



2025
CORPORATE
SUSTAINABILITY
REPORT





A Message From Our CEO

In July 2025, I had the privilege of becoming CEO of Popular, Inc. (“Popular” or the “Corporation”) I embraced the role with a clear focus and a deep sense of responsibility to advance Popular’s legacy as a strong financial institution – one that serves as a strategic partner in economic development, champions financial inclusion, and drives innovation in everyday life.

Our sustainability efforts are organized around our longstanding commitment to fostering and supporting economic opportunities in our communities. We also take great pride in backing entrepreneurs, protecting the environment, enhancing the Island’s resilience, and maintaining disciplined risk management to strengthen consumer confidence and trust in us as Puerto Rico’s leading financial institution.

Guiding our Path Forward: *New Strategic Framework*

Last year, we launched a new strategic framework that is made up of three clear, relatable and actionable objectives to ensure that everyone at Popular understands what truly matters and where we need to focus our energy every day. By aligning individual work with these objectives, we connect our efforts to the results we aim to achieve, and with goals and incentives tied directly to them.

Be the #1 Bank for Our Customers

Customer-centric growth is at the heart of our strategy. We strive to meet our customers where they are and be their first choice by anticipating their needs. Our goal is to foster loyalty and deepen relationships at every stage of their lives, to drive growth.

We are recognized for standing by our customers through good and challenging times. We are making significant investments in our physical and retail network, and technology, modernizing our digital channels to provide customers with exceptional experience across all points of interaction, no matter what channel they choose.

Be Simple and Efficient

Leading this storied institution means innovating boldly and smartly while benefiting from our 132-year-old history. We aim to deliver better solutions faster, improve productivity, and reduce costs sensibly.

Be a Top-Performing Bank

As the leading financial institution in Puerto Rico, we set a higher standard for ourselves and are committed to becoming a performance driven organization with top talent, delivering sustainable profitable growth and long-term value to our shareholders. In 2025, Popular delivered strong shareholder returns with a 32% increase in share value when compared to 2024, while sustaining a robust financial and capital position.

Talent is essential to achieving top performance. Therefore, attracting, retaining, and developing top talent remains a priority. We offer competitive compensation, opportunities for development and growth, and support our employees’ professional, physical, and mental well-being.

Sustainability as a core element of our Strategic Framework

Our sustainability pillars – Provide Opportunity, Protect the Environment, Promote Trust – are critical for achieving our strategic objectives. Our commitments help us to:

- Drive opportunities that empower people, businesses, and communities.
- Be an efficient and responsible steward of financial and natural resources.
- Manage enterprise risks to promote trust among customers, regulators, investors and the public.

Provide Opportunity

Popular is actively driving economic development in the communities we serve. As longstanding leader, innovator, and trusted financial institution, we combine technology and strong community relationships to achieve results that set us apart.

In 2025, Popular grew its loan portfolio by \$2.2 billion, deploying over \$890 million in loans in Puerto Rico alone to help entrepreneurs fund their business ventures and provided access to tools and resources to help them sustain and grow their businesses. Through our financial services and *Emprende con Popular*—a digital tool that supports entrepreneurs from their initial business idea to expansion—we offer more than just capital: we provide knowledge, mentorship, and a broad support network.

Last year we introduced *Mi Crédito*, an online tool that helps customers track and learn about their credit scores. We also launched a 100% digital application for personal loans that allows eligible customers in Puerto Rico and the U.S. Virgin Islands to explore unsecured personal loan offers, apply online, and receive an automatic decision without impacting their credit score. These innovations directly support our commitment to expanding opportunities and fostering inclusive economic development by providing convenient, secure, and equitable access to essential financial resources.

The development of our workforce – more than 9,100 colleagues – is central to our goal of being a top performing bank. Over the past year, we prioritized leadership growth, talent development, and employee well-being. We launched a Middle Management Development Program to enhance leadership capabilities and operational efficiency, expanded upskilling opportunities, and invested \$12.5 million in salary increases. We also saw a 9% increase in visits to our Health & Wellness Center and inaugurated the Popular Fitness Center at our headquarters to support comprehensive employee health. By investing in the growth, capabilities and well-being of our workforce, we reinforce our ability to drive economic development in the communities we serve.

For me, success means an employee saying “I’m working on interesting things, making a difference, learning a great deal, growing professionally, and I love the people and culture at Popular.”

Protect the Environment

Nature is essential to our existence. We reaffirm our commitment to Puerto Rico and to the natural environment that sustains and connects us. We advance these efforts through our financing, philanthropic capital and sustainable operating practices. In 2025, we supported a transaction to promote a more diversified, clean and resilient power system in Puerto Rico and contributed over \$500,000 to nonprofit organizations furthering reforestation, biodiversity, and renewable energy in Puerto Rico and the Caribbean.

Our support for reforestation efforts has enabled the planting of 50,000 trees across Puerto Rico and inspired us to tell our story through a forest. For every child born to an employee, we will dedicate a tree, so that the growth of our families is reflected in the life we are nurturing together for Puerto Rico. These initiatives not only protect nature; they also safeguard what we cherish and what we hope to leave for future generations.

Promote Trust

Being the number one bank for customers is not about being the largest or the oldest. While both are meaningful achievements, they do not guarantee future success. It is about earning our customers’ trust every day. They are our reason for being, and they must know that we will always be there to support them.

Our sustainability strategy builds and reinforces trust among all our stakeholders. We reinforce that trust by maintaining a strong focus on risk management, cybersecurity, and fraud prevention to safeguard our customers and their assets.

As we look ahead, our journey is guided by a clear strategic framework that serves as our north star. Our ongoing transformation and focus on sustainability propel us forward – building trust, empowering our workforce, and supporting the well-being of our communities and the environment. Together, these efforts reinforce our purpose and position us to build a brighter, more inclusive future for those we serve.



A handwritten signature in black ink, appearing to read 'J. Ferrer', written in a cursive style.

Javier D. Ferrer
Chief Executive Officer
Popular, Inc.

2025 Highlights



Launched
Mi Crédito
a new credit health
education and score
visibility platform



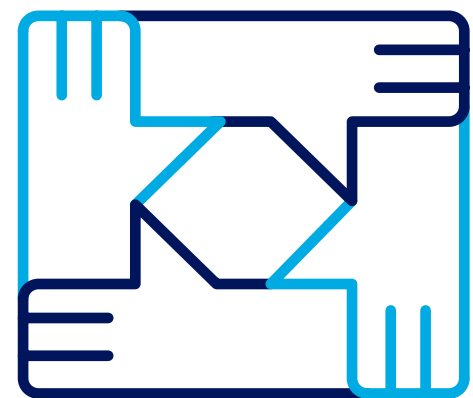
Deployed over
\$890 million
in capital to support
entrepreneurship in
Puerto Rico



Popular allocated over
\$64 million
in compensation investments,
including merit increases,
annual incentive payouts,
and the Non-Executive Equity
Incentive Program



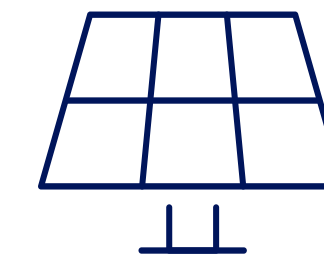
81% of employees
recommended Popular as a
great place to work in the
Annual Engagement and
Experience Survey



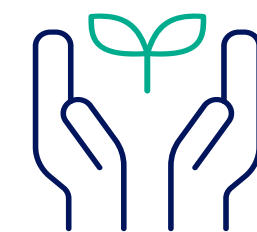
Invested **\$13.5 million**
through our foundations
and corporate donations
to support education,
economic development and
entrepreneurship



24% of employee
volunteer participation rate,
totaling **10,843**
volunteer hours



75 facilities with
photovoltaic systems



20,806 mangroves
and **50,000 trees**
planted and maintained
through our support of
reforestation efforts



About Popular

In this section

- ▶ About This Report
- ▶ Popular's Profile
- ▶ Our Approach
- ▶ Stakeholder Engagement

About This Report

Popular's vision is to provide excellent customer experience by offering financial solutions that meet our clients' needs in a simple way. This report illustrates how we bring this vision to life through our business, corporate citizenship activities and performance. In preparing our Corporate Sustainability Report, we have referenced several disclosure frameworks. In this year's report, we reference the Global Reporting Initiative ("GRI") Standards, the relevant sector standards from the International Financial Reporting Standards ("IFRS") Foundation's Sustainability Accounting Standards Board ("SASB") Standards, and the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations. This report should be reviewed alongside the Popular, Inc. 2025 Annual Report and the 2026 Proxy Statement, which provide additional facts, figures and analyses about our operations.

While this Corporate Sustainability Report provides an overview of our approach to managing a range of sustainability topics, additional corporate information can be found on our corporate websites www.popular.com and www.popularbank.com and on the Fundación Banco Popular's website www.fundacionbancopopular.org.

This report contains information about our sustainability efforts. These efforts involve certain risks and uncertainties, such as changes in our business, the standards by which achievement is measured, and our ability to accurately report particular information. Furthermore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed or forecasted in this report, may differ materially in the future. The standards by which sustainability efforts and related matters are measured, including standards and metrics used in preparing this report, continue to develop and evolve and in certain areas are based on assumptions believed to be reasonable at the time of the preparation of this report and should not be considered guarantees. These standards and assumptions could change over time. Certain information in this report regarding the Corporation comes from third party sources and operations outside of our control. In addition, statements made about the Corporation, its business or efforts may not apply to all our business units. The statements and information contained in this report speak only as of the date of this report. We assume no responsibility to update the information contained in this report or to continue to report any information.

Cautionary note regarding forward-looking statements

This report contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 about Popular, Inc. (the "Corporation," "Popular," "we," "us," "our"), including, without limitation, statements about Popular's business, financial condition, results of operations, plans, objectives and future performance. These statements are not guarantees of future performance, are based on management's current expectations and, by their nature, involve risks, uncertainties, estimates and assumptions. Various factors, some of which are beyond the Corporation's control, could cause actual results to differ materially from those expressed in, or implied by, such forward-looking statements. All statements contained herein that are not clearly historical in nature are forward-looking, and the words "anticipate," "believe," "continues," "expect," "estimate," "intend," "project" and similar expressions and future or conditional verbs such as "will," "would," "should," "could," "might," "can," "may" or similar expressions, as well as variations or negatives of these words, are generally intended to identify forward looking statements. You can also identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. Such forward-looking statements are based on current expectations and involve inherent risks and uncertainties, including factors that could delay, divert or change any of them, and could cause actual outcomes to differ materially from current expectations.

More information on the risks and uncertainties that could affect the Corporation's future results, financial condition, plans and objectives is included in our most recent Annual Report on Form 10-K and in subsequent Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission. Our filings are available on the Corporation's website (www.popular.com) and on the Securities and Exchange Commission website (www.sec.gov). As a result of these and other factors, we may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. The forward-looking statements contained in this report reflect our views as of the date hereof. We do not assume any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

Popular's Profile

Popular, Inc. (NASDAQ: BPOP) is a diversified, publicly owned financial holding company. It is the leading financial institution by both assets and deposits in Puerto Rico and ranks among the top fifty U.S. bank holding companies by assets.

The institution's operations include:

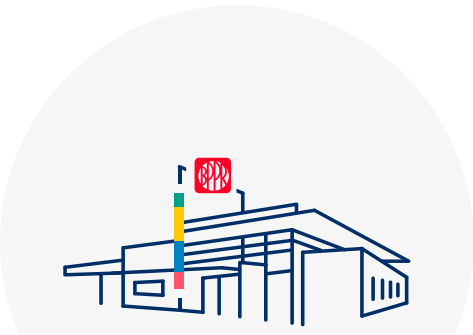
Banco Popular de Puerto Rico

Founded in 1893, Banco Popular de Puerto Rico (BPPR), Popular's principal subsidiary, provides retail, mortgage and commercial banking services, as well as auto and equipment leasing and financing, in Puerto Rico and in the U.S. and British Virgin Islands. Popular also offers in Puerto Rico investment banking, broker-dealer and insurance services through specialized subsidiaries.

Popular Bank

Popular Bank, Popular's New York-chartered banking subsidiary with branches in New York, New Jersey and Florida, provides retail and commercial banking services.

2025 Operations



201
Banking Branches



35
Non-Banking Offices



706
ATMs Owned



9,238
Employees
(full-time equivalent)

Primary Legal Entities and Business Segments

Primary Legal Entity

- Popular, Inc.

Principal Subsidiaries

- Banco Popular de Puerto Rico
- Popular Bank
- Popular Insurance
- Popular Securities

Principal Business Segments

- Retail Banking
- Commercial Banking
- Individual Credit

2025 Financials

Popular, Inc.'s 2025 financial information is available in our 2025 Annual Report. Please visit the Investor Relations section of our website to access a copy of our **2025 Annual Report**.

Our Approach

Sustainability has been an integral part of our operations since our inception. Through our core service offerings and responsible business practices we strive to enhance the social and economic well-being of everyone we interact with. As we continue to establish high standards, focus on customer centric solutions, and adopt efficient practices, while integrating sustainability topics relevant to our stakeholders, we remain committed to being the #1 bank for our customers.

This report highlights our sustainability priorities, identified as those most pertinent to our business and of highest interest to our stakeholders. Through ongoing meaningful engagement with our stakeholders, we ensure these priorities are relevant and uphold our commitment to responsible growth and economic development in the communities we serve.

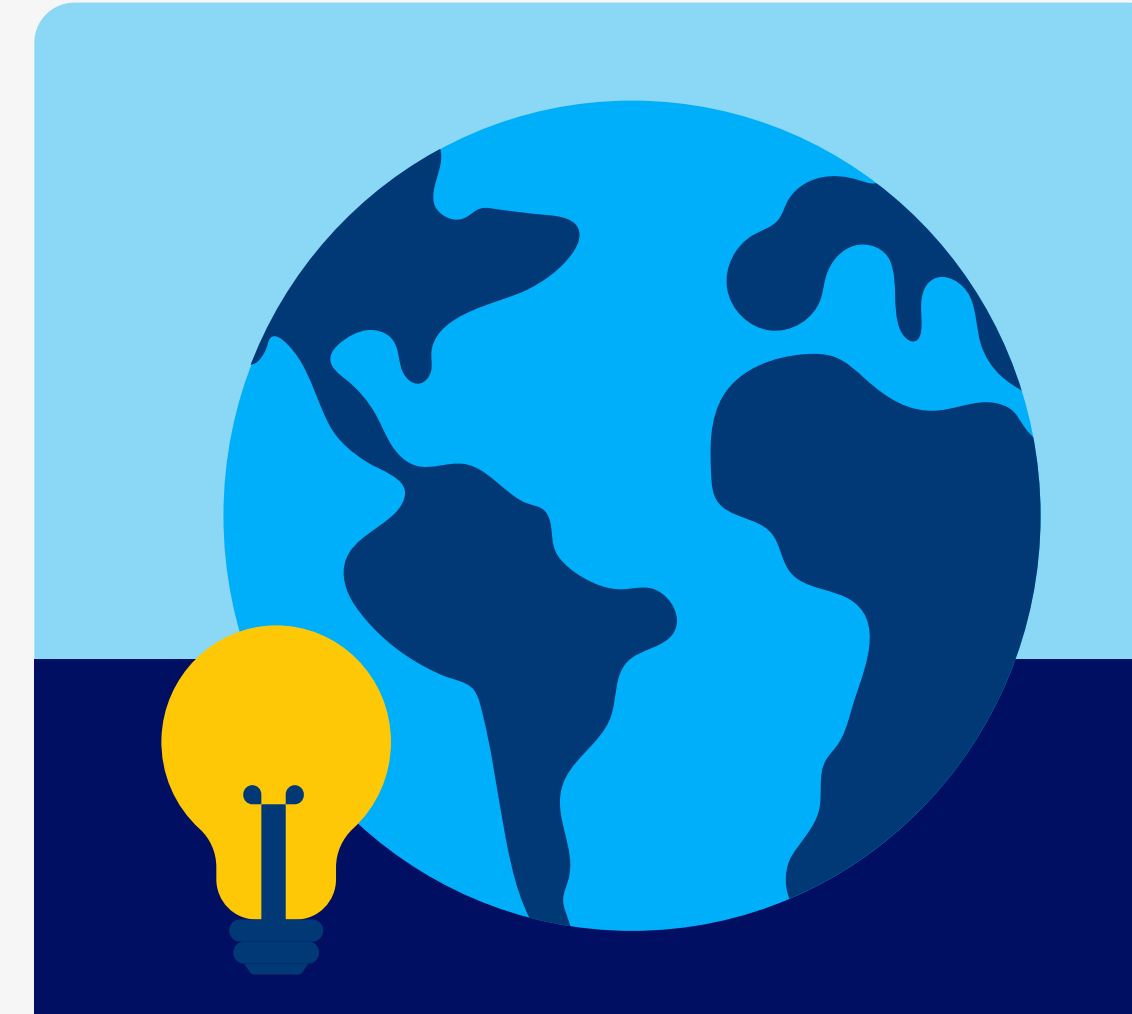


Provide Opportunity

Improve the social and economic well-being of our customers, employees and communities through fair practices and growth opportunities in all aspects of the business.

Priority topics

- ▶ Accessible Banking
- ▶ Economic Development
- ▶ Talent Development and Culture
- ▶ Employee Wellness and Engagement



Protect the Environment

Build a future rooted in preparedness and resilience, strengthening our response to climatic events and promoting long-term sustainability.

Priority topics

- ▶ Conservation
- ▶ Sustainable Finance
- ▶ Climate Risk Mitigation and Resiliency



Promote Trust

Employ governance best practices and manage risk across the organization.

Priority topics

- ▶ Security and Privacy
- ▶ Corporate Governance

Stakeholder Engagement

For Popular, stakeholder engagement is an essential process to shaping our sustainability priorities. This practice enhances our understanding, fosters strategic collaborations and partnerships and evolves our sustainability framework. The engagement process varies by geography, type and function, and we always seek to hold meaningful dialogue grounded in our values, always prioritizing our stakeholders in driving progress.

Stakeholder	How We Engage	Topics
Shareholders	<ul style="list-style-type: none"> • Investor calls and visits • Quarterly earnings calls • Annual shareholder meeting 	<ul style="list-style-type: none"> • Corporate governance • Strategy • Financial performance • Risk management • Executive compensation • Corporate sustainability • Human capital management
Clients	<ul style="list-style-type: none"> • Branch network • Digital banking • Customer contact center • Sponsored events • Social media • Educational campaigns 	<ul style="list-style-type: none"> • Access to products and services network • Financial literacy • Security and privacy • Economic development • Environmental resilience
Suppliers	<ul style="list-style-type: none"> • Forums and network events • Calls 	<ul style="list-style-type: none"> • Cyber security and data privacy • Economic development
Employees	<ul style="list-style-type: none"> • Engagement survey • Employee resource groups (open to all) • Corporate academies • Events • Popular Connect (townhall meetings) • Intranet (internal communications website) • Social commitment app 	<ul style="list-style-type: none"> • Company strategy and financial performance • Talent development and company culture • Wellness and engagement • Disaster relief • Volunteerism
Communities and Non-profit Organizations	<ul style="list-style-type: none"> • Volunteerism • Disaster relief efforts • Grantmaking 	<ul style="list-style-type: none"> • Education • Economic development • Disaster relief • Environmental resilience • Biodiversity



Provide Opportunity

In this section

- Accessible Banking
- Our People
- Investing in Our Communities

Accessible Banking

Financial inclusion plays a crucial role in advancing social and economic progress by enabling people and businesses to enhance their financial health, boost resilience, and unlock new prospects for growth and innovation.

Popular has a long-standing commitment to promoting financial inclusion across its markets. We offer a wide range of products and services designed to meet the diverse needs and preferences of our customers, including low-cost transactional accounts, affordable lending and insurance solutions, as well as business development and impact investing programs. In addition, we provide financial education through multiple channels and platforms to support informed and responsible financial decision-making.

