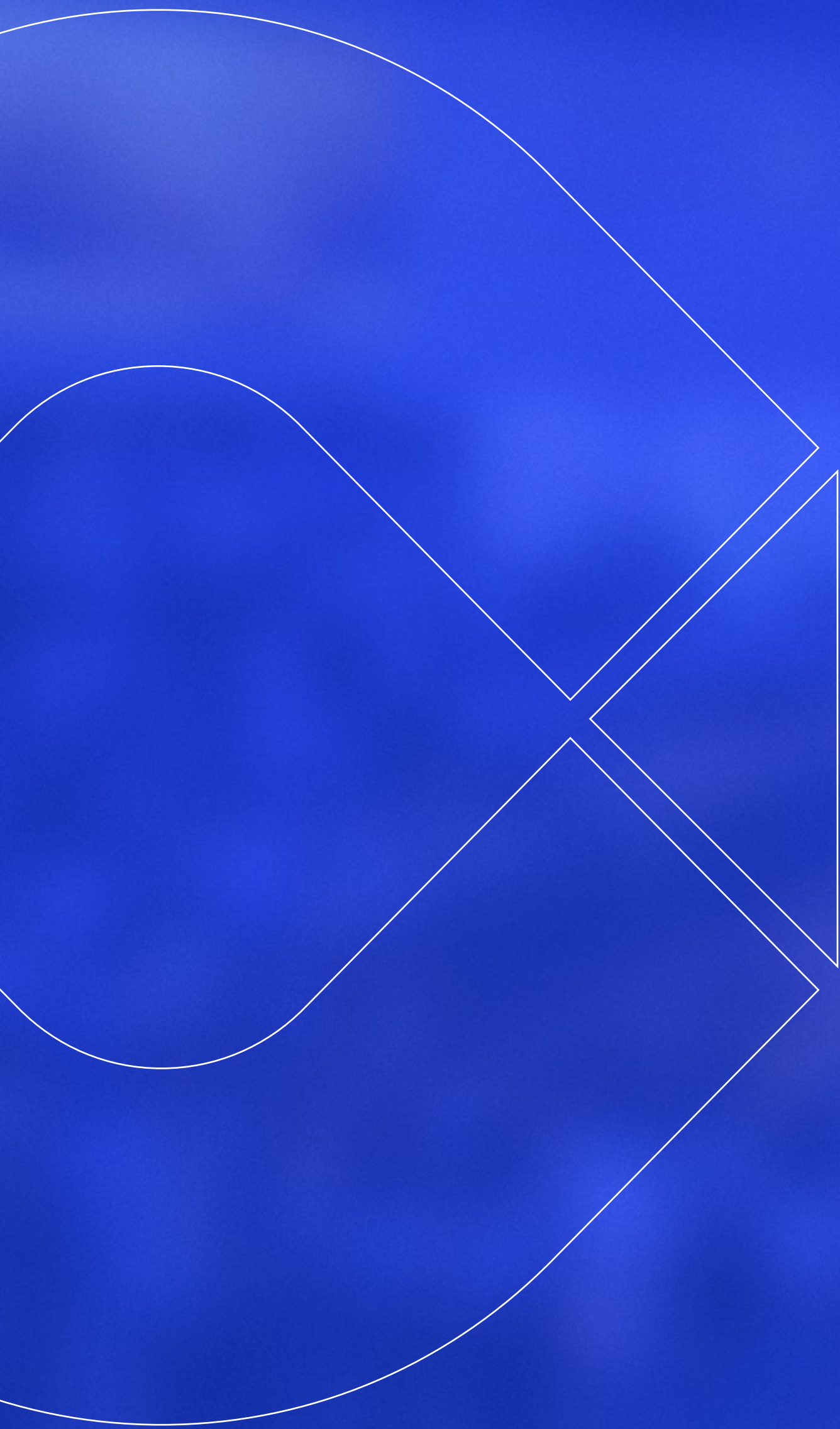
Shorter development cycles

Digital architecture for  
exponential results

Core Tech







# Results

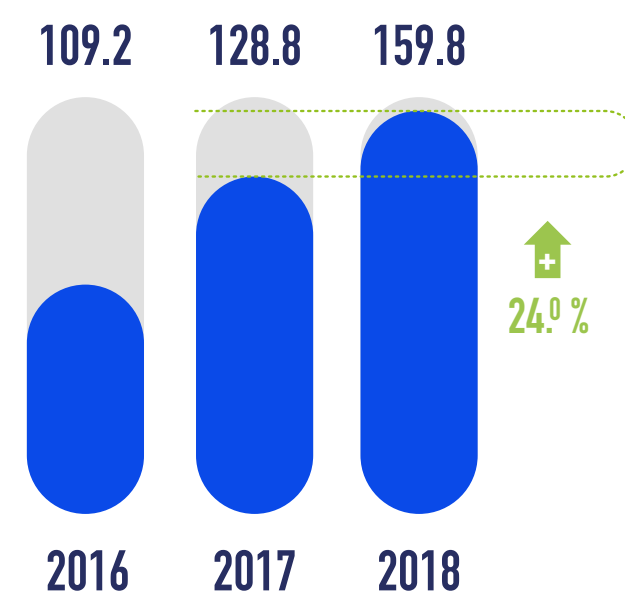




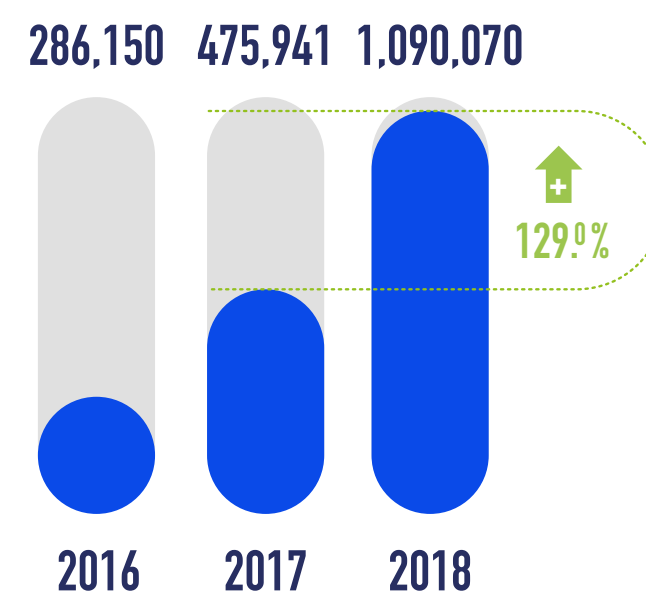
WE'LL  
SHOW  
YOU OUR  
BOOKS

