

CI&T

EARNINGS CALL

3Q/25

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TODAY

HELLO, WE ARE



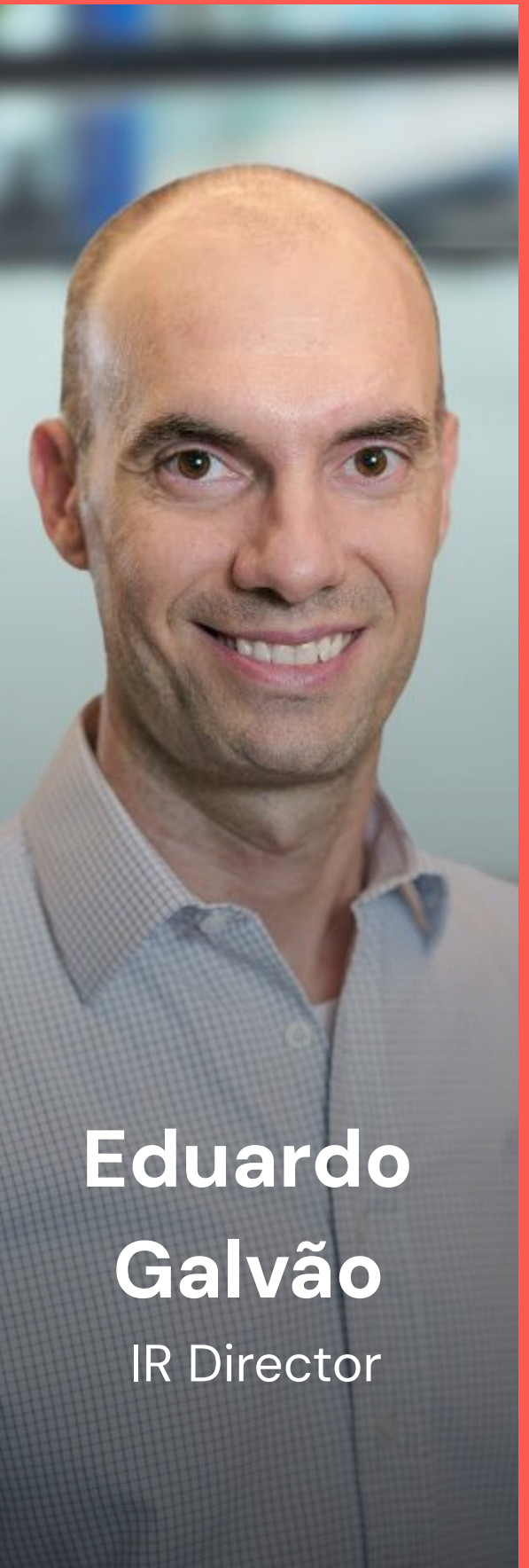
**Cesar
Gon**
Founder
CEO



**Bruno
Guicardi**
Founder & NAE
President



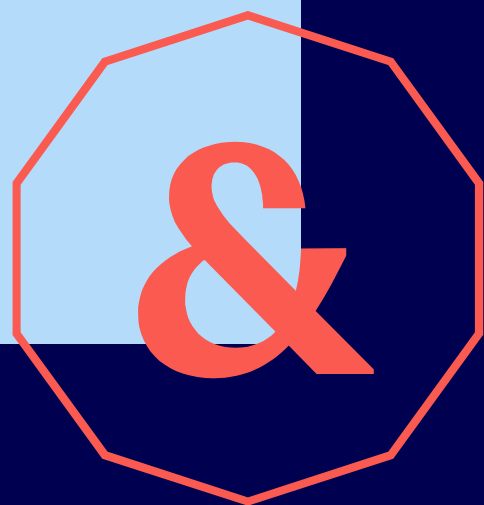
**Stanley
Rodrigues**
Partner
CFO



**Eduardo
Galvão**
IR Director

Q&A SESSION

Submit your **question** via email to
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SAFE HARBOR AND NON-IFRS MEASURES

FORWARD-LOOKING STATEMENTS This presentation includes forward-looking statements within the meaning of the safe harbor provisions of the United States Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact that may be deemed forward-looking statements include, but are not limited to: the statements under Business Outlook, including expectations relating to revenues and other financial or business metrics; statements regarding relationships with clients; and any other statements of expectations or beliefs. The words “believe”, “will”, “may”, “may have,” “would,” “estimate,” “continues,” “anticipates,” “intends,” “plans,” “expects,” “budget,” “scheduled,” “forecasts” and similar words are intended to identify estimates and forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. Forward-looking statements represent our management's beliefs and assumptions only as of the date of this presentation. You should read this presentation with the understanding that our actual future results may be materially different from our expectations. These statements are subject to known and unknown risks, uncertainties, and other factors that may cause our actual results, levels of activity, performance, or achievements to be materially different from those expressed or implied by such statements in this presentation. Such risk factors include, but are not limited to, those relating to: the ongoing trade war and the impact of tariffs imposed on international trade, particularly between Brazil and the United States; the ongoing war in Ukraine and the economic sanctions imposed by Western economies on Russia, as well as the conflict between Israel and Hamas, and their impact on our business and industry; uncertainty regarding the demand for and market utilization of our services; our ability to maintain or acquire new client relationships; general business and economic conditions; our ability to successfully integrate the recent-acquired business; the impact of pandemics, epidemics and disease outbreak; and our ability to successfully implement our growth strategy and strategic plans. Additional information about these and other risks and uncertainties is contained in the Risk Factors section of CI&T's annual report on Form 20-F. Additional information will be made available in our Annual Reports on Form 20-F, and other filings and reports that we may file from time to time with the SEC. Except as required by law, we assume no obligation to and do not intend to update these forward-looking statements or to update the reasons why actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future.

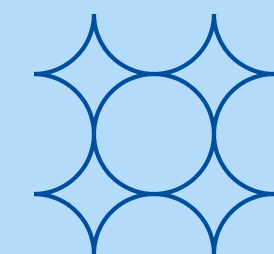
NON-IFRS MEASURES We regularly monitor certain financial and operating metrics to evaluate our business, measure our performance, identify trends affecting our business, formulate financial projections, and make strategic decisions. These non-IFRS financial measures include Adjusted Gross Profit, Adjusted Gross Profit Margin, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Profit, Adjusted Profit Margin, Revenue at Constant Currency, and Adjusted Diluted EPS. They should be considered in addition to results prepared in accordance with IFRS, but not as substitutes for IFRS results. In addition, our calculation of these non-IFRS financial measures may differ from those used by other companies, and therefore, comparability may be limited. These non-IFRS financial measures are provided as additional information to enhance investors' understanding of our operations' historical and current financial performance.

We calculate Revenue at Constant Currency by translating Revenue from entities reporting in foreign currencies into U.S dollars using the comparable foreign currency exchange rates from the prior period to show changes in our revenue without giving effect to period-to-period currency fluctuations. In calculating Adjusted Gross Profit, we exclude cost components unrelated to the direct management of our services. For the periods presented, the adjustments applied were: (i) depreciation and amortization related to the costs of services provided and (ii) share-based compensation expenses.

In calculating Adjusted EBITDA, we exclude components unrelated to the direct management of our services. We calculate Adjusted EBITDA for the periods presented as Profit, plus net finance costs, income tax expense, depreciation and amortization, plus: (i) share-based compensation expenses; (ii) government grants related to tax reimbursement in our Chinese subsidiary; (iii) acquisition-related expenses; and (iv) business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy.