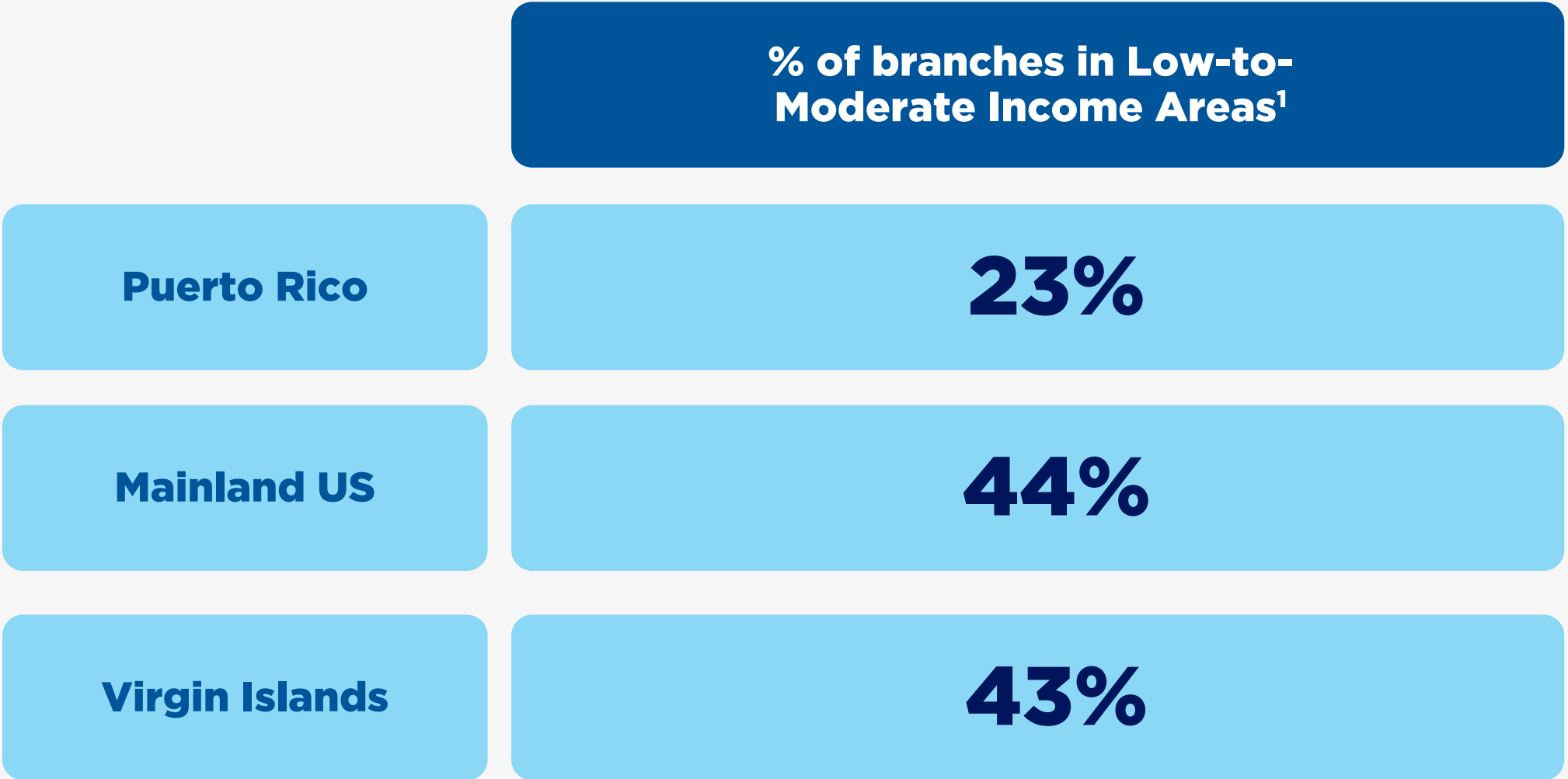


Popular's Presence

Access to financial services depends on the availability of convenient, secure, and easy-to-reach institutions and locations. This accessibility helps reduce barriers to banking, builds trust and encourages greater participation in the financial system.

Popular is proud to be the bank with the most extensive branch network in Puerto Rico and the only institution with **branch presence in 76 of the island's 78 municipalities**, supporting broad access to financial services across the island.

In the mainland United States, Popular participates in New York State's Banking Development District Program (BDD), with six branches located in underserved communities. Through these branches, Popular promotes community development and revitalization by expanding access to financial services and supporting financial literacy initiatives through our colleagues.



¹ As of April 2026.

Accessible Products and Services

Through our broad range of products and services and our omnichannel experience—including both traditional and digital channels—we empower customers to achieve their financial goals and address their unique needs in an accessible, convenient and personalized manner throughout all stages of life across Puerto Rico, the USVI and the mainland U.S.



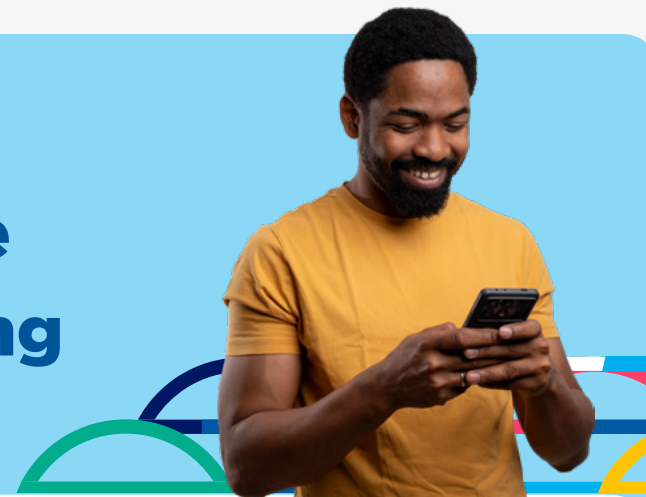
Online Banking



- BPPR's Mi Banco Online allows customers to securely access accounts with 2-step verification, manage cards, make payments, open accounts, track expenses through a money management tool, apply for credit cards and request documents—all in one platform.
- Popular Online from Popular Bank allows customers to find nearby branches and ATMs, pay bills and schedule payments, transfer funds between Popular Bank accounts and to other banks, check available balances, view and download tax forms and e-statements, access up to 18 months of transaction history, place stop payments, set up account alerts, and order checks.



Mobile Banking



- BPPR's Mi Banco App, named Puerto Rico's best digital app by Global Finance in 2025, lets customers securely access accounts with 2-step verification, manage cards, make payments, use Apple Pay, deposit checks, transfer funds via ATH Móvil®, withdraw cash without a card, open accounts, apply for credit cards, and request documents.
- Popular Mobile banking provides many of the same essential features as the online platform, with a focus on mobility and ease of access. Through the mobile app, users can locate branches and ATMs, pay bills and schedule payments, transfer funds between Popular Bank accounts, check available balances, make deposits using Mobile Check Deposit, send and receive money with Zelle®, and order checks.



Phone Banking



- In BPPR and Popular Bank, Telebanco offers bilingual, 24/7/365 phone support to help customers check balances, manage and cancel cards, make transfers and payments, apply for credit products, receive guidance on opening accounts, obtain product and service information, and access teletypewriter (TTY/TDD) services for hearing-impaired customers.



ATMs



- BPPR's counts with a vast network, with over 550 ATMs in Puerto Rico and over 25 in the Virgin Islands. The ATM not only allow customers to withdraw money, check balances and change their debit account pin number, but also deposit cash and checks and withdraw or send cash from the cellphone, without using a Popular debit card.
- Popular Bank's ATM network counts with in-branch ATMs at 40 branches across New York, New Jersey, and South Florida, and over 55,000 ATMs worldwide through the Allpoint® Network, surcharge free.



Branches In-Person Accessible Services



- In both BPPR and Popular Bank Our in-person accessible services include reading and explaining documents and forms, free American Sign Language (ASL) interpreting by appointment at branches, and voice-guided ATMs across the island to support customers with visual impairments.

Certified Bank On Account Portfolio



Banco Popular de Puerto Rico (BPPR)'s Cuenta Popular:
77,749 accounts and \$414.9 million in balances

BPPR Virgin Islands' Popular Checking:
9,767 accounts and \$73.1 million in balances

Popular Bank's Easy Access Checking:
23,104 accounts and \$33.5 million in balances

Savings and Checking

BPPR

- ▶ **Acceso Popular and Popular Access:** A low-cost account combining everyday transactions and savings in one place, with interest earnings and easy access through digital tools.
- ▶ **Acceso Universitario and Academia:** Affordable accounts that are designed for college students, that earn interest and do not require a monthly minimum balance.
- ▶ **Cuenta Popular and Popular Checking:** Affordable accounts with no overdraft fees, that meet the national standards of the **Bank On** program for affordable, convenient, and moderate-cost accounts.
- ▶ **E-Account and USave:** Online accessible and paperless deposit accounts that can be opened online.

POPULAR BANK

- ▶ **Popular Checking:** An affordable, easy access checking account with no overdraft or inactivity fees.
- ▶ **Easy Access Checking:** Affordable account with no overdraft fees, that meets the national standards of the **Bank On** program for affordable, convenient, and moderate-cost accounts.

Credit

BPPR

- ▶ **CrediSavings:** A credit product that combines savings and credit-building features to help customers establish or strengthen their credit history.
- ▶ **Starting Connection:** A credit offering designed to help customers with little or no credit history begin building a credit profile through an auto loan.

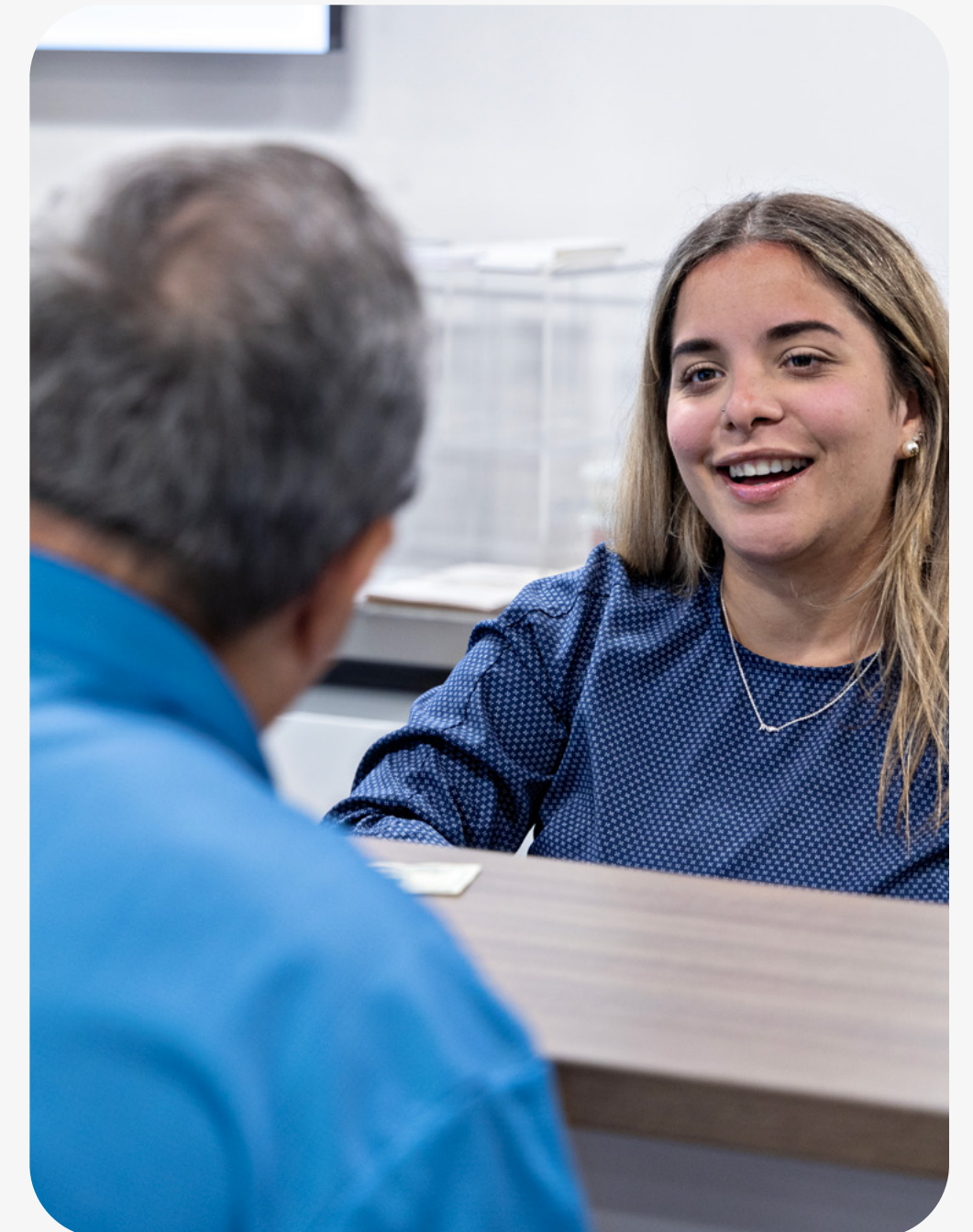
POPULAR BANK

- ▶ **Credit Builder:** A product specifically created to assist customers in building or rebuilding their credit over time.
- ▶ **Max Cash Secured Card:** A secured credit card that allows customers to earn cash rewards while using a security deposit to establish credit.
- ▶ **Secured Card:** A secured credit card that requires a deposit as collateral, enabling customers with limited credit access to qualify.

Insurance

BPPR

- ▶ **Care4Cancer:** Upon a confirmed cancer diagnosis, an insurance policy that provides a one-time benefit payment, coverage for eligible treatments and unlimited hospital stays and surgeries.
- ▶ **LifeCare:** A life insurance program exclusively designed for customers with BPPR deposit accounts. Customers can purchase the insurance with BPPR deposit account or credit card. Product offers the option to designate BPPR as beneficiary to help cover its personal loans, credit card or line of credit debts.
- ▶ **Parametric Microinsurance:** Through a low monthly premium, clients have access to payment after a hurricane, according to wind speeds recorded at the insured location. Customers will receive a message and must complete an attestation to receive payment within 10 days or less from that attestation.

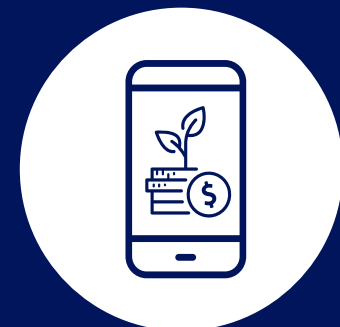


Helping Our Customers Bank Conveniently: 2025 Highlights

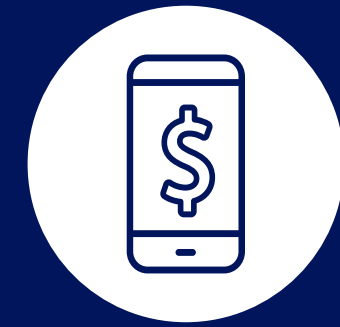
Retail Business



Mi Crédito: Popular launched Mi Crédito, a free online tool available through popular.com that provides customers and non-customers with a personalized dashboard to monitor their credit score, receive alerts on credit report activity, use a score simulator, and better manage their credit as part of Popular's commitment to innovative, simple, and secure solutions.



Digital Personal Loans: Deployed a fully digital application on popular.com that allows eligible customers in Puerto Rico and the U.S. Virgin Islands to explore unsecured personal loan and credit card offers, receiving an automatic eligibility decision without impacting their credit score. Customers can complete their credit card application process online, and obtain their digital credit card instantly or their loan disbursement in the next business day. This important tool reinforces our commitment to simple and secure digital banking solutions.



Mortgage Servicing: Launched a new self-service automated payment functionality through the Interactive Voice Response (IVR) system, enabling Popular Mortgage customers to make mortgage payments quickly, easily, and securely at any time, seven days a week, without the need to interact with a representative. This initiative benefits more than 25,000 customers who call each month to make payments by phone.



Apple Pay: Popular launched Apple Pay to simplify how customers make payments, offering enhanced security and user-friendly features that deliver a seamless and secure experience, reflecting our ongoing commitment to innovation and meeting customer needs.



Customer Experience: Continued modernizing branches to blend the speed of convenience of self-service with human support.

Commercial Business



Digital Banking Platform: Rolled out a new state-of-the-art digital banking platform for our commercial customers.

Zelle®: Introduced Zelle® Small Business at Popular Bank, to provide fast and secure payments with integrated fraud controls.



Origination Process: Simplified the commercial credit origination process to reduce credit application time.



Affordable Housing

Affordable and secure housing plays a critical role in building strong, resilient communities. Furthermore, it facilitates wealth creation by enabling individuals to pursue homeownership. Through our commitment to affordable housing, we expand access to safe, reliable and affordable homes, fostering more inclusive communities and an improved quality of life.

To help meet the demand for affordable housing in our communities, Popular offers a wide range of resources and solutions. We provide financing for the construction, acquisition, rehabilitation and refinancing for multifamily affordable housing, with most units serving low- and moderate-income individuals and supported by federal and local subsidies.

PR and the USVI

350 affordable rental housing units
\$103 million in loans

New York, New Jersey, and South Florida

415 affordable rental housing units
\$116 million in loans



In 2025, Popular financed the Hacienda San Miguel transaction, which involved a \$103 million interim construction bridge loan provided by the Puerto Rico Housing Finance Authority (PRHFA) as part of its program to finance affordable housing, using 4% Low-Income Housing Tax Credits and tax-exempt private activity bonds. The loan will support the construction of a gated affordable housing community in San Lorenzo, Puerto Rico, consisting of 350 single-family subsidized rental units. The project includes modern, energy-efficient homes with solar features and is complemented by community amenities. All unit will operate under Section 42, serving households earning Assistance Payments contract, serving households earning 60% or less of area median income, ensuring long-term affordability and housing stability.

We also provide philanthropic capital to support non-profit organizations in Puerto Rico. In 2025, Popular granted \$160,000 to several organizations including the Affordable Housing Fund for Puerto Rico. This grant will continue to support its Revolving Bridge Loan Fund program, the first financing tool targeting non-profit organizations focused on developing affordable housing for low-income communities in Puerto Rico.

To assist homebuyers in the process of acquiring affordable housing, we participate in a wide range of programs, including Government-sponsored enterprises Fannie Mae and Freddie Mac Programs, Veterans Administration's Home Loan Program, USDA's Rural Housing Services Program, Federal Home Loan Bank of New York's Homebuyer Dream Program and the Puerto Rico's Housing Finance Authority Homebuyer Assistance Program.

In June 2025, the Authority for Housing Financing in Puerto Rico launched the Vivienda Joven Program, for young professionals between the ages of 21 and 35 who graduated in the past five years to help them acquire their first home. By December 2025, Popular financed 36 loans totaling \$6 million.

Home Mortgage Disclosure Act Originated and Purchased Loans

Program	Number	Amount
Federal Housing Administration (FHA)	2,603	\$475,200,000
Veterans Affairs	382	\$99,200,000
USDA Rural Housing Services	529	\$80,200,000
Puerto Rico's Housing Finance Authority Homebuyer Assistance Program	328	\$30,900,000

Financial Education

For more than 15 years, Popular’s financial education program, **Finanzas en Tus Manos**, has helped strengthen the financial well-being of the communities we serve. What began in 2010 with a simple mission — make financial knowledge accessible to all — transformed into a comprehensive education platform that meets people at every stage of life.

Offering both in person and online workshops, the program supports children, teens, young adults, adults and seniors, while also equipping community leaders and entrepreneurs with tools to advance economic and social development. **In 2025, the program reached an estimated audience of 10,000 participants**, with many returning for additional sessions — showing the program’s relevance and impact.