# 2018 Results

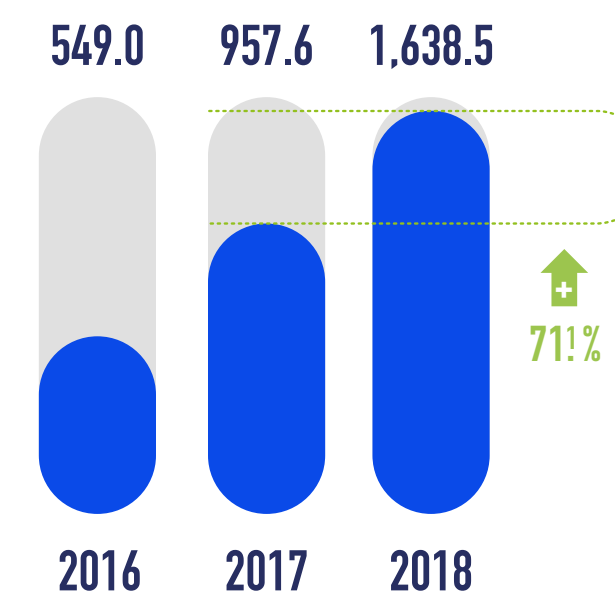
**Recurring  
Net Income**  
(in BRL millions)



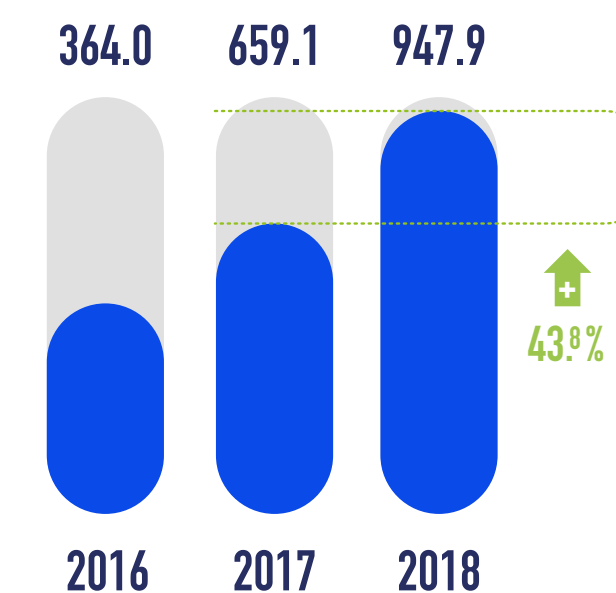
**Number  
of Clients**



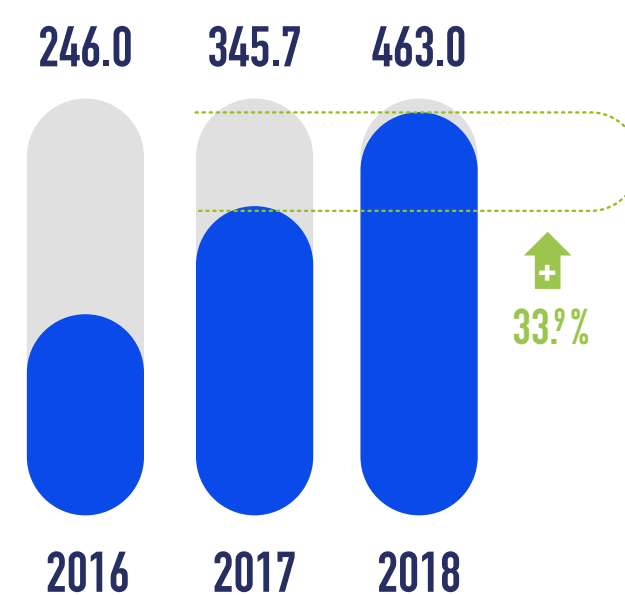
**Revenue  
From Financial  
Intermediation**  
(in BRL millions)