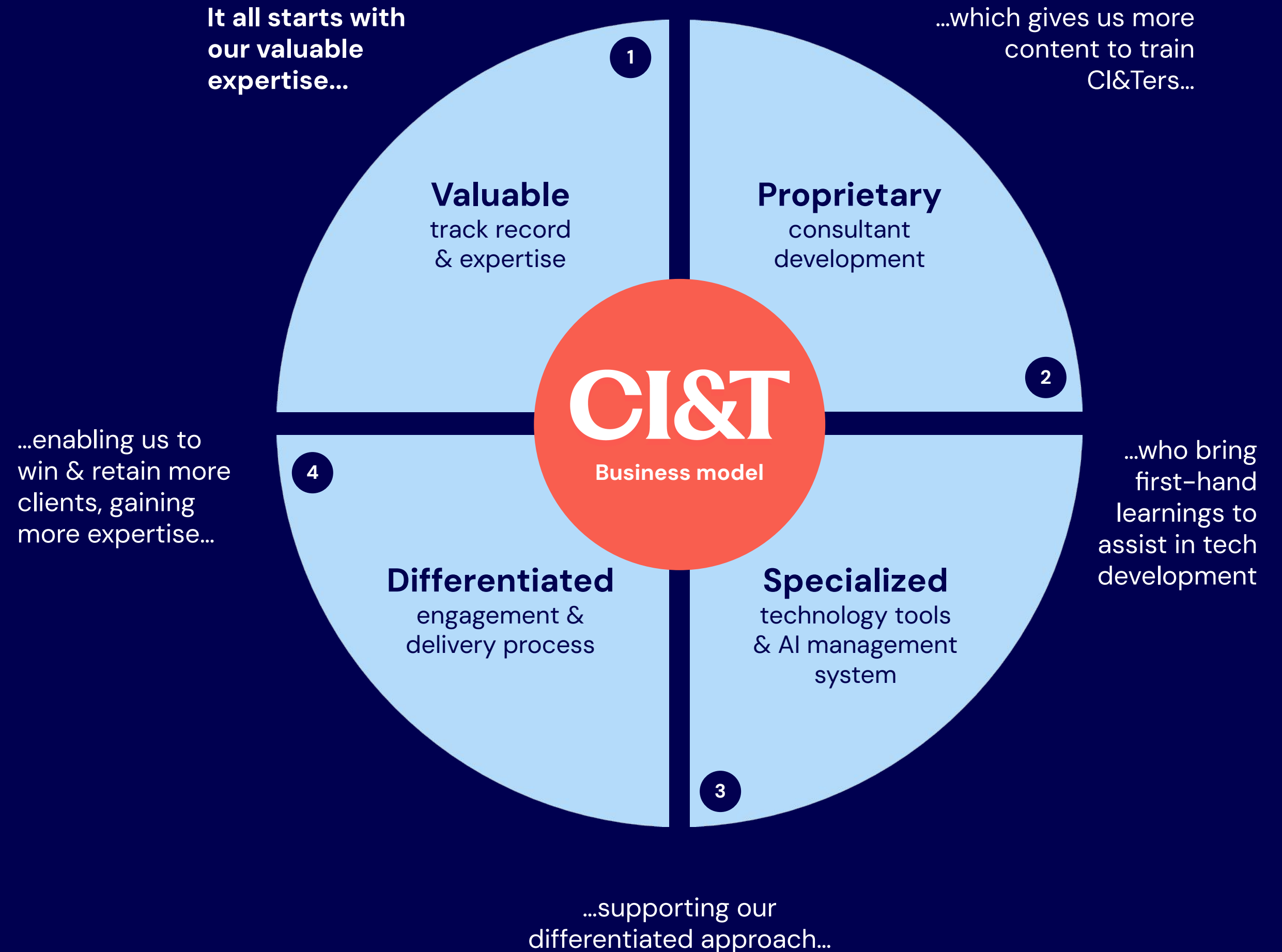
In calculating Adjusted Profit and Adjusted Diluted EPS, we exclude components unrelated to the direct management of our services. For the periods presented, the adjustments have been made for (i) acquisition-related expenses (including amortization of intangible assets from acquired companies, and present value adjustments to accounts payable for business acquired); (ii) business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy; (iii) share-based compensation expenses; and (iv) the tax effects of non-IFRS adjustments.

CI&T is not providing a quantitative reconciliation of its forward-looking non-IFRS Revenue at Constant Currency and Adjusted EBITDA Margin to the most directly comparable IFRS measure because it cannot reasonably predict the outcome of certain significant items without unreasonable efforts. These items include, but are not limited to, share-based compensation expenses, acquisition-related expenses, the tax effect of non-IFRS measures, foreign currency exchange gains/losses, and other items. These items are uncertain, depend on various factors, and could have a material impact on our IFRS-reported results for the guidance period.



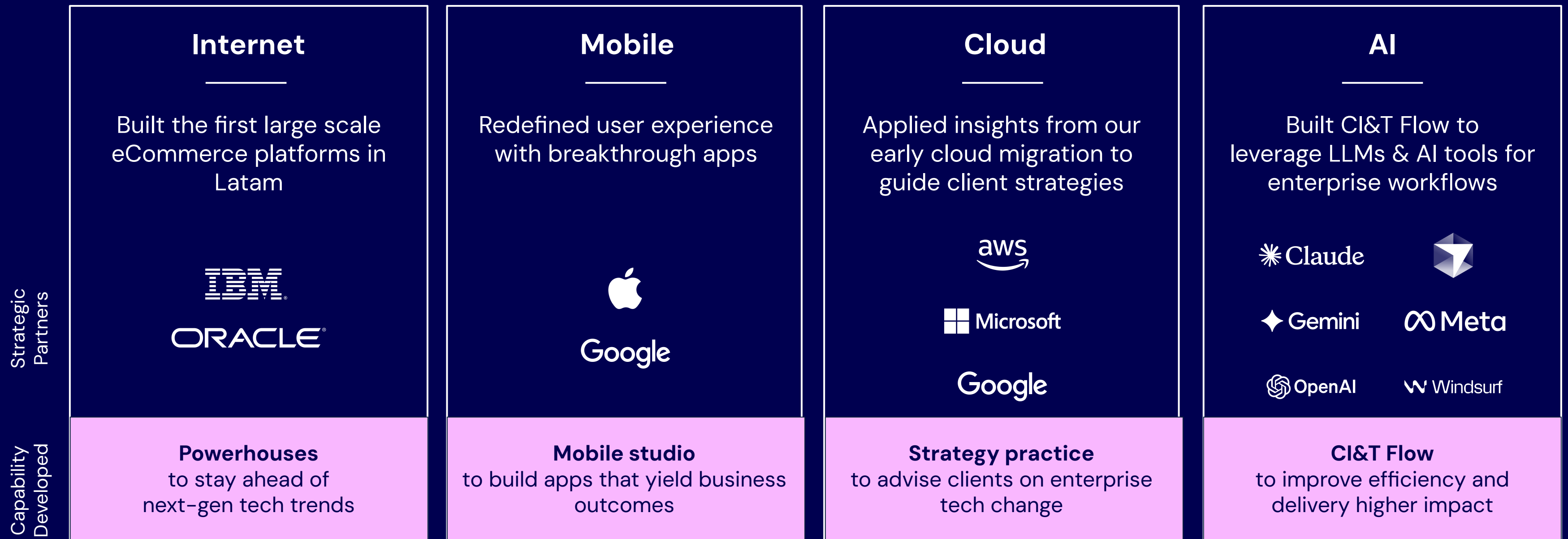


CI&T operating model is based on 4 core pillars, creating competitive advantages



CI&T has 30 years of compound expertise, successfully navigating change **across multiple tech cycles**

Empowering large enterprises to strengthen and adapt their technological capabilities





The GenAI Divide
STATE OF AI IN
BUSINESS 2025

**95% of generative AI
business projects are
failing to deliver
measurable financial
impact, according to
MIT study**

95%



CI&T

3Q25 Financial Highlights

Revenue in 3Q25

\$127.3M

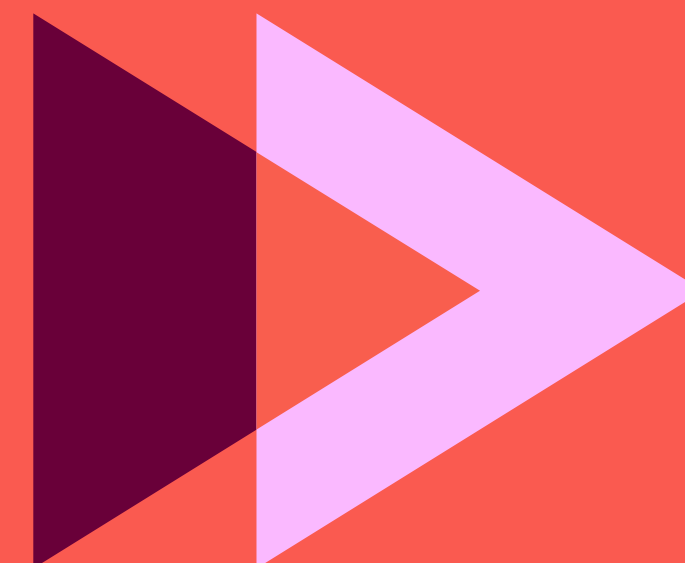
+12.1% organic growth at
constant currency YoY ⁽¹⁾

