



**Cassio Bobsin, Founder & CEO**

Hello everyone and thank you for joining us today for this important announcement regarding our new strategic cycle.

As we navigate an ever-evolving business landscape, strategic cycles play a critical role in shaping the direction and growth of companies. These cycles allow us to adapt to market changes, focus our resources, and position ourselves for long-term success. I will start by quickly explaining how these strategic cycles have influenced our journey so far, the milestones we have achieved, and how this new cycle is designed to drive innovation, efficiency, and value creation for all stakeholders.

Our mission since our inception 21 years ago has always been to revolutionize the experience customers have with companies and brands. We recognize that we had three distinct strategic cycles so far in this mission– and at this moment we are closing the third one and launching the fourth one.

We had our first cycle, which was basically our startup phase after being born in a garage as an SMS provider, then evolved to the second cycle where we expanded our messaging capabilities and consolidated ourselves as the leading SMS broker in Brazil with a series of acquisitions.

The third and latest strategic cycle began in 2018, when we decided to evolve from a leading Brazilian CPaaS to become the most comprehensive CX SaaS in Latin



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America. After a series of acquisitions held before and after our IPO of complementary companies, which over the last years have reinforced our strategy and vision for the future, we officially launched Zenvia Customer Cloud in 2024. Zenvia Customer Cloud is the culmination of this vision and is now our core business moving forward.

Now, as of January 2025, we have entered our fourth strategic cycle, centered on accelerating the growth of our newly defined core business. Let's dive in on Zenvia Customer Cloud on the next slide.

We are truly excited about the Zenvia Customer Cloud and the immense potential it brings to our Company. This platform represents a pivotal milestone in our commitment to enhancing customer experiences.

Zenvia Customer Cloud is powered by AI-driven solutions and robust data analytics, and is designed to adapt seamlessly to businesses of all sizes and across diverse industries. Clients already using it report enhanced customer engagement, increased sales and reduced costs.

It is important to highlight here that the launch of Zenvia Customer Cloud was leveraged by two important and strategic initiatives: the use of Product Led Growth (PLG) strategies and our international expansion in Latin America.



Our PLG strategies empower users with flexible, self-service access to our software, enabling them to start small, explore features at their own pace, and seamlessly scale usage as their needs evolve. This approach—made possible through the integration of all services into a single, unified platform—ensures an intuitive and adaptable experience for businesses of all sizes. By aligning perfectly with the needs of our clients, it drives higher adoption rates, fosters long-term customer relationships, and creates a highly scalable revenue opportunity, positioning Zenvia for sustainable growth in a highly dynamic market.

Another key differentiator is our shift to a volume-based pricing model, where clients pay based on the number of interactions they have with their clients and prospects, rather than the traditional per-seat SaaS model. This approach is enabled by the extensive use of AI in our software, which minimizes the reliance on human agents, enhances efficiency for our clients and unlocks greater revenue generation potential for us with much less complexity.

And our international expansion—particularly in Argentina and Mexico, where we already had a presence—is performing well and delivering results. These international clients are already delivering a solid contribution to the success of Zenvia Customer Cloud, further validating our strategy.

The initial results we achieved in 2024, which Shay will share with you shortly, leave us energized and optimistic about the opportunities that lie ahead.



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This announcement today comes as the result of extensive analysis along with strategic planning and collaboration with our Board. As we worked to develop this unified operating model, it became clear that this new cycle would require a much higher level of efficiency to ensure its success.

Even though we have been streamlining our operations and bringing down our G&A as a percentage of revenues ratio throughout the last couple of years, concentrating our efforts on the Company's core meant establishing new pillars to shape Zenia that we aspire to become and need to be from now on, in this new cycle. This resulted in the difficult decision to lay off 15% of our workforce, as we announced yesterday, to ensure we enter this new cycle on a solid and sustainable foundation.

As we enter this important new strategic cycle, we are laser-focused on driving organic growth by leveraging our unified platform and market opportunities, evolving and accelerating our partnership ecosystem, boosting profitability through smarter operations and efficiency, while reducing leverage to strengthen our financial foundation. At the same time, we're committed to building the optimal capital structure to support our ambitions and ensure long-term resilience. These combined efforts position us to unlock meaningful, sustainable value and deliver solid returns to our shareholders, as we move forward in our journey.

I'll now hand the call over to Shay to present some of the numbers we already have from the platform.



**Shay Chor, CFO & IRO**

Thank you, Cassio. Good morning everyone, thank you for joining us on such short notice.

This slide number 4 brings a snapshot of our new core business, the Zenvia Customer Cloud. We are pleased with what we achieved in 2024, especially considering that we were on soft launch mode from March to October, when we officially launched Zenvia Customer Cloud.

We estimate that we closed 2024 with almost 6 thousand companies already using the platform, out of which 20% outside Brazil, mainly from Latam countries, generating revenues close to R\$200 million. This client base is a mix of existing clients who transitioned seamlessly to Zenvia Customer Cloud and new clients acquired throughout the year.

In terms of growth, we estimate that this operation will expand by 25 to 30% in 2025, achieving a gross margin between 68 and 70% and a positive EBITDA margin.

Our estimates are based on encouraging numbers from these first 9 months of operations, which are aligned with solid data, showing that the addressable market is set to keep growing at a strong double-digit pace in the coming years. On top of that, our new unified operating model, with advanced automation and AI puts us in a great position to make the most of these opportunities.



Let's move to the next slide to talk about the next steps.

We remain committed to streamlining our operations to enhance our efficiency. The headcount reduction announced is projected to generate cost savings of R\$30 to R\$35 million in 2025, even after accounting for severance expenses.

As a means to sharpen our focus on our core business and drive the expansion of our ecosystem, we will carefully evaluate opportunities to divest non-core assets. We believe we own assets that hold significant value in their segments, and an opportunistic divestment could play a key role in optimizing our capital structure.

To wrap up, as we embark on our new strategic cycle, we are laser focused on expanding Zenvia Customer Cloud in Brazil and Latin America. Our priorities are accelerating organic growth while continuing to deleverage the Company.

We are confident that these actions will result in a more efficient company with exceptionally solid business metrics, enabling us to unlock significant value to our shareholders.

Once again, we appreciate your continued trust as we move ahead.

With this, we conclude our prepared remarks and ready to take your questions.