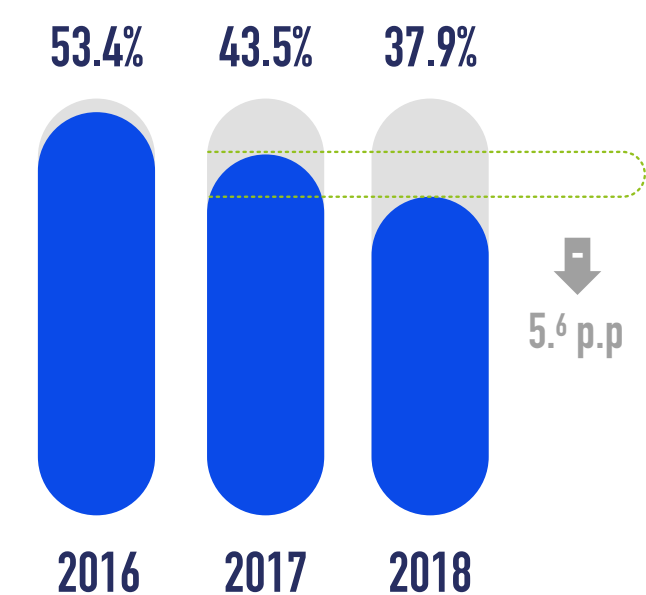
**Gross Profit  
From Financial  
Intermediation**  
(in BRL millions)



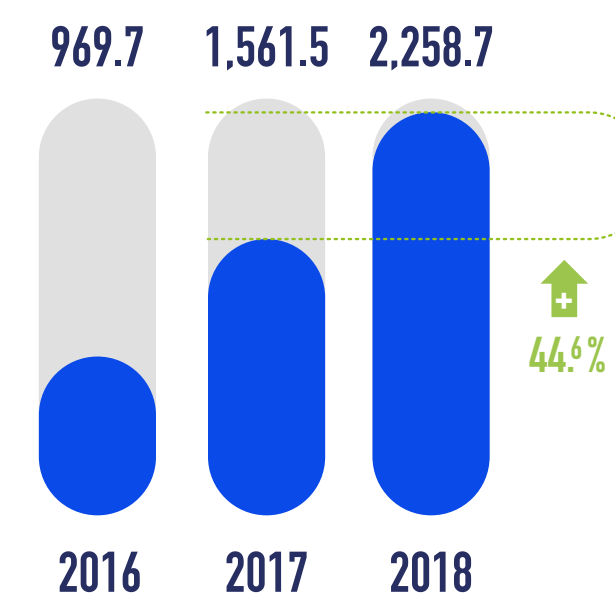
**Net  
Equity**  
(in BRL millions)



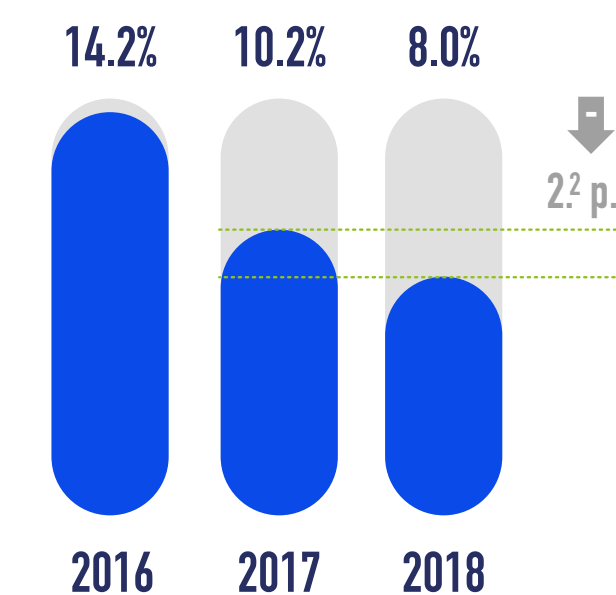
**Return  
on Equity**  
(%)