Adjusted EBITDA Margin ⁽¹⁾

18.5%

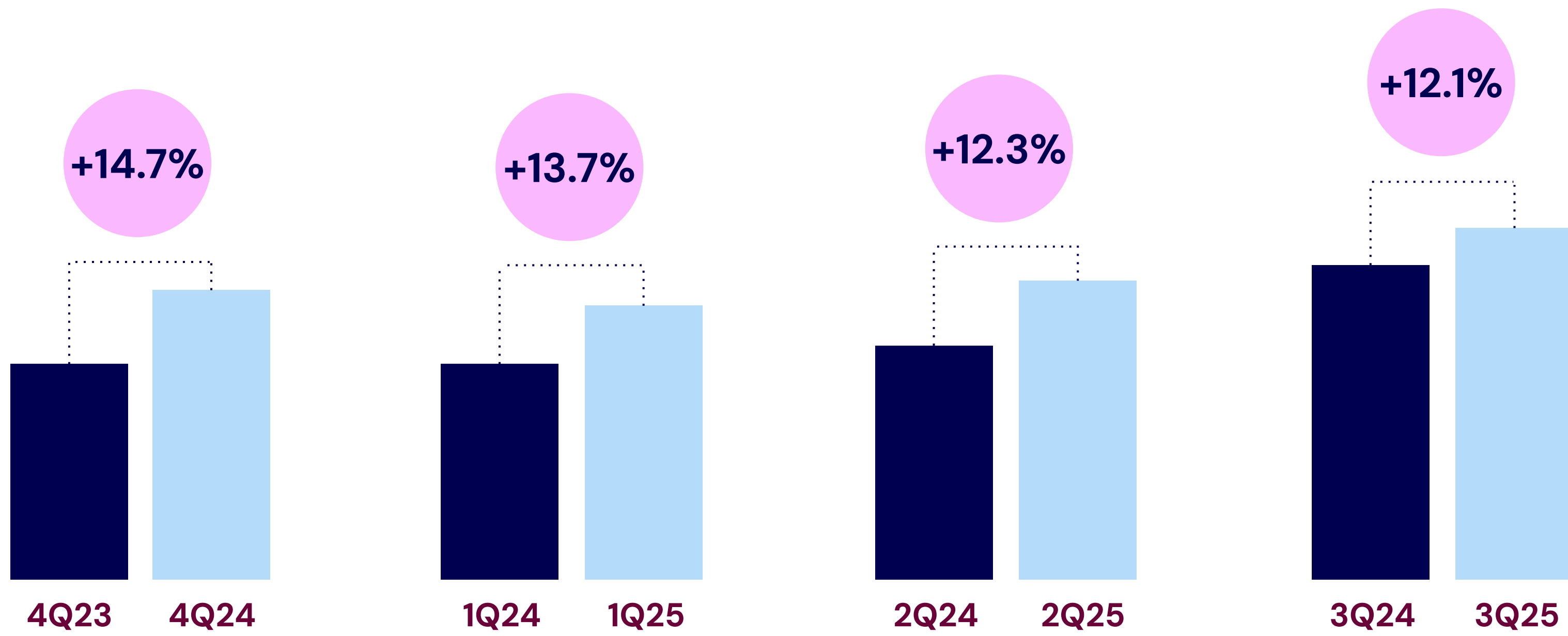
Adjusted Profit Margin ⁽¹⁾

8.9%



(1) Revenue at Constant Currency, Adjusted EBITDA Margin and Adjusted Profit Margin are non-IFRS financial measures. See disclosure regarding Non-IFRS measures.

Organic Revenue Growth at constant Currency (y-o-y)⁽¹⁾



(1) Revenue Growth at Constant Currency is a non-IFRS financial measure. See disclosure regarding non-IFRS measures.

GLOBAL TALENT NETWORK

EXPANDING OUR
PEOPLE PLATFORM
FOR GROWTH

7,858
CI&Ters

+16.3%
growth y-o-y

10.9%
Attrition ¹



Recognized for
"Good Employability
Practices for Disabled
Workers" at the UN



Certified for having **25% of
the Board of Directors**
composed by women.

¹ Attrition: Employee voluntary attrition excluding employees with less than six months in the company.



We have a **playbook** to drive AI adoption internally

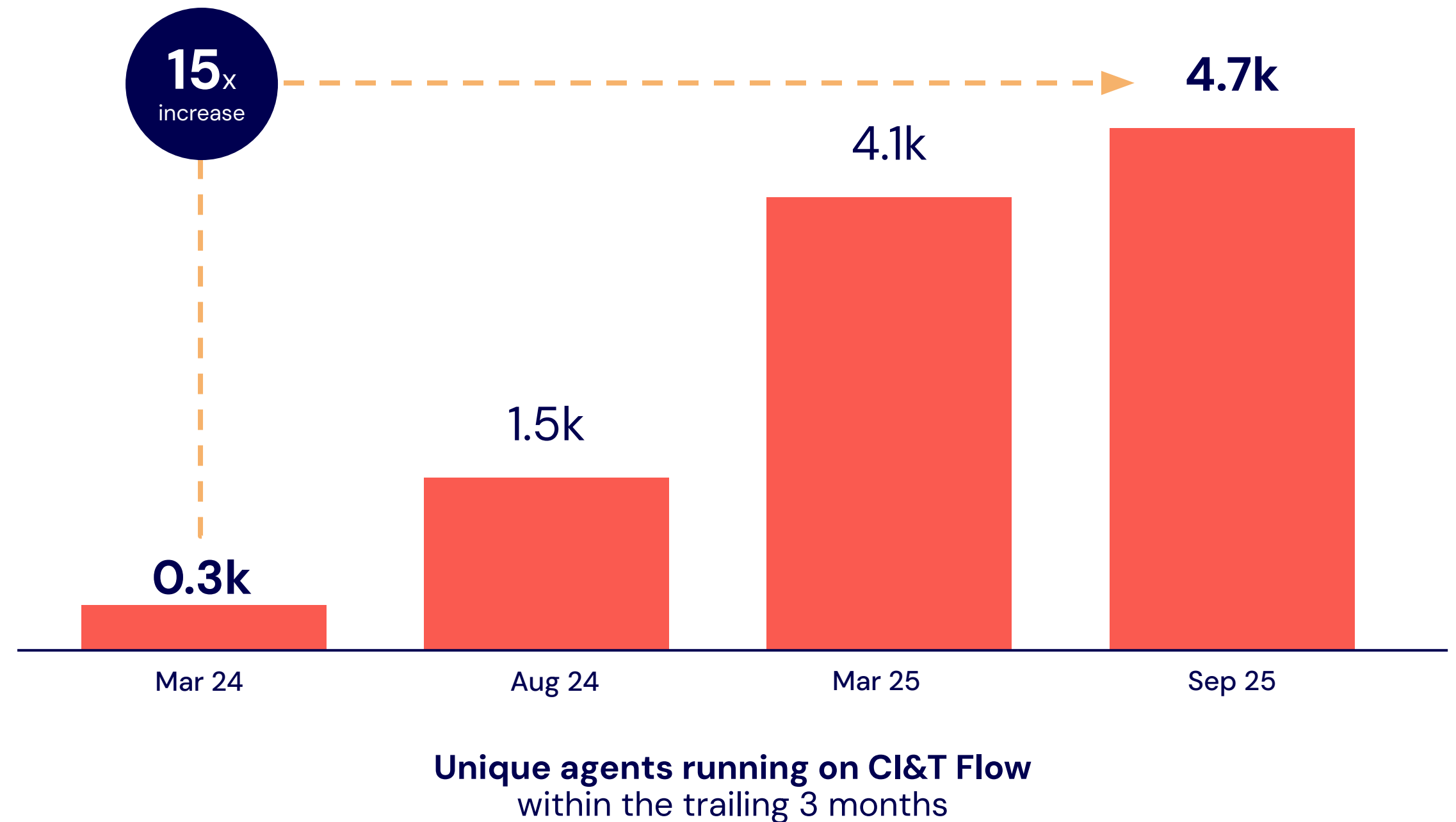
85%

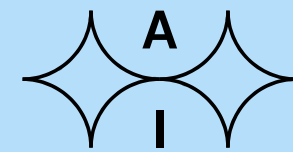
adoption across CI&Ters

64%

daily active CI&Ters

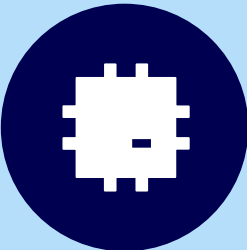
Rapidly growing our library of agents & adoption by CI&Ters



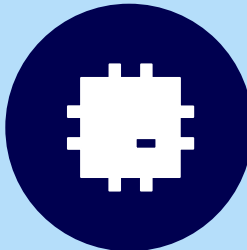


Data Modernization Studio

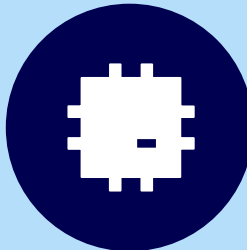
Set of AI Agents to understand, develop, and modernize data pipelines. End-to-end, from data assessment, quality check, to script generation.



