

We makes things happen and forge new paths



tecban.com.br

2022
Annual Report



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About this report

The data reported here cover the period from January 1st to December 31, 2022 and describe in a transparent and objective manner the key results that TecBan achieved during the period.

The content of the report covers issues pertaining to the company's strategy that reflect how we engage with our clients, partners and society, as well as our deliverables, achievements and connections with the sustainable future of the business.

We highlight its social role, its protagonism in the innovation and technology agenda of the in the Brazilian financial system, by means of quality, efficiency, and security as premises.





Message from the CEO

Dear readers,

For 40 years, TecBan has been generating efficiency and contributing to an annual cost reduction estimated at over R\$5 billion for the Brazilian financial ecosystem.

We arose from the creation of Banco24Horas, and from there we have developed an ecosystem of services and solutions that afford convenience, capillarity, availability, security scale and innovation where the customer is at the center of the decisions.

We are driving innovation and we believe that technology is essential for adding productivity and efficiency in the face of the constant challenge of bring relevant for people and scalable for businesses.

This past year has made it even more evident that the convergence of the physical and digital worlds is what will transform the industry in the near future. Given Brazil's logistics and infrastructure challenges, the new roads point to the democracy of "E" and the coexistence of payment methods solutions. So, we are fostering veritable financial inclusion.

The present and the future on the road together. We have invested over R\$4 billion over the last decade in new products and solutions, consolidating company-wide innovation. We are constantly investing in technology to render our services more agile and affordable, including security, enhancing the customers' experience to make it easy, convenient and secure.

Enjoy your read!

Jaques Rosenzvaig
CEO TecBan

TecBan



About us

“We were born to **generate efficiency** for the financial system. We are always moving forward to achieve results through innovation with **solutions that are driving the Brazilian economy.**”

Banco24Horas, which was born with TecBan, ended 2022 present in the lives of 153 million people, equivalent to 71.8% of the population, with more than 24,100 automated teller machines (ATM) distributed across more than 1,100 cities. Our capillarity and the volume of financial solutions provide autonomy and security to the Brazilian people and connect more than 150 institutions that make available more than 90 transactions.

All this has transformed Banco24Horas into the world's leading company by volume of withdrawals.

TecBan, however, goes way beyond Banco24Horas. Over time, we have expanded our operations through an ecosystem of services and solutions that positively impact the chain as a whole. We have created companies in strategic sectors, such as TBForte (currency management and transportation of valuable), TBNet (telecommunications) and Serviços Integrados TecBan, that encompass a series of solutions in the fields of operations and logistics. A complete ecosystem that delivers value, security and efficiency to different sectors of the Brazilian economy.

Always aware of new technologies and opportunities, TecBan was the first Brazilian company to put its Open Finance platform into production, still in 2021, initiating integration with Open Insurance in 2022.



To learn more about our history, [click here](#).

Over
7,000
direct employees

10,000
service providers

More than
100,000
direct and indirect jobs

“ We ended the year with consolidated gross revenue of **R\$4 billion**, an **increase of 5.4%** over 2021. ”

Offering more than 90 services, we have transformed ATMs into a point of relationships and convenience that goes beyond withdrawals and plays a role of a community and diverse bank. ATMs have been consolidating their position as a services hub by offering options in financial and non-financial solutions and services in a single channel in the remote regions of Brazil, guaranteeing scalability for digital service such as reloads and gift cards, among others.

We believe in a future of harmonious coexistence between payment methods and alternatives that foster inclusion and empowerment for Brazilians.

Connect, integrate and evolve

The shared economy is becoming increasingly fundamental for enabling institutions to gain capillarity and to actually reach their customers. TecBan plays a strategic role in this respect. We provide technology solutions that enable the physical and the digital to converge to contribute to the financial inclusion of different stakeholders within the banking system.

TecBan was born under the concept of a shared economy, an open and inclusive platform that allows everyone access to our capillarity. This makes a difference, because our infrastructure has been open since the beginning, facilitating integration and connectivity with new technologies.

Sharing infrastructure with the emphasis on efficiency is one of the premises of our business model. Not so long ago, TecBan embarked on a new partnership format in which ATMs of Banco24Horas were installed at two branches of partners.

We now have more than 50 fintechs connected to Banco24Horas through the HubDigital TecBan, for example. And total cash movement now tops R\$7 billion through our Saque Digital, service with which people can make cardless cash withdrawals using QR Codes. TecBan was also the first Brazilian company to put its Open Finance platform into production, initiating integration with Open Insurance in 2022.

Finding paths that create benefits today and for the future

It's 40 years of experience and constant investment in technology and innovation to clear the way for new businesses. There are many opportunities, and TecBan always invests to boost and transform innovation and the trend in value solutions for the entire economic ecosystem, one of those that most has experienced changes and improvements in recent years.

A large part of this movement is due to the continuous search for more efficiency, improved quality of services and greater emphasis on customer relations. Our business model has enabled us since our origins to share efficiency, create value and obtain consistent and sustainable results.

2022 big numbers

(combined group data)

Consolidated gross revenue:

R\$4 billion

= up by 5.4% in comparison
with 2021

Consolidate net profit:

R\$46 million

Investments:

R\$420 million

Operational Summary (2021 x 2022)

+ 4.6%	We achieved a combined gross revenue of R\$4 billion.
+ 4.0%	Combined net revenue of R\$3.5 billion.
+ 30.3%	Gross revenue, except Banco24Horas, stood at R\$388.6 million.
+ 29.5%	Gross revenue at Banco24Horas, except shareholders, stood at R\$759.7 million.
+ 29.8%	Leverage from revenue diversification, we achieved R\$1.1 billion.
+ 5.7%	Gross profit of R\$912.2 million, strict management of operating costs and healthy growth in revenues.
+ 8.8%	Shareholders' equity, after statutory distributions, of R\$937.6 million.
+ 56.7%	Cash flow generated from operations of R\$745.9 million.



Culture

Our culture is based on the fast-forward concept derived from the studies by Professor Julian Birkinshaw at the London Business School, which implies inculcating in every employee of a company the feeling of responsibility for their actions and for the growth of the company.



Purpose

To collaborate in building efficient and secure solutions to further connect institutions and society.



Values

Results

- Focus on the client
- Excellence in products and services
- Agile decision making
- Sustainable results

Ethics

- Integrity
- Respect
- Honesty

Valuing people

- Feeling of belonging
- Recognition
- Self-development



40 years of TecBan

In 2022, TecBan and Banco24Horas chalked up four decades of existence. In those 40 years, Brazil has experienced different economic moments, a series of currency reforms and has felt the impact of global financial crises. The financial sector has also changed: the digital banks are here, the fin-techs have appeared and, more recently, the Open Finance, in addition to the necessary adaptations by the incumbent banks in the Brazilian market.

Our longevity is proof that we are able to innovate, adapt and grow in a constantly transforming environment, even in the face of the most challenging contexts. All of this without sacrificing our purpose: to offer solutions that connect Brazilians people and institutions, promoting an increasingly safe, efficient, and inclusive financial sector.

Celebrating our 40 years

As part of the birthday celebrations, we have prepared a series of communication actions to promote TecBan and its companies to different stakeholders.

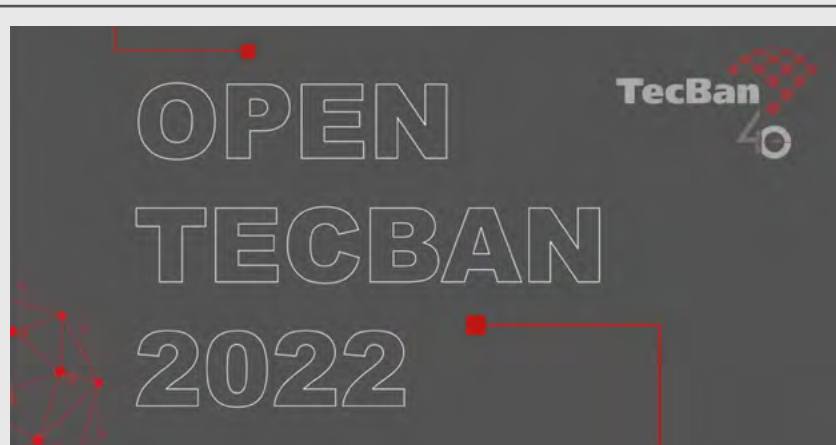


Partnership TecBan and MIT Technology Review

We recorded four podcast episodes with TecBan executives, market specialists and the editors of the MIT Technology Review about the future of money, the shared economy, Open Banking and physical and digital integration in the Brazilian financial market. The episodes are [available on several platforms](#).

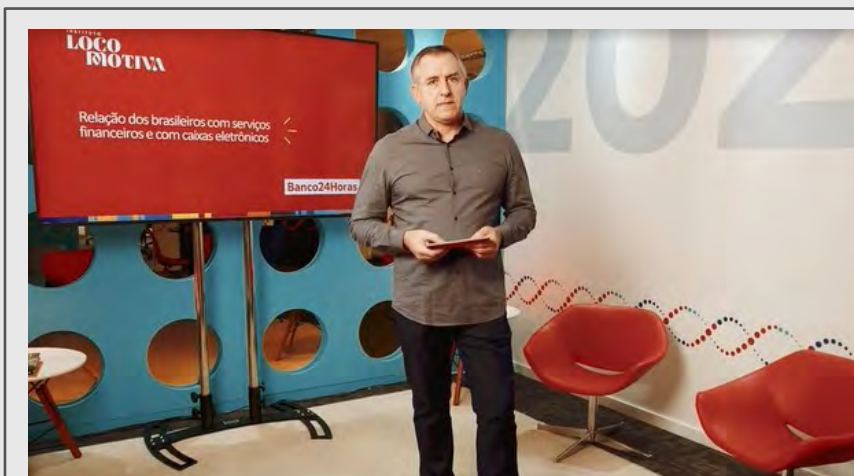
Also with the MIT Technology Review, TecBan produced [a special edition of the magazine](#) about the future of payment methods, discussing the key challenges and trends.





Web series Open TecBan

During the four episodes, the Open TecBan Web Series presented data about the future of money in the post-pandemic period, global case studies of payment methods and the global ATM market.



Study of the use of money in Brazil

In October, Banco24Horas engaged in a study about how money is used in Brazil, focusing on behavior in relation to the use of paper money and ATMs. This was made public in a live on the TecBan channel on [YouTube](#) and on LinkedIn.

Institutional video

In September, we launched an institutional video to present the leading role of TecBan in the technological transformation and innovation in the financial sector that creates benefits and generates direct and indirect impacts on other segments of the domestic economy.



Publicity campaign

The celebration of the 40 years of TecBan and Banco24Horas also saw the launch of a publicity campaign produced by BETC Havas.