**Total  
Assets**  
(in BRL millions)

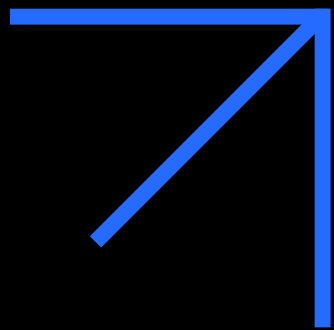


**Return  
on Assets**  
(%)





WE'LL  
SHOW  
YOU OUR  
BOOKS

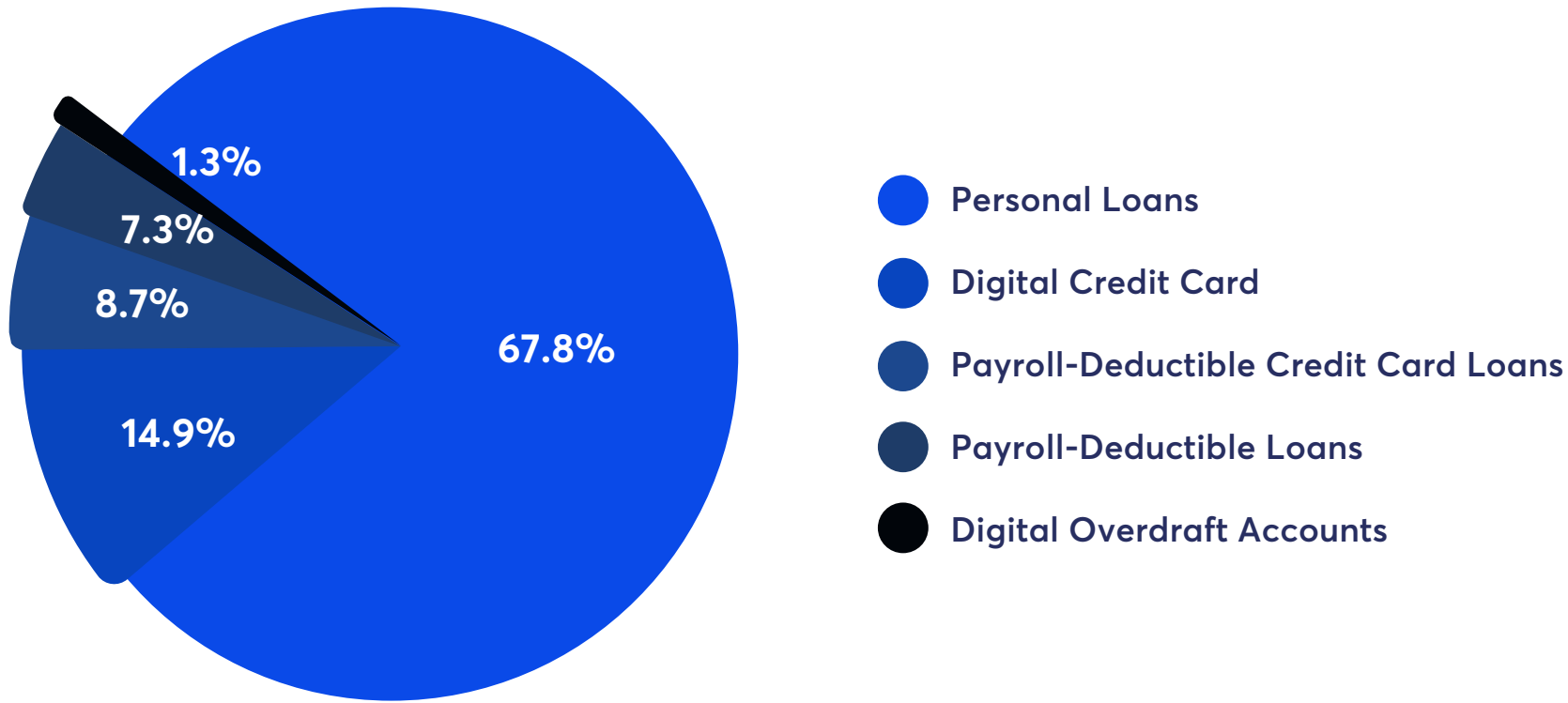
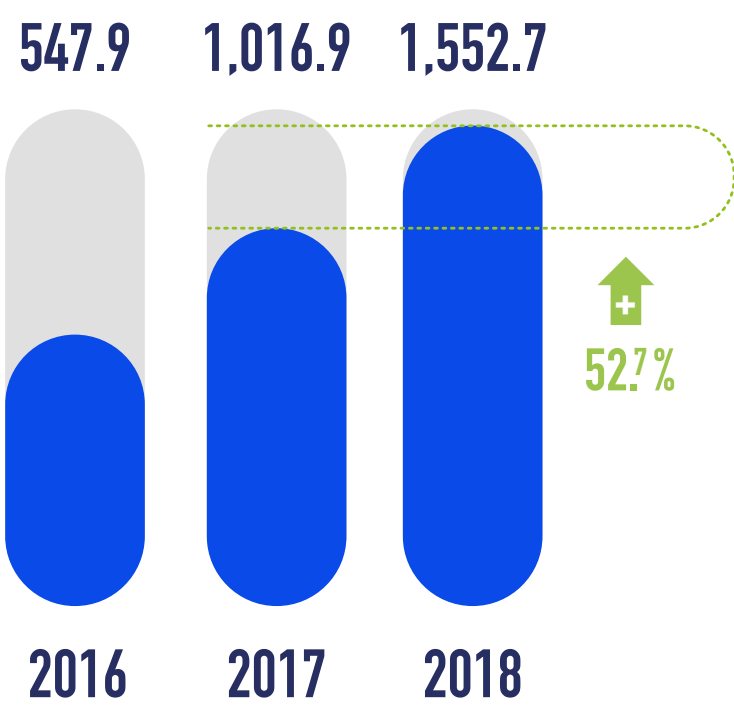