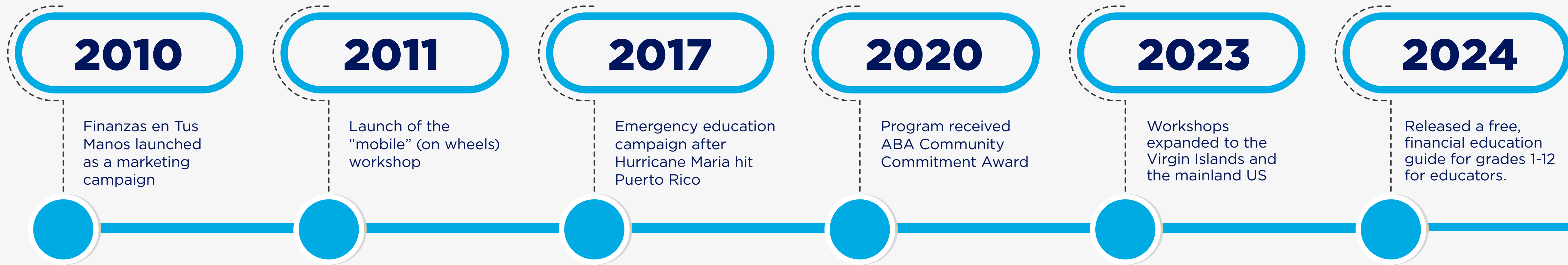
Our educator network (“Red de Educadores”), is composed of **over 140 trained Popular employee volunteers** who deliver workshops across Puerto Rico, the mainland United States and the Virgin Islands.

Among the program’s most in-demand sessions are Personal Budgeting, Discover Your Savings, Get Smart About Credit, and Prepare for Your Retirement. In 2025, the workshop Protect Yourself from Fraud was added to address the growing need for financial safety.

Through dedicated volunteers, innovative learning tools, and a steadfast commitment to community empowerment, Finanzas en Tus Manos continues to open doors, expand knowledge, and transform lives.



Since 2010, **José Nieves Vargas**, manager of Popular’s Quebradillas branch, has volunteered as an educator, delivering workshops on budgeting, savings, and entrepreneurship across western Puerto Rico. Thanks to the dedication of employees like José and the meaningful reach of our financial education initiatives, participants experience life-changing opportunities that help build confidence, purpose, and long-term financial resilience. One such example is Louis Cuevas, a young participant who, through his participation in Finanzas en Tus Manos workshops, not only gained financial structure and confidence but also received ongoing mentorship from José Nieves Vargas, whose guidance and support played a key role in helping Louis navigate his personal and professional journey. Today, Cuevas is a professional barber, business owner, and emerging content creator, demonstrating how accessible financial education can empower individuals to stay engaged, pursue technical careers, and build sustainable sources of income.





Supporting Entrepreneurship

At Popular, we recognize the vital role entrepreneurship plays in driving economic growth and community development. Put simply, when our entrepreneurs thrive, we all thrive. That is why we are dedicated to helping entrepreneurs grow and maintain businesses of all sizes through our products, services, support programs, and strategic partnerships. Our goal is to be the go-to bank for entrepreneurs.

Banco Popular de Puerto Rico

As Puerto Rico’s leading institution, Popular is well-positioned to deliver comprehensive financial solutions and support services to fuel entrepreneurship. We take this role seriously, approaching our efforts with great care. To assist local entrepreneurs effectively, we prioritize understanding the unique challenges faced by businesses on the island. Since 2021, Popular has supported the University of Puerto Rico’s leadership of the Island’s National Team for the Global Entrepreneurship Monitor (GEM), collecting data on the entrepreneurial landscape through surveys of residents and experts. These findings have informed our strategy, allowing us to offer tailored support to entrepreneurs by enhancing their access to capital and essential resources.

Access to Capital

Securing funding presents a significant opportunity to advance entrepreneurial activity, particularly for startups and businesses in their early developmental stages. Popular offers targeted solutions to help entrepreneurs of all sizes obtain the necessary financing to launch and scale their businesses.

\$890.7 million
in funding deployed to support entrepreneurship in Puerto Rico



\$791.1 million
New Money in loans to Small and Medium Businesses



\$16.8 million
Popular Mezzanine Fund loans



\$47.8 million
Small Business Administration (“SBA”) loans
FY 2025



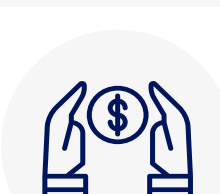
\$1.3 million
Start Up Popular loans



\$445.8K
Popular Impact Fund in capital invested



\$300K
ScaleUp Popular in seed capital



\$33 million
Popular Community Capital in capital deployed

Tools and Resources

Providing educational tools, networking opportunities, coaching, and other resources can greatly benefit businesses that might not have the expertise, access, or funds to secure these types of support. This approach is a key part of Popular’s efforts to assist entrepreneurs.

Emprende con Popular

The online platform helps entrepreneurs find products, services, and resources for every business stage. It features a directory of Popular solutions, connects entrepreneurs with our broad network of partner organizations dedicated to entrepreneurship, and provides a comprehensive guide to successfully start and manage a business.

Entrepreneurship Acceleration Grant Program

The Entrepreneurship Acceleration Grant Program funds non-profits that help entrepreneurs at various stages:

- The pre-acceleration component allocates funding to organizations that assist new businesses (under 3.5 years) with unique education and coaching needs.
- ScaleUp Popular supports organizations that target established businesses (3.5+ years) that are financially stable and ready to grow.
- In addition to funding, the program boosts entrepreneurship by offering seed capital, building community among partners, supporting strategic alliances, aligning business programs, and tracking long-term impact.

In 2025, the program awarded \$1.3 million in grants including \$300,000 in seed capital, generating a positive impact on 501 businesses across Puerto Rico.

Procurement Opportunities

As part of our holistic approach to promoting economic development and fueling entrepreneurship, we maximize opportunities to source from local suppliers of all sizes, that meet our needs and allow us to better serve our customers, communities and employees. In 2025, Popular’s spend on significant locations of operation was \$718.6 million and our local procurement spend was 82% in Puerto Rico and the Virgin Islands and 48% in the mainland US.

Popular - Emprende con Popular.mp4



**Aspiring Entrepreneurs:
Building the Foundation**

At the beginning stage of the entrepreneurial journey, Popular assists aspiring entrepreneurs in the ideation, planning and development of their business.

Key Support

- As they begin to prepare and the transition to business ownership begins, Popular offers bank accounts and credit products, including personal loans and credit cards.
- The Entrepreneurship Acceleration Grant Program offers through its non-profit partners workshops, networking, mentoring, business courses, incubators, and funding guidance to aspiring entrepreneurs.
- Echar Pa' Lante: Founded by Popular in 2012 to address gaps in Puerto Rico's entrepreneurial ecosystem, it has grown into an independent non-profit organization. Echar Pa' Lante's mission is to unite multisector efforts to advance entrepreneurship, innovation, resilience, and sustainability in Puerto Rico. The organization builds effective alliances and develops programs supporting entrepreneurship at school, college, and community levels.



**Nascent Entrepreneurs:
Tools to launch the new venture**

As a company begins to take shape in its early stages, Popular helps equip nascent entrepreneurs with essential financial support and expert mentoring. This comprehensive assistance empowers founders to confidently launch their ventures within the initial twelve months, laying a strong foundation for future growth.

Key Support

- Popular offers business accounts and a cash management tool to support the business' day-to-day operations, as well as access to personal loans and credit cards until the business is formalized and is ready for a commercial loan.
- Entrepreneurs benefit from a network of workshops, mentoring and specialized programs offered by Popular's Entrepreneurship Grant Program partners, providing educational modules, business courses, guidance and sector-specific support for launching and growing their ventures.



**New Entrepreneurs:
Access to Initial Capital**

Through a blend of lending, mentoring, networking and technical support, Popular aids new entrepreneurs to strengthen their businesses.

Key Support

- Capital Solutions
- Business Loans
- Small Business Administration Loans
- StartUp Popular: a unique program providing loans on favorable terms to businesses with more than three years old, along with mentoring and networking support.
- Popular Impact Fund: Puerto Rico's first fund of its type, offers capital to companies that create financial services technology or drive a positive social impact.

Tools and Resources

Popular offers new businesses a comprehensive range of support through our ScaleUp non-profit partners including access to non-traditional funding, business education, individualized mentoring, specialized training programs, networking opportunities and tailored resources to sustain and grow their business.



**Growing and Early Scaling Entrepreneurs:
Strengthening Infrastructure**

As businesses become more complex, Popular's support evolves as well, offering tailored guidance and resources to address the unique challenges that arise with growth, ensuring entrepreneurs have what they need to continue thriving.

Key Support

- Capital Solutions
- Business Loans
- Small Business Administration Loans
- StartUp Popular
- Popular Impact Fund
- Popular Community Capital LLC: Popular Community Capital (PCC) provides established businesses in low-income communities with access to capital through flexible financing options, leveraging the New Market Tax Credit program to support projects and companies that face funding gaps or limited access to traditional market-rate capital. By targeting areas with significant economic and social challenges, it enables continued investment and job creation where it is needed most.
- Popular Mezzanine Fund: The fund offers established companies flexible financing for development projects lacking access to senior bank loans, with a focus on low- and moderate-income areas.

In 2026, Popular Community Capital was awarded a \$55 million NMTC allocation from the Community Development Financial Institutions (CDFI) Fund, aiming to support low-income communities in Puerto Rico, Florida, New York, and the U.S. Virgin Islands by addressing high poverty rates, a lack of quality jobs, poor healthcare access, and youth service needs. This is PCC's fourth NMTC allocation, totaling \$215 million since 2015. So far, PCC has supported over 30 projects with a total investment of \$431.8 million, resulting in over 3,758 jobs created in distressed communities.

Tools and Resources

In addition to educational programs, mentoring and business support networks, the ScaleUp Program provides access to non-traditional capital, seed capital, advanced acceleration and post-acceleration programs, and specialized training for managerial teams. These tools and resources are designed to help established businesses scale operations, expand to new markets and achieve sustainable growth.



Popular Bank

We deliver comprehensive financial solutions and personalized support to entrepreneurs at every stage of their business. Our suite of services includes business checking accounts, loans, lines of credit, treasury management tools, Zelle® Small Business and merchant services; all designed to help businesses manage daily operations and foster growth. We pride ourselves on working closely with our customers, employing a consultative approach to understand their unique needs and tailoring solutions to fit their goals.

We also offer a wide range of specialized financing solutions, including commercial and industrial (C&I) financing, commercial real estate lending, construction lending and equipment leasing, allowing us to tailor our commercial banking support to each business's specific operational and growth needs. Our clients benefit from dedicated relationship managers and deep industry expertise, ensuring they receive scalable financial solutions and strategic guidance throughout every stage of their business journey.

Entrepreneur testimonial Let them Eat Cake:

\$274.6 million
in funding deployed to support entrepreneurship in the mainland US


\$254.9 million
New Money in Loans to Small and Medium Businesses


\$19.7 million
Small Business Administration ("SBA") Loans



Our People

Our Milestones

Empowering leadership, development and wellbeing to maintain top talent and drive our ambition to be a top performing bank.

Stronger talent



Middle Management Development Program launched, aligned to the new cultural framework to reinforce core leadership behaviors



Accelerated development and upskilling initiatives expanded to support continuous learning and future-ready capabilities

Careers that grow and talent that stays



47% internal mobility rate across all hiring actions encouraging career growth opportunities for our employees



8.5% stable turnover rate, reflecting strong engagement and employee loyalty

Rewarding top performance



\$12.5 million invested in merit salary increases



In 2025, **3,908 employees** received a total payout of **\$48 million** to reward their performance during the previous year



99% of employees participated in the annual performance appraisal cycle, demonstrating our dedication to talent management and our goal to remain a top-performing bank.

Supporting the whole employee



9% increase in visits to the On-site Health & Wellness Center



Inaugurated the Popular Fitness Center with state-of-the-art equipment and a diverse offering in fitness classes

Our Workforce Profile

9,427 Individuals

- 8,417 in Puerto Rico
- 784 in the Continental United States
- 171 in the U.S. and British Virgin Islands (VI)
- 55 in Latin America

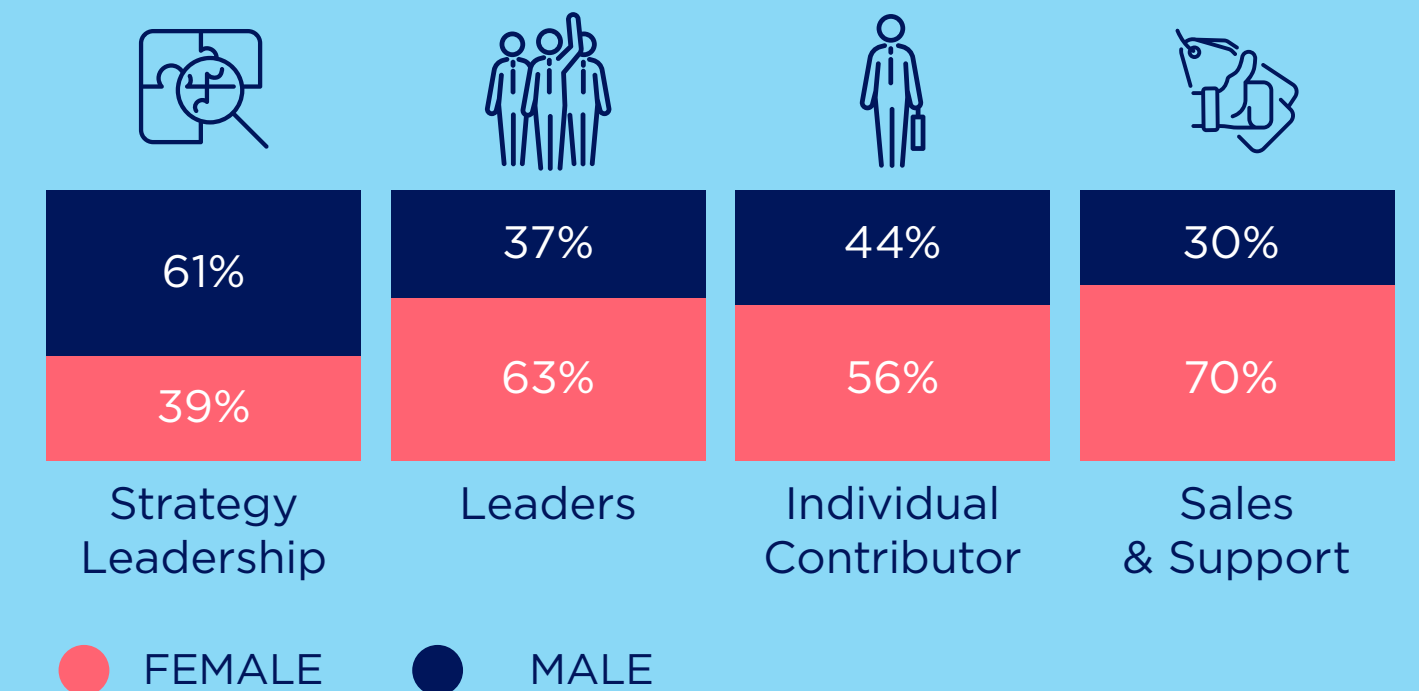
Gender Distribution



Employee Type Distribution



Job Group Distribution



Average Employee at Popular

Age: 41.9 Years
Tenure: 10.8 Year

Talent Development and Culture

Transforming Our Culture

Overall, 2025 was a year of measurable impact, strengthened leadership and deeper alignment helping create a workplace where employees can thrive and shape Popular’s future. We continued to drive a meaningful cultural transformation with initiatives designed to equip employees at all levels and regions with the knowledge, tools and mindset needed to embrace and sustain this change.



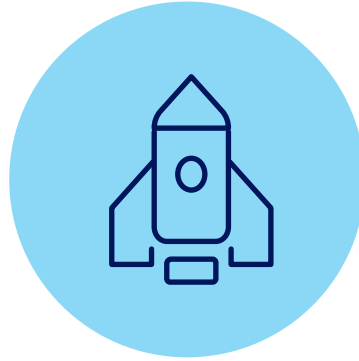
Driving Change through Culture Champions

Our Culture Champions network serves as the driving force behind our cultural transformation. Acting as ambassadors, they encourage employee engagement with our purpose, reinforce our new core values, and inspire colleagues to embrace change. Over the year, they led initiatives that promoted our values through team engagement, learning and meaningful experiences.



Recognizing Behaviors through our Culture Badges

Culture Badges allow our employees to thank, congratulate or recognize their colleagues for exemplifying our core values, serving as a simple, yet meaningful way to reinforce positive behaviors and adoption of the cultural framework. The badges are awarded through our internal channels, making the recognition visible to the employee’s supervisor and the organization at large. In 2025, colleagues were awarded 37,564 culture badges, a 61% increase from the previous year.



Promoting Inclusion through Culture

Our Employee Resource Groups (ERGs), open to all employees, also play a pivotal role in reinforcing our values while fostering belonging and community. Our Employee Resource Groups give all employees opportunities to network, share common interests and determine how these interests can be supported by others.

We have six ERGs:

- Popular **NoW** (Network of Women) in Puerto Rico
- Popular **PoW** (Power of Women) in mainland U.S.
- Popular **Pride**
- Popular **Pride US Chapter**
- Popular **Embrace** (Functional Diversity Awareness)
- Popular **B+AAP** (Black and African American Professionals)



Building Tomorrow's Workforce

At Popular, we are deeply committed to investing in and developing young talent through our wide-ranging student programs and strategic event sponsorships. Retaining local talent is vital for the economic prosperity of our communities, especially in Puerto Rico. We strive to create meaningful careers for students and young professionals that encourage them to stay and build their futures on the island.

Students at Popular

In 2025, we successfully recruited a total of **91 students** to our variety of student programs. These programs invite college students at various stages of their education to immerse themselves in real-world banking experiences. Interns are entrusted with meaningful projects, developing critical skills in analytics, strategy, and leadership, while exploring future career opportunities within Popular. We believe that, by fostering these relationships and providing students with valuable growth opportunities, we empower students to contribute to the growth of a stronger, more skilled workforce.

Summer Internships

Popular's summer internship programs provide hands-on experience in areas such as data analytics, process improvement, technology and business functions. Interns participate in workshops, coaching sessions, and real-world projects—including hackathons with Microsoft Puerto Rico—to develop practical skills and innovative solutions that address real business challenges.



Accelerating Learning and Development Opportunities

Popular is steadfast in empowering its employees to advance their careers and invest in their self-improvement, while driving better business outcomes and customer satisfaction. To achieve our goal of becoming a top-performing bank, we actively promote learning and development opportunities for all employees. By fostering a culture of continuous growth—through skills training, mentorship and innovative development programs—we ensure that every team member is equipped with the knowledge and tools needed to excel in a rapidly changing industry, strengthen organizational capabilities, and deliver exceptional service to customers.

Management Development Programs

Executive Development Program

The Executive Development Program, a custom designed program for Popular's executives, completed its first year of implementation in 2024 with the participation of 82 executive leaders. In 2025, the program focused on strengthening capabilities in agility, accountability, collaboration, and leadership mindset.

Middle Management Development Program

In 2025, we launched a two-year program for our middle management colleagues. The program is linked to our strategic framework and cultural framework, and in 2025, emphasized the importance of being more agile and encouraging us to continue improving together as one team.

Accelerated Learning Programs

We regularly assess trends in skills to shape and expand our development programs. Our Talent Lab offers fast-tracked training with hands-on projects and personalized coaching for professionals. These opportunities are available to all regular employees, both full- and part-time, supporting them in learning new skills and exploring wider career paths within the company, as well as meeting the unique needs of the Corporation. Our offerings are divided into specialized learning tracks in Agile, Data, Process, Product and Technology to support skill development and career growth.