Business strategy: connecting the physical with the digital

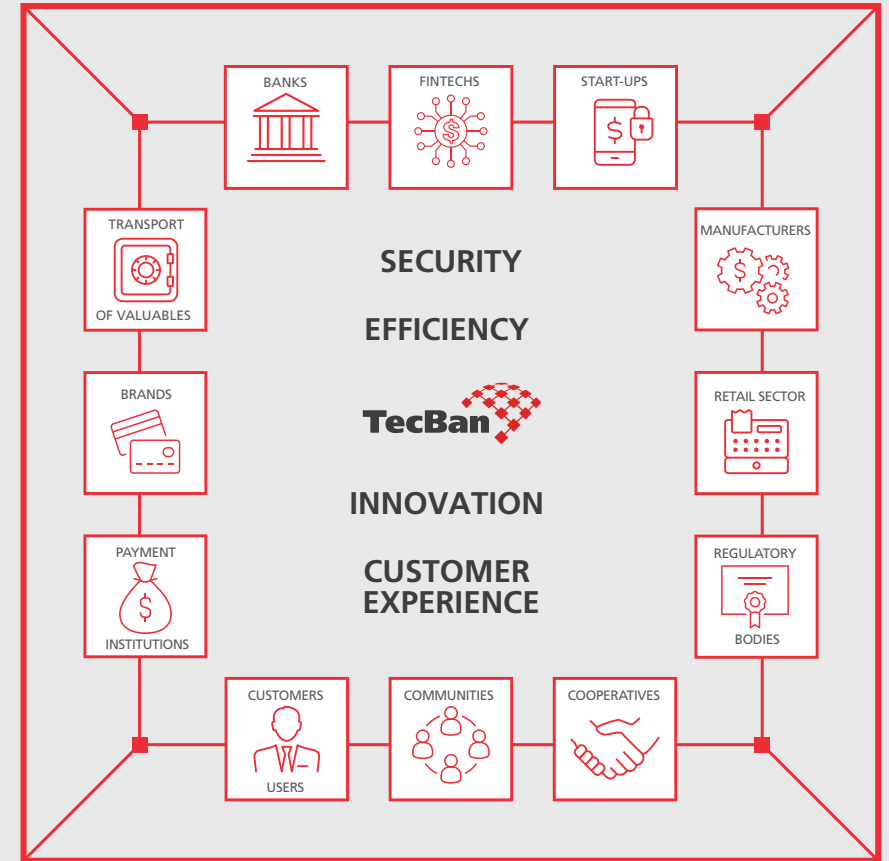
The central point of our business strategy is the convergence of the physical and the digital milieu, with the emphasis on product diversification and customers. Our figures show the growing expansion of the deconcentration of revenue in recent years: in 2017, non-Banco24Horas and non-group revenues accounted for 2.8% of the total; in 2022, this portion jumped to 11.4%. Moreover, we have strengthened Banco24Horas through growth in invoicing with customers other than shareholders.

In 2022, we boosted our liquidity position with leverage of 1.9x EBITDA and a 56.7% increase in cash flow from operations, which stood at R\$745.9 million. This, combined with the continuing levels of investment in the business, resulted in R\$420 million invested in 2022.

On the one hand, we have diversified our portfolio, counting on the watchful eye of the Products area which provides feedback about potential customers for creating solutions. On the other hand, the Commercial area also actively seeks new customers while also looking to leverage new business with traditional customers.

In 2022, we restructured and enhanced this commercial front by creating an area specifically dedicated to seeking new customers and business.

To strengthen and expand the convergence between the physical and the digital while diversifying our range of products, we have taken three strategic pillars as our base: technology, capillarity, and searching for new opportunities like shared banking.



ESG Program

In order to increasingly push ahead in complying with and putting into practice environmental, social and governance aspects (ESG), in 2021 we began designing the TecBan ESG Program with the support of the international consultants, PricewaterhouseCoopers (PwC). During this first phase, a diagnosis was carried out involving senior management.

The program's second phase, developed during 2022, took into account the identification of material topics, an evaluation of the maturity of the company's ESG, proposed guidelines, targets, indicators and their alignment with the UN Sustainable Development Objectives. We also rethought the governance structure to adapt to the new challenges.



ESG



ENVIRONMENTAL

Environmental impact management

- Energy consumption
- Greenhouse gas (GHG) emissions
- Sustainable disposal and the economy circular



SOCIAL

Looking after our people

- Financial and digital inclusion
- Diversity & inclusion
- Health and safety
- Employee capacity building



GOVERNANCE

Responsible, transparent and innovative management

- Economic and financial performance
- Data security and privacy
- Ethical and transparent conduct
- Technology & innovation

Each pillar has a representative from a different area of the company, creating a group with diverse thoughts on ESG topics.

The next steps of the program include the implementation of the actions mapped out by the consulting firm, focusing on the introduction of indicators and targets.

ESG and the employees

We understand that this issue has to be dealt with jointly with all TecBan employees in order to generate awareness and engagement. To that end, in 2022 we publicized the projects that the company is developing on the environmental, social and governance fronts. In all, 1,100 employees voluntarily participated in internal talks for this purpose.

Our ESG practices

Environmental

Maintenance and sustainable disposal of ATMs

ATMs and the environment

ATMs are our main physical asset. Throughout our operations, we have drastically reduced their environmental impact, increasing their life span, working intelligently on logistics, maintenance and repositioning among our outlets.

More than

90%
of the waste
generated was
recycled

**Partnerships
created**
to revitalize equipment
and avoid early
disposal of ATMs

Did you know...

Our ATMs have an average life span of

15 years,
a longer time than that
practiced in the market

Reduction of GHG emissions:

Installing ATMs in outlying regions avoids commuting to major urban centers

Recycling ATM avoids the use of envelopes and armored truck visits

2.4 million+ call-outs are responded to remotely, avoiding the deployment of teams

Carbon Disclosure Project (CDP)

For the sixth year running, we responded to the questionnaire of CDP, a non-profit international organization that assists companies and cities to disclose their environmental footprint indicators. In 2022, we maintained the level of awareness, grade C.

Electric armored trucks

Through its valuable transport company, TBForte, TecBan showcased to the market in 2022 its first 100% electric armored truck. The use of this new vehicle is part of the brand's sustainability commitment for reducing adverse environmental impacts.

The model the company has acquired is the IEV 1.200 T Plus, by JAC Motors, with a 170-horsepower electric engine with 1,200 kilos of torque (the combustion engine model provides 650 kilos of torque), a range of 240 kilometers on a single charge, more than enough for daily operations within the urban perimeter. Besides being non-polluting, this vehicle is cheaper to maintain on account of the low number of

“ Through its **valuable transport company**, TBForte, TecBan showcased to the market in 2022 its first **100% electric** armored truck. ”

existing mechanical components when compared to traditional vehicles, thereby generating greater cost-benefit and a good return on investment.

In addition to the 100% electric armored truck, TBForte is also adding electric light vehicles to its fleet, also from JAC Motors (the JAC E-JS1 model). The function of the light vehicles is to provide escort and guarantee the safety of TecBan technicians during maintenance on Banco24Horas ATMs that require the safe deposit to be opened.

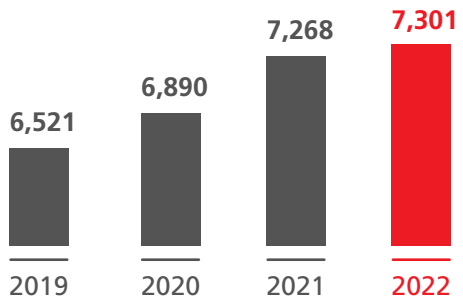


Social

An inside look at TecBan

People are the key element of all our relationships and have been responsible for all the connections we have created throughout our history. We provide services to society through people and for people, and our employees are the essential key to the success of every project and business deal.

Total TecBan headcount



II Diversity Week

In 2022, we address diversity in its most varied aspects: racial, religious, gender, age, disability, and LGBTQIAP+ diversity, as well as topics such as psychological safety and a safe work environment.

8 events

12
hours of
programs

774
participants

Histórias Diversas

A joint project with the *Museu da Pessoa*, this was made possible under the Federal Cultural Incentives Law (PRONAC 204741) through the Ministry of Culture of the Brazilian government. The project got under way after extensive group research and with the participation of our own employees. People with different origins, characteristics, positions pertaining to one or more axes of diversity who, through a listening process, put forward their own doubts about the topic and their interest in the matter.

This included publication of the book *“Os desafios da diversidade no mercado de trabalho”* (The challenges of labor market diversity) as well as a series of podcasts and videos in which we introduced fifteen individuals who embody the daily struggle for respect and the right to dream. The key topics of diversity covered were Race and Ethnicity, Gender and Sexuality, Persons with Disabilities, Generations, Cultural Diversity and Religion.

To find out more, go to the materials of the project:



E-book



Playlist



Podcast



Guidebook to Diversity

We have produced a guidebook with what we believe are the most pertinent issues nowadays and with issues raised by our own employees in a survey in this respect: race and ethnicity, gender and sexuality, persons with disabilities, generations, cultural diversity and religion.

Production of the document was coordinated by the company's Diversity Group, and it serves as a beacon for acceptable and unacceptable behavior, and for building relationships founded on respect and acceptance.

The content is in line with the UN's SDGs and is based on the purpose and values of TecBan, which include ethics and valuing people.

Training

We have rules and policies that encourage continuous education which we see as a tool for transforming society. There is a team dedicated to

corporate training with responsibility for structuring and planning the topics. The key issue covered in people development include careers, merit and/or promotion, leveling of knowledge and access to environmental, human rights and diversity topics.

In 2022, we provided 6,774 hours of training for leaders, including TecBan, TBNET and integrated services. Our aim is the professional development of our employees in line with the company's strategy. Using the methodology of objectives and key results (OKRs – quarterly, semi-annual and annual) for setting targets, quality indicators and progress assessment. In our annual performance management process we also use tools like individual performance plans created by the employees themselves with semi-annual monitoring by their immediate superior.

And to monitor the effectiveness of the trainings, we use attendance indicators, training reaction evaluations and consultants or speakers.

Instituto Ethos

As this is a highly respected instrument for assessing sustainability and social responsibility, we have been filling out the questionnaire since 2013, with better results year after year. The tool can be a source of insights for TecBan, especially on social issues.



Looking outside TecBan

Financial inclusion is our business

TecBan's core business is social par excellence, as it involves the financial inclusion of the Brazilian population and the country's socioeconomic development. One of the major examples of this is the capillarity of Banco24Horas, which takes banking services and other transactions to both the outskirts of major cities and small municipalities in the interior of Brazil.

Potência das Favelas Banco24Horas

In a partnership with G10 *Favelas*, we organized an event at the Paraisópolis community in São Paulo, on November 4 (*Favela Day*), besides other initiatives. Our objectives included highlighting the creative and economic potential of the communities, establishing the local presence of the Banco24Horas brand and promoting education the development of information technology (IT) professionals. This is how the company intends to support, train and recruit talent in the outskirts.