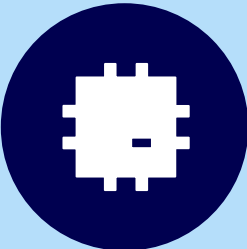
Data/Metadata
Assessment



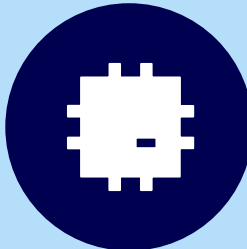
Feature
Mapping



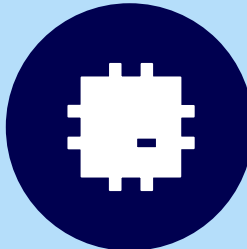
Migration
Planning



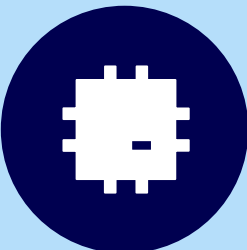
Schema
Migration



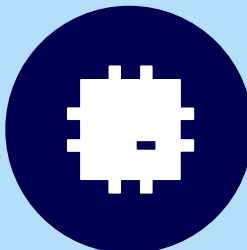
Data
Migration



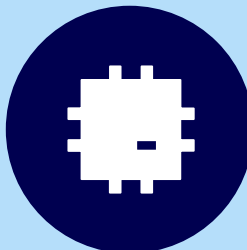
Security
Migration



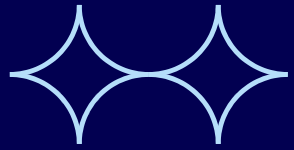
Data
Validation



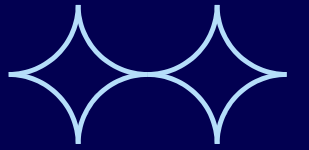
Data
Orchestration



Data
Optimization



New Engagement Models



Hyper Efficiency Teams

Unlocking efficiency with AI-first augmented teams, delivering measurable business impact

AI Legacy Modernization

Driving AI-powered modernization with smarter, adaptable, and scalable solutions

AI First Transformation

Empowering our clients with a safe and compliant genAI platform through a structured program

Agent as a Service

Empowering our clients through proven and effective agents that drive real-world results.

New Engagement Models

- > Price per Unit (BCP, Function Point, etc)
- > Team + Flow Consumption
- > Outcome Based