# Total Credit Portfolio

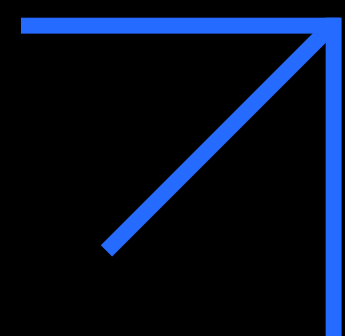
In BRL millions, unless otherwise stated

Credit Portfolio	Portfolio			Var. %	
	Dec/18	Dec/17	Dec/16	Dec/18e x Dec/17	Dec/18e x Dec/16
Personal Loans	1,053.0	705.0	385.8	49.4%	172.9%
Digital Credit Card	231.3	114.6	34.3	101.9%	574.6%
Credit Card linked Payroll-Deductible Loans	135.0	151.5	120.0	-10.9%	12.4%
Payroll-Deductible Loans	112.6	42.9	7.7	162.4%	n.a.
Digital Overdraft Accounts	20.7	2.8	0.1	629.1%	n.a.
Credit Portfolio	1,552.7	1,016.9	547.9	52.7%	183.4%
Allowance for other doubtful accounts	(372.7)	(185.9)	(106.7)	100.5%	249.3%
Net Credit Portfolio	1,179.9	831.0	441.2	42.0%	167.4%

Credit Portfolio  
(in BRL millions)