Actions

- Entrepreneurship roundtable in the *favelas*, attended by an executive of Banco24Horas;
- Free shows for the community by the musician Projota, broadcast live on the social networks of Banco24Horas;
- A program of 25 scholarships for a Mastertech programming course; and
- Professional experience at TecBan for the student with the best performance on the programming course and whose profile fits the opportunities available at the company.

Training young people from the outskirts

We support the *Jovens Mediadores* project in partnership with the NUA (Novas Visão da Arte) Institute in training 60 young people between the ages of 15 and 17 living in the São Miguel Paulista regions in São Paulo city. The aim of the project is to train these young people in techniques of conflict mediation and non-violent communication within the community. The project runs for 12 months and will end in June 2023.

The Young Mediators program is the result of a partnership involving the Municipal Fund for the Rights of Children and Adolescents (FUMCAD), the Municipal Council for the Rights of Children and Adolescents (CMDCA) and the Department of Human Rights and Citizenship of the São Paulo Prefecture.

Projeto Catadores

In 2022, TecBan sponsored the Projeto Catadores in partnership with the entity Alicerce Educação. The initiative promotes professional qualification and basic education of young people and adults engaged in collecting recyclable materials in the Glicério neighborhood of São Paulo.



Over a four-month period, the students meet three times a week at Centro Educacional Dom Orione (CEDO) located in the Bixiga neighborhood of São Paulo where TecBan's head office is situated. The [Refuse Collectors Project](#) is part of our efforts to promote inclusion through education and, in this case, engaging with the surrounding community.

Strengthening Early Education

The restrictions imposed by the Covid-19 pandemic impacted the education of children of school age. With the intention of diminishing the possible adverse effects, TecBan and Alicerce Educação joined forces to run free tutoring focused on literacy and elementary school for children in the Santo Antônio neighborhood of Osasco (SP). The project, which began in the second half of 2022, aims to attend to children between the ages of 5 and 12, free of charge. In all, 20 children took the classes.

Governance

Our governance structure includes a Board of Directors that defines guidelines and approves strategies and investments. We also have an Audit Committee that provides objective and independent assessments of the company's business activities and operational support, analyzing policies, procedures, practices, documentation, systems, methods and management model.

There is also a Risk Management Group responsible for deciding on actions regarding the risks and opportunities of the group companies, which is monitored by senior management using the methodology Three Lines.

In 2022, we made adaptations to our governance structure to take account of the new challenges related to environmental, social and governance issues in accordance with our ESG program.

In order to continue evolving in terms of governance and ethics, in 2022 we embarked on some initiatives:

I – Review of the Code of Conduct: in view of the new work context involving remote working and, in the case of contemporary topics, like use social medias, we reviewed our Code to include new issues.

II – Brazilian General Data Protection Law (LGPD): in 2022 our efforts were focused on working to comply with the LGPD with our suppliers. In this respect, we revisited 100% of our contracts with suppliers to insert specific clauses and initiate due diligence.

Moreover, we provided our employees with specific training on the law. We believe that every employee must also be a guardian of the LGPD within the company.

Governance structure

Responsible for monitoring the work of the ESG Hub and for facilitating the strategy approval agendas with the Executive Board, in addition to presenting the results of the work carried out to the Board of Directors.

Board of Directors

Executive Board

Project Sponsor

Project Management (ESG Hub)

To allocate the initiatives prioritized within the ESG program put together with PwC, the ESG Hub will be in charge of presenting the prioritized issues to the correlated areas of the company in order to create a working group with the aim of drawing up and implementing the project, thus ensuring that the time frame is met. It will be incumbent on the ESG Hub to consolidate the results of the projects reporting back to the project sponsor, the Executive Board and the Board of Directors.

E-Pillar Working Group

S-Pillar Working Group

G-Pillar Working Group

Communication Working Group

Group created by the ESG Hub according to the demand for prioritizing the initiatives to ensure that the action plans are drawn up and implemented. It will consist of a member from each group company, representing the areas responsible for the topics in question that have the knowledge and power to guarantee effective change and the creation of value for the TecBan Group.

We also use important tools to ensure the ethics and compliance in our business:



Code of Conduct

The TecBan Code of Conduct guides employees and stakeholders on ethical principles and standards of conduct within the company and in its relationships, the behavior expected and what they must do in the face of an ethical dilemma.

The Code is approved and shared by the Conduct Group consisting of the superintendents of the Internal Audit, Corporate Management, Legal and People areas. Where the Code is infringed, this group is also responsible for analyzing what happened and checking whether or not it violates the rules of TecBan taking the appropriate action.

We run activities and trainings about ethics, conduct, compliance and instilling a culture of satisfaction for employees at all levels of TecBan.



Conduct Manual for Suppliers

We have a Conduct Manual for Suppliers and business partners containing guidelines for healthy and transparent business relationships, and the commitments that these stakeholders must abide by in their relationships with TecBan.



Ethics Line

An impartial channel provided for employees, suppliers, business partners, clients and society to raise situations or suspicions of non-compliance with our Code of Conduct.

Manifestations are received by the independent consultants, Contato Seguro, which guarantee the confidentiality of the complaints. Thereafter, the complaints are analyzed confidentially by the Conduct Group or, depending on the subject matter, by our Internal Audit unit.



Ombudsman's Department

The Ombudsman's Department is a channel for reviewing the solutions put forward for complaints involving the company's products, processes or services.

It is also responsible for the Customer Satisfaction Survey process, in addition to managing the action plans drawn up by the areas arising from the results of these surveys, representing the opinions of customers on all discussion fronts.

In 2022, the Ombudsman's Department of TecBan embarked on two key actions:



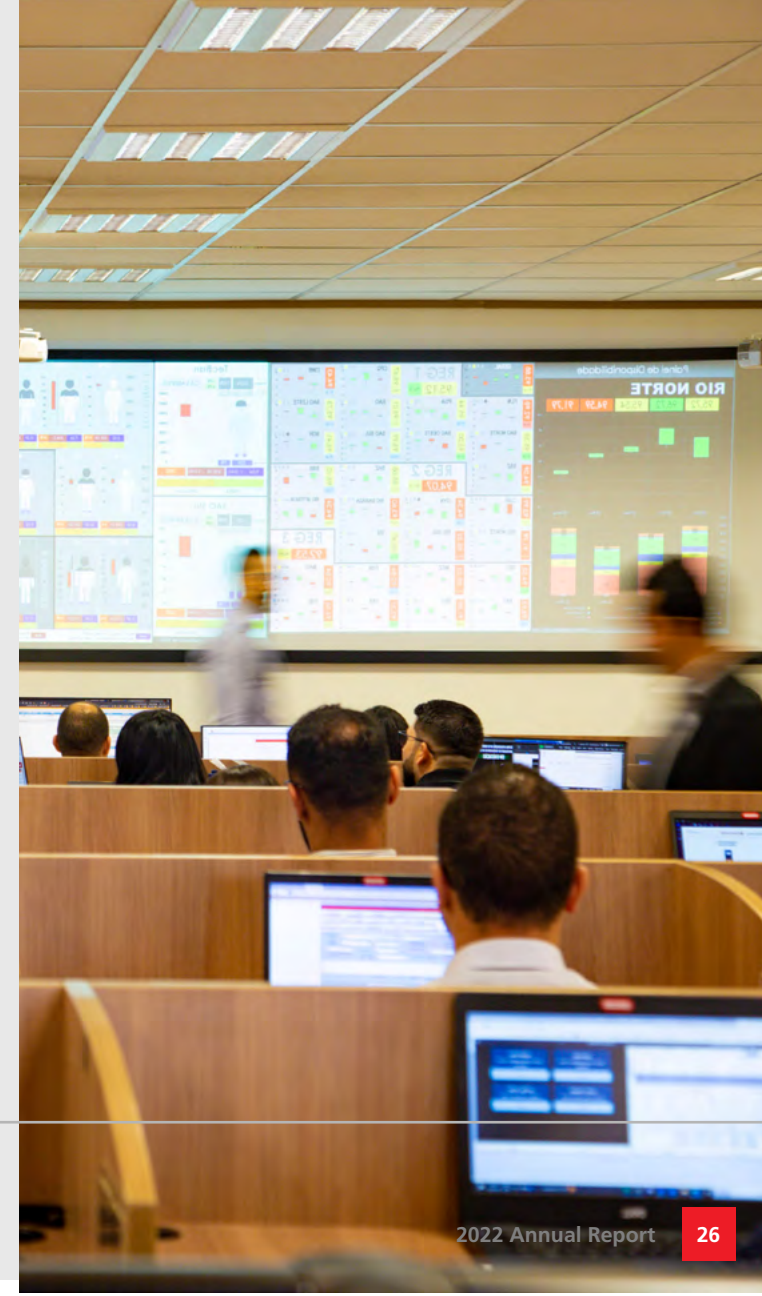
I – Onboarding Journey: To capture the perceptions and sentiments that lead new customers to sign up with TecBan, and existing customers to acquire new solutions/products, the Ombudsman’s Department of TecBan carried out a transactional survey to measure the onboarding experience of the customer in Open Finance. The survey, carried out in July, registered an overall satisfaction score of 9.1. Notwithstanding the positive results, an executive working groups was set up to evaluate the opportunities for improving the processes.

II – Engaging to understand the customer’s point of view: Understanding the stages travelled by the customer until the implementation of the product is fundamental for aligning expectations and affording customers a better experience.

With this in mind, the Ombudsman’s Department of TecBan identified a way of contributing to the “customer’s outlook” by participating in the meetings during every phase of the projects.

Using the standard project flow, the Ombudsman’s Department had access to all pertinent documentation and was able to check whether the customer’s needs and expectations mapped in the first working meeting were taken into account and all stages of the project fulfilled.

In 2023, the Ombudsman’s Department will represent the customers in differentiated project models that require greater agility in implementation, such as cases involving startups and fintechs.



**Diversification growing year by year
(in millions)**

Technology and innovation

The financial system depends on innovative solutions, and we are constantly developing products and to meet the demands even before these materialize, like in the case of Open Finance.

To innovate, we stay close to startups and engage with institutions – like the Central Bank – in working groups focused on new regulations. Also, we remain alert to what the market could need – creating opportunities for TecBan – especially through the recent transformations of the financial system.

At the same time, we are continually investing in modernizing the product and equipment we already offer. In 2022, for example, we earmarked R\$160 million for the technological innovation of our ATMs.

R\$160 million

**invested in technological innovation of our
automated teller machine network**

R\$80 million

invested in innovation and new businesses

A 50% increase in credit borrowed
under the Law for Good¹ in relation to 2021

¹ The Law of Good, instituted in 2005, offers tax incentives to companies that carry out research and development of new products, processes, and services.