New Engagement Models

- > Fixed Price
- > Team + Flow Consumption

New Engagement Models

- > Team + Flow Consumption
- > Flow Consumption

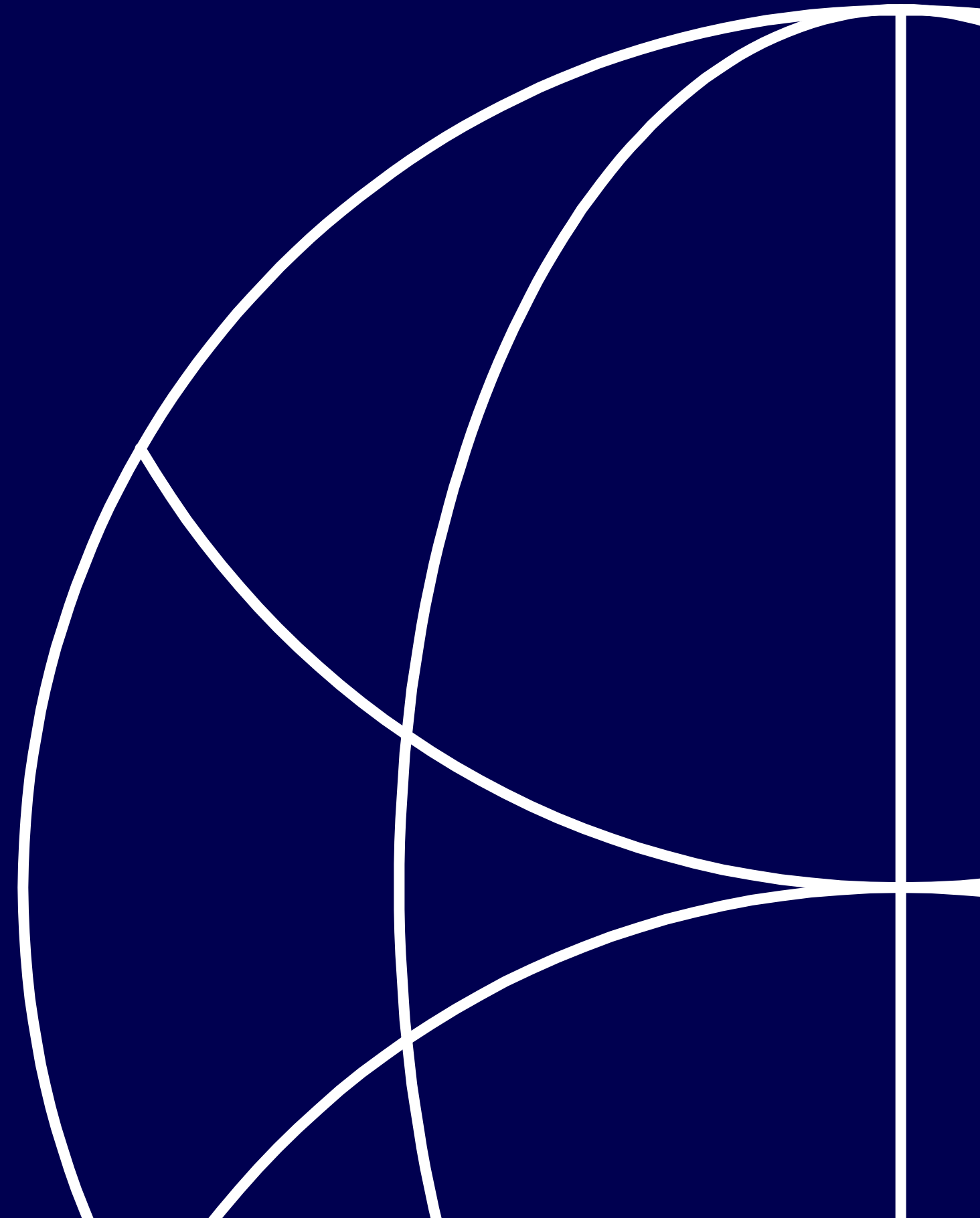
New Engagement Models

- > Agentic Consumption

CI&T

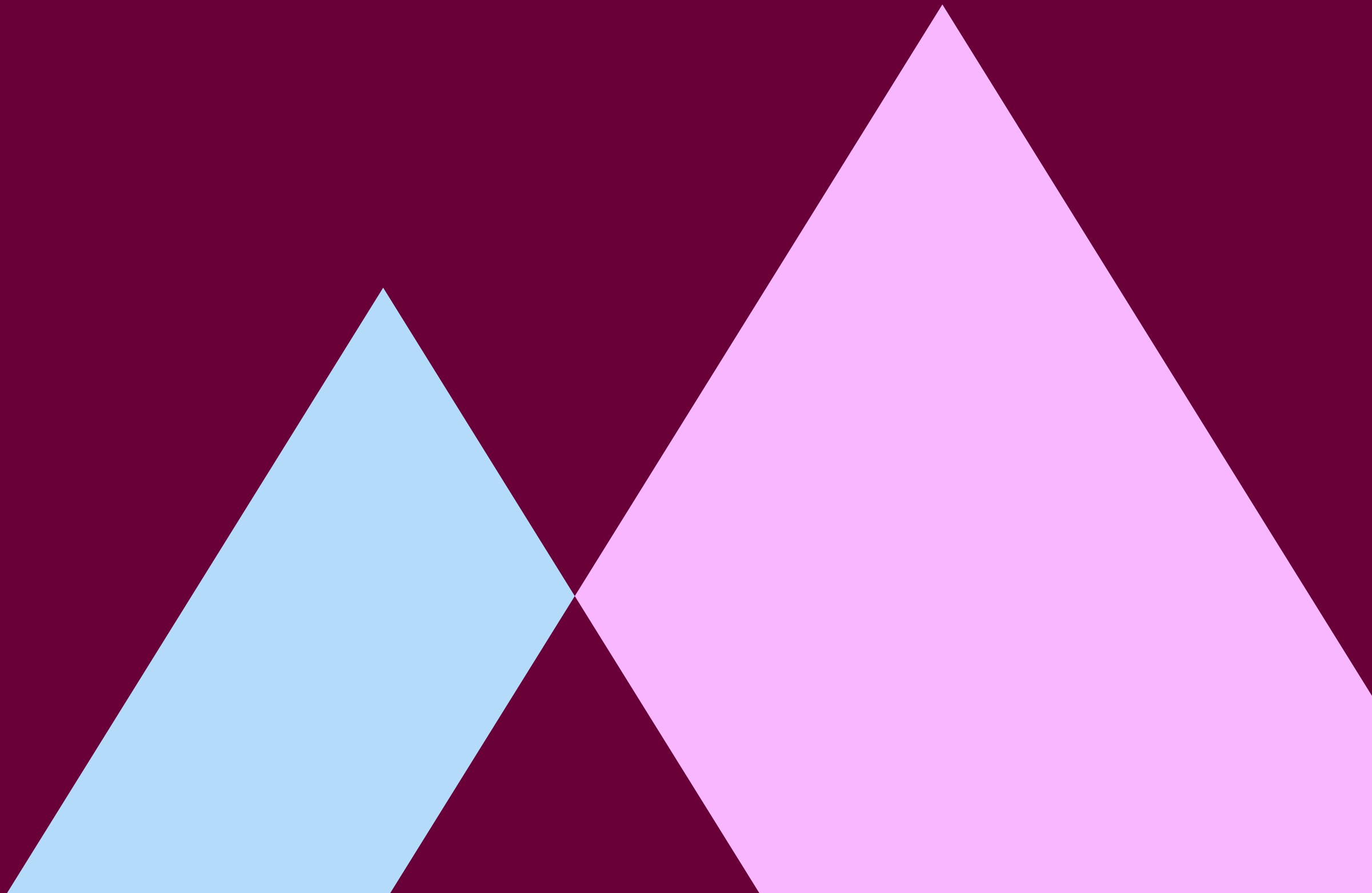
Our **superior value proposition** enables CI&T to