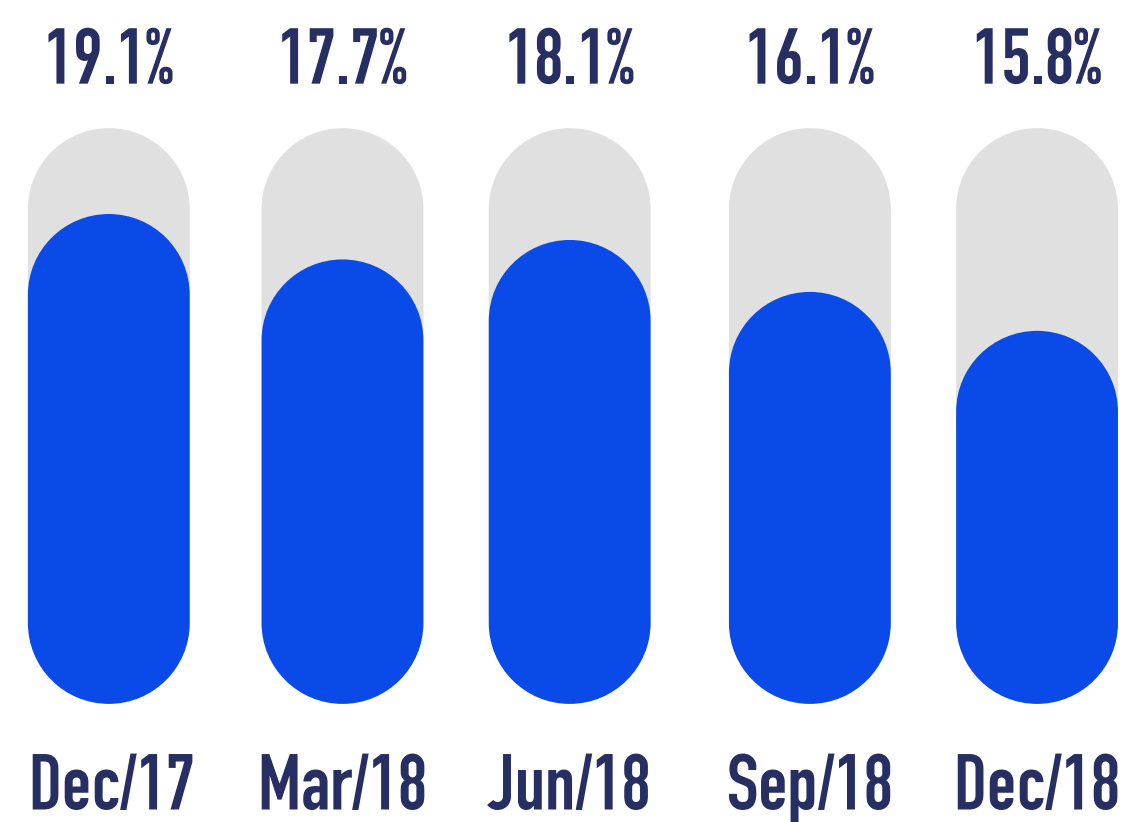


WE'LL  
SHOW  
YOU OUR  
BOOKS

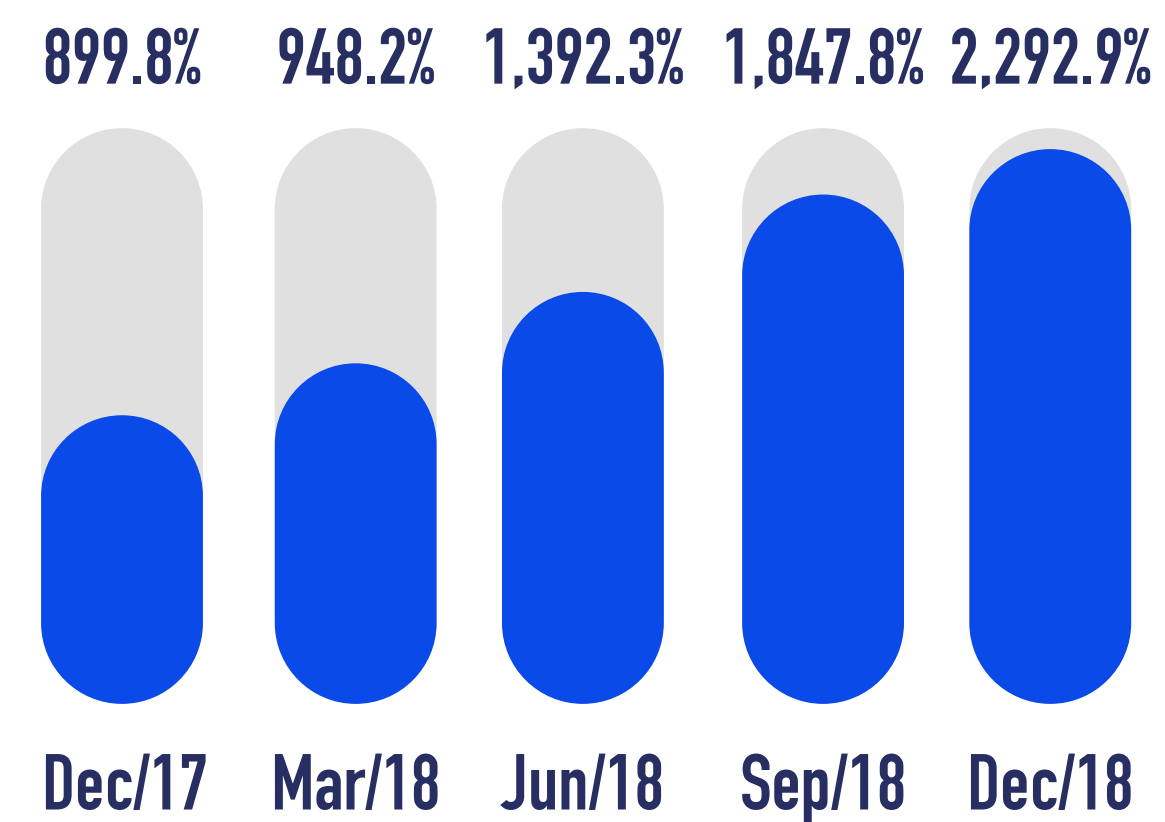


# Risk and Liquidity Indicators

 Capital Adequacy Ratio



 Liquidity Coverage Ratio







# Management & Corporate governance

---



OUR  
LEADER-  
SHIP



# Board of directors

SHAREHOLDERS' MEETING

BOARD OF DIRECTORS

CEO

EXECUTIVE OFFICERS

DEPARTMENTAL OFFICERS

COMPENSATION COMMITTEE  
AUDIT COMMITTEE

COMMERCIAL COMMITTEE  
CREDIT COMMITTEE  
TREASURY COMMITTEE  
PEOPLE MANAGEMENT  
COMMITTEE  
IT COMMITTEE  
PRODUCT COMMITTEE  
RISK COMMITTEE



# OUR LEADER- SHIP

## Board of directors



**Ademir Cossielo**  
(Chairman)

Began his career at Bradesco at the age of 18, where he worked for 39 years, occupying positions at all hierarchical levels. Left the bank as Statutory Executive Director in 2012. An Executive Director at banks BANE, BCN, BILBAO VIZCAYA ARGENTARIA, BMC, FINANCIADORA BRADESCO, and other Bradesco companies, as well as a member of various statutory committees. In 2012, Ademir became vice-president of Banco Gerador S.A., headquartered in Recife, Pernambuco, and from 2014 to 2016 was the president of that institution.



**Marciano Testa**  
(Vice Chairman)

A bachelor in Economics with a graduate degree in Finance, Marciano Testa is the Founder, CEO and Board Member of the bank. Eighteen years ago, he started Agiplan, the company that would become the financial conglomerate led by Agibank, the largest privately-held bank in Southern Brazil. In recent years, he has worked on excellence in regulatory compliance and management by studying Corporate Governance (at Insead, France) and APG Senior, the Amana-Key Advanced Management Program (São Paulo). He recently led the launch of the 100% Online Account, which provides a disruptive and innovative payment method as well as traditional banking services.