A TecBan project was selected for the Innovation Laboratory of the Central Bank

In 2022, TecBan was one of the nine institutions chosen to participate in the LIFT Challenge, a special edition of the Laboratory of Financial and Technological Innovations (LIFT) organized by the National Federation of Central Bank Employee Associations (FENASBAC) in partnership with Brazilian Central Bank (BACEN)).

The challenge brings together market participants interested in developing a minimally viable product (MVP) that meets the emphasis of the edition: to evaluate use cases of the digital currency issued by the Central Bank (the digital real), in addition to its technological feasibility.

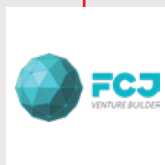
TecBan and Capital created a partnership that presented a solution for smart cabinets. The pilot project created by the two companies tested the technology of the digital real in conjunction with the internet of things (IoT), thereby guaranteeing that the financial transactions are only concluded when the buyer picks up the product and finalizes the transaction. Other words, smart cupboards act like a kind of safe deposit box that only releases payment when the user enters the purchase code and picks up the package.

To demonstrate how smart cabinets are used in the financial intermediation process of the digital *real*, a test structure was created with two exclusive cabinets for the LIFT Challenge project, one in São Paulo (TecBan) and the other in Brasília (FENASBAC). Both rely on the Ethereum blockchain private network to create integrated smart contracts.

One of the key takeaways was to work with the modularization of smart contracts onboarded in the cabinets to increase the efficiency of the logistics process and guarantee delivery of the financial amount negotiated by means of validation and finalization which in this case is represented by the closure of the cabinet door.



To find out more about how the digital *real* works and the TecBan project watch the [video](#).



ATMosfera Ventures: fostering open innovation

In 2022, TecBan launched its Corporate Ventures Builder program, ATMosfera Ventures, to select startups to develop innovative solutions that expand the company's portfolio and diversify its revenue streams.

The model promotes open innovation at the company, boosting the strategy of anticipating trends through partnerships with startups dedicated to phygital (the union of on-line and off-line means).

Almost 100 startups enrolled and after the selection procedure, five were added to the ATMosfera portfolio. During 2022, these companies carried out initiative testing with mentoring by TecBan executives in the joint creation of the initiatives.

The objective is to have a portfolio of 30 partners in the theses:

- Promoting optimization of costs through the shared economy;
- Creating convenience for customers and users;
- Generating savings and value for companies and corporations (business-to-business – B2B);
- Increasing the credibility of services in the business-to-business-to-consumer (B2B2C) segment; and
- Make available more secure exchanges of information.

Capillarity

Capillarity is TecBan's major differential, and our investment in this respect continues year after year. In 2022, through Banco24Horas, our network expanded and we reached more than 2.3 million people, making a total of over 153 million Brazilians acquired.

There is huge demand for the financial services we provide: seven out of every ten Brazilian would like to see more ATMs in a range of establishments, according to a survey by Banco24Horas and Instituto Locomotiva in August 2022. This demand is more accentuated among those who use cash as their preferred method of payment, the less privileged classes and in the Northeastern region.

Expanding our capillarity not only means that the large incumbent banks get access to more people, but also digital banks, cooperatives and other financial institutions that are part of the HubDigital TecBan – in addition to all the other types of transactions that Banco24Horas offers.

We are in the major urban centers, but we are also in the outlying areas and remote locations that quite often have no options for banking services. Reaching these locations requires creating new solutions like Atmo and the Banco24Horas totem.

Expansion of the Banco24Horas Network

A further 85 new cities served in 2022, representing 2.3 million people

More compact than a traditional ATMs, these two devices firmly established themselves with the public in 2022, with the activation of 224 new devices and a presence in a total of 228 municipalities, facilitating in-store cash withdrawals throughout Brazil.

The ability to attend to different regions is yet another differential for our out-of-home media, *Mídia* Banco24Horas, capable of reaching a wide range of audiences.

1,107 municipalities covered, equivalent to 71.8% of the country's population

“Seven out of ten Brazilians would like to see more in-store ATMs.”

Our path to the future

We are always looking ahead to remain competitive and innovative. The objective of our path in this direction is to strengthen our core business and create a structure to diversify revenue streams.

The embryo of innovation can arise through partnerships – with startups or well-established companies – through regulatory requirements or a necessity that the market presents us with.

Shared banking

The transformation that the Brazilian financial system has experienced presents TecBan with a series of business opportunities. The concept of shared banking, in which different banks share infrastructure and services to optimize costs, is becoming increasingly strong, and TecBan was born this way and can bring savings to the financial ecosystem.

In practice, instead of banks tying up an owned asset or investing in their own infrastructure, they can use outsourced infrastructure that adapts to their volume on a pay-as-you-go basis. The result is more efficiency for the institutions and customers.

We also see the spaces as shared logical structures like those for collection arrangements - that require contracts between a financial institution and public service utility companies – and payments of bills. At present, each bank has to build its own technology path. In the case of public service utility companies – there are around 30,000 in Brazil – contracts are required with each of them.

Today, TecBan provides logical structure sharing in some cases, like cellphone recharging. In future years we intend to expand the alternative regarding this type of service.



HubDigital TecBan

The HubDigital is a platform created to accelerate the entry of new payment institutions, fintechs e and digital and social banks into Banco24Horas.

The simplified process offers financial services like card withdrawals (debit, credit, pre-paid and multiple debit and/or credit cards), balance enquiries, statements, cash deposits and digital withdrawals using a QR Code or a token code without needing a card.

The solution comes with rapid, easy and secure digital integration using an API connection. This makes it possible to reduce the costs of fintechs and the need for investment in development and technology infrastructure because distributors and processors that are connected to TecBan allow fintechs to directly associate with Banco24Horas.

Inovativos Award

For the facilities and democratization of consumer access to financial service afforded by the HubDigital, TecBan was the winner in the Financial Services category at the 2022 *Inovativos Awards*.

The award acknowledges the key initiatives driving development and innovative solutions in Brazil that facilitate people's everyday lives. The initiative was the brainchild of the Innovation Xperience Group and is official supported by the Digital Innovation Movement of Accenture and the Fundação Dom Cabral Business School.

80,500
transactions a day, handling
more than 33 million
transactions closed

16
integrated
distributors

R\$ 10+ billion
in withdrawals and
deposits handled

33
associations
with fintechs

Open Finance TecBan

TecBan was an early mover in the world in offering a solution that enables the exhibition of data of both Open Banking and Open Insurance. In this way we are able to connect participants in the banking industry to the insurance industry by consent. The so-called Open Banking as a Service of TecBan – today, Open Finance – commenced operations in 2021, and Open Insurance in December of the same year.

In 2022, we continued expanding our platform in relation to the regulatory scope and functionalities. In addition to displaying regulatory data and services, our customers now consume Open Finance data.

Within the context of the open finance system, it is our understanding that in addition to keeping a careful eye on regulatory issues, it is also necessary to remain alert to all business opportunities afforded by the new system.

To assist the market in organizing the data collected, and before 2021 had ended, TecBan created partnerships with companies specializing in intelligence and data processing.

The partnership offers the institutions participating in the ecosystem a solution which, besides complying with Central Bank regulations, enables the consumption of data originating from key financial players and in full compliance with the Brazilian General Data Protection Law (LGPD).

Also in 2021, the TecBan platform received two awards for *Banking Transformation* and *Best Performance*.

20+
customers

**Platform has been
in operation for
over 2 years**

Open Insurance

The Open Insurance system is regulated by the Superintendence for Private Insurance (SUSEP). The TecBan platform was a global ground breaker by enabling movement of both Open Banking and Open Insurance data. This feature makes it possible to connect participants in the banking sector to the insurance sector while also integrating them with fintech and insurtech solutions.

In its first year of operation, Open Insurance was subjected to the first two development phases in which the emphases were on the regulations and the development of solutions by companies within the industry. Commencing in 2023, the platform will embark on the final phase involving the debut of the Customer Order Processing Company (SPOC).

As a result, consumers should be able to purchase the product by the end of 2023. The data sharing that exists today, however, already enables a more detailed analysis of each customer. So, insurance companies can already make more personalized offers.

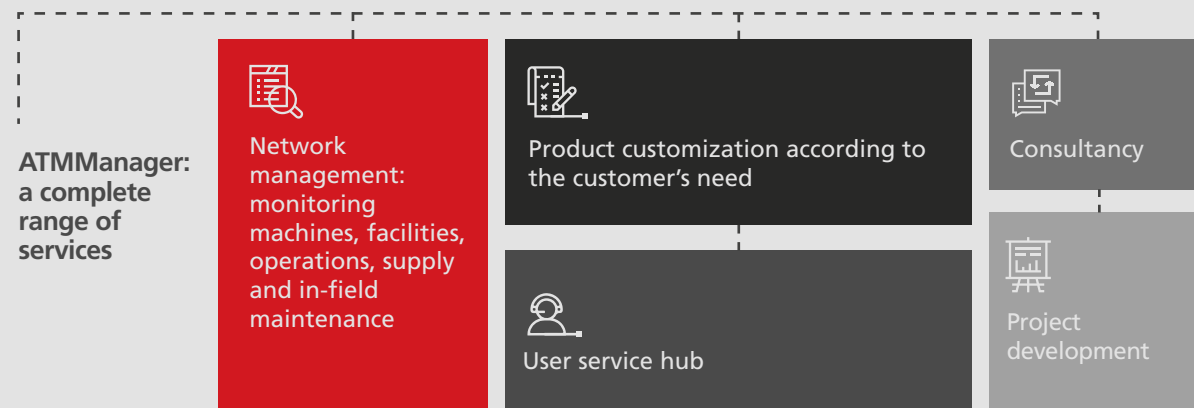
ATMManager

With the new context of banking services advancing towards outsourcing services to enhance efficiency and optimize costs, Banco24Horas appears as an options for increasing the efficiency of banking transactions with customization alternatives according to each customer's needs. This means that institutions can channel their investments in a more strategic manner to their core business, customer relations.

This is the case of ATMManager, which places at the disposal of the market its entire 40 years of expertise in managing Banco24Horas, with full-service management for partners, customizing the product according to the needs of each one.

TecBan is prepared to offer solutions in a large variety of environment types, at external points, inside companies, traditional agencies, and business agencies.

Customers in 2022: seven financial institutions (large, mid-size, small and digital banks).



7 financial institution customers

264 new machines activated on the ATMManager networks

Banco24Horas in bank branches

Created in 2021, Banco24Horas in bank branches is a solution that enables the installation and across-the-board management by Banco24Horas in the self-service facilities halls of the branches of financial institutions.

The new model got off the ground with two branches of Santander in Goiás in 2021. Thanks to the success of the model, we expanded it with a presence in 27 branches of Banco do Brasil, Santander, Banco da Amazônia and Agibank.



Banco24Horas: capillarity and a diversity of solutions



In 2022, Banco24Horas consolidated its position as a customer service hub. The one-stop shop concept associated with our capillarity provides a variety of services beyond the major urban centers, reaching the outskirts and remote places throughout Brazil where quite often there are no bank branches to meet the population's need for access to financial services.