GROW & WIN ✨
MARKET SHARE



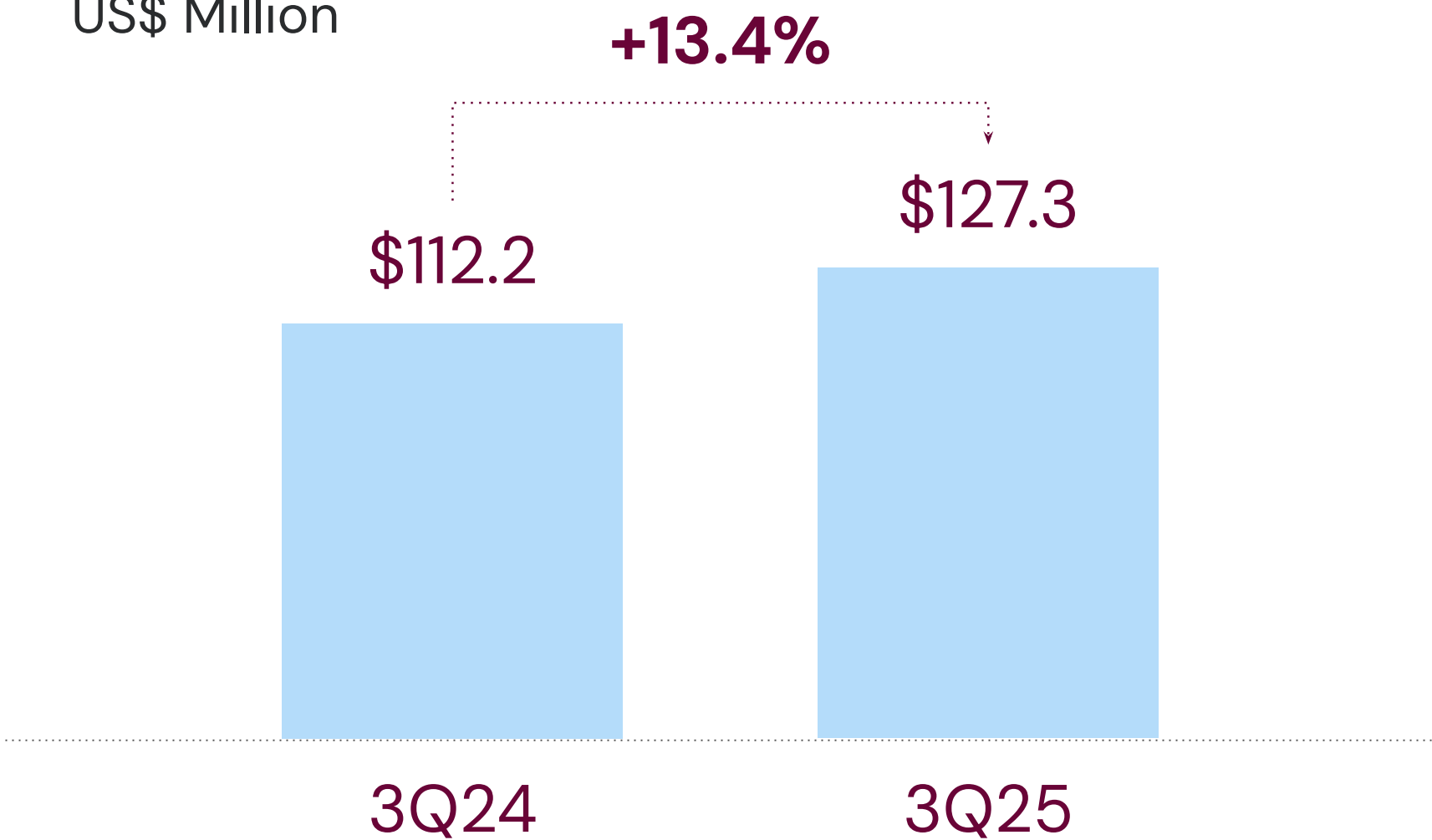
CI&T

Results
driven

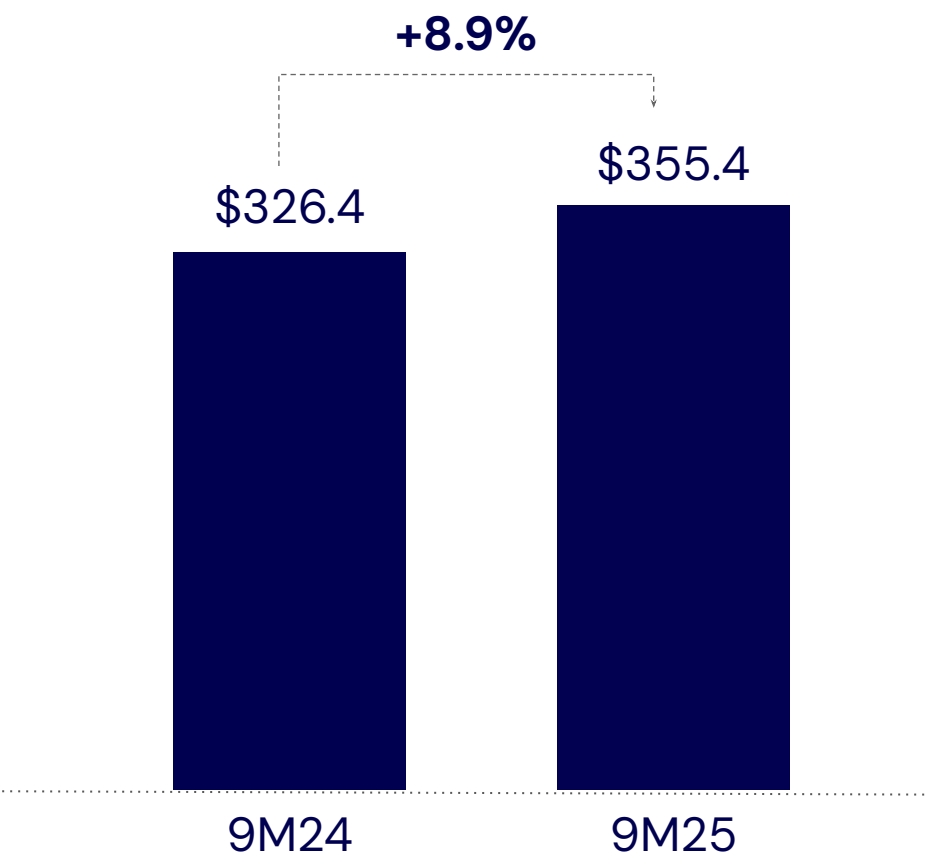


Benchmark Organic Revenue Growth

Revenue
US\$ Million



Organic Revenue Growth
at Constant Currency ⁽¹⁾ **+12.1%**



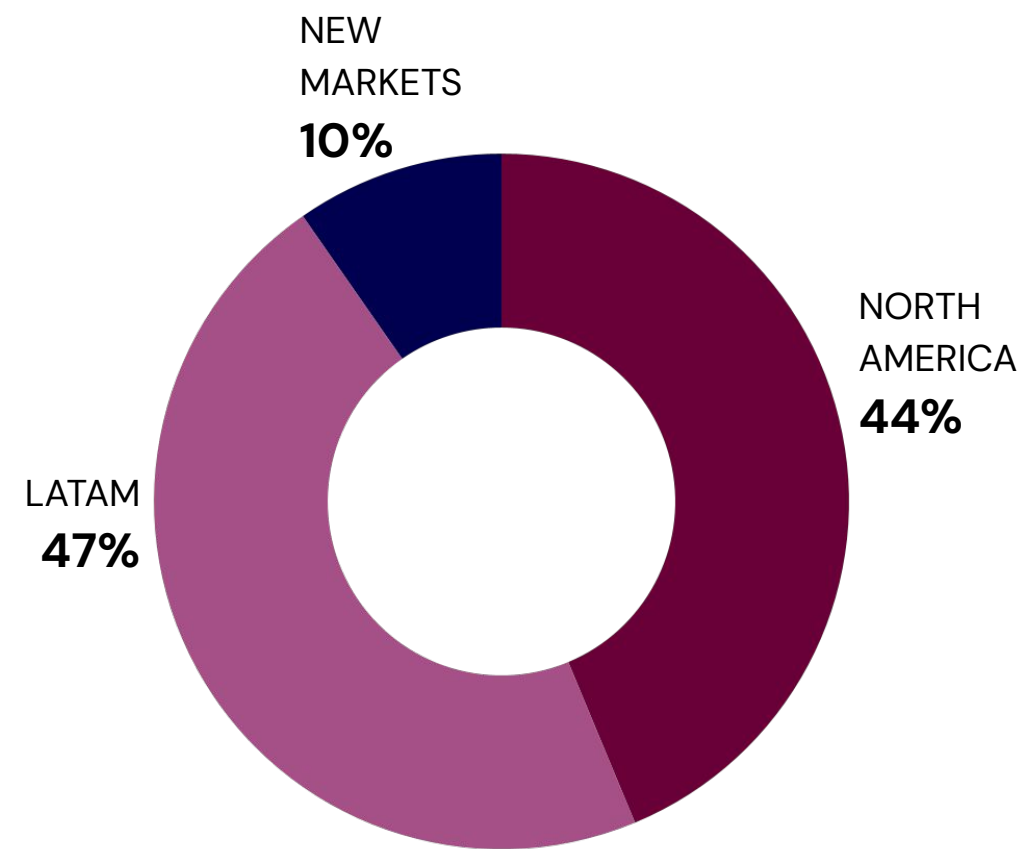
+12.8%

(1) Revenue Growth at Constant Currency is a non-IFRS financial measure. See disclosure regarding non-IFRS measures.