**Aod Cunha**

Aod Cunha has a Post Doctoral Degree and was a visiting researcher at Columbia University (2009), was president of Fundação de Economia e Estatística (FEE, Economics and Statistics Foundation) of Rio Grande do Sul (2003-2006), Secretary of the Treasury of Rio Grande do Sul and Chairman of the Board of Banrisul (2007- 2009), Senior Consultant at the World Bank (2010), Managing Director at J.P. Morgan (2011-2014), Partner at Banco BTG Pactual (2014-2016), and Board Member at Banco Pan (2015-2016). He is currently a Board Member at Gerdau and Grupo VIBRA, as well as member of the JAYMAR Investments Committee and family offices economic consultant.



**Rodrigo Rosa de Souza**

A lawyer specializing in contract law and corporate law, with an emphasis on negotiating and structuring contracts and investments, both nationally and internationally, including mergers and acquisitions, reorganizations, financial markets, structured operations, joint ventures, development of commodities origination and exports, as well as renewable energy production. With a law degree from Universidade Federal do Rio Grande do Sul and an MBA in Corporate Law and Financial Law from Fundação Getúlio Vargas, Mr. Souza has been recognized by major publications such as Chambers LATIN AMERICA, Chambers GLOBAL and Análise Advocacia 500 as one of the most important professionals in the areas of "Corporate / Commercial: South" and "Energy & Natural Resources: Power."



**Cyro Diehl**

Cyro de Souza Diehl is an experienced business executive from the technology sector, having worked as Director General at Oracle do Brasil Sistemas from 1997 to 2016. Since July 2018, he has been a member of the Board of Directors of Cassis Capital Group, with stakes in companies in the areas of Fiscal Compliance, Imports & Exports, and IT Governance. Since November 2016, he has been the Founder and CEO of CloudTarget, a company specializing in Hybrid Cloud (Public and Private) management services.





# OUR LEADER- SHIP

## Executive officers



**Marciano Testa**  
CEO

A bachelor in Economics with a graduate degree in Finance, Marciano Testa is the Founder, CEO and Board Member of the bank. Eighteen years ago, he started Agiplan, the company that would become the financial conglomerate led by Agibank, the largest privately-held bank in Southern Brazil. In recent years, he has worked on excellence in regulatory compliance and management by studying Corporate Governance (at Insead, France) and APG Senior, the Amana-Key Advanced Management Program (São Paulo). He recently led the launch of the 100% Online Account, which provides a disruptive and innovative payment method as well as traditional banking services.



**Vitor Hruby**  
CRO

Held several management positions at Banco AJ Renner, where he worked for 20 years. Left the bank in 2011, where he was Managing and Financial Director, to take up the same position at Agiplan, the company that gave birth to the group controlling Agibank. He is currently in charge of Risk Management, Controllershship, Administration, Compliance, Legal, Expansion, and Benefits. His 27-year career in the financial market includes work in credit, collections, implementing credit scoring systems, investments, compliance, and risk. Academically, he has a bachelor's degree in Accounting from PUC-RS and an MBA in Finance and Business Management from Fundação Getúlio Vargas.



**Marines Bilhar**  
COO

In charge of Credit, Funding, Back Office, Service Channels, and Client Recovery. She began her 30-year career at Banco do Estado do Rio Grande do Sul (Banrisul) as a bookkeeping clerk and moved on to various core banking areas, eventually becoming an Executive Director. She has a law degree from ULBRA, a graduate degree in Business Management from FGV, one in Marketing from ESPM, and a third in Marketing Specializing Bank Management. She holds a CPA-20 certification from ANBIMA, Member of the Board from IBGC, and Member of the Fiscal Board from ICSS (Social Security Professionals Certification Institute).



**Glauber Correa**  
CCO

In charge of the bank's commercial operations, the Product and Payment Solutions area, and initiatives connected to Online Banking. With a bachelor's degree in Civil Engineering and Information Technology, an MBA in finance and a master's degree in Corporate Finance, Mr. Correa worked as a civil servant in various positions at Caixa Econômica Federal for 17 years, where he was often promoted. His last position at CEF was as the bank's National Director of Strategy. Early in 2017, he took on a new challenge and became Commercial Director at Agibank, where he leads a team of approximately 1,500 associates.



**Fernando Castro**  
CMIO

In charge of Development, IT Infrastructure, Marketing, Projects, Processes, and Continuous Improvement. The foundations of his career have been solid performance and deliverables in line with business strategies and digital transformation, with over 15 years of experience. He started at Sicredi in 2002, as a developer, and from 2006 on took on management positions, eventually becoming Digital Transformation Leadership Director in 2016. He left Sicredi the following year to lead Agibank's Technology areas. He holds a bachelor's degree in Business Management with an emphasis in Systems Analysis from PUC-RS, and has an Advanced Executive Certificate from the MIT Sloan School, where he studied Innovation and Technology. He was part of the Rabobank Talent Program in the Netherlands and Gartner Academy for Leadership Development for Aspiring CIOs in Chicago.