The network continued strengthening its capillarity, disembarking in 85 new municipalities in 2022. As a result, Banco24Horas now serves 1,100 cities across Brazil, covering 71.8% of the country's population. Overall, the network had a turnover equivalent to 3.4% of the gross domestic product (GDP).

To go where no one has ever gone requires that our innovation journey never stop. That is why our presence is represented not only by our familiar ATMs, but also by a range of physically more compact solutions like Atmo and the totems that also provide agile and secure financial services to locations with little infrastructure and with logistics challenges, or far away from the major metropolitan regions.

Banco24Horas
has begun serving
1,100 cities
across Brazil,
covering **71.8%**
of the country's
population.

And Banco24Horas goes much further. For the business-to-business (B2B) segment, in addition to operating in the financial market (Banco24Horas in bank branches), we have options that create value for the retail (+Varejo Banco24Horas) and advertising (*Mídia* Banco24Horas) markets.

Using +Varejo Banco24Horas, we promote the recirculation of cash. After all, our solution using recycling ATMs, which are those that accept cash deposits without the need for envelopes, allows retailers or individuals to deposit physical cash in the ATMs used for withdrawals by other customers, enhancing the efficiency of the cash circulation chain throughout Brazil.

Besides the intelligent reuse of cash locally, the solution also enhances security and convenience for retailers who can use the Banco24Horas located on their own business premises to deposit their cash cleanups.

Mídia Banco24Horas is a digital media platform that boosts sales in commercial establishments and gives voice to advertising campaigns and institutional messages ranging from major brands to small regional entrepreneurs, providing information and publicity using the screens installed on the ATMs with the options of segmentation by establishment, demographic profile, time and location.

“ For digital banks we have become the **physical contact point with their customers** by combining physical and digital methods. ”

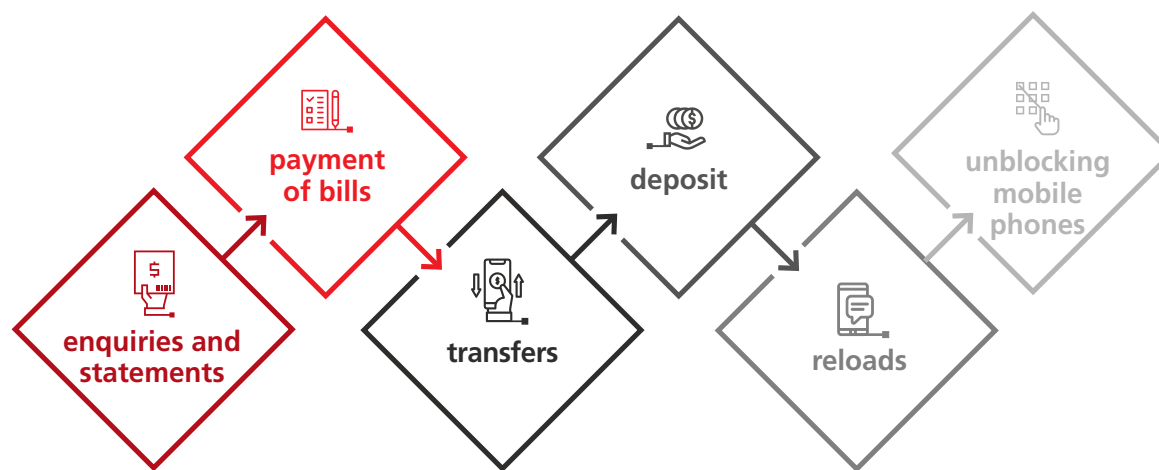
Our aim is to continue increasing the offering of the transactions available, including non-financial ones, both for banks – supplying transactional operations more efficiently – as for Banco24Horas itself as an independent channel.

One of the offerings that firmly established itself in 2022 was the possibility of depositing that grew in volume and in new institutions.

Self-service facilities will remain important because they are a point for leveraging services where the customer defines, in their own time, what they need and want to do. For a diverse country like Brazil where internet access is still limited, the self-service facilities of Banco24Horas have established their reputation as an increasingly reliable place for carrying out any transactions necessary.

By combining capillarity with the increasing offering of services and solutions, we are able to achieve our major purpose: to universalize financial and non-financial services and fostering inclusion. None of this would be possible, however, without the high degree of trust that the customers put in the TecBan brand.

Much more than withdrawals: more than 90 transactions, including:



(For more information about the operations of Banco24Horas, go to: Banco24Horas – Pertinho de você – Nossos serviços.)



Present in the lives
of **153 million**
people



1,100+
municipalities
served



24,100+
ATMs



150+
institutions
connected

85+ new municipalities
reached in 2022,
representing the
inclusion of 2.3 million
more people in
the network



R\$335+
billion in
withdrawals and
deposits handled



Accounted for
3.4% of Brazil's
GDP in 2022



1.7+ billion
transactions
in 2022



The world's largest independent
ATMs
network by volume of
withdrawals



The world's 3rd
largest independent
network in number
of ATMs

Saque Digital

A physical-digital integration solution in which cash withdrawals begin on a mobile device using the financial institution's own applications as the means of authentication, and ends at the ATMs of Banco24Horas, bringing bankarized and non-bankarized customers closer and transforming the customer's.

All it takes is a smartphone, and the customer chooses how they want to make the withdrawal at the ATM: using a PIN number or QR Code.

5 million
transactions handling
R\$1+ billion

5 new financial
institutions
enabled in 2022



Solution for cash back at retailers

In order to go further in promoting financial inclusion and getting the economy to function in more remote locations, Banco24Horas provides solutions that enable cash withdrawals and services directly in local stores.

In 2022, these solutions consolidated their position throughout Brazil. One of them, the Atmo: is a portable device that allows withdrawals and balance enquiries directly at in-store cash machines, safely and efficiently. One of Atmo's major differentials is that it is easy to install: just access the internet and the model can be sent via a transport company without the need for in-store activation.

The totem of Banco24Horas is a compact self-service device installed on the floor, but with no safe deposit box, in which cash can be withdrawn directly at the cash desk of the establishment and can therefore be installed in any type of store.





These solutions afford customers convenience, as they can draw cash where they shop. For retailers, physical cash withdrawals by customers results in efficiency in the costs of managing and transporting cash, as well as reducing the volume of money held on the premises.

Both solutions were born as a pilot project in 2020, expanded in 2021 and showed important growth last year, proving not only the efficiency of these formats, but also the demand for this type of solution.

The year 2022 ended with over 150 Atmos and over 70 totems installed throughout Brazil. The expansion of these solutions that facilitate access to services should see further growth.



224 new machines activated in 2022, making a total of 249: **79 totems and 170 Atmos**



Present in **228 cities** in 2022, against 35 in 2021



R\$114 million handled against **R\$17.1 million** in 2021



Over **827,500** transactions, growth of **574%** in relation to 2021

Multibank on wheels

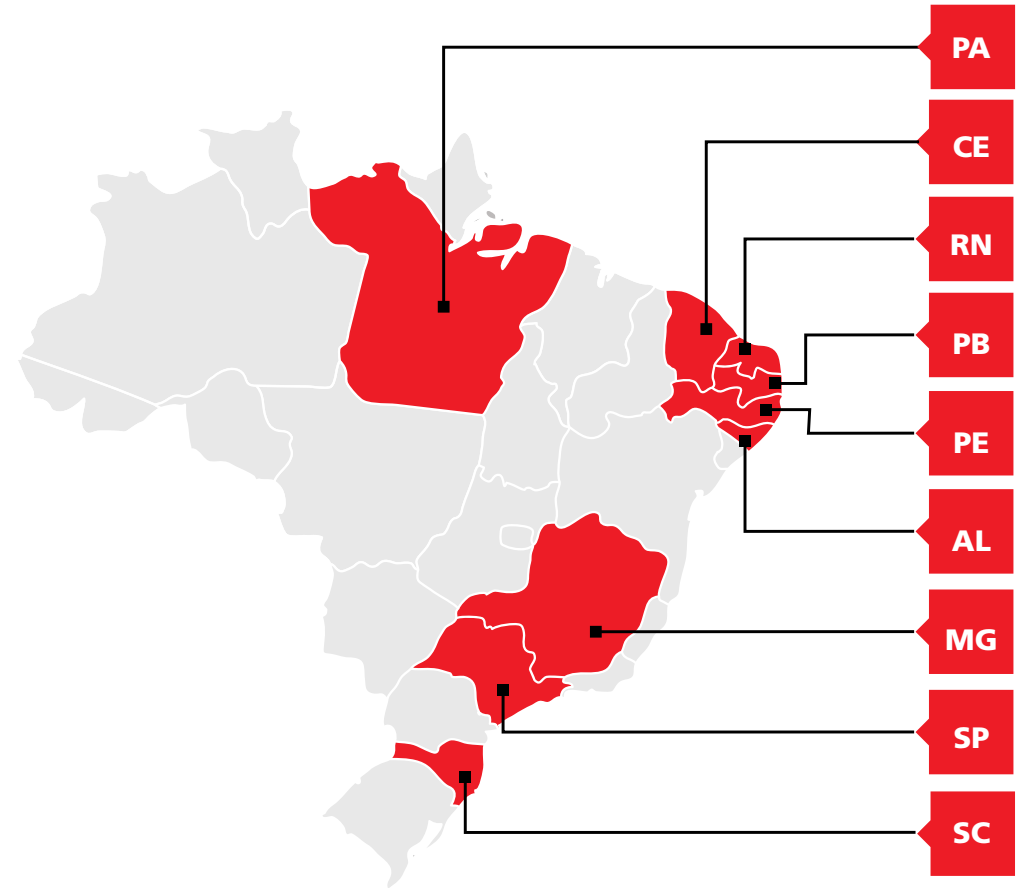
The first Banco24Horas mobile solution with ATMs installed in a moving truck was developed in 2019 to attend to remote areas and to be used in emergencies.

In 2021, we launched a new mobile solution format, the container, which allows for agile installation and operation to serve the population depending on each region's needs.

During 2022, these two options reached even more people, promoting financial inclusion and the universalization of banking services.

In 2022, our **Multibank on wheels** visited **13 cities** and **serving 431,500** people against 190,000 in 2021.

REGIONS COVERED IN 2022



Truck: São Paulo, Minas Gerais, Alagoas, Pernambuco, Paraíba, Rio Grande do Norte and Ceará



Container: Pará, São Paulo and Santa Catarina

+Varejo Banco24Horas

The +Varejo Banco24Horas service is based on using ATMs that allow retailers to make cash deposits in the same equipment that customers use to do transactions.

Thus the automated teller machine reuses deposited cash for withdrawals and contributes to more efficient cycling of cash within the financial industry. This means that the storeowner can manage the financial flow with greater agility and clarity.