350+ Participants

in accelerated development program tracks



Associate Trainee Rotational Program

The Associate Trainee Rotational Program is a three-year leadership development program aimed at forming recent college graduates into organizational leaders. Participants rotate through key functions, in which they gain practical experience and skills, work on strategic projects, and receive mentorship from managers. The program's structured learning path supports individual career tracks, providing a strong foundation for long-term growth and leadership.

Branch Management Trainee Program

With a focus on internal candidates, the Branch Management Trainee Program is designed for those who aspire to build a retail branch management career, strengthening the organization's leadership pipeline. Within a 12-month period, participants complete different job rotations and receive training to gain the knowledge and experience necessary to perform supervisory roles in our branches.

Learning for All at Popular

Our corporate learning initiatives in 2025 focused on linking more employees to learning resources, integrating our new culture, and ensuring our employees have equal access to our learning resources. With a total learning investment of \$2 million, we prioritized our employees in the pursuit of growth.

Celebrating Education on Learning Day!

This year, we celebrated Learning Day for the second time, encouraging our employees to take the time to learn something new. We engaged with over **1,749** employees to highlight the available learning resources, which increased user activity significantly compared to the same period in 2024.

Providing On-Demand Learning Through LinkedIn Learning Platform

The LinkedIn Learning Platform enables employees to upskill flexibly, pursuing self-development at their own pace. In 2025, 196 new employees joined the platform, increasing internal users to 6,740. Over 1,000 employees set a Career Goal in 2025, a feature which allows employees to explore and navigate career paths by personalizing the learner's experience.

Language Academy

To help employees enhance their language skills, we offer a personal learning program with goFLUENT Language Learning, including on-demand assessments, virtual classes, and extensive business language resources. In 2025, 33% of employees had activated their accounts, over 700 took proficiency tests, and more than 11,000 platform activities were completed—twice as many as in 2024—showing greater engagement and adoption.

Becoming More Efficient with Regulatory and Compliance Training

Following each regulatory and compliance training session, we request participants to complete a survey in order to collect feedback. This feedback is then utilized to implement improvements and enhance the quality of our programs.

In 2024, we redesigned our regulatory and compliance training by applying new design practices, which saved 96 minutes in training without sacrificing training efficiency. This initiative was successful with 86% of employees surveyed stating they believe they are prepared to implement the knowledge gained in the training. In 2025, employees spent about 10 hours, on average, taking regulatory and compliance training alone.

29 average hours
of training per employee in 2025



Our Partnerships and Collaborations

The Process Excellence Accelerated Program with the University of Michigan

Aimed at delivering Lean Six Sigma Green Belt and Black Belt training and certifications in process improvement to selected employees, this partnership enabled us to certify 11 employees as Lean Six Sigma practitioners in 2025.

Salesforce Accelerated Program with Ironhack

In 2025, a series of micro-bootcamps were offered in collaboration with Ironhack, enabling 8 Software Developers to achieve the Salesforce Developer I certification.

Future Bankers Academy

Our South Florida region hosted a 2-week Future Bankers Academy in collaboration with the Center for Financial Training, aimed at nurturing the next generation of banking professionals.

Internal Mobility

As part of our ongoing commitment to career development, we prioritize filling available positions within the Corporation by offering opportunities to our current employees. By promoting from within, we retain top talent, reduce recruitment and onboarding costs and foster employee engagement. Employees who see clear pathways for growth are more likely to stay, contributing to higher retention rates and a stronger organizational culture. Additionally, internal mobility helps us leverage existing institutional knowledge, ensuring continuity and minimizing disruptions. It also encourages skill development and adaptability, as employees gain experience in new roles and areas of the business. This focus resulted in a significant increase in our internal mobility rate, which rose from 44% in 2024 to 47% in 2025 with 814 internal moves.

PR

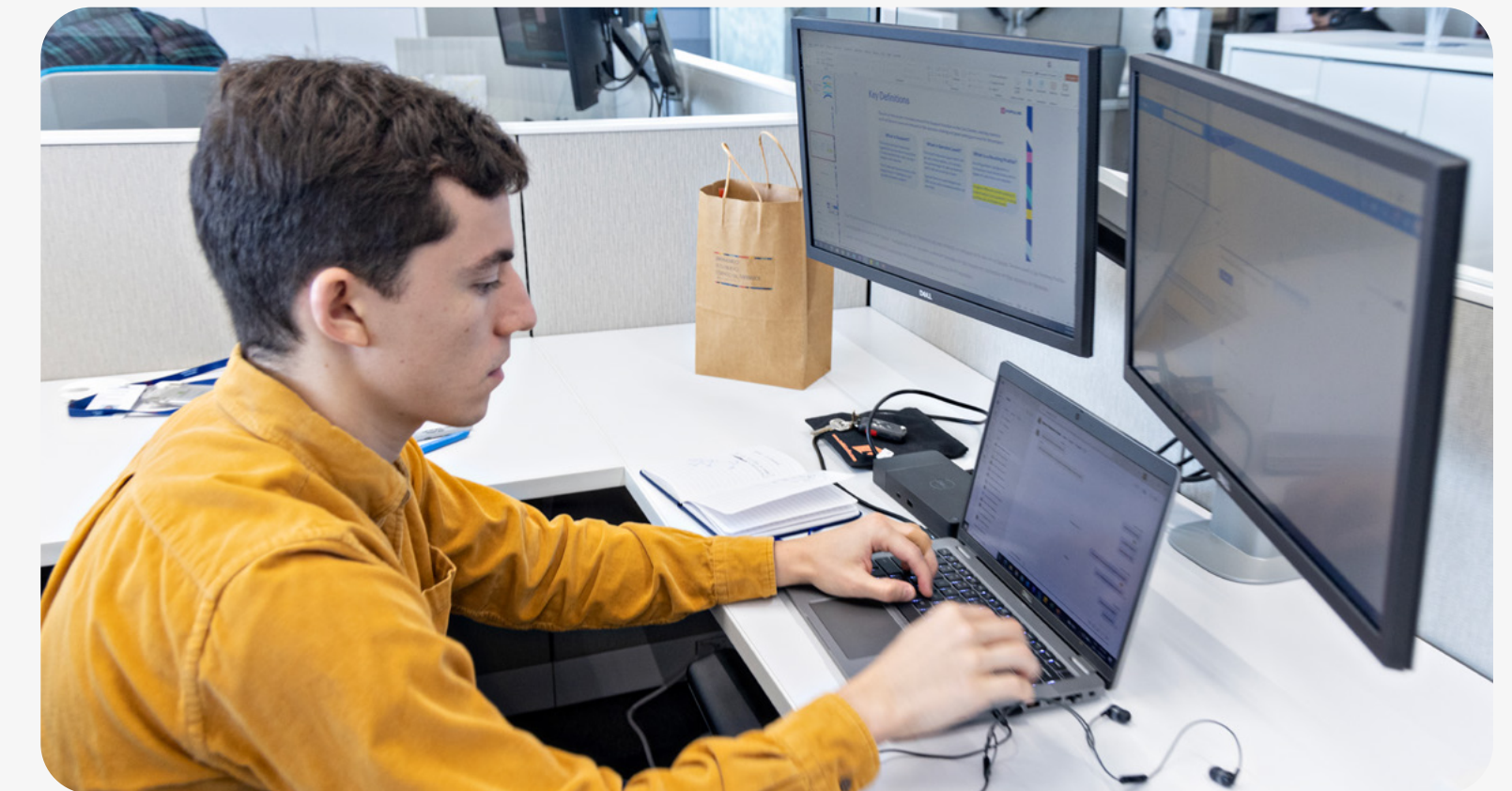
49%,
increased from
46% in 2024

U.S.

40%,
increased from
33% in 2024

VI

34%,
increased from
27% in 2024



Recognizing and Rewarding Excellence

At Popular, we recognize and reward our employees' hard work and excellence. Our compensation programs and performance management cycle are designed to ensure that employees are valued for their contributions and incentivized to drive continued success. Through thoughtfully structured compensation and a robust performance management process, we empower our teams to excel and contribute to Popular's ongoing success as a leader in our industry.

This approach is central to our goal of building a performance-driven organization. By aligning our recognition and reward philosophy with our strategic objectives, we foster a culture where high-performing talent is developed and retained. Our approach ensures that employees are motivated to achieve results that support sustainable, profitable growth and deliver long-term value to our shareholders.

Compensation Investments

Merit Increase

In 2025, the organization awarded **\$12.5 million to 7,832 employees** through our merit increase process, aimed to recognize and reward performance and achievements.

Annual Incentive Payout

In 2025, 3,908 employees received a total payout of \$48 million to reward employees for their performance during the previous year.

Non-Executive Equity Incentive Program

Designed to motivate and retain the organization's key, critical, and High Potential (HiPo) talent in the leader and individual contributor job groups, selected employees were awarded 10% to 15% of their salary through time-vested restricted shares of common stock. In 2025, the program benefited **229 recipients with a total investment of \$3.7 million.**

Performance Management Cycle

The performance management cycle is designed to recognize, reinforce, and reward actions that lead to desired outcomes throughout the year. It invites employees and their leaders to collaborate in goal setting and progress for the year, allowing for structured career development conversations. In 2025, 99% our employees received a performance appraisal.



Employee Wellness and Engagement

Measuring the Employee Experience

As a performance-driven organization with top talent we consistently aim to enhance engagement and motivation amongst our colleagues. We engage with our employees through various initiatives and surveys to gauge their experience and ensure everyone is heard. With a record participation rate of 77% in the Annual Engagement and Experience Survey, 81% of employees recommended Popular as a great place to work.

Furthermore, this year, we continued working closely with division managers from areas reporting lower experience scores to formulate targeted plans. These initiatives are designed to address identified challenges and promote greater employee engagement, ultimately enhancing the work experience within those teams.



Total Compensation and Benefits

At Popular, we provide our employees with a comprehensive compensation and benefits package that addresses their current needs and can adapt as those needs change over time.

Physical Health



- Medical, Dental and Vision
- Prescription
- Short-Term and Long-Term Disability Insurance
- Fertility Benefits
- On-Site Health and Wellness Clinic
- One-on-one nutrition consults through the On-Site Health and Wellness Center
- Annual Preventive Exam
- Sports and Fitness Program

Financial Health



- 401(k) Plan and Employer Match
- Life Insurance, AD&D and Dependent Insurance
- Business Travel Life Insurance
- Financial planning and personal finance workshops
- Profit Sharing Plan
- Emergency Fund for Employee Assistance
- Rafael Carrión Jr. Scholarship Fund
- Rafael Carrión, Jr. Award for Academic Excellence
- Cooperativa de Ahorro y Crédito Rafael Carrión, Jr.

Mental Health and Time Off



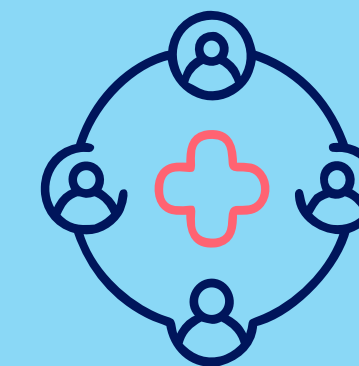
- Employee Assistance Program
- Psychological consultations through the On-Site Health and Wellness Clinic
- Leaders Guide on Mental Health
- Vacation time off
- Personal Time Off
- Health and Wellness Day
- Other types of leaves

Employee Services



- Deposit account with no monthly service charge
- Loans and other credit options at preferential interest rates
- Insurance Employee Program
- Auto loans and leasing services at preferential interest rates
- Discounts on daily rental rates for cars and trucks

Other

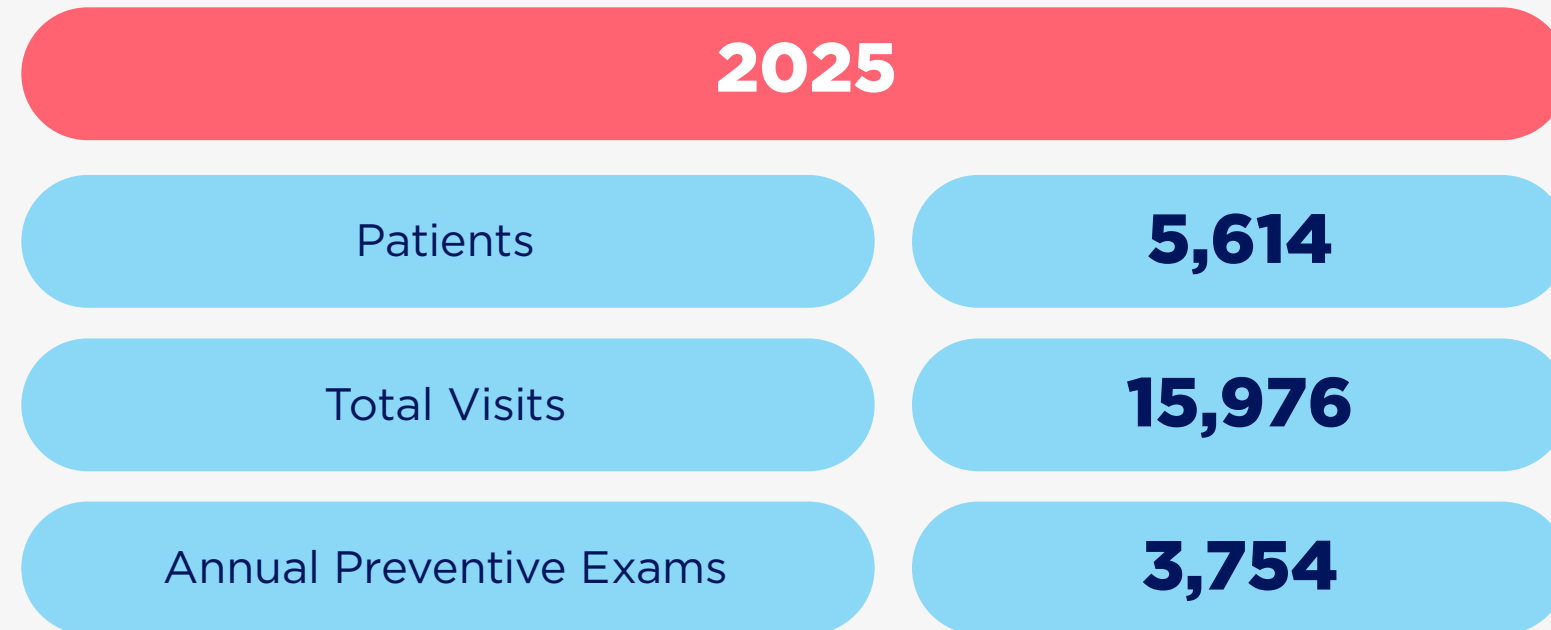


- Employee Resource Groups
- Personal and Professional Development
- Health Coordinators Academy
- Family Programs such as summer camps and Leaders Institute

To prepare for a secure financial future, Popular offers employees a 401(k) savings and investment plan supported by financial education initiatives. We match \$0.50 for every dollar contributed to their 401(k) account, up to 8% of their salary, totaling a \$22 million match in 2025. We help participants save sooner through early eligibility and save more by increasing automatic enrollment rates and annual payroll contribution rates.

On-Site Health and Wellness Center

Each year, thousands of employees in Puerto Rico and the Virgin Islands receive medical consultations, annual preventive exams, nutritional assessments, and psychological support at the On-Site Health and Wellness Center. In 2025, the on-site facility provided care to patients, including employees, dependents, and retirees, and recorded 15,976 total visits, marking a 9% increase compared to 2024. In addition, annual preventive exams conducted at the On-Site Health and Wellness Center, reflected an 8% rise from 2024.



Additionally, to reach our employees outside the metropolitan region in Puerto Rico, we continued the Wellness on Wheels program, hosting 42 visits and engaging 726 participants.

Mental Health

We acknowledge the significance of mental health as fundamental to well-being and success. Our organization actively fosters a supportive environment for employees, implementing psychological assistance programs and targeted initiatives year-round to reinforce our commitment to emotional wellness.

Employee Assistance Program

The Employee Assistance Program (EAP) offers professional psychological support to employees and their eligible family members across Puerto Rico, the Virgin Islands, Latin America, and the mainland United States and ensures that they have access to eight free sessions per year. These confidential services are intended to address both personal and work-related challenges. In 2025, EAP workshops were

held ensuring participation from 3,336 employees, a 38.6% increase compared to 2024.

In 2025, we also continued to promote mental health awareness and improve access by:

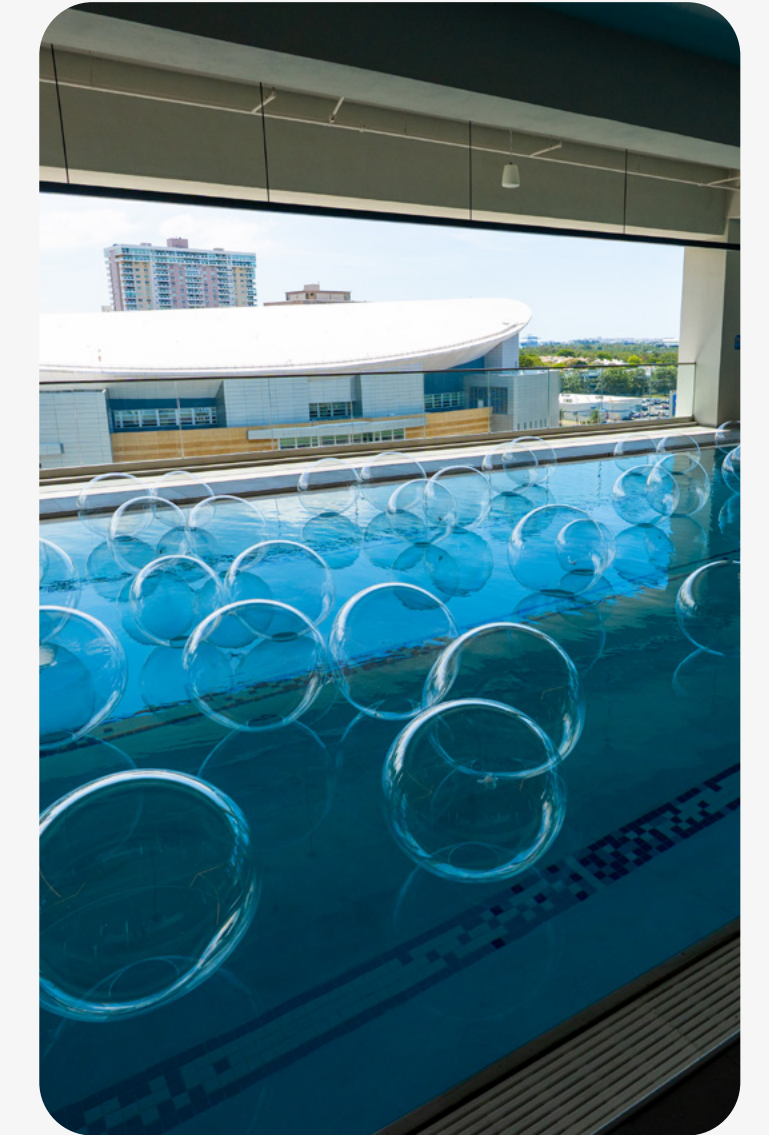
- Promoting the online booking system for psychological consultations.
- Increasing appointment access by integrating new clinical psychology services through our On-Site Health & Wellness Center, available Monday through Friday.
- Updated the Leader Mental Health Guide, including an additional scenario for branch assault support.
- Coordinated through the Wellness@Work initiative over 60 contact hours of in-person and virtual mental health sessions for colleagues from Customer Contact Center and Individual Lending Services.
- Continued promoting through our Corporate Academies the Wellbeing track with courses that include stress management practices, mental health at work, mindfulness and other topics.
- Promoted additional engagement with our employees through our internal communications channels and open dialogue within teams to reduce stigma of mental health in the workplace.