**Paulino Rodrigues**  
CFO & CIRO

Leads the Agibank Investor Relations area, as well as Financial Planning and Analysis, Finance, and Treasury. A seasoned professional and strongly results-oriented, he has over 13 years of experience in senior leadership positions (CFO, COO, CIO, Director of Planning and Management) in various sectors (banking, manufacturing, technology, beverages). He holds degrees from several top-rated institutions, including the University of Chicago Booth School of Business, UFRGS, and FGV. In 2015, he was chosen Latin America CIO of the Year. Before joining Agibank, Mr. Rodrigues was business executive at major corporations, such as Banco Cooperativo Sicredi, Confederação Sicredi, Teikon Tecnologia, Springer Carrier, and Coca-Cola, among others.

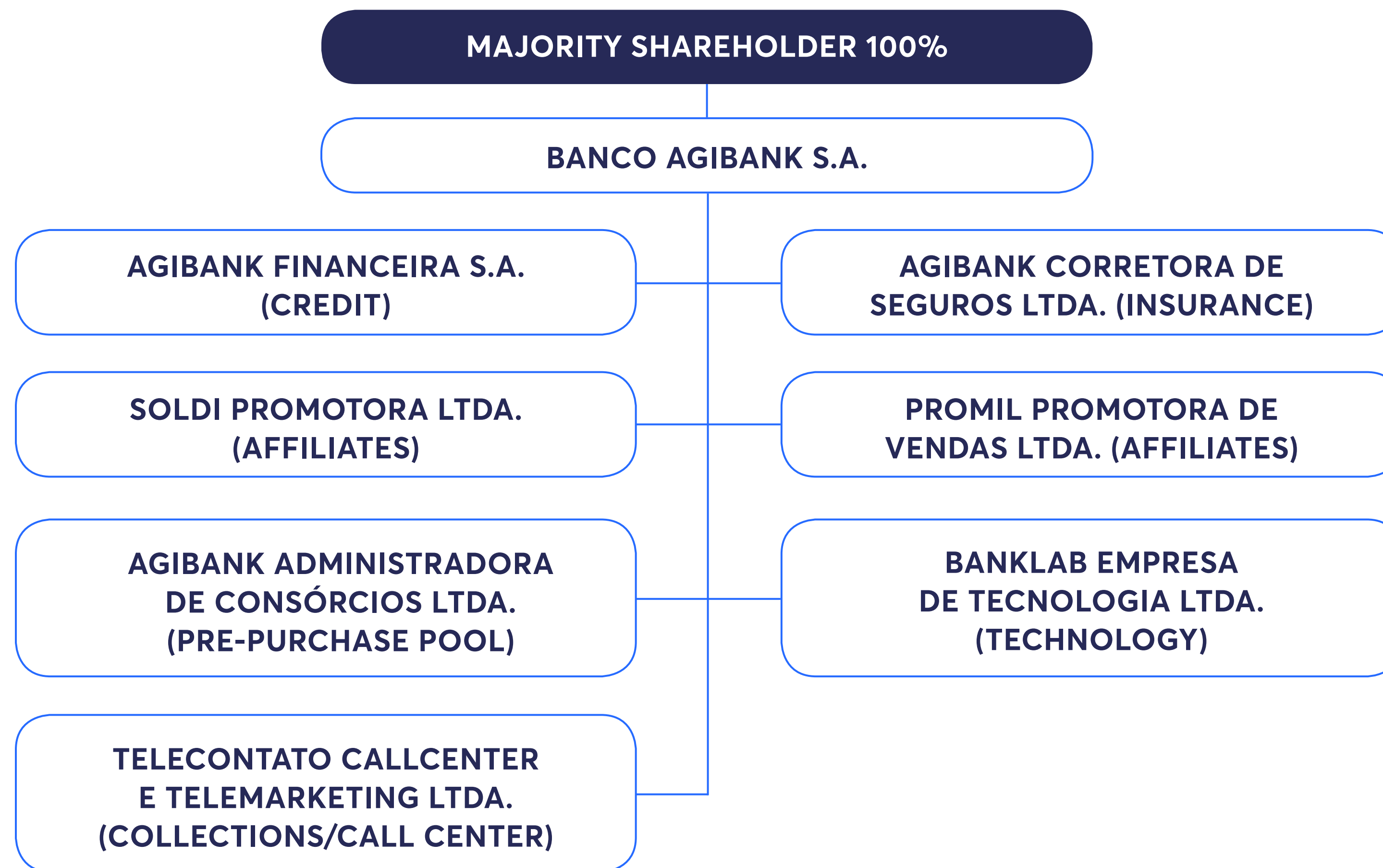




OUR  
LEADER-  
SHIP



# Equity structure





KEEP UP  
WITH  
AGIBANK



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 company/agibank



**Watch our  
corporate  
video**

<https://youtu.be/oiZApqafXO0>



 **agibank**





**Paulino Ramos Rodrigues**  
CFO & IRO

**Felipe Gaspar Oliveira**  
Investor & Institutional Relations

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