Once deposited in the ATMs of Banco24Horas, the cash is under our responsibility, assuring the commercial establishment of greater security.



668 recycling
ATMs activated

Making a total
3.500+
equipment

R\$**21**
billion
in deposits, up by
12% over 2021

Banco24Horas Lounge

Banco24Horas Lounge provides the services of Banco24Horas in an environment where clients of different institutions can be attended to conveniently and safely. It was conceived to expand the service provided to the population while promoting financial inclusion. That is why it is located in more outlying areas or those where financial services are few and far between.

In 2022, we inaugurated a new space on the M'Boi Mirim freeway in the city of São Paulo (SP). The unit offers three ATMs with over 90 financial services. There, people have access to recycling ATMs, those that accept envelope-free cash deposits. The technology allows cash deposited to be reused for withdrawals, contributing to improving the efficiency of bank note circulation, since the customers themselves help in supplying these. Moreover, every ATM is equipped with Mídia Banco24Horas screens.

The concept of Banco24Horas Lounge was launched in 2019 by TecBan and since then it has facilities in eight municipalities: Parnaíba (PI), Belém (PA), Parauapebas (PA), Belford Roxo (RJ), Caruaru (PE), Carapicuíba (SP), Campina Grande (PB) and now in São Paulo (SP).

Present in
eight cities,
in **SIX** states

1,783,246
transactions in 2022,
up by **146%**
in relation to 2021





Mídia Banco24Horas

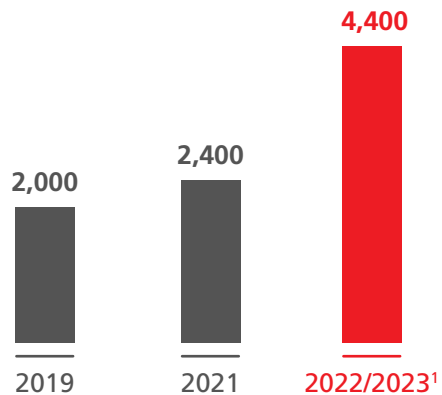
The importance of money within the context of Brazilians, and the power of Banco24Horas, inspired TecBan to create an out-of-home digital media vehicle that actually talks to Brazil. It is a vehicle capable of reaching economically active consumers of all ages, social class and regions of Brazil.

Present in over 150 cities, 21 states and in the Federal District, the digital out-of-home digital (DOOH) media platform displays institutional advertisements and information on Full HD screens strategically located on top of the ATMS and inserted into the consumption journey of Brazilians. These are high movement locations, like supermarkets, pharmacies and convenience stores. The screens allow the advertisement to be personalized as well as choosing the airing period, the region and the screens on which the advertisement is to appear, thus defining the audience and reach.

Also during 2022 the expansion of the solution began, doubling the extent of the capillarity and installing its screens on over 4400 ATMs. The Mídia Banco24Horas screens are to be found in different regions and outlying areas, taking advertisement campaigns to less obvious locations. This breaks paradigms relating to the purchasing power of the regions furthest removed from the financial centers. According to a joint Instituto Locomotiva-Data Favela study, Brazilian outlying regions have an annual purchasing power of R\$ 119.8 billion.

With a strategy of serving small and large advertisers – like a neighborhood pizza parlor or a major domestic cosmetics chain – the capillarity and revenue of Mídia Banco24Horas has grown consistently since its creation in 2019. Major brands in the food, personal care, telephony, public initiative and other segments have already planted their flags and have expanded their business by advertising on MídiaBanco24Horas.

Number of screens installed



¹ Until February 2023.

1,700+

campaigns aired since 2019

800+

advertisers, from different segments and sizes

Repeat purchase rate of around

70%

Differentials of Mídia Banco24Horas



Capillarity: OOH vehicle with a nationwide presence.



Impacts a qualified and diverse audience of classes A to E during the consumption journey.



Advertisers can opt to purchase space on as many screens as their strategies require. In addition, 100% of the network is connected for programmatic sales, enabling segmentation of content distribution by establishment, demographic profile and location.



Ability to serve **small, medium** and **large** advertisers.



Audiences audited monthly by Instituto Verificador de Comunicação (IVC).

Serviços Integrados TecBan: valuable experience and a diversity of solutions

Serviços Integrados is a TecBan company created in 2020 with a valuable competitive differential: the experience in attending, for decades, the world's largest independent ATMs network by volume of withdrawals, Banco24Horas.



Offering integrated services in management, maintenance, infrastructure and end-to-end logistics, the company's operations address the needs involving the proper functioning of financial and non-financial institutions. The *Serviços Integrados TecBan* team is able to plan and execute complete projects for civil construction work and building maintenance, customized solutions in field service, revitalization, monitoring and sustainable disposal of the equipment, among other options.

Thanks to extensive expertise, it helps its customers reduce their costs, optimize and control processes, enhance the end-user experience and improve the performance and availability of self-service equipment.

Variety of solutions and customers

The company's purpose is to serve not only the financial sector, but also manufacturers of solutions, the retail sector and entertainment, the medical sector, aerospace and self-service, for example. In this way, *Serviços Integrados TecBan* adds diversification – of solutions and customers

– as part of its purpose. The company saw its top line rise by 40% in 2022 over the preceding year.

The customer portfolio consists of small, mid-size and large financial institutions like Bradesco, Itaú, Santander and Western Union, for example. Also part of this customer portfolio is the franchise network *Sobrancelhas Design* – for whom we are working to reform and standardize the stores – and *Fleximedical*, which produces mobile medical offices, for whom we are doing the transportation, installation and maintenance of the booths installed throughout Brazil.

Furthermore, in 2022 we were certified as a services provider for the Ipiranga Group to carry out civil construction work. It is important to emphasize that major customers like these abide by good environmental, social and governance (ESG) practices involving high standards of ethics and governance, for example. Therefore, certification to become a supplier also indicates our alignment with those values.



Our solutions

Civil works: construction and building of various projects, including at the basic, executive and more detailed level. Management and monitoring of every work site, from the development of the architectural project, the duration of the construction work and after the project has been completed.

Hardware as a Service: in 2022, we began working on the development and installation of software for the equipment of self-service facilities in the retail sector, such as self-check-ins (self-service totem in snack bars, for example) and self-checkouts (supermarket self-service cashier facilities). The aim is to acquire the machines and offer a service to establishment that do not have the resources to purchase the equipment, in addition to guaranteeing support for the duration of the lease agreement.

Revitalization of self-service equipment: besides ATMs, this also covers machines like self-checkouts and vending machines.

Engineering projects: customized support for the entire project, from the planning phase (design, prototyping and electronic mockup) to the installation of the equipment (enveloping, stickering, bodywork and paintwork) using a variety of support solutions.

Field service: operation and maintenance of self-service equipment. There are over 600 technicians deployed across the country who carry out over 900,000 visits and respond to 2 million incidents a year.

ATMs logistics: transport, handling and storage of automated teller machines for banks.

Equipment repairs: fixing and repairing of parts, components and modules in the laboratory, as well as testing and quality inspections.

Training: technical training for teams, using experienced instructors and providing teaching materials and the structure for in-person or on-line trainings.

Transport: transport company management, with shipments to different locations and a variety of cargo types and sizes. In 2022, there were over 19,000 shipments and more than 10 million kilometers traveled (or 252 laps of the world).

Sustainable disposal: management of the entire process, including transport, disposal and correct storage of waste generated, with environmental certificates (the State Environmental Company of São Paulo [CETESB], the Brazilian Institute for the Environment and Natural Resources [IBAMA], and regional environmental superintendencies [SUPRAM] etc.). 97% of the discarded waste is earmarked for recycling or processing.



Projects and upgrades: customized support for the entire project, from the planning phase (design, prototyping and electronic mockup) to the installation of the equipment (enveloping, stickering, bodywork and paintwork) using a variety of support solutions.

Installation of systems and equipment includes logical and electrical infrastructure, anchoring and chemical plastering, panel assembly and other requirements.

Physical protection devices for self-service facilities: with its own team of researchers and engineers, and with over 27 patents filed in the last 20 years, Serviços Integrados TecBan is at the forefront in developing and adopting physical and logical protection solutions for self-service facility networks, such as reduced staining of cash and shutters (where the money exits).

Maintenance of ATMs cassettes: doing corrective and preventive maintenance, carrying out tests, repairs and enhancements in line with all security procedures.

Our extensive infrastructure consists of:

- **20** distribution centers
- **17** forward logistics posts
- **12** parts repair laboratories
- **12** evaluation centers distributed across every region of Brazil
- **18** laboratories for specific projects
- **10,000+** pallet positions

“ We have a valuable competitive differential: **experience in attending**, for decades, Banco24Horas. ”

40% +

increase in the top line
(2022 x 2021)

TBForte: efficiency and customized solutions

During 2022, TBForte advanced on its journey of increasing efficiency and productivity, as well as diversifying solutions for financial institutions and the retail sector. As a business strategy, we strive to diversify revenue, increase our share of strategic markets, innovate and create value in services to customers and, above all, support the market in the optimization and efficient management of the bank note cycle. In this latter case, our major highlight in 2022 was winning the Banco do Brasil bidding process for custody of Central Bank/BB securities in Rio de Janeiro.

TBForte wins Banco do Brasil bidding process and takes custody of the Central Bank's currency in Rio de Janeiro

In a bidding process at the end of 2022, Banco do Brasil chose TBForte as the first private company to take responsibility for custody of the Central Bank's cash in Rio de Janeiro (RJ). This is a task which since 2006 had been the exclusive domain of Banco do Brasil (BB) nationwide.

TBForte, as the winner of the Banco do Brasil bidding, will be responsible for custody of the currency, in addition to supplying the banks' cash requirements. This means that the company will be involved in any movements of cash that

the banks make in Rio de Janeiro at the Banco do Brasil, which provides custody services for the Central Bank. The latter, in turn, will remain in charge of managing and overseeing the services.

This is a unique moment for the company, as TBForte will be able to improve the circulation of cash in Brazil. This new custody model reduces risks by optimizing the circulation flow, the logistics and the work force, rendering the service to the BB and other financial institutions even more secure and efficient.



22,000+
outlets
served



670+
armored and light
vehicles in its fleet

Focus on productivity improves processes

TBForte, like TecBan as a whole, is always striving to improve the efficiency of its processes. Ever since the philosophy of Lean¹ management was implemented at TBForte in 2019, the positive results have been strengthened.

The advances are visible from the increase in productivity across our entire process, benefiting the chain as a whole. Field operations have become more secure and efficient, avoiding wastage and, consequently, clearing the way for more competitive prices.

Within this context, the valuable transport company had several positive results during 2022:

Brazil's first electric armored car

With the continuing focus on improved efficiency as well as the need to think sustainability, in 2022 TBForte rolled out the first 100% electric armored car built in Brazil. Besides not emitting the greenhouse gases of traditional diesel models, the vehicle costs less to maintain and in the capital of São Paulo it is not subject to the license plate rotation system.