Health and Pharmacy Insurance

The health and pharmacy plans include an extensive variety of providers and services, offering coverage to employees, spouses, dependents, domestic partners and retirees. Colleagues who complete their Annual Preventative Exam are eligible for a discount on their contribution. In 2025, 95% of employees in Puerto Rico, 98% in the Virgin Islands, and 73% in the United States chose to enroll in our health and pharmacy plans.

Sports and Fitness Programs

Our Sports and Fitness Programs offer employees chances to focus on their well-being, maintain a healthy lifestyle, and build relationships with coworkers, all while making it easier to include these activities in their busy schedules. To ensure broad access to fitness and wellness resources, Popular provides three distinct gym offerings, including the Popular Fitness Center inaugurated last year, the Señorial Center Gym, and discounted HCOA memberships for employees located outside the metropolitan area.



The Popular Fitness Center was inaugurated last April 2025 at our Muñoz Rivera 200 Building in Hato Rey. It is a space designed with our employees' overall health and well-being in mind offering much more than just space for exercise; it represents an investment in collective health and in building areas that encourage teamwork and a balanced corporate culture. These modern facilities, equipped with state-of-the-art technology, help employees maintain a healthy lifestyle, keeping them at the center of progress.

These new amenities include everything needed for various fitness activities: cardiovascular equipment, strength training machines, group exercise studios, a swimming pool, a multipurpose court, locker rooms, showers, and saunas. Integrated technology enhances the experience by offering expanded options for tracking physical activity, audiovisual tools for classes, and interactive training platforms that deliver innovative wellness solutions.

Time Off

Paid time off is essential for the mental health and overall well-being of our colleagues. At Popular, annual leaves and time-off benefits encompass:

- Vacation Leave
- Sick Leave
- Personal Time Off
- Community Time Off
- Health and Wellness Day
- Parental Leave
- Parental Bonding Time Leave
- Family and Medical Leave
- Special Leave for Violence Situations and Other Related Matters
- Sports Leave
- Bereavement Leave

Parental Leave and Bonding Time Leave

Pregnant employees are entitled to 8 weeks of parental leave at full pay. In addition, all regular employees can take 8 paid weeks for bonding with their child, which must be taken within the first three months after birth. Birth mothers may use their bonding time immediately following parental leave, allowing for a combined total of 16 weeks off.

Parental Leave Metrics	2025	2024
Total number of employees that took parental leave, by gender	Women: 160 Men: 82	Women: 116 Men: 79
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	Women: 158 Men: 81	Women: 112 Men: 79
Return to work rate ¹ and Retention rate of employees that took parental leave, by gender	Return to Work Rate Women: 99% Men: 99%	Return to Work Rate Women: 97% Men: 100%
	Retention Rate Women: 87% Men: 85%	Retention Rate Women: 95% Men: 94%

¹Employees that were still employed 12 months after their return to work.

Special Leave for Violence Situations and Other Related Matters

Popular supports victims of gender-based violence and provides a leave of absence for eligible employees to manage situations related to gender or domestic violence.

Community Time Off

Popular is deeply committed to supporting its communities, offering paid time off for all regular employees to provide community service to a non-profit entity or in a community.

Please refer to the [Volunteerism](#) section for more information.





Volunteerism

At Popular, volunteerism is a core part of our culture. We encourage employees to contribute time, talent, and resources to the communities where we live and work. Through close relationships with local nonprofit partners, our corporate foundations help identify opportunities where employee engagement can create lasting social impact.

Employee Generosity Makes a Meaningful Difference

Employees support our corporate foundations through biweekly payroll donations in Puerto Rico and the mainland United States. These funds directly support grants to nonprofit partners across our regions.

Puerto Rico: **5,936** employees donated biweekly, generating \$803,277 boosted by Banco Popular's 1.5:1 match.

US: **531** employees contributed biweekly, generating \$384,409. In units where 80% or more participate, the company provides a 2:1 match; in units below 80% participation, the match is 1.5:1

Employees Lead with Service

Employees are encouraged to contribute to their communities not only through financial donations, but also by participating in organized volunteer activities. Popular offers paid community time-off, granting 8 hours annually to employees in Puerto Rico and 16 hours to those on the U.S. mainland.

Employee participation is supported through company-wide initiatives such as Embracing Our Communities Month, held each October, and the Mi Compromiso Social App, which enables employees to discover and register for volunteer opportunities.

In 2025, Popular successfully activated employees across all operating regions—Puerto Rico, United States, U.S. Virgin Islands, Colombia, and Costa Rica—through the Corporate Volunteer Program.



24%

volunteer participation rate



10,843

volunteer hours contributed

Liaison Employee Program

To strengthen nonprofit partnerships, each corporate foundation assigns employee liaisons to its grantee organizations. These liaisons support our nonprofit partners through engagement, governance participation, communications, and grant application assistance, deepening collaboration and long-term impact.

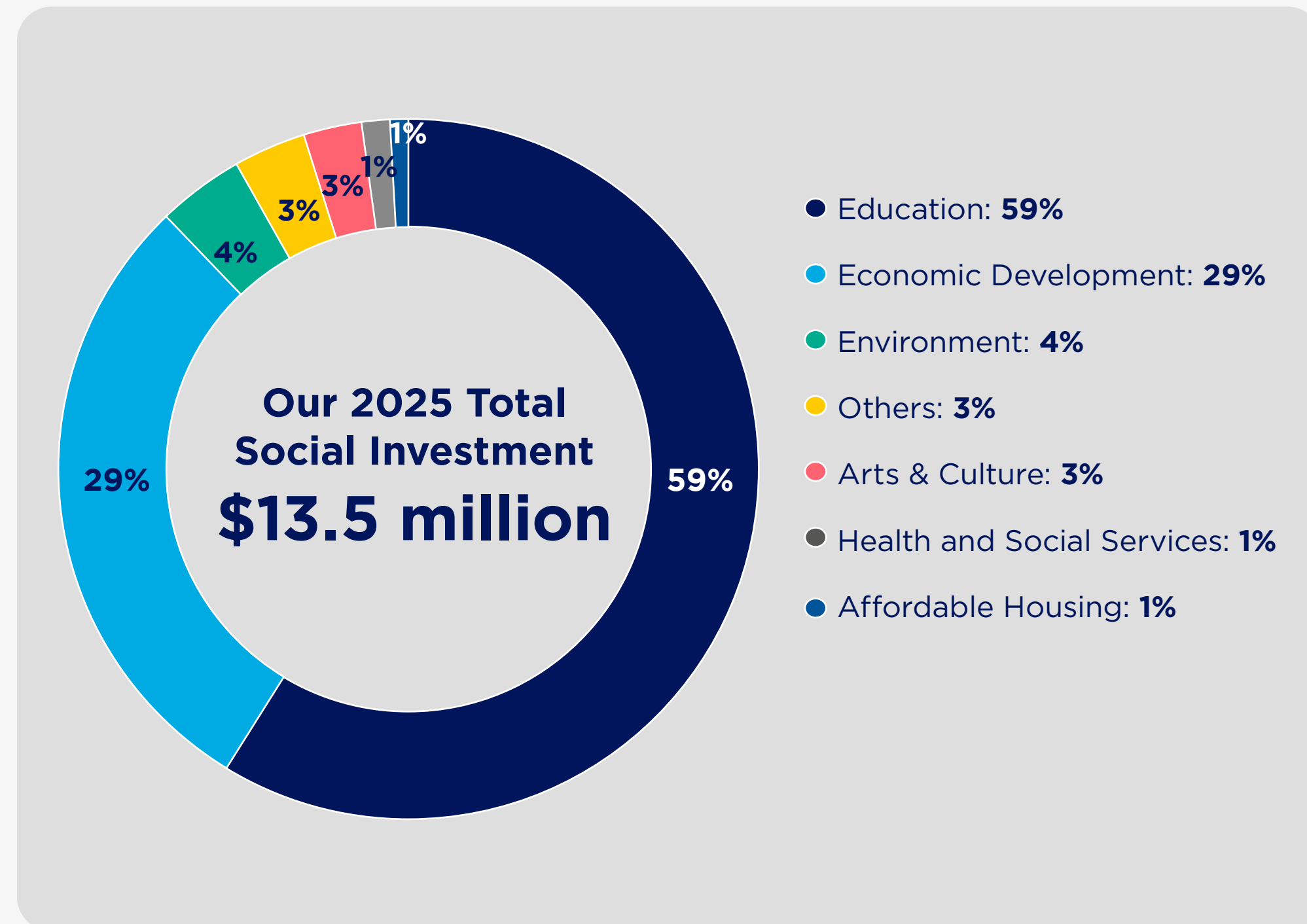
You can learn more about our volunteer initiatives at [Fundación Banco Popular](#)



Investing in Our Communities

Popular is a long-standing, proactive partner in advancing social and economic development. We accomplish our social impact objectives through a range of comprehensive and shared value initiatives.

In 2025, our total social investment amounted to approximately \$13.5 million, made possible through our corporate donations programs, our two corporate foundations, and other social programs impacting communities in Puerto Rico, the mainland United States and the Virgin Islands mainly in the areas of education, economic development, and entrepreneurship.



Our social investment strategy is rooted in enduring partnerships, collaborative engagement, and a commitment to addressing community needs with proven results—principles that also guide the rigorous way we measure our performance and impact. Over time, we are consistently improving our evaluation and monitoring efforts. We do this by strengthening grantee skills, enhancing our key performance indicators (KPIs) through focused strategic planning, and requiring thorough evaluation of new initiatives. This approach ensures that the programs we support demonstrate excellence, transparency, and make a real, positive difference in our communities.

Our Corporate Foundations

Fundación Banco Popular

Fundación Banco Popular focuses on strategic investments that strengthen education, community development, and musical talent. Since 1979, the Social Investment Program has invested \$73 million, strengthening 76 nonprofit organizations in 2025 whose programs deliver measurable impact to more than 20,000 participants each year.

Leading the Development of Impact Ecosystems

As we approach our 50th anniversary, we reaffirm our strategy of leading the development of impact ecosystems aligned with priorities shaped by Puerto Rico’s realities—by convening collaborators around shared goals, making strategic and rigorous investments, and mobilizing our spaces, knowledge, and resources to generate sustained collective impact.

- Launched the Extended School Hours Network, supporting 19 grantees and delivering high-quality after-school learning experiences to 1,000 students while strengthening partner capacity through shared assessments, on-site support and activating community resources to advance aligned network priorities.
- Empowered over 6,500 young musicians through our integrated music education model, guiding them from their first exposure to an instrument to professional readiness through comprehensive training, mentorship, and performance opportunities. In 2025:
 - 65 students, between ages 15-19, participated in Aceleración Musical, our free, week-long residential program for youth ages 15-19 focused on music entrepreneurship and technology, guided by over 35 industry professionals.
 - 168 musical instruments were procured and donated to 21 schools and organizations, benefiting +1,750 students.
 - 200+ students participated in workshops and masterclasses through the Continuing Education initiative.
 - 75+ alumni obtained paid professional experiences, generating nearly \$70,000 in earnings.

Student Support

Student support is a cornerstone of our work. Since 1991, the Foundation has invested more than **\$13 million** in higher education through scholarships and special academic awards. In 2025 alone:

- **284 sons and daughters of Popular employees** received **\$520,000 in scholarships** to supplement the cost of their higher education through the Rafael Carrión, Jr. Scholarship
- **100 students** were recognized with the Rafael Carrión, Jr. Award for Academic Excellence and were awarded a cash prize of \$1,000 each.
- **7 endowed scholarship funds** continue to support students in Puerto Rico and the U.S.

Models of Excellence

The Foundation also leads **Models of Excellence** in education through two separate nonprofit organizations. We founded Casa de Niños Popular and Casa Kai informed by decades of social investments.

- **The Casa de Niños was inaugurated in Carolina, expanding our unique Montessori education model, impacting 16 additional children, and reaffirming our commitment to high-quality, accessible early learning—benefiting more than 200 children and families since 2016.**
- **Casa KAI (PRCAT)**, supported by the Banco Popular Foundation since 2022, offers programs in arts, technology, and workforce development for both youth and adults. In 2025, these initiatives engaged more than 220 participants.



For a complete overview of Fundación Banco Popular's programs and impact, please consult the latest Annual Report or visit [Fundación Banco Popular](#).

Popular Foundation

Popular Foundation, operating in the mainland United States, advances education, community development, and financial literacy. In 2025, it awarded \$379,432 among 37 non-profit partners across Florida, Illinois, Minnesota, New York, New Jersey, and Connecticut, while employees continued delivering financial literacy education through Junior Achievement partnerships.

Popular Foundation Recap 2025



Protect The Environment

In this section

- Climate Risk Mitigation and Resiliency
- Sustainable Finance
- Conservation

Climate Risk Mitigation and Resiliency

Sustainable Operations

Our environmental management strategy is focused on reducing the environmental footprint of our facilities while enhancing the resiliency of the infrastructure which is critical to delivering essential financial services. In Puerto Rico, where challenges such as extreme weather and grid instability often impact daily life, our targeted investments in energy efficiency, on site generation, and resource management form the core of this strategy. In addition, we are advancing our digital banking capabilities to ensure service continuity and accessibility, enabling customers to manage their finances securely even during disruptions. Reliable financial services are part of the backbone of Puerto Rico's economy, supporting payroll, commerce, small businesses, and household stability. By investing in resilient and efficient facilities, we help keep critical operations running when disruptions occur, reduce downtime across our network, and remain a dependable partner for customers and communities during and after severe events.

Energy reliability and continuity of service

We strengthen operational continuity through a layered energy strategy that combines efficiency, on-site generation, and back-up power. This approach helps sustain critical banking operations during outages, enables safe system shut downs when needed, and supports faster recovery after disruptive events.

- **Emergency power coverage:** 140 locations are equipped with high-capacity emergency generators, helping maintain operations during prolonged power interruptions.
- **On-site solar generation:** 75 locations have photovoltaic systems installed as of 2025; select sites also include battery storage to provide an added layer of reliability.
- **High-efficiency on-site generation:** Two larger facilities use combined heat and power systems; in 2025, operational up-time reached 84.67% (Cupey Center) and 88.52% (Señorial Center), and during operating periods the facilities can run in "island mode" to cover their full energy demand while disconnected from the grid.

- **Supporting electrified mobility:** 50 electric vehicle charging stations are available across facilities, helping enable lower-emission transportation for employees and visitors.

Sustainable buildings and resilient design

We integrate sustainability into how we design, build, and retrofit our physical footprint—prioritizing energy performance and reliability, water conservation, and healthy indoor environments. These design choices are not only environmentally responsible; they help protect day-to-day operations and enhance our readiness for climate-related disruptions.

- **Next-generation branches:** Our "ground-up" branch prototype is designed to optimize space, reduce construction footprint, and integrate resiliency measures such as photovoltaic systems, EV charging readiness, rainwater harvesting strategies and permeable pavements.
- **Modernized, people-centered workspaces:** In 2025, we impacted 18 operational spaces through remodeling efforts focused on collaboration, natural light, biophilic elements where feasible and stronger indoor air quality practices.
- **High-performance corporate buildings:** The expansion of our headquarters through the Popular Center District development is pursuing LEED certification, reflecting adherence to recognized standards for energy efficiency, water stewardship and sustainable design. The project incorporates non-potable water reuse for toilet flushing and landscape irrigation, improving operational efficiency. In addition, the design functions as a stormwater retention system that delays peak runoff from this highly paved area, reducing the volume and speed of stormwater discharge to the surrounding Hato Rey community. By increasing the response time of the local drainage system, the project helps mitigate flood risk and supports greater resiliency in adjacent neighborhoods.
- **Locally recognized sustainable design:** The Muñoz Rivera 200 building, inaugurated in 2025, is designed to meet Puerto Rico's Permiso Verde standards. The building supports more sustainable transportation with ample bicycle parking and electric vehicle charging stations, uses less energy than a typical office building and generates

part of its electricity on site through solar panels. Its design also helps manage rainwater on the property, reducing the amount of runoff released to surrounding areas.

- **Efficiency retrofits:** In 2025, El Señorial Center installed an energy saving system that helps reuse cooled air, reducing the need for air conditioning. This improvement is expected to lower electricity use by more than 265,000 kilowatt hours each year.

Resource efficiency and circularity

We apply resource management practices that reduce waste, prioritize reuse, and improve efficiency across our facilities. These efforts help lower operating costs and reinforce operational preparedness by reducing dependency on constrained resources.

- **Repurposing furniture and fixtures:** Before purchasing new items for a project, we first evaluate available used furniture and invest in refurbishing when feasible (e.g., repainting, reupholstering, functional repairs), reducing landfill waste and demand for new raw materials.
- **Construction practices:** For new builds and renovations, we work toward high construction waste diversion and prioritize modular materials and materials with recycled content where appropriate.
- **Organics diversion:** Several corporate buildings have implemented organic waste segregation for composting in kitchen areas, helping divert food preparation waste from landfill.



1,214 tons

of shredded and recycled paper



102,271 pounds

of electronic equipment recycled

Business Resilience

Business resilience and contingency planning are key components of our operations. Popular's Business Continuity Policy and Program is designed to limit disruptions to essential operations, systems, and customer services and minimize the potential losses related to any natural disaster, technology disruption, loss of associates, third party issues, or other crisis events. The program establishes the necessary components to plan, respond, and recover from these situations, and it follows the Federal Financial Institutions Examination Council (FFIEC) guidelines, as well as leading industry standards from the National Institute of Standards and Technology (NIST) and the International Organization for Standardization (ISO).

The Board of Directors Risk Management Committee and the Operational Risk Management Committee oversee the Business Continuity Policy and associated programs.

Our Crisis Management Team ensures efficient evaluation, response and communication of significant events that could impact our assets or our customers. Because of this preparation and governance, we have been able to respond quickly and minimize the impact on our customers and operations during natural disasters, pandemic crises, and other technical events. Our planning includes alternate sites, communications, providers and remote work strategies.

Our Corporate Insurance Program provides risk transfer strategies to minimize the loss caused by significant events. As climate, cyber, and other emerging risks and related regulations arise, we continue to evaluate and enhance our internal business resilience strategies to minimize the impact on our customers and shareholders.

Climate Risk

Our experience operating in regions that are exposed to extreme weather events and natural disasters such as hurricanes, floods, storms and droughts, urge us to prioritize assessing the potential risks to our business activities and those of our clients as part of our climate risk management.