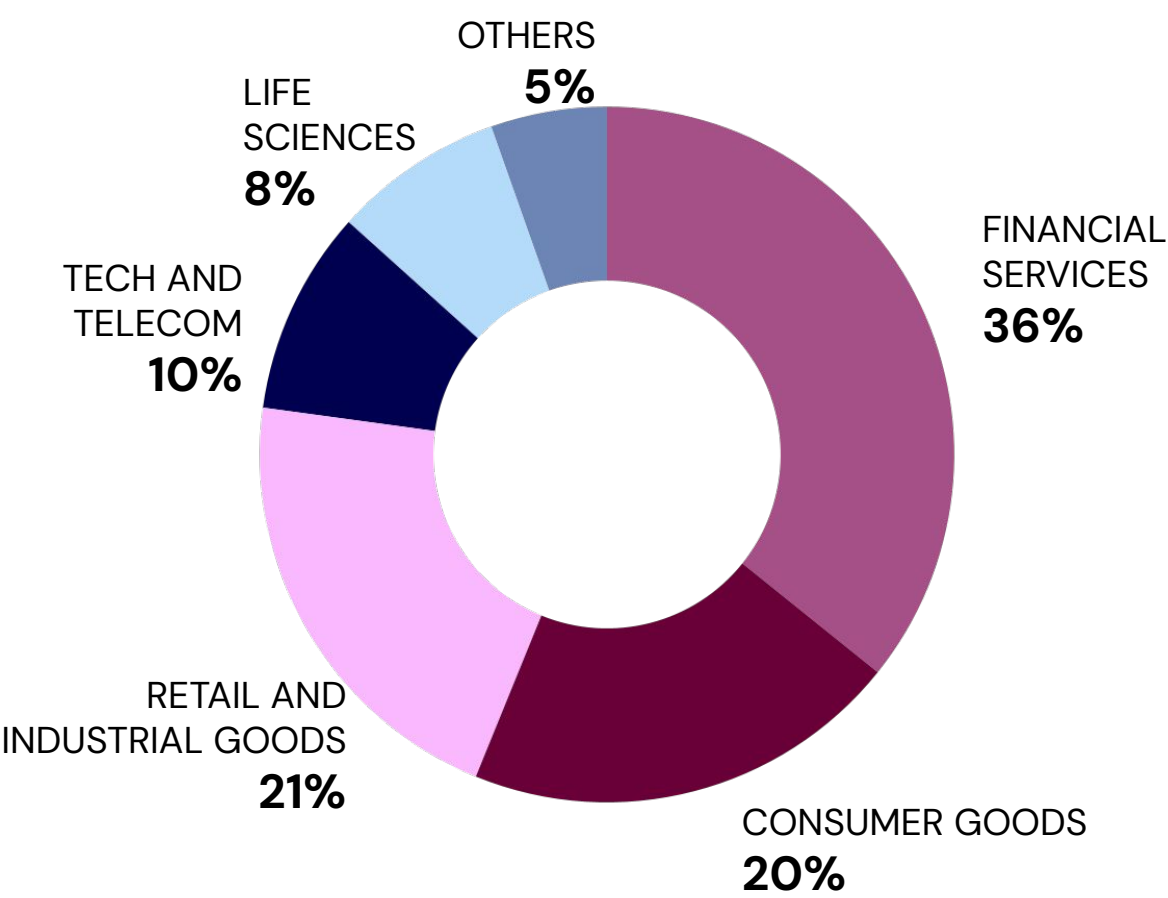
Diversified Revenue Base

9M25 Revenue Distribution

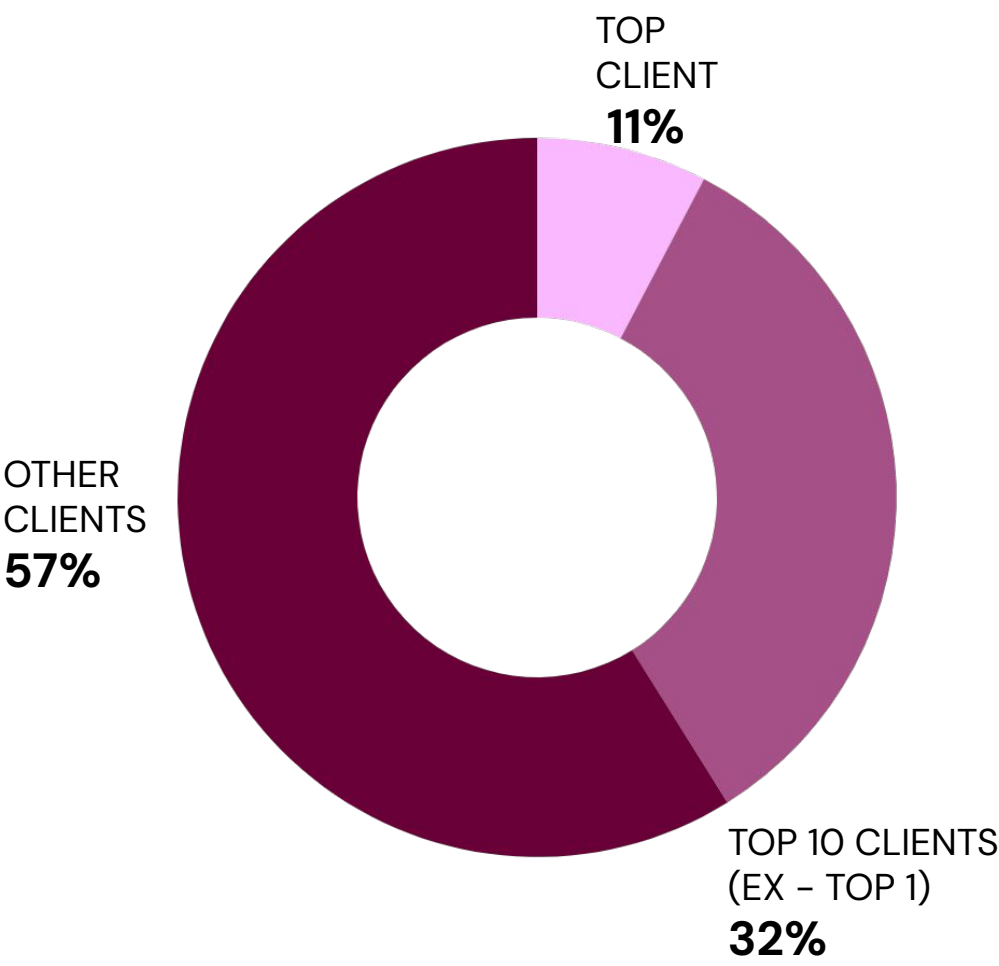
REVENUE BY GEOGRAPHY
% OF TOTAL



REVENUE BY INDUSTRY
% OF TOTAL



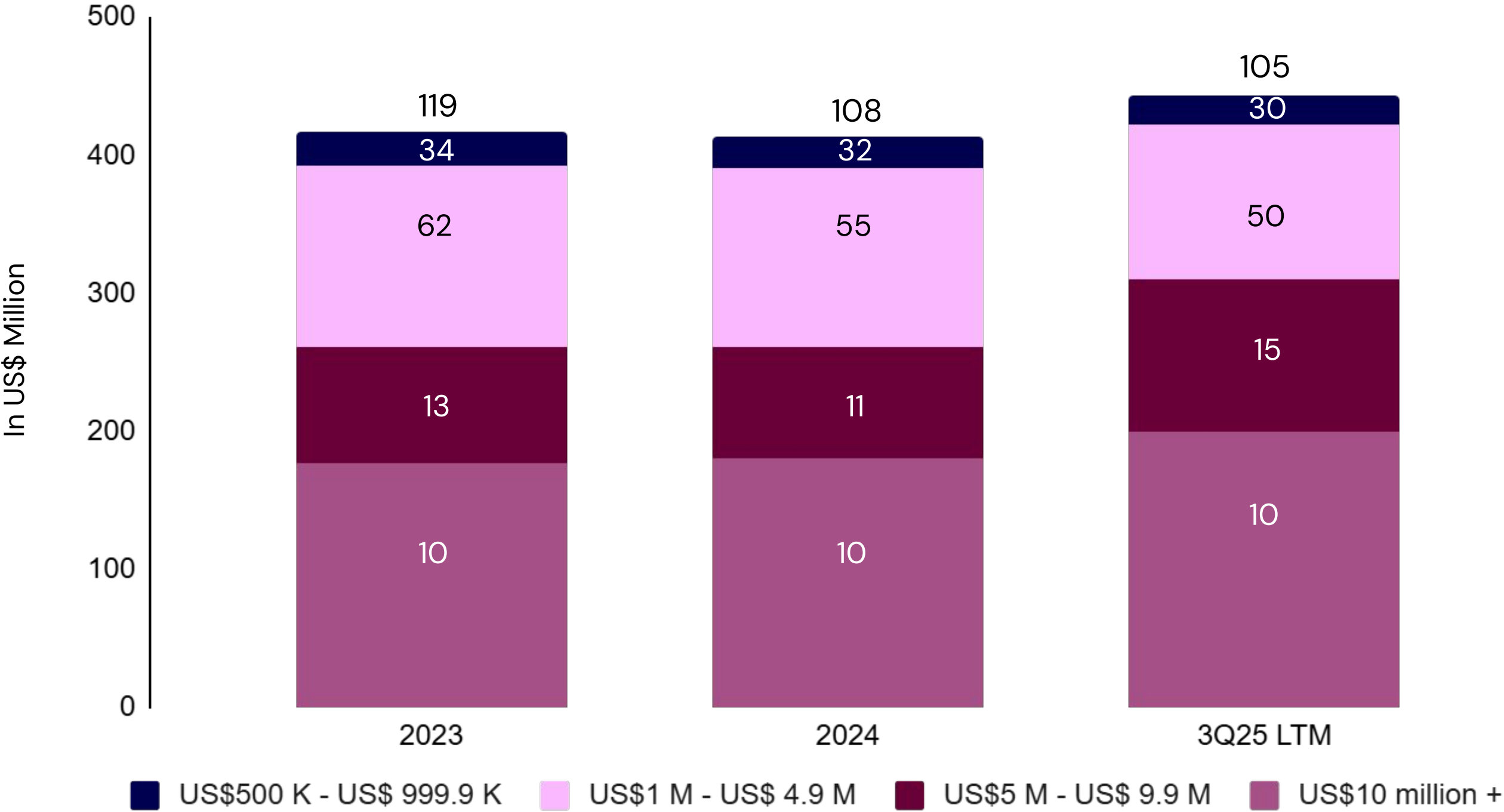
TOP CLIENT'S REVENUE SHARE
% OF TOTAL



Note: Percentages might not add to 100% due to rounding numbers.