¹ Adopted by companies Around the world, Lean is a management philosophy based on concepts that originated from the Toyota Production System that seeks to create value with the lowest possible volume of resources, bringing efficiency to the business.

The idea is to gradually substitute the traditional with more eco-efficient options. Within this same context, in addition to the 100% electric armored, TBForte is also adding electric light vehicles to its fleet to provide escort and guarantee the safety of TecBan technicians during maintenance on Banco24Horas ATMs that require the safe deposit to be opened.

Automation for more efficient processes

TBForte, whose operational bases were already equipped with top-tier automation processing cash, has invested in improvement by acquiring high capacity, automated processing machines. This has enabled us to reduce the need for dedicated labor, greater velocity and greater standardization in checking valuables. The bases in São Paulo and Rio de Janeiro were the first to undergo modernization, but the intention is to expand to the other units. Productivity gains are estimated at around 30%.

Centralization of activities

With a series of bases across Brazil, TBForte has opted to centralize part of its activities, initially on a regional basis. An example of this is operational control, previously done at 30 bases, and now only at two. This affords greater control of security and in operating and process standards.

Conclusion of the digitalization of GTV

The Valuables Transportation Slip (GTV), a document required for any handling of cash, and which works in a manner similar to a tax receipt, was completely digitalized in 2022. The electronic GTV enhances the efficiency of the processes and governance of TBForte.



Tailor-made products diversify revenue streams

Part of the business strategy of TBForte is to go beyond the basic portfolio and develop niche-specific customized products that offer what the customers need even before they approach the company.

One of the highlights in this respect is the Smart Safe deposit box designed for the retail segment. Created in 2019, this solution enables valuables to be entirely managed remotely. The product is personalized according to each company's needs, a differential when compared to the other products on the market, with the same cost and gains in terms of security and efficiency.

In 2022, we continued to extend the offer of tailor-made products to more segments. One example is the beverage distribution industry which now has at its disposal the Master Intelligent Safe deposit box.



Find out more about our portfolio of products and services.

Our solutions

- Transportation and logistics of valuables
- Cash management solutions
- Cash processing
- Smart safe deposit boxes

In this case, when the distributor's trucks equipped with safe deposits boxes arise at the depots, the money is counted instantaneously.

For the urban mobility sector we have also created a specific product. The Smart Urban Mobility Safe Deposit Box allows bus ticket collectors and drivers to be automatically accountable, and it is integrated with the electronic ticketing service. Moreover, it generates information for the company's finance manager about transactions and the amounts deposited. The solution leads to more agile accountability while reducing costs and risks.

5,000+
commercial establishments and bank branches served

4,900+
employees



30+
operational

bases distributed in
16 states

22,000+

outlets served

4,900+

employees

5,000+

commercial
establishments and
bank branches served

670+

armored cars and
light vehicles in its fleet

TBNet: telecom efficiency

In 2022, the same year when TBNet celebrated a decade the telecommunication company of TecBan recorded total revenues of R\$ R\$ 44.6 million . This result is the consequence of growth of over 80% in the customer portfolio and the debut of new products in the portfolio. Active internet points rose by 13% compared with 2021.

We also expanded our customer base. In addition to serving banks and retail networks, we closed contracts with Movida and Burger King. Also in 2022, for the first we offered the TBNet Wi-Fi Hub solution to Banco Original, a non-TecBan Group company that began using a Wi-Fi hotspot internet connection with a personalized portal.

“ In 2022, for the first time, an external customer took delivery of the **TBNet Wi-Fi Hub solution**, Banco Original. ”

From the point of view of the portfolio, we incorporated the two products, TBNet Outsourcing, a telecommunication services management outsourcing solution, and TBNet SD-WAN, a solution that provides secure and efficient communication controlled by software. In the case of the TBNet LinkBooster, our flagship, we ran the first 5G pilot project and developed a dual chip modem with two external customers, which has been operating since the end of 2022.

Expanding the service throughout Brazil

In 2022, TBNet began offering services in every unit of the federations, with a presence in over 150 towns and cities. The previous year, the company had regional offices in 18 states and the Federal District.

The territorial expansion was made possible through a partnership with the company Maminfo. In the states where TBNet does not have its own offices, the partner company's technicians provide local service whenever necessary.

2023: focus on consolidation , diversification and 5G

Among the company's main strategic objectives for 2023 are consolidation in the market for the products offered, especially those launched in 2022, as well as offering new solutions that provide an avenue for expanding the portfolio.

Another objective for 2023 is to work on the sales team, not only on the business-to-business (B2B) system, but also through partnerships with suppliers looking to offer their customers our products – a software company looking to sell the LinkBooster, for example.

As for 5G, as there was a delay by the operators in installing the network – they only began delivering the service in the last quarter of 2022 – the prospects for TBNet were transferred to 2023.

Although the operators had altered the schedule, TBNet guaranteed in 2022 that it had equipment suppliers in the validation testing phase for quality

of 5G, awaiting validation by the National Telecommunications Agency (ANATEL). Negotiations also began with a startup for the development of 5G solutions. Thus, the prospect is that as soon as ANATEL validates the first items of equipment, the company will be in a position to offer the 5G solution.

R\$44.6 million,
the highest revenue in a single decade

80%
growth of the customer portfolio

13%
increase in active internet points



- Presence in **over 150 cities** in every Brazilian state
- **17,000+** commercial outlets served
- **SCM** granted by Anatel
- Free proof of concept for up to **60 days**
- Besides external customers, **it serves the entire ATM network** of Banco24Horas

Portfolio TBNet



LinkBooster TBNet

A 4G dual-chip connectivity solution that selects the best signal coverage at the location, providing 99.8% availability. The automatic commutation between the chips is barely noticeable to the end-user, affording high availability and resilience. Offers proactive and on-line management of deductibles and the quality of mobile operators, with link activation in up to two days and without masonry work for inserting cables, unlike conventional operators who can take up to 60 days .



Wi-Fi Hub TBNet

The solution makes Wi-Fi hotspots available in areas of interest on your premises as well as providing a personalized portal for your customers to register and for disclosing marketing campaigns. Connect with an understand your audience using profile-based data analytics and insights to better serve it. Complies with the Brazilian General Data Protection Law (LGPD) and the Brazilian Civil Rights Framework for Internet Use.



Outsourcing TBNet

Outsourcing of telecommunication services, including activation, monitoring, operations, maintenance and field service for managing WAN-type telecommunication networks using different technology links, and in indoor ambiances including LAN/WLAN networks, Wi-Fi hotspots, SD-WAN and CCTV .



SD-WAN TBNet

A technology solution in which traffic definitions are controlled using software, creating a secure and resilient virtual layer for interlinking a company, its datacenters, head office and branches.



SmartSecurity TBNet

Automated management using closed circuit television (CCTV) to support the work of your security team.

Customer relations



Relationship

Customers are at the center of our every action and decision. Meeting their needs and searching for an innovative and objective way for the best solutions is the challenge driving the company.

Satisfaction survey results among financial institutions, consumers and commercial establishments show a high performance in commitment to customers.



Net Promoter Score (NPS)

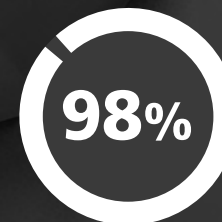
Recommendation of financial institutions in regard to TecBan



9 out of
10 clientes

satisfied or very
satisfied with
TecBan (99%)

92 of NPS,
a high recommendation
rate of TecBan by financial
institution, up by a point
over the previous year
(91 in 2021)



satisfaction with
Banco24Horas

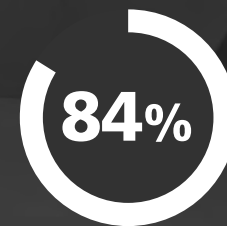
100% agree

that TecBan delivers what it promises



NPS of 73,

recommended to a family member, friend or work colleague, up by two points over the previous year (71 in 2021)



of people use Banco24Horas because of the good user experience (easy to use and clear instructions)

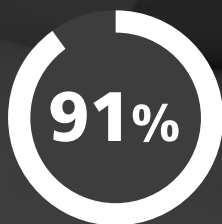
NPS of 67
recommending Banco24Horas
to other establishments



**8 out of
10 customers**
satisfied or very satisfied
(88%)

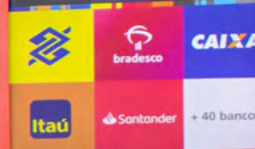


agree that
Banco24Horas
"contributes to their
establishment being a
reference in the region"



state that the main benefit
attributed by the presence
of Banco24Horas is a
"differential for the store."

135 milhões
de brasileiros usam o
Banco24Horas.



Atendimento ao Cliente
0800 56 24 00

**Communication
and brand: more
connected with
Brazilians**





Strategy Communication and Branding

TecBan's strength lies in connecting. Connecting our brands and solutions. A connection that we afford our customers and users, whether that are financial institutions, retailers or consumers. We seek to identify the communication channels that convey our message in the best way to each of these stakeholders, so that our content make an effective contribution in our relationship with the financial ecosystem.

In this respect, we are putting a lot of effort into producing proprietary content in partnership with opinion formers with different profiles, TecBan executives and employees. And we are seeking to identify the channels and platforms that add most value to each of our stakeholders.

Campaigns

"O Brasileiro é+" campaign

In 2022, the year when we reached our 40th birthday, we launched the "O Brasileiro é+" campaign. The main objective is to strengthen the diversity and extensive nature of the Banco24Horas offering using the concept of "90+ services".

The campaign draws a parallel between the fact that Brazilians are something more, just like Banco24Horas today, a multiple platform providing an extensive offer of services – from withdrawals, transfers, enquiries to the possibility of taking out loans or purchasing gift cards and TV and cellphone reloads.

The campaign went on the air from October to December 2022 and, in addition to the commercials on the brand's leading free-to-air and digital television channels, there were also spots on the radio out-of-home media items in São Paulo, Rio de Janeiro, Curitiba and Florianópolis.

With over 14 million views, the video became the most watched on the Banco24Horas YouTube channel.

"More efficient. More creative. More connected Just as Banco24Horas is more than just withdrawals. **More than 90 services** anytime, anywhere."