Governance

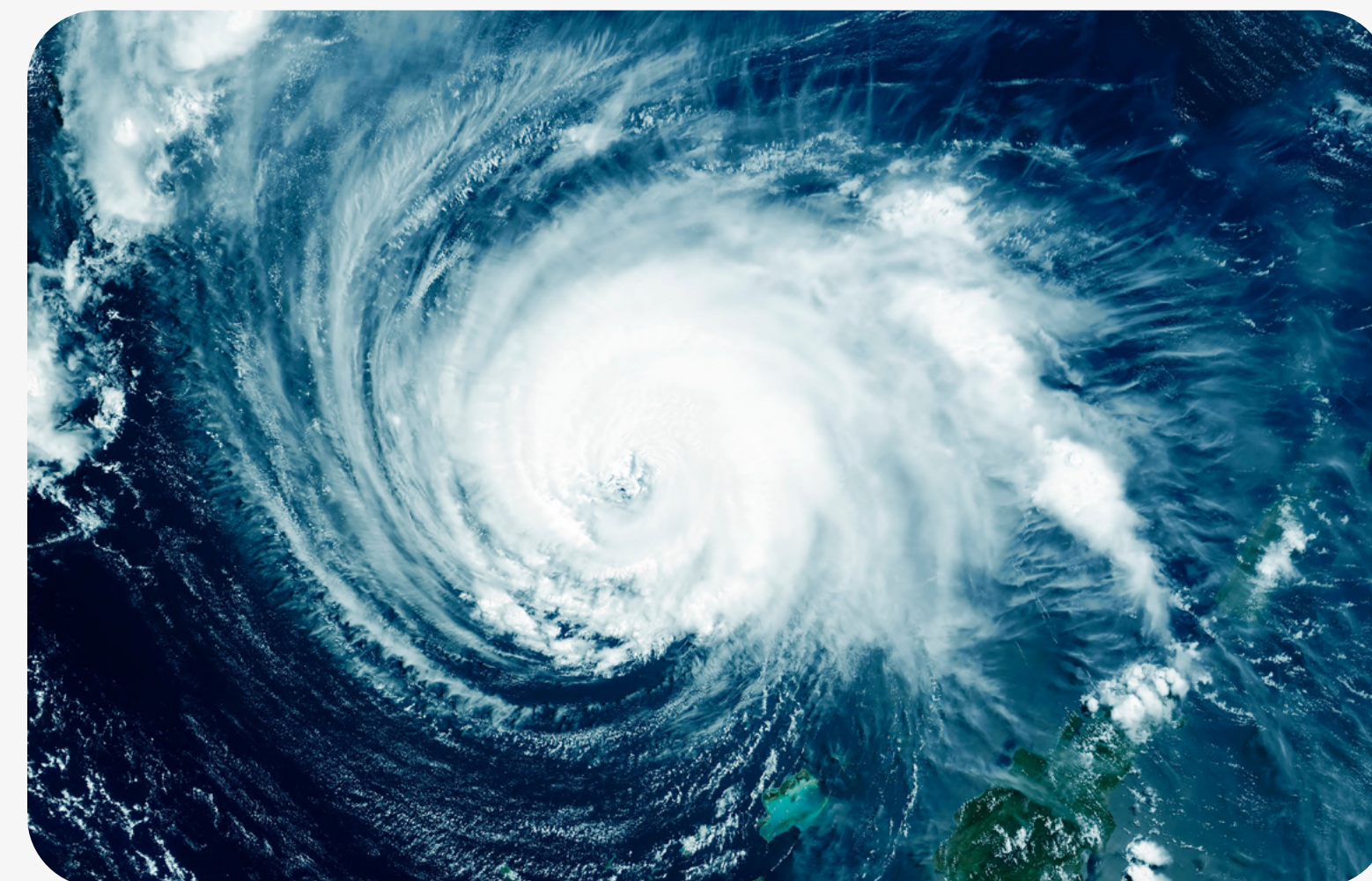
Our Board of Directors (Board) is responsible for overseeing the Corporation's approach to climate-related risks and opportunities. The Risk Management Committee executes the Board's oversight of the Corporation's climate risk efforts.

The Corporate Governance and Nominating Committee oversees the Corporation's strategy, initiatives, practices, policies and reporting related to corporate sustainability matters.

The Risk Management Committee is responsible for Popular's enterprise-wide risk management program, practices, and framework, and for the monitoring, reviewing, and approval of the policies and procedures that measure, limit, and manage Popular's main risks.

Risk topics include, but are not limited to, credit, market, interest rate, liquidity, operational, technology, cyber and information security, compliance, legal, climate, reputational and strategic risks, as management or the Committee may deem appropriate from time to time.

The Climate Risk Working Group counsels the Corporation's Climate Risk Program, which oversees the identification of responsible individual(s) for the management of risk at the first and second line of defense functions. It combines members of our Financial and Operational Risk Management, Corporate Sustainability, Corporate Real Estate, Credit Risk, Legal, and Finance teams, in addition to several Senior Management members. The Working Group met four times in 2025 and reported to the Enterprise Risk Management Committee (ERMC) as appropriate.



Strategy

Our Own Operations

We are focused on better understanding in what ways climate change represents risks and opportunities for Popular.

Most of our operations are in the Caribbean region, which is characterized by tropical climate. This means warm temperatures are constant throughout the year, warm oceans, and seasons that may be predominantly wet or dry. These characteristics set the conditions to experience acute events like hurricanes and storm surges, and the effects of climate change could lead to chronic events like sea level rise, coastal erosion, and heatwaves, which reflect the type of climate-related physical risks Popular faces.

Our susceptibility to physical risks, combined with our experience with past climatic events, influences the plans and practices that our Corporate Real Estate team has put in place to address operational climate risks. Moreover, Popular's disaster recovery and business continuity strategies currently account for the effects of acute physical climate-related events.

Our Business Activities

During 2025, Popular completed a risk identification exercise, which allowed us to assess the vulnerability to climate-related risks by business activity for our Commercial and Industrial, Commercial Real Estate, and Residential Real Estate portfolios.

Each portfolio was scored based on physical risks as well as the underlying transition risks that characterize each, that may span from regulatory, technology, legal, or market sentiment risks. Scores were also informed by the likelihood of these risks occurring in the short, medium, and long term. Identifying the likelihood of these risks occurring in the short, medium, and long term enables a more comprehensive evaluation and facilitates the development of strategic opportunities in the future.

Our Commercial and Industrial portfolio is predominantly composed of service-oriented business activities and other highly regulated industries

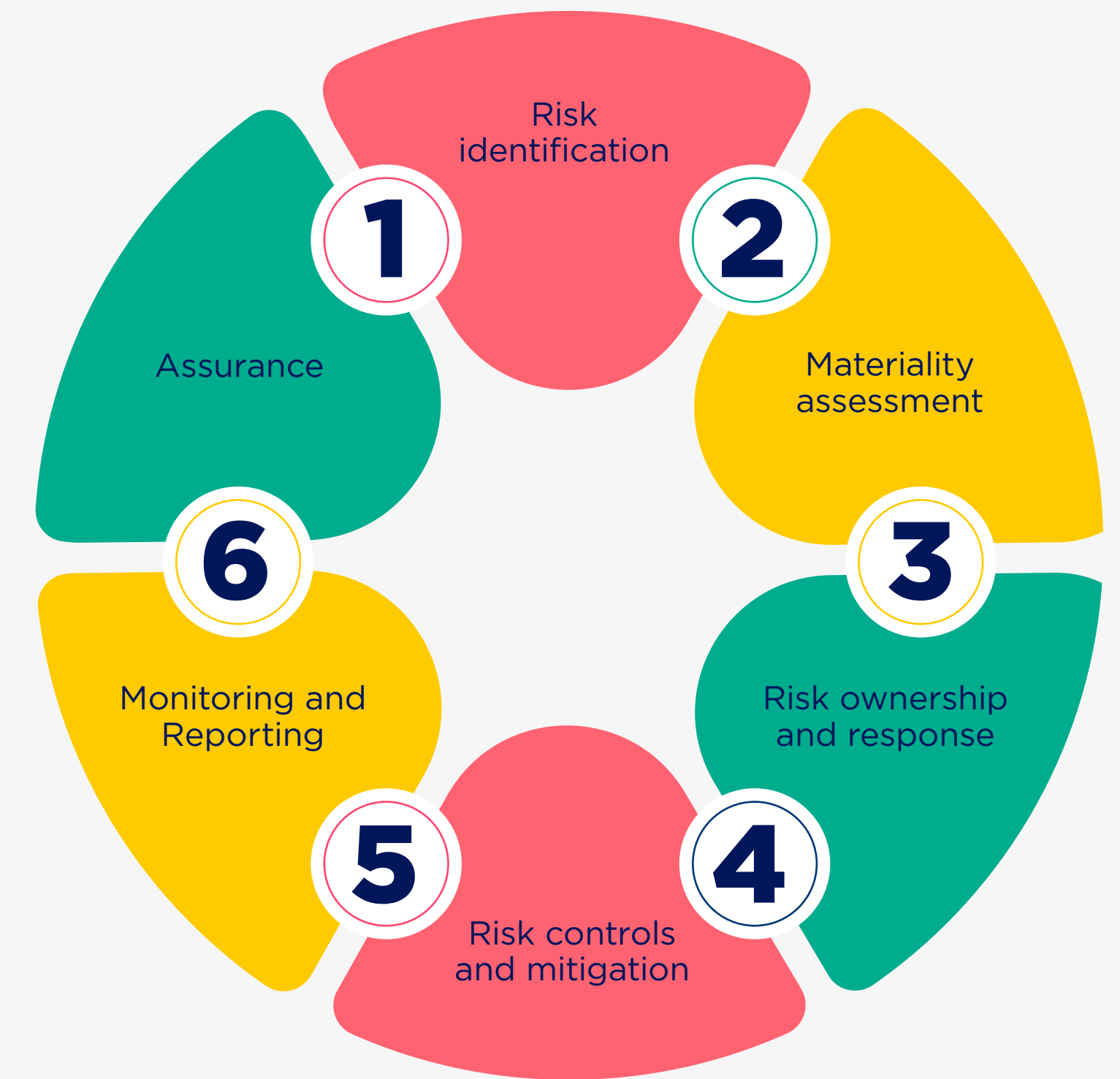
which have strong transition risk adaptation measures in place. On the other hand, our Commercial Real Estate and Residential Real Estate portfolios are largely composed of industries where potential shifts in regulation requiring less carbon intensive energy production or an accelerated transition to less carbon intensive activity may increase expenses of these business activities.

We do business in regions prone to extreme weather events, resulting in high vulnerability to physical risk across our portfolios. Our credit risk decisions processes include the consideration of mitigation and adaptation measures based on the potential risks identified. A key consideration during the credit evaluation process is adherence to the local construction code. In Puerto Rico, which represents 66% of our portfolio activity, the construction code integrates more stringent requirements which makes construction in Puerto Rico more resilient than that in other regions in the U.S. The construction code considers susceptibility to elements such as hurricane wind speeds, flooding, and landslides based on location. Hence, compliance with this code serves as an adaptive mechanism to some potential physical risks associated with climate. We also manage our portfolio risk through appropriate borrower-placed insurance.

While the vulnerability ratings of our portfolios do not reflect the full range of adaptation and mitigation measures we evaluate, our aim is to explore solutions to common challenges around availability and quality of data, such that we can strengthen future climate risk assessments. As we continue to deepen our understanding of the climate-related risks relevant to Popular, we leverage findings as a compass to identify new business opportunities, and to complement our decision-making and risk management processes.

Risk Management

We consider climate risk as part of our main risk taxonomy. As such, it is included in our Enterprise Risk Management Framework and the Corporation's Risk Management Policy. Additionally, the RMC and the ERMC monitor over seven types of risk, including credit, compliance, operational and other risks, which may be connected to both climate and environmental issues.



Our approach to managing climate risk is rooted in the enterprise risk management framework, like the other risk types. When designing the methodology for the risk identification exercise (initial phase of the enterprise risk management cycle) for climate risk, we took into consideration the requirements of our risk management frameworks and the TCFD framework.

Popular's approach to the assessment of climate-related risks includes these overarching concepts:

- Alignment with our Enterprise Risk Management framework.
- Alignment with regulations and strict risk management practices.
- Continually evolving based on internal and external changes.

Sustainable Finance

Insurance

Weathering the Storm: Parametric Microinsurance for Natural Disasters

In 2023, Popular introduced a groundbreaking parametric microinsurance policy, designed to provide our clients with swift financial support in the wake of hurricane emergencies. This innovative policy ensures benefit payments based on measurable events, specifically wind speeds, rather than requiring assessments of damages. The insured location's wind speed triggers a payout in 10 days or less after customer attestation, facilitating a prompt and efficient recovery process for our clients. This policy is a testament to Popular's commitment to offering solutions that address the real-world challenges faced by our communities during natural disasters.

Awareness Campaign

Being ready for hurricane season is very important, especially for people who live in places that are frequently vulnerable to this type of natural disaster. As part of our effort to help clients with emergency preparedness, Popular established a hurricane awareness campaign in Puerto Rico, conducted through community outreach and educational materials, that aims to clarify the nuances of property insurance policies, emphasizing the distinctions between windstorm and flood insurance coverages. Our campaign emphasizes the importance of understanding policy limits, deductibles, and the imperative of maintaining policies reflective of the current property replacement values.

Financing Solutions for a Brighter Future

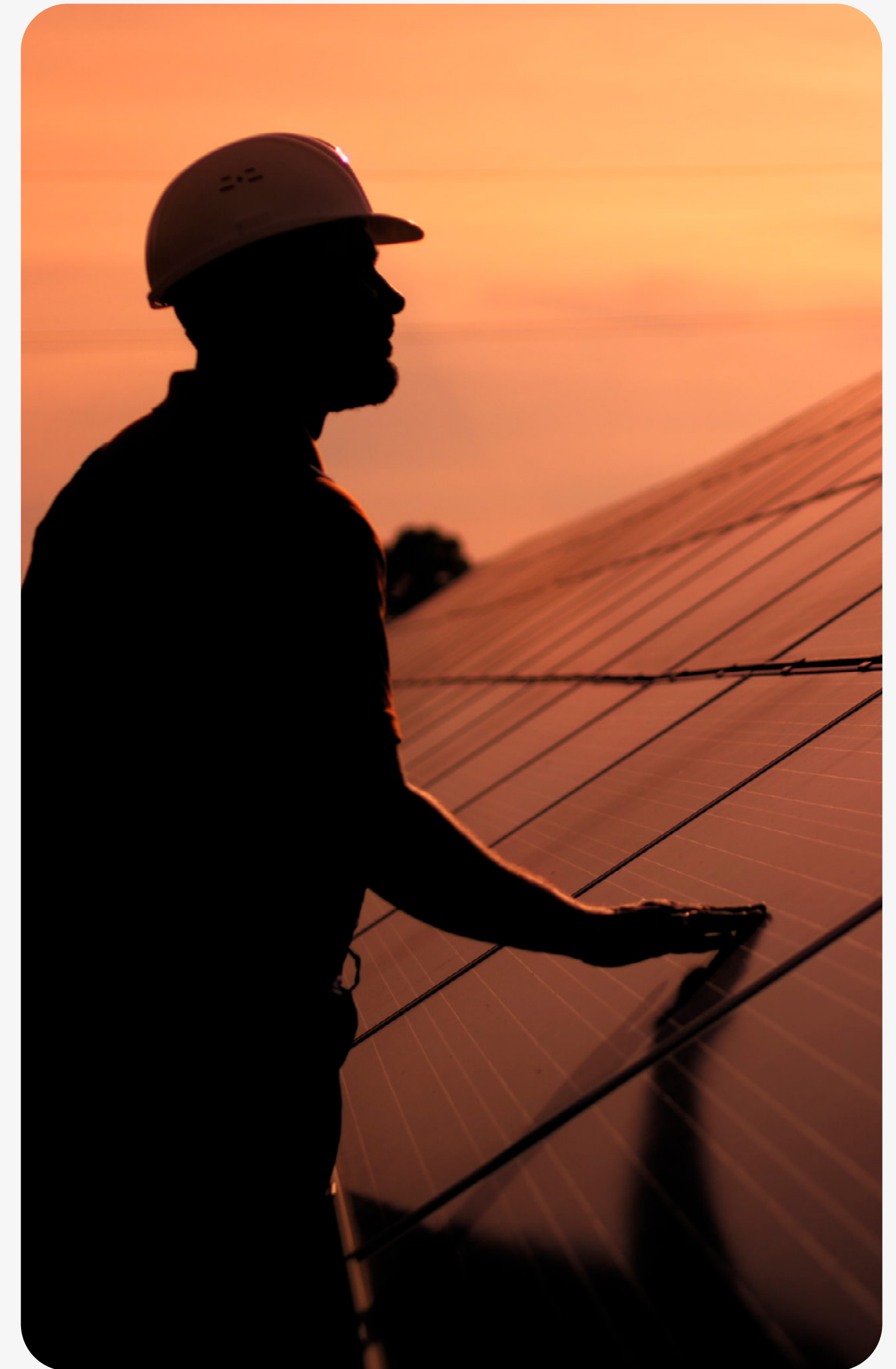
Popular takes pride in enabling financing opportunities that pave the way towards a more sustainable environment and society. An example of a project we supported in 2025 includes:

Infinigen Renewables

Through disciplined due diligence and comprehensive risk assessment, Banco Popular de Puerto Rico supported a transaction involving the Oriana Solar Park in Isabela and the Horizon Solar Park in Salinas, two operating solar PV facilities totaling 73.2 MW of installed capacity in Puerto Rico. Both assets are owned and operated by Infinigen Renewables, a Puerto Rico-based independent power producer focused on utility-scale renewable energy.

These projects support Puerto Rico's energy transition by expanding clean generation and enhancing grid resilience. Oriana, the larger facility, has an installed capacity of 45 MW AC / 57 MW DC and generates approximately 92,000 MWh annually, enough to power about 10,000 homes while offsetting more than 55,000 tons of CO₂ per year. Horizon has an installed capacity of 10 MW AC / 15.5 MW DC and produces approximately 23,000 MWh annually, serving about 2,500 homes and reducing emissions by roughly 17,500 tons each year. Both facilities include lithium-ion battery storage systems to support grid stability and reliability.

The transaction reflects Banco Popular de Puerto Rico's continued commitment to financing infrastructure and operating assets that support Puerto Rico's efficient transition toward a more diversified, resilient, and sustainable energy mix.



Conservation

Bolstering Community Resilience

The condition of the ecosystems that surround us play an important role in ensuring we continue to drive long-term value. A healthy natural environment helps our communities grow economically and socially, and when our communities do well, so does our business.

Since our Corporate Donations Environment Program was established in 2021, we have supported non-profit organizations with projects focused on reforestation, biodiversity, and renewable energy. Since then, the relationship we hold with our partners continues to grow, enabling us to work collaboratively toward shared environmental goals.

- \$2.6 million in environmental grants since the program launched in 2021
- \$505,000 total amount awarded in 2025
- 7 active projects in 2025

As our program matures, we have strengthened our commitment to restoring natural habitats, protecting vital species, and fostering healthier ecosystems and more resilient communities. Our approach to concentrating our efforts on targeted conservation initiatives that generate the greatest benefit for ecosystems and communities alike, allows us not only to maximize our impact but also deepen our collaborations with grantees, nurturing enduring partnerships built on shared goals and mutual growth.

Now, our partners continue focused on the collective mission of strengthening the role our ecosystems serve in protecting life, fostering biodiversity, and enabling communities to thrive in harmony with their natural surroundings.



Impact Across Ecosystems: Spotlight of our Environmental Partners

Strengthening Coastal Resilience in Piñones with Corporación Piñones Se Integra

- 20,806 mangroves planted and channel cleaning as part of a reforestation and flood-mitigation initiative in the Piñones Forest, contributing to ecosystem recovery and reduced flooding risk in Las Pajitas, Torrecilla, and Piñones.

Protecting a Critical Reef in Culebra with Sociedad Ambiente Marino

- 263 coral colonies impacted through restoration efforts addressing impacts from stony coral tissue loss disease (SCTLD). The site includes one of the few Caribbean reefs hosting more than ten colonies of *Dendrogyra cylindrus*, a critically endangered species, and surviving brain coral colonies resilient to SCTLD.



Marine Biodiversity and Reef Resilience with ISER Caribe

- Initiative focused on strengthening reef resilience by supporting the recovery of threatened and endangered coral species and contributing to the restoration of degraded reef habitat in Rincón and Lajas. Restoration efforts are reinforced through the integration of key supportive species, such as crabs and sea urchins, which help control algal growth and support reef balance.

Strengthening Terrestrial Ecosystems with Para La Naturaleza

- 50,000 trees planted and maintained supported the planting and maintenance of trees across 72 acres of protected land, strengthening forest ecosystems and supporting long-term biodiversity conservation.

Decarbonizing Coral Reef Restoration efforts with The Nature Conservancy

- Supported the installation of 164 solar panels at The Nature Conservancy's Coral Innovation Hub in St. Croix. The investment helps reduce the energy footprint of coral reef restoration activities—an energy-intensive field—while enabling operational savings to be redirected toward core conservation efforts.