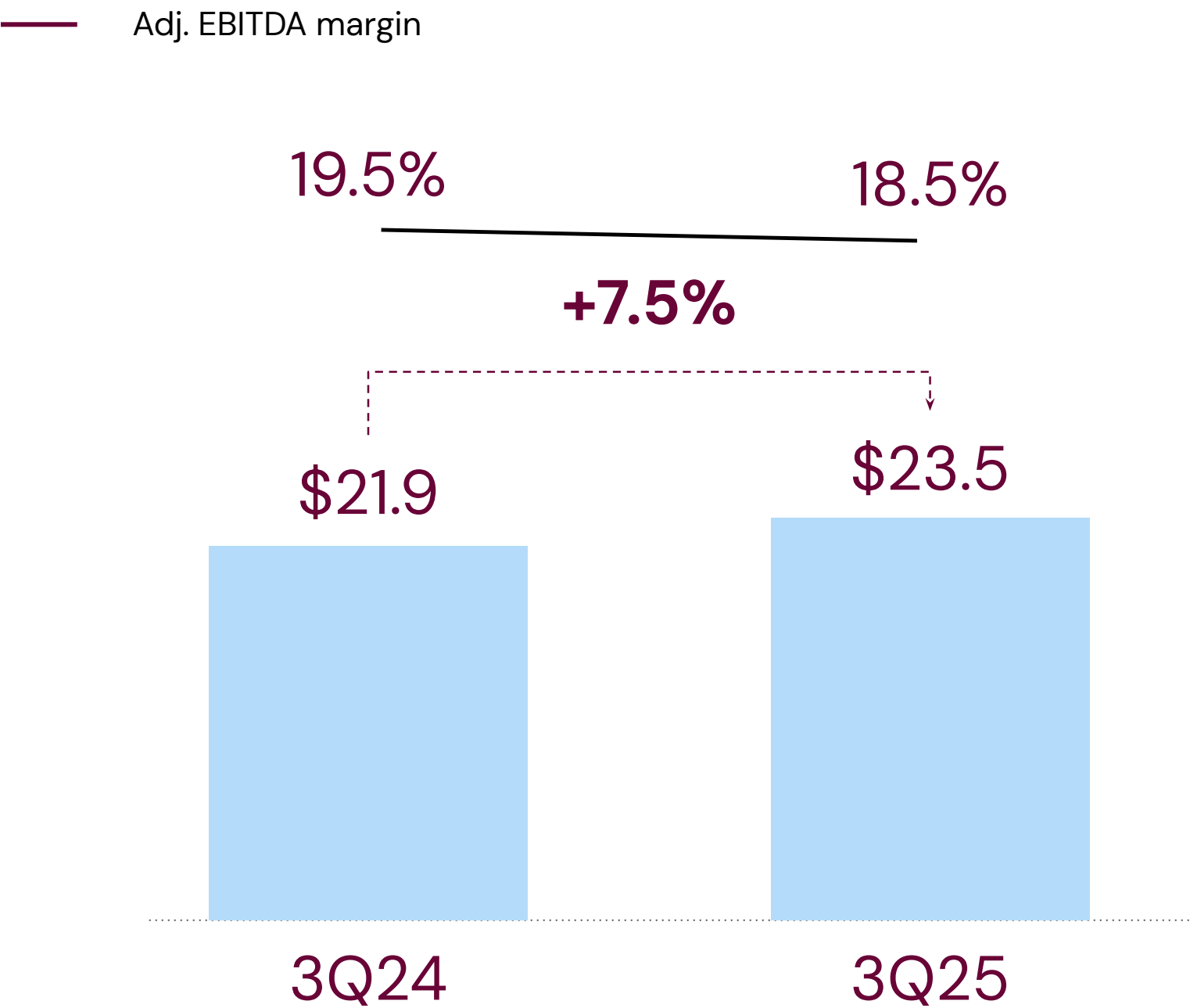
Expanding Share in Largest Accounts

Number of Multi-Million Accounts
Revenue contribution over the last 12 months by client cohort

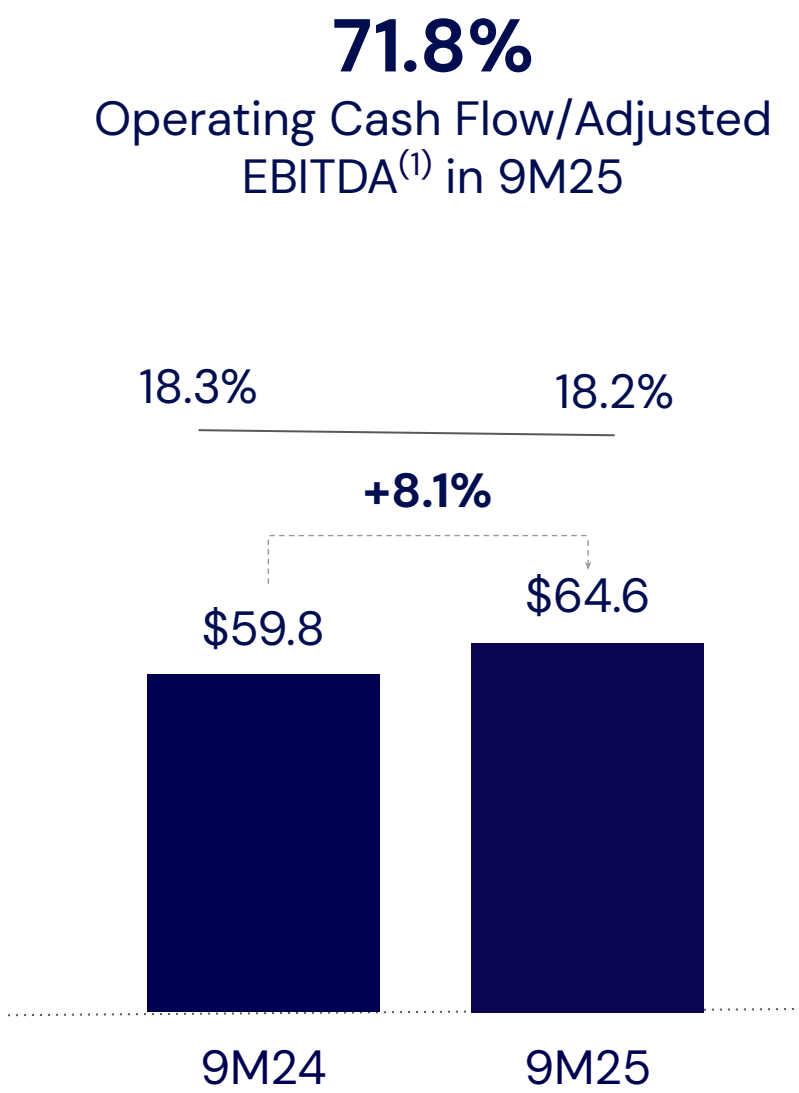


Solid Margins & High Cash Flow Conversion

Adj. EBITDA & Adj. EBITDA Margin ⁽¹⁾
US\$ Million; %



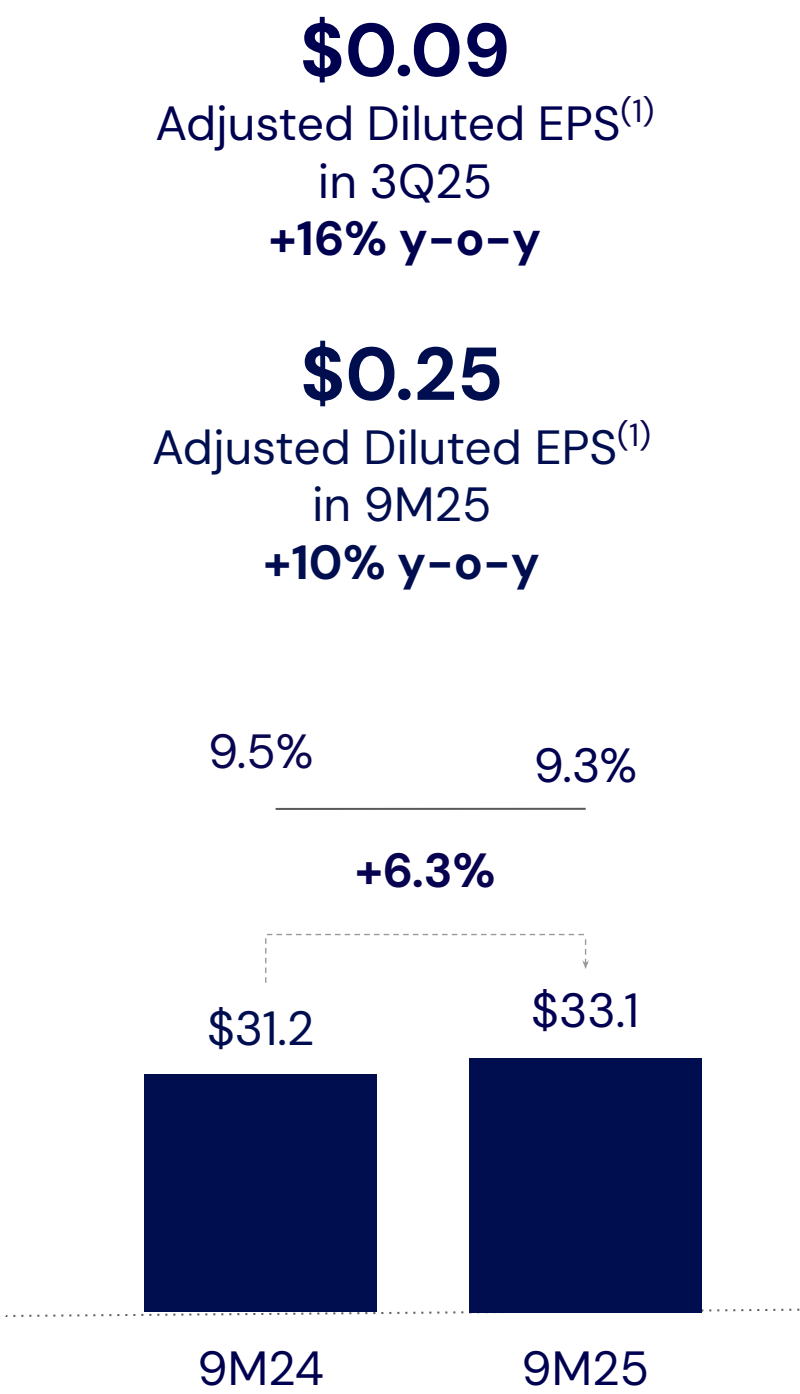