"Saca meu rolê"

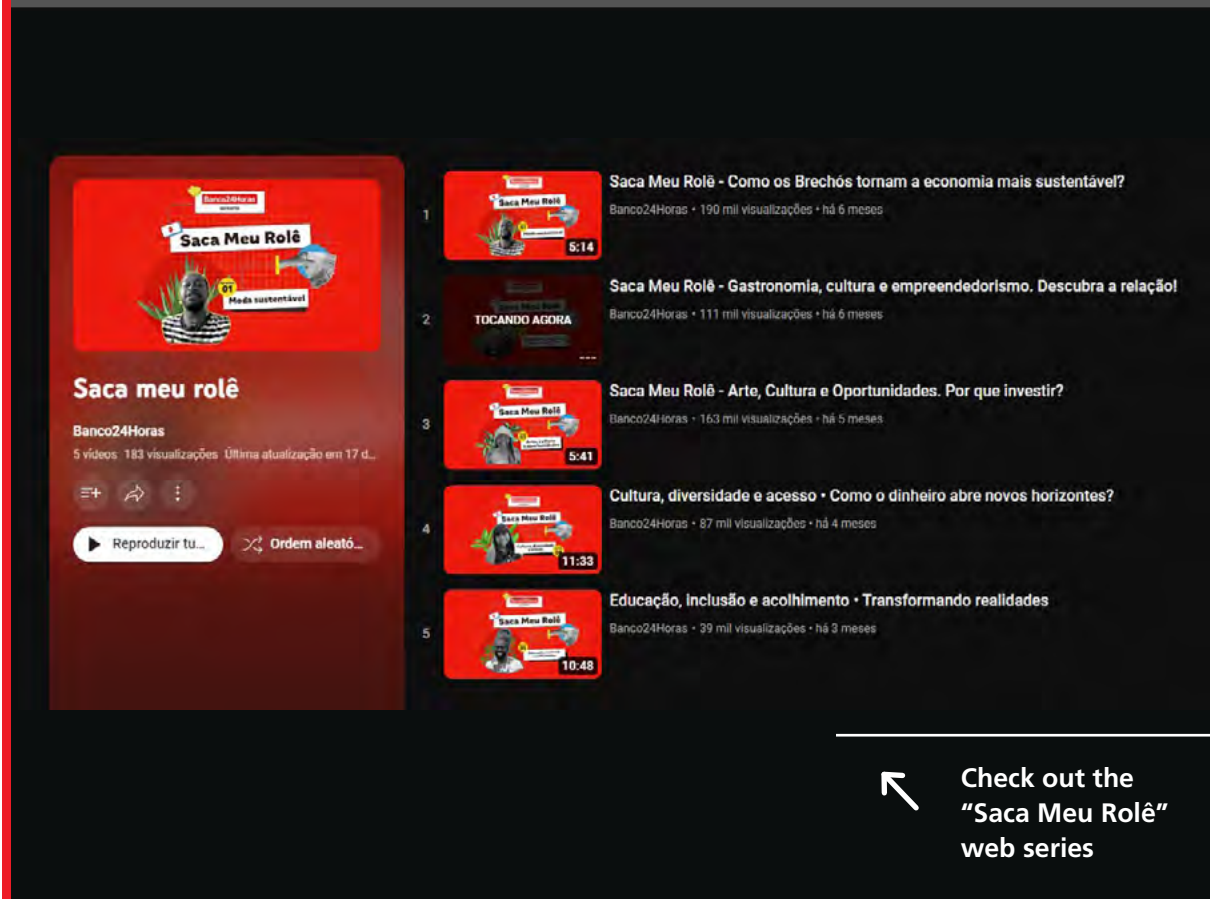
With the aim of strengthening the territories of the Banco24Horas brand – entrepreneurship, financial education and culture – in addition to emphasizing the “90+ services” concept, in parallel with the “O Brasileiro é +” campaign, the “Saca Meu Rolê” web series was launched.

In the videos published on the Banco24Horas YouTube channel, the guests show a little of where they live and primarily how they transformed dreams into projects.

Using a vlog format, the authors were free to describe the peculiarities of the region based on their experiences and points of view, emphasizing how people take the lead and encouraging independence of choice, further illustrating the plurality of Brazil and Brazilians.

The characters and the stories of the web series strengthen the brand’s operations and connect with the positioning and purpose of Banco24Horas: financial freedom, the local economy, education, Brazilian culture and professional career.

Up to the publication of this report, the web series had already made five episodes available on which together had already enjoyed 600,000 views.



↖ Check out the
“Saca Meu Rolê”
web series

Blogs and podcast



Banco24Horas blog

The Banco24Horas blog continues to promote inclusion through knowledge, helping Brazilians to stay well informed and to better understand and have more control over their financial lives. Hosted on the Banco24Horas site, in 2022 the blog received over 380,000 accesses.



TecBan Blog

Through its blog, TecBan seeks to help people better understand how the financial sector works by sharing pertinent information such as the features of the universe of Open Finance and Open Insurance, among other issue affecting the lives of everyone. In 2022, the blog received over 7,800 accesses.



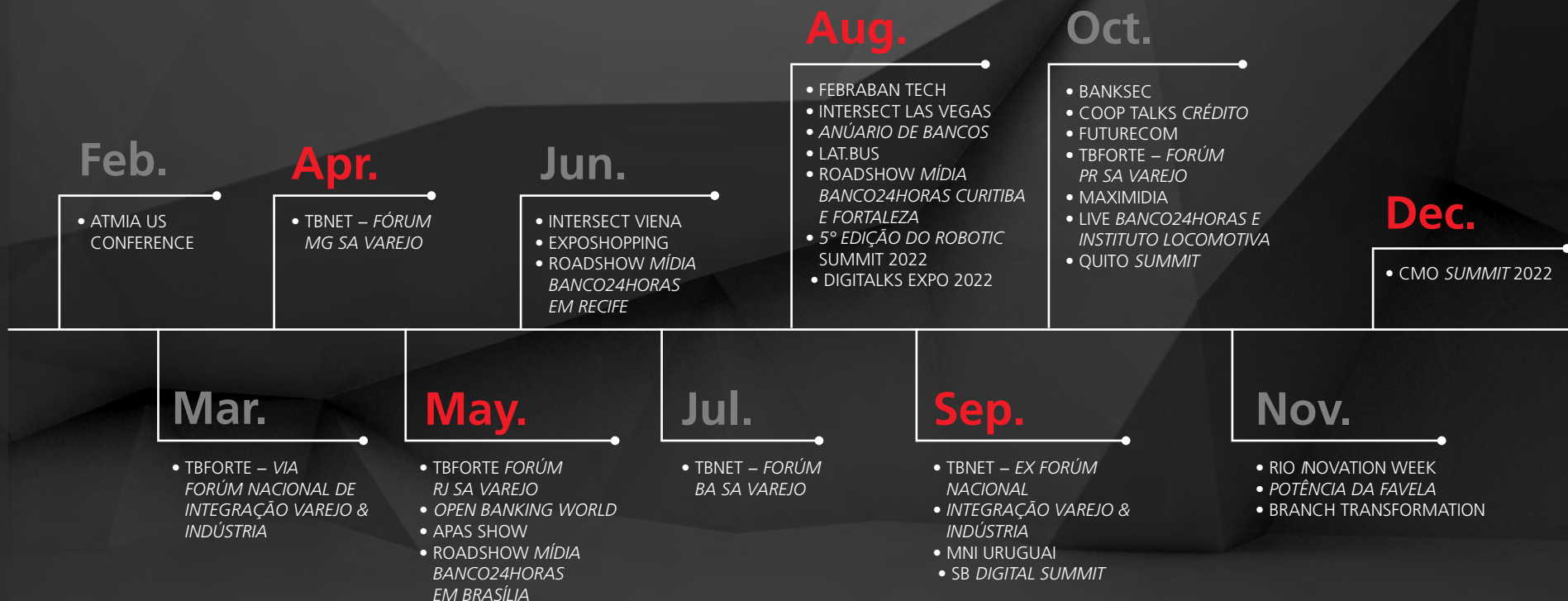
Tudo Conectado TecBan Podcast

The TecBan Tudo Conectado podcast chalked up one year in 2022. Available on leading streaming platforms, the podcast continues to host company spokespersons and industry specialists to debate technology, ideas, business, trends, behavior and business-to-business (B2B). Issues connected to the universe and visionary outlook of TecBan to integrate, inform, update and share value with the public.

Participation at events

After two years without participating at events on account of the pandemic , TecBan and the group companies once again displayed their brands, products and services **in-loco** and **on-line** at trade shows, conferences and talks.

Let's recall?



Achievements and recognitions



2022

Once again, the effort and commitment of TecBan to offering efficient solutions for the financial system and for Brazilians to have access to cash, when and where they wish, have produced excellent results that were transformed into important achievements and recognitions.



Innovative Workplaces Brasil

TecBan was elected one of Brazil's 20 most innovative companies. The award is an initiative by the MIT Technology Review, the Brazilian version of Technology Review, a content platform of the Massachusetts Institute of Technology (MIT).



Prêmio Valor 1000 – 2022

TecBan took 336th place in the overall ranking and 9th place among the ten largest in the Specialized Services category.



Valor Inovação Brasil

3rd place in the ranking of the financial services sector and 111th place overall.



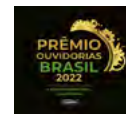
As 100 + Inovadoras no Uso de TI

9th place overall.



Inovativos

1st place with the Digital Hub – a Connection, Infinite Possibilities case in the Financial Services category.



Prêmio Ouvidorias Brasil 2022

TecBan received for the 6th time the Ombudsman's Department Brazil Award organized by the Brazilian Associação of Business-Client Relations (ABRAREC). The case enrolled was Ombudsman's Department end to end: customers with a voice in the TecBan value chain.



Banking Transformation

Winner with the case study on Technology and Innovation through Banco24Horas with Atmo Devices, Totems and Mobile Solutions as Decisive Factors in the Financial Inclusion of Riverine Communities and Remote Towns and Cities.



Prêmio Reclame Aqui

Banco24Horas took 4th place in the Financial Solutions category at the Reclame Aqui Awards and is among the companies that better relate to their customers..



Top 100 Open Corps

TecBan figured in the ranking that recognizes corporations that most engage in open innovation with startups in Brazil the previous year and occupies 6th place in the Financial Services category.



Época Business 360°

168th place overall. 6th place in the Financial Services category.



As Melhores da Dinheiro

2nd place in the Financial Services category on the issue of innovation and quality. 200th place overall.



Exame Melhores e Maiorest

228th place overall and 13th in the Financial services category.



Anuário Tele.Síntese

Top 9 in the Operators and Suppliers category.



Maiores e Melhores do Transporte

TTBForte took 4th place.



Credits

Executive board responsible for the publication

Jaques Rosenzvaig – CEO

Luiz Eduardo Seixa Stefani – Executive Officer, Self-Service Banking Facilities

Roberto Baumgartner Junior – Executive Officer, IT

Vitor Carlos Chiavelli – Executive Officer, Business and Relationships

Marcelo Gomes de Oliveira – Chief Financial and People Officer

Nelson Tavares de Pinho – Executive Officer, Cash Cycle

Coordination: Marketing, Brand and Communication

Contact Us: imprensa@tecban.com.br

Consultants responsible TheMediaGroup

Find out more:



Generating new connections for 40 years and transforming the Brazilian financial ecosystem in an efficient, technological and secure manner.

tecban.com.br