Promote Trust

In this section



- ▶ Corporate Governance
- ▶ Business Ethics
- ▶ Security and Privacy
- ▶ Compliance Program
- ▶ Responsible Sourcing
- ▶ Responsible Marketing
- ▶ Customer Satisfaction
- ▶ Human Rights

Corporate Governance

2025 Corporate Governance Highlights

Independent Board

- 10 of our 12 current directors are independent.
- Lead Independent Director with robust and well-defined responsibilities
- Regular executive sessions of independent directors
- 100% independent Board committees:
 - Audit Committee;
 - Corporate Governance and Nominating Committee;
 - Risk Management Committee; and
 - Talent and Compensation Committee

Strong Governance

- Annual board, committee and individual director evaluations and self-assessments
- Independent third party retained at least every three years to perform board evaluation
- Stock ownership guidelines for executive officers and non-employee directors
- Prohibition on hedging and pledging of Popular's securities
- Diverse board in terms of experience, skills, tenure, gender, race, ethnicity, and other demographics
- Five new directors in the last five years

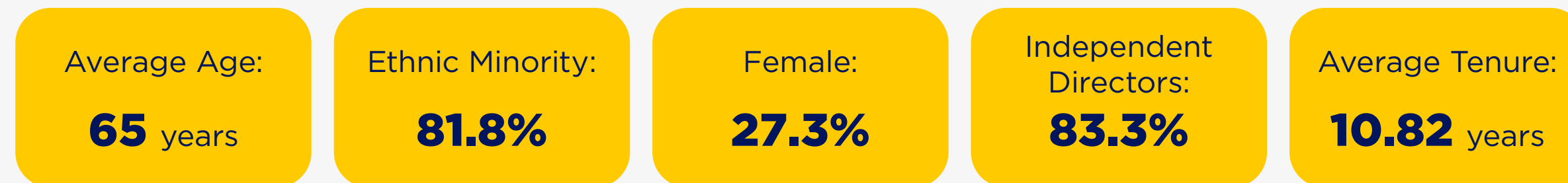
Robust Board Oversight

- The Board met 10 times during 2025 and each director attended 93% or more meetings of the Board and the meetings of committees of the Board on which each such director served.
- Board oversees the Corporation's risk management program, including cyber and information security strategy and preparedness.
- Board also oversees the development and implementation of the Corporation's technology strategy and related initiatives as well as Popular's corporate responsibility and sustainability matters.

Shareholder Rights

- All members of the Board of Directors are elected on an annual basis.
- Majority voting in director elections
- No supermajority voting requirements for our shareholders
- Shareholders holding 20% or more of our outstanding common stock have the right to request a special meeting of shareholders.
- Board receives and discusses shareholder communications addressed to the Board.

Statistics of the Board During 2025



Directors' Experience And Skills



Corporate Sustainability Oversight

Our Board of Directors is actively engaged in the oversight of Popular’s corporate sustainability strategy and practices.

Board of Directors

The Board of Directors oversees the Corporation’s general corporate sustainability activities, priorities and strategies. To ensure the pursuit of the Corporation’s sustainability objectives and goals, the Board has delegated direct oversight responsibility for corporate sustainability-related matters to three of its committees.

Corporate Governance And Nominating Committee

- Oversees the Corporation’s strategy, initiatives, practices and policies that relate to sustainability and social responsibility. The Committee may fulfill these responsibilities in consultation and coordination with other committees of the Board.
- Receives reports and updates and advises management on corporate sustainability matters, including but not limited to environmental sustainability, community and social impact activities, charitable contributions, philanthropy and other public policy and responsibility matters, that may impact the Corporation, its shareholders, employees, customers and the communities in which it operates.
- Reviews and oversees the Corporation’s reporting with respect to corporate sustainability matters and practices.
- Approves any political contribution to be made by or on behalf of the Corporation and annually receives a report on the political contributions made by the Corporation during the year.

Risk Management Committee

- Receives and reviews reports on selected risk topics, including, but not limited to, credit, market, interest rate, liquidity, operational, technology, cyber and information security, compliance, legal, climate, reputational, and strategic risks, as management or the Committee may deem appropriate from time to time.
- Oversees the Corporation’s information security program and risk management with respect to cybersecurity.
- Oversees the Corporation’s risk management with respect to environmental risks, including but not limited to, risks pertaining to climate change.
- Oversees the Corporation’s risk management with respect to emerging technologies, including artificial intelligence.

Talent And Compensation Committee

- Reviews and advises management regarding the Corporation’s human capital strategies, practices and initiatives, including matters related to culture, talent acquisition and development, workforce engagement and inclusion and belonging.

Business Ethics

At Popular, we take pride in building and sustaining strong relationships with our customers, shareholders, and the communities we serve, as well as for doing business with the highest ethical standards. Our Code of Ethics, values, and corporate policies and guidelines provide the foundation for a safe and respectful workplace, help us minimize risk, and empower stakeholders to voice concerns about potential unethical behavior.

Code of Ethics

Popular's Code of Ethics, available in both English and Spanish, reaffirms our commitment to the highest ethical standards and outlines the principles and expectations that guide the conduct of our directors and employees. It establishes the general rules they must follow to carry out their responsibilities with integrity. Our suppliers are also expected to adhere to the Code of Ethics for Popular Suppliers.

The Code of Ethics covers a broad range of topics, including whistleblowing, conflicts of interest, anti-discrimination, anti-harassment and anti-retaliation provisions, sustainability, insider trading, sales practices, fair dealing, political activities, contributions and lobbying, privacy and data protection, anti-bribery/anti-corruption, and other legal and compliance matters. The Code is reviewed annually by the Corporate Ethics Officer, with input from several Popular units. It is subsequently discussed with the Corporate Governance and Nominating Committee and submitted to the Board of Directors for approval. The effectiveness of Popular's overall ethics program is assessed through periodic audits conducted by Popular's Auditing Division.

Employees are required to complete Code of Ethics training as part of their onboarding and every two years thereafter. Each year, they must also acknowledge their compliance with the Code of Ethics and disclose certain information to prevent possible conflicts of interest. Ethical conduct is reinforced through the annual performance review process, where every employee is assigned an objective related to their responsibility to uphold the highest ethical standards.

Reporting Grievances or Concerns

Popular's whistleblowing program allows for the submission, receipt, retention and handling of complaints involving a wide range of issues, including accounting, auditing or financial reporting; Bank Secrecy Act ("BSA") and Anti-Money Laundering laws ("AML"); unfair, deceptive or abusive acts or practices against consumers (including sales practices); employment matters; procurement and purchasing practices; and actual or potential violations of other matters, policies, laws or regulations, including, but not limited to, fair lending, insider trading and anti-corruption.

Our whistleblowing reporting system (EthicsPoint) allows our employees, suppliers, customers, investors and community to report concerns associated with unethical or illegal conduct at Popular. Information about EthicsPoint is available in the Code of Ethics, the Code of Ethics for Popular Suppliers, on Popular's website, through the company's intranet, and on posters displayed in branches and offices. EthicsPoint is accessible

24 hours a day, seven days a week, via the internet or toll-free phone numbers. The information provided through EthicsPoint is confidential and submissions may be made anonymously, unless the reporter elects otherwise. All submissions are routed to the appropriate internal, independent and unconflicted personnel to ensure that each matter is properly reviewed and investigated. Records of all reports are maintained and oversight is provided by senior management, auditors, and/or the Board of Directors, as applicable.

Reporting and Non-Retaliation

Popular values the help of individuals who identify actual or potential problems that need attention and strongly encourages employees to raise concerns so that it can address them promptly and take any necessary corrective action. Popular prohibits all forms of retaliation, harassment or discrimination against employees who, in good faith, report a concern or complaint involving illegal or protected activity, or provide information or assist in internal investigations, as well as those conducted by law enforcement, regulatory bodies, or other government agencies.

Political Activities, Contributions and Lobbying

Any political contribution made by or on behalf of Popular must comply with all applicable federal, state, and local laws and regulations, and follow Popular's Political Contributions Policy. Political contributions made by or on behalf of Popular must be approved in advance by Popular's Chief Executive Officer and Chief Legal Officer, and must be reported annually to the Corporate Governance and Nominating Committee of Popular's Board of Directors.

Anti-Bribery and Anti-Corruption

At Popular we do not tolerate bribery, corruption, or improper payments of any kind in our business dealings. Our Code of Ethics provides clear guidance and establishes restrictions on gifts and other items of value, and employees are expected to comply with our policy and follow all related requirements and authorization procedures.

Employees must acknowledge their compliance with the Anti-Bribery/Anti-Corruption Policy on an annual basis and complete training on Anti-Bribery/Anti-Corruption as part of their onboarding and every two years thereafter. Moreover, Popular units that may interact with Public Officials or Government Authorities are required to certify annually that they are in compliance with the Anti-Bribery/Anti-Corruption Policy and the corresponding Corporate Guideline.

Periodic assessments are conducted to evaluate the nature and extent of the inherent bribery and corruption risks to which the Corporation may be exposed, and the effectiveness of the controls designed to mitigate those risks. Also, the Corporate Auditing Division performs testing to confirm adherence to the Anti-Bribery/Anti-Corruption Policy and related procedures.

Security and Privacy

Information security and fraud risks have risen sharply for large financial institutions like Popular due to new technologies, expanded digital channels, remote work, artificial intelligence, and increasingly sophisticated threats from organized crime, hackers, and terrorists, among other malicious actors.

Popular is committed to safeguarding and protecting our clients' data and information. Our approach to security and privacy combines governance, technology, tools, policies and processes to prevent, detect, respond to and recover from cyber threats quickly.

Overview of our Information Security Program

Scope

The Information Security and Privacy program ensures our systems and data are protected and privacy obligations are extended to third parties who have access to, process or retain data.

Governance

Oversight of Popular's privacy standards and guidelines is a shared responsibility between:

- Chief Information Security Officer
- Data Privacy Officer
- Regulatory and Financial Compliance Division

The Corporate Information Security and Privacy Division oversees the Corporation's information security and data privacy programs and risk management framework for the control, management, cyber security and privacy of the bank's systems and client data pursuant to existing and emerging state or federal laws or regulations related to information security and data privacy.

Key Policies and Procedures

- **Privacy Policy:** Sets standards and guidelines to ensure Popular complies with applicable privacy and data protection laws. The Policy articulates principles related to the collection, use, sharing, and retention of customer data. In addition, through our Privacy Notices, we are transparent about how customer and client data may be legally used for marketing, information sharing, and targeted ads.
- **Information Security Policy:** Establishes requirements and responsibilities for protecting information assets, including customer's personal and financial information, and information-technology resources at Popular.
- **Information Systems Acceptable Use Policy:** Establishes guardrails and requirements for the appropriate use of Popular's assets and systems.

There are established procedures for:

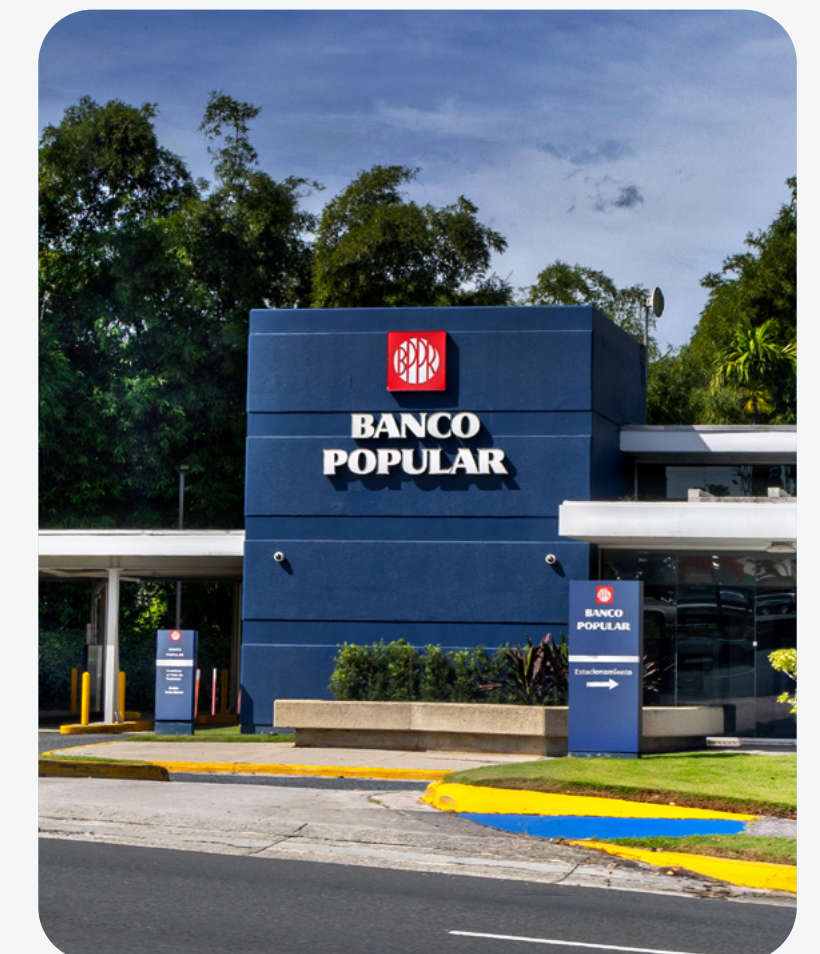
- Data classification, data inventories and documented data flows.
- Cyber and privacy incidents as part of Popular's security incident response and escalation procedures for handling system compromise, unauthorized disclosures or breaches of data.

Prevention Tools

Our **Online Security Center** offers tools and tips to help clients prevent fraud, including:

- multi-factor authentication for online banking,
- setting up emails or SMS alerts for relevant account activity,
- optionality to temporarily lock debit cards using Popular's mobile app, and
- Positive Pay, optionality to approve cashing checks issued when presented for payment.

Our **Fraud Prevention Program** integrates strong governance, advanced detection tools with regulatory compliance, while focusing on customer experience. Popular applies multiple mitigation strategies to prevent fraud by risk-scoring debit and credit card transactions prior to authorization, using customer behavior patterns, emerging fraud trends, and observed fraud tactics to identify and decline high-risk activity, while following authentication processes that enhances controls over our new accounts and our customers' digital activity.





Managing Cybersecurity

Popular is committed to maintaining the security of our information as well as that of our customers and safeguarding it from unauthorized use, disclosure or destruction.

Information Security Program Oversight

The Corporate Security and Operations Group, through the Chief Information Security Officer (CISO), is responsible for Popular's Information Security Program. The Corporate Information Security and Privacy Division and the CISO, develop and enforce this program in alignment with the Corporate Information Security Policy and related standards. This comprehensive approach enables the organization to effectively manage cybersecurity risks, provides direction to management regarding adjustments necessary to maintain the desired risk posture within the approved risk appetite, and recognizes exceptions where needed.

The Corporate Information Security and Privacy Division is also charged with overseeing Popular's information security strategy and objectives by:

- Assessing the potential impact of security threats or incidents across the company and its business lines and processes.
- Evaluating the effectiveness of the Information Security Program to address threats as they are identified.
- Conducting annual risk assessments, against requirements of risk frameworks and regulations, such as the Gramm-Leach Bliley Act, the New York Department of Financial Services Part 500 Cybersecurity regulation and the Cyber Risk Institute (CRI) Profile 2.0 framework, currently in transition from the Cybersecurity Assessment Tool (CAT).

- Providing regular updates and reports on cybersecurity matters to various management committees and to the Board of Directors' Risk Management Committee (RMC), at least quarterly. These updates include progress, initiatives, annual risk assessment results, and other relevant cybersecurity developments.

The Board of Directors and the Risk Management Committee of the Board are responsible for overseeing the Corporation's Information Security Program and its cybersecurity risks. Annually, the Board of Directors reviews and approves Popular's Information Security Program, including its strategies and roadmap for addressing threats and risks.

Information Security Program Standards and Practices

Popular continuously updates its Information Security Program to adapt to the ever-changing cyber risk landscape.

Frameworks and Controls

- The Information Security Program is based on the standards and controls outlined in the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity.
- To evaluate cybersecurity preparedness and maturity, the Corporation utilizes the CRI Profile 2.0 framework. The CRI Profile, developed through public-private collaboration, provides an industry-backed, consolidated approach for assessing cybersecurity, resilience, and efficacy. Results are used to enhance Program effectiveness.
- Program's controls are specifically designed to identify, protect, detect, respond to, and recover from information and cybersecurity incidents.
- The Financial and Operational Risk Management Division works as the second line, and evaluates Popular's compliance with policies and standards, while ensuring that metrics and indicators appropriately capture the level of risk.
- The Information Technology and Cyber Risk Committee and the Enterprise Risk Management Committee provide management oversight and governance over the cyber and privacy risks and programs.
- The Internal Auditing Division independently evaluates the effectiveness of the risk framework and reports its findings directly to the Audit Committee of the Board.

Continuous Risk Evaluation and Mitigation

- The Corporation regularly assesses risks to understand how internal

changes, new products, partners, technology, external events, and emerging threats affect information security controls. These evaluations are taken into consideration when assessing the adequacy of the level and skillset of resources, the technology, or the processes.

- Regular digital infrastructure scans, annual penetration tests on a risk-based approach and reviews of system enhancements and updates are conducted to ensure vulnerabilities are identified and mitigated.
- Application and vendor assessments are carried out for new products and providers and are updated according to the assessed risk level.

Incident Response Processes

- Processes and procedures are maintained to identify and respond to information security and cyber incidents. These include escalation protocols, materiality determinations, and requirements for customer and regulatory notifications, to be coordinated with law enforcement agencies, as appropriate.

Corporate Culture and Ethics

- The Corporation's culture is also fundamental to effective risk management. The Code of Ethics provides a framework for all employees to conduct themselves with integrity, emphasizing the protection of data and customer privacy.

Education and Preparedness

- All employees receive training on cybersecurity, data privacy, and customer data handling requirements upon hiring and annually thereafter.
- We conduct awareness campaigns for customers and employees to respond to and address threats as they evolve over time.
- Monthly phishing campaigns and simulations are conducted for the entire employee base, with escalation protocols in place for employees requiring a refresh of the topics, to improve their awareness and responsiveness to potential threats.
- Tabletop incident response exercises occur at least annually and cover threats and events such as ransomware, customer fraud, and data breaches, involving key employees and service providers to enhance and validate incident response plans and playbooks.
- An artificial intelligence governance framework was established to delineate requirements and governance over the permitted uses of artificial intelligence within our environment, including its defensive use.

For additional details related to privacy and cybersecurity, please refer to Part 1, Item 1C of our 2025 **Form 10-K**.

Compliance Program

Popular has established a compliance program dedicated to protecting consumers and its customers, maintaining integrity, and preserving its reputation. This program is designed to mitigate risks related to breaches of laws, regulations, and industry standards established by regulatory bodies. Compliance oversight is managed by the Financial Crimes Compliance Division and the Regulatory and Financial Compliance Division. These divisions ensure regulatory adherence through systematic oversight, regular risk assessments, and compliance reviews and audits. Any regulatory issues or financial crime risks are escalated and effectively managed via established procedures, with irregularities reported to senior management, the Board of Directors, and relevant authorities, as necessary.

Financial Crimes Compliance Division

Popular is committed to maintaining its standing as a safe and strong financial institution with the goal of protecting Popular and the U.S. financial system from money laundering, sanctions evasion and terrorism financing. This is achieved through risk-based compliance programs for Anti-Money Laundering, Counter-Terrorism Financing and Sanctions. These programs have been designed in a manner consistent with governing principles and standards that are aligned with applicable legal and regulatory requirements in the U.S. and the jurisdictions where Popular operates.

Responsible Sourcing

We expect our suppliers to act with integrity, conduct operations responsibly, and contribute to delivering value for our customers and communities.

Vendor Management Practices

Our vendor management practices are designed to uphold the highest standards of integrity and regulatory compliance throughout our supply chain.

As part of our onboarding and vendor management practices, rigorous due diligence is conducted to ensure supplier services meet Popular's requirements. Also, suppliers are provided with the Code of Ethics for Popular Suppliers, which sets forth our expectations regarding ethical conduct, including standards on Conflicts of Interest, Privacy and Confidentiality, Anti-Bribery/Anti-Corruption, among other topics.

Our critical suppliers are part of a structured vendor performance monitoring program that enables timely assessment of potential risk implications. To manage the risk associated with suppliers providing critical services, we deliver ongoing training to our internal stakeholders, ensuring they are aware of the implications and responsibilities involved.



Responsible Marketing

Popular is committed to supporting the social and economic well-being of our customers and the communities we serve. To uphold this commitment, all marketing communications are developed to ensure clarity, transparency, and strict adherence to equitable, fair, and ethical practices, in full compliance with applicable laws and regulations.

We offer a comprehensive range of products and services designed to address our customers' needs and preferences. Our priority on transparent communication ensures that all product features, terms, conditions, and applicable fees are clearly disclosed, enabling customers to make well-informed financial decisions.

To further empower current and prospective customers in selecting the products and services that best meet their needs, we make detailed information readily accessible across a variety of channels. These include digital platforms—such as our websites, email, and social media—as well as in-person support via branches and service centers.

Responsible Marketing Principles

- Communicate accurately and truthfully.
- Uphold the highest standards of integrity, avoid biases and discriminatory practices, and ensure caution when engaging in any marketing activity directed at individuals under 18 years of age.
- Review all promotional materials prior to publication with the support of our Compliance and Legal divisions to ensure we disclose accurate information. The Compliance Department facilitates ongoing training for all personnel involved in product, service, and channel development and marketing. These initiatives reinforce first-line accountability and uphold standards of fair and responsible banking.
- Apply procedures that ensure compliance at every stage of product development, including pricing and eligibility, servicing, among others.
- Conduct customer surveys and participate in syndicated studies to measure satisfaction using a Net Promoter Score, helping us strengthen customer service and optimize our marketing strategies.
- Perform regular reviews of procedures, policies, and marketing guidelines to ensure compliance with applicable laws and regulations.
- Include diverse communities in all marketing efforts.

- Use data responsibly to create relevant content delivered through the appropriate channels at the right moment, enhancing customer experience by:
 - Sharing Popular's data, only with partnered affiliates and third-party partners for joint marketing initiatives or routine business purposes.
 - Designing marketing initiatives using insights from customers to keep messages relevant.
 - Adhering to data privacy and security guidelines set by the Corporate Security Group.

Customer Satisfaction

Complaints

We believe that when complaints are managed in an effective and constructive manner, they provide us with an opportunity to strengthen customer relations and identify opportunities for enhancements to our operations and processes.

Popular has adopted a corporate wide Complaints Management Policy, which has been implemented to ensure regulatory and financial compliance complaints are identified and managed in a prompt, effective and efficient manner; that they are escalated to management and the Board as appropriate; and that any actual harm to affected consumers is appropriately remediated as fairly and promptly as possible. Our Complaints Management Policy includes clear responsibilities for units across the enterprise that receive, investigate and respond to regulatory and financial compliance complaints, as well as for support units that collaborate in the complaints management process to ensure these are appropriately handled, aggregated and resolved. Units that collaborate in the complaints management process include:

- Business and Support Units
- Corporate Auditing Division
- Legal Division
- Regulatory and Financial Compliance Division
- Risk Management Committee (responsible for complaint management oversight)

To further reinforce the importance of promptly, efficiently and accurately managing complaints across the enterprise, we require employees to undergo annual complaints awareness training. Complaint metrics are also used to identify emerging risks related to a business, product or service, or to the adequacy of the complaints management process itself.

Human Rights

Popular published its Human Rights Position Statement in 2023.

At Popular, we believe that all humans are entitled to fundamental rights and freedoms. We recognize that companies and the private sector have a key role to play in ensuring respect for human rights in their operations and the regions where they are present.

Guided by the principles set forth in the United Nations Universal Declaration of Human Rights and our belief that respect for human rights is a minimum standard for responsible business, Popular supports fundamental human rights, their protection and fulfillment, across all our lines of business and in all regions where we conduct business. In engaging with our employees, customers, suppliers and communities in our day-to-day business activities, our commitment is to support, engage and carry out fair and responsible business practices that avoid causing, contributing to, or being directly linked to adverse human rights impacts.

As an employer, Popular is committed to valuing, protecting, and treating our employees with dignity and respect, while aiming to ensure ethical, fair, equitable, inclusive, and safe workspaces that protect human rights and allow our people to thrive. Our promise of being a safe workplace for all is also embedded in our Code of Ethics.

Sustainability Index

This Index reflects our report referenced with Industry Standards issued by the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), in addition to the Task Force on Climate-Related Financial Disclosure (TCFD) recommendations. Our disclosures under SASB standards are based on the two industries within the financial sector that are most closely aligned with our mix of businesses: Commercial Banks (CB) and Consumer Finance (CF). Unless otherwise noted, all data and descriptions are reported for Popular, Inc. on a consolidated basis where applicable, and not just the businesses or segments relevant to the particular industry. We do not currently disclose all the metrics included in these standards but will continue to evaluate them in the future. Our commitment is to provide investors with useful, relevant, and meaningful sustainability information and we may evolve our disclosures on these standards over time. All reported data is as of and for the year ended December 31, 2025, unless otherwise noted.

Sustainability Accounting Standards Board (SASB) Metrics Index

Stakeholder	Industry	Code	Metric	Response
Data Security	CB, CF	FN-CB-230a.2 FN-CF-230a.3	Description of approach to identifying and addressing data security risks	Refer to page 43 for a description of our Cyber Security practices and to Part 1, Item 1C of 2025 Form 10-K
Customer Privacy	CF	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2025, please refer to Note 23 (Commitments and Contingencies) of the Consolidated Financial Statements in the Corporation's Annual Report on Form 10-K for the year ended December 31, 2025.
Financial Inclusion and Capacity Building	CB	FN-CB-240a.1	Number and amount of loans outstanding qualified to programs designed to promote small business and community development	Banco Popular de Puerto Rico and Popular Bank disclose the number and amount of our loans to small businesses and small farms in Schedule RC-C, Part II of the Call Reports for Q4 2025. Community Development Loans: BPPR: 81 loans and \$313 million in loan originations PB: 53 loans and \$672 million in loan originations



Stakeholder	Industry	Code	Metric	Response
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Financial Inclusion and Capacity Building	CB	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	<p>Banco Popular and Popular Bank do not offer no-cost retail checking accounts. We do, however, offer various options of low-cost retail checking accounts. In 2022, Popular became the first financial institution in Puerto Rico to eliminate the charge for insufficient funds for returned transactions. We also eliminated overdraft fees on transactions of five dollars or less paid against insufficient funds, as well as the fees charged for maintaining overdrawn accounts. For more information on our Certified Bank On accounts: Cuenta Popular in PR, Popular Checking in VI and Popular Easy Access Checking in Popular Bank, please refer to page 13.</p> <p>CRA QUALIFIED ACTIVITIES: PR and USVI: 749 events with 40,115 participants US: 87 events with 2,174 participants</p> <p>For reporting year 2025, the methodology used to calculate the number of participants and events was revised to include only CRA-qualified activities.</p>
	CB	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved communities	
Business Ethics	CF	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2025, please refer to Note 23 (Commitments and Contingencies) of the Consolidated Financial Statements in the Corporation's Annual Report on Form 10-K for the year ended December 31, 2025.



Stakeholder	Industry	Code	Metric	Response
Business Ethics	CF	FN-CB-510a.2	Description of whistleblower policies and procedures	Please refer to Popular’s Code of Ethics which is reviewed annually by the corporation’s Board of Directors.
Systemic Risk Management	CB	FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	<p>While the Corporation is not subject to the U.S. Dodd-Frank Act’s supervisory stress testing (“DFAST”), it has established an annual capital planning process following the comprehensive and integrated capital planning governance and stress testing framework previously required to comply with DFAST for similarly sized institutions. The key objective of the capital planning and stress test process is to determine the level of capital that Popular needs to absorb the impact of a hypothetical highly-stressed business scenario while continuing to provide credit in the markets it serves. The amount of capital that the Corporation and its banking subsidiaries require to operate is a function of 1) the risk profile of the Corporation, 2) its strategic focus, 3) its operating environment and 4) other factors that could materially affect capital adequacy. Our Board of Directors and our management believe that our operating capital targets are appropriate and prudent after undergoing a thorough assessment of Popular’s overall risk profile and capital position. Factors considered in our analysis include the results of our stress test, the capital distribution practices of our peers and the factors listed in the Federal Reserve Board of Governors’ Supervisory Letter 09-4 (“SR 09-4”).</p> <p>As of December 31, 2025, our capital levels remained strong and exceeded well-capitalized requirements. For additional information, please see our latest Form 10-K and Form 10-Q filings.</p>



Stakeholder	Industry	Code	Metric	Response
SASB Commercial Banks Activity Metrics	CB	FN-CB-000.A	Number and value of checking and savings accounts by segment: (a) personal and (b) small business	<p>PR & VI Personal Checking Number of accounts: 1,657,626 Amount: \$7.3 billion Personal Savings Number of Accounts: 853,137 Amount: \$9.9 billion Small Business Checking Number of accounts: 144,697 Amount: \$5.2 billion Small Business Savings Number of Accounts: 16,606 Amount: \$588 million</p> <p>US Personal Checking Number of accounts: 61,612 Amount: \$537 million Personal Savings Number of Accounts: 53,655 Amount: \$1.7 billion Small Business Checking Number of accounts: 7,295 Amount: \$275 million Small Business Savings Number of Accounts: 7 Amount: \$25 million</p>



Stakeholder	Industry	Code	Metric	Response
SASB Commercial Banks Activity Metrics	CB	FN-CB-000.B	Number and value of loans by segment: (a) personal, (b) small business, and (c) corporate	<p>Commercial & Construction: \$21.4 billion</p> <p>Individual: Consumer Loans and Leasing: \$9.2 billion Mortgage: \$8.6 billion</p>
Selling Practices	CF	FN-CF-270a.4	(1) Number of complaints filed with the Consumer Financial Protection bureau (CFPB) and (2) percentage with monetary or non-monetary relief	<p>According to the CFPB website, Popular received the following number of complaints:</p> <p>1a.BPPR: 155 complaints</p> <p>1b. PB: 15 complaints</p> <p>2a. BPPR: A total of 95% were resolved with explanation, 4% of complaints resulted in monetary relief and no complaints resulted in non-monetary relief.</p> <p>2b. PB: A total of 100% were resolved with explanation, while none of the complaints resulted in monetary and non-monetary relief (0%)</p>
	CB	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	<p>For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2025, please refer to Note 23 (Commitments and Contingencies) of the Consolidated Financial Staments in the Corporation's Annual Report on Form 10-K for the year ended December 31, 2025.</p>



Stakeholder	Industry	Code	Metric	Response
SASB Consumer Finance Activity Metrics	CF	FN-CF-000.A	Number of unique consumers with an active (1) credit card account and (2) pre-paid debit card account	(1) Number of unique consumers with an active credit card account: 328,035 Popular Inc. does not offer pre-paid debit card products.
	CF	FN-CF-000.B	Number of (1) credit card accounts and (2) pre-paid debit card accounts	(1) Number of credit card accounts: 539,170 Popular Inc. does not offer pre-paid debit card products.

Global Reporting Initiative (GRI) Metrics Index

Topic	Metric	Code	Response
GRI 2: General Disclosures 2021	Organizational details	2-1	Refer to page 7 of this report.
	Entities included in the organization's sustainability reporting	2-2	Refer to page 7 of this report.
	Reporting period, frequency and contact point	2-3	Reporting frequency is annually, and aligns to the corporation's financial reporting period. Contact point: corporatesustainability@popular.com
	Restatements of information	2-4	No restatements were made this year.
	External assurance	2-5	We did not seek external assurance for the contents of this report.
GRI 3: Material Topics 2021	Process to determine material topics	3-1	Material topics were identified based on engagement through internal stakeholder interviews and subject matter experts within the corporation, and external research which included trends, ESG raters and industry best practices.
	List of material topics	3-2	Refer to page 8 of this report.
	Management of material topics	3-3	Management of material topics is included in the relevant topic standards below.



Topic	Metric	Code	Response
Procurement Practices	Management approach	GRI 3-3	Refer to page 44 of this report.
	Percentage of total purchase expenditure on local suppliers in relation to the locations with significant local operations in that region.	GRI 204-1a	Puerto Rico and Virgin Islands: 82% United States (operating hub): 48%
	The organization’s geographical definition of ‘local’	GRI 204-1b	Locally Based Business definition: In Popular we define locally based business as suppliers that operate or have locations in our main operational regions: Puerto Rico, Virgin Islands and the United States. These suppliers operate in a reasonable proximity and are within the same country or/ and territory. Our locally based suppliers may include multinational suppliers that have operations and a workforce in our main operating regions.
	The definition used for ‘significant locations of operation’	GRI 204-1c	Significant Operation Locations definition: Significant operational locations are based on the business activities we perform, their impact and the supplier spend associated with such activities.
Energy	Management approach	GRI 3-3	Refer to our Sustainable Operations section on page 32 of this report.
Employment	Management approach	GRI 3-3	Refer to the Our People section beginning on page 20 of this report.



Topic	Metric	Code	Response
Employment	Total number and rate of employee turnover during the reporting period by age group, gender and region	GRI 401-1b	<p>Annualized turnover rate: 8.5% Annualized turnover rate by region:</p> <p>PR: 7.5% US: 16.9% VI: 24.2% LATAM: 9.5%</p> <p>Turnover by Gender: Female: 8.2% Male: 9.4%</p> <p>Turnover by Age Group: Younger than 25: 22.1% 25-34: 12.8% 35-44: 5.5% 45-54: 4.4% 55-64: 8.5% 65 or older: 22.6%</p>
	Total number of employees that were entitled to parental leave, by gender	GRI 401-3a	Male - 3,330 employees Female - 6,048 employees
	Total number of employees that took parental leave, by gender	GRI 401-3b	Male - 82 employees Female - 160 employees
	Total number of employees who returned to work in the reporting period after parental leave ended, by gender	GRI 401-3c	Male - 81 employees Female - 158 employees
	Total number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	GRI 401-3d	Male - 71 employees Female - 138 employees
	Return to work and retention rates of employees that took parental leave, by gender	GRI 401-3e	Male - Return to Work: 99% Retention Rate: 85% Female - Return to Work: 99% Retention Rate: 87%



Topic	Metric	Code	Response
Training and Education	Management Approach	GRI 3-3	Refer to our Accelerating Learning and Development Opportunities section on pages 22 and 23 of this report.
	Average hours of training undertaken by employees, by gender and by employee category	GRI 404-1a	<p>By Gender: Male: 29.23 hours Female: 29.87 hours</p> <p>By Employee Category (Job Group): Strategy Leadership: 58.41 hours Leaders: 27.72 hours Individual Contributor: 26.34 hours Sales and Service: 24.5 hours</p>
	Type and scope of programs implemented and assistance provided to upgrade employee skills	GRI 404-2a	Refer to our Accelerating Learning and Development Opportunities section on page 22 of this report.
	Percentage of total employees by gender and employee category who received a regular performance and career development review	GRI 404-3a	<p>Overall: 98.94%</p> <p>By Gender: Male: 99.10% Female: 98.86%</p> <p>By Employee Category (Job Group): Management: 99.62%; Individual Contributor: 99.82%; Sales and Service: 98.17%</p>



Topic	Metric	Code	Response
Diversity and Equal Opportunity	Percentage of individuals within the organization's governance bodies by gender	GRI 405-1a-i	Men: 67%, Women: 33%
Supplier Social Assessment	Management approach	GRI 3-3	Refer to page 44 of this report.
Marketing and Labeling	Management approach	GRI 3-3	Refer to page 45 of this report.
Customer Privacy	Management approach	GRI 3-3	Refer to page 43 of this report.
	Percentage of employees per employee category by gender and age group	GRI 405-1b	<p>By Gender: Male: 36% Female: 64%</p> <p>Workforce Breakdown by Age Group: Younger than 25: 3% 25-34: 29% 35-44: 28% 45-54: 24% 55-64: 14% 65 or older: 2%</p>



Task Force on Climate-Related Financial Disclosures (TCFD) Index

Governance

(a) Describe the board’s oversight of climate-related risks and opportunities.
(b) Describe management’s role in assessing and managing climate-related risks and opportunities.

Refer to the Climate Risk section on [page 33](#) for more details on our climate risk governance approach.

(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Climate risks pose potential economic, societal, regulatory, and environmental impacts to our business and our customers. Consequently, Popular is evaluating and managing these risks across our operations. To evaluate our portfolios’ vulnerability to these risks, we completed the initial phase of a risk management cycle for climate risks, beginning with a risk identification exercise. The findings from the climate risk analysis provide valuable insights into the vulnerabilities of the Bank’s lending portfolios to physical and transition risks, and enables a more comprehensive evaluation to facilitate the development of strategic opportunities in the future.

Refer to the Climate Risk section on [pages 32 to 34](#) for more details on our physical and transition risks.

Strategy

(b) Describe the impact of climate related risks and opportunities on the organization’s business, strategy, and financial planning.

The implementation of the Corporation’s Climate Risk Program is ongoing. We acknowledge the need to formalize an impact analysis concerning climate-related risks and opportunities that affect our organization’s businesses, strategy, and financial planning. Considering the portfolio’s vulnerability identified through the climate-risk analysis described above, we will continue to assess various opportunities to further manage climate-related risks as needed.

Popular’s disaster recovery and business continuity strategies currently account for the effects of acute physical climate-related events. Furthermore, the Corporate Real Estate and Corporate Sustainability teams continuously evaluate opportunities to implement energy efficiency, environmental impacts, and social responsibility initiatives.

Please refer to the Sustainable Finance section on [page 35](#) for more information.



Risk Management

(a) Describe the organization's processes for identifying and assessing climate-related risks.

(b) Describe the organization's processes for managing climate-related risks.

(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Popular incorporated climate risks as part of the Corporation's principal risks identified in the Risk Management Policy. Additionally, the Risk Management Committee and the Enterprise Risk Management Committee monitor the other seven types of risk, including credit, reputational, compliance, and other risks, which may be connected to both climate and environmental issues.

Our approach to managing climate risk is rooted in the enterprise risk management framework, as the other risk types. When developing the risk identification exercise (initial phase of the enterprise risk management cycle) for climate risk, we took into consideration the requirements of our risk management frameworks and the TCFD framework.

Climate-related risk management at Popular began in 2023. Following established risk management best practices, Popular has completed a risk identification exercise for climate-related risks.

Refer to Climate Risk section on [pages 32 to 34](#) for more information on Popular's risk identification for climate-related risks.

Climate risk is part of the Corporation's Risk Management Policy, following our enterprise-wide risk assessment framework. Our Risk Management Group is assessing how to integrate climate related factors within this framework and understanding business vulnerabilities.

Our climate risk management process is currently in the initial phase of our risk assessment framework. The vulnerability ratings provided by the risk identification tool offered an initial understanding of our portfolios' vulnerability, organized by business type. This will allow us to delve into additional risk assessments, enhance management processes, and explore the development of new products as needed. While the vulnerability ratings of our portfolios do not reflect the full range of adaptation and mitigation measures we evaluate, our aim is to explore solutions to common challenges around availability and quality of data, such that we can strengthen future climate risk assessments. As we continue to deepen our understanding of the climate-related risks relevant to Popular, we leverage findings as a compass to identify new business opportunities, and to complement our decision-making and risk management processes.

Refer to Climate Risk section on [pages 32 to 34](#) for additional information on risk identification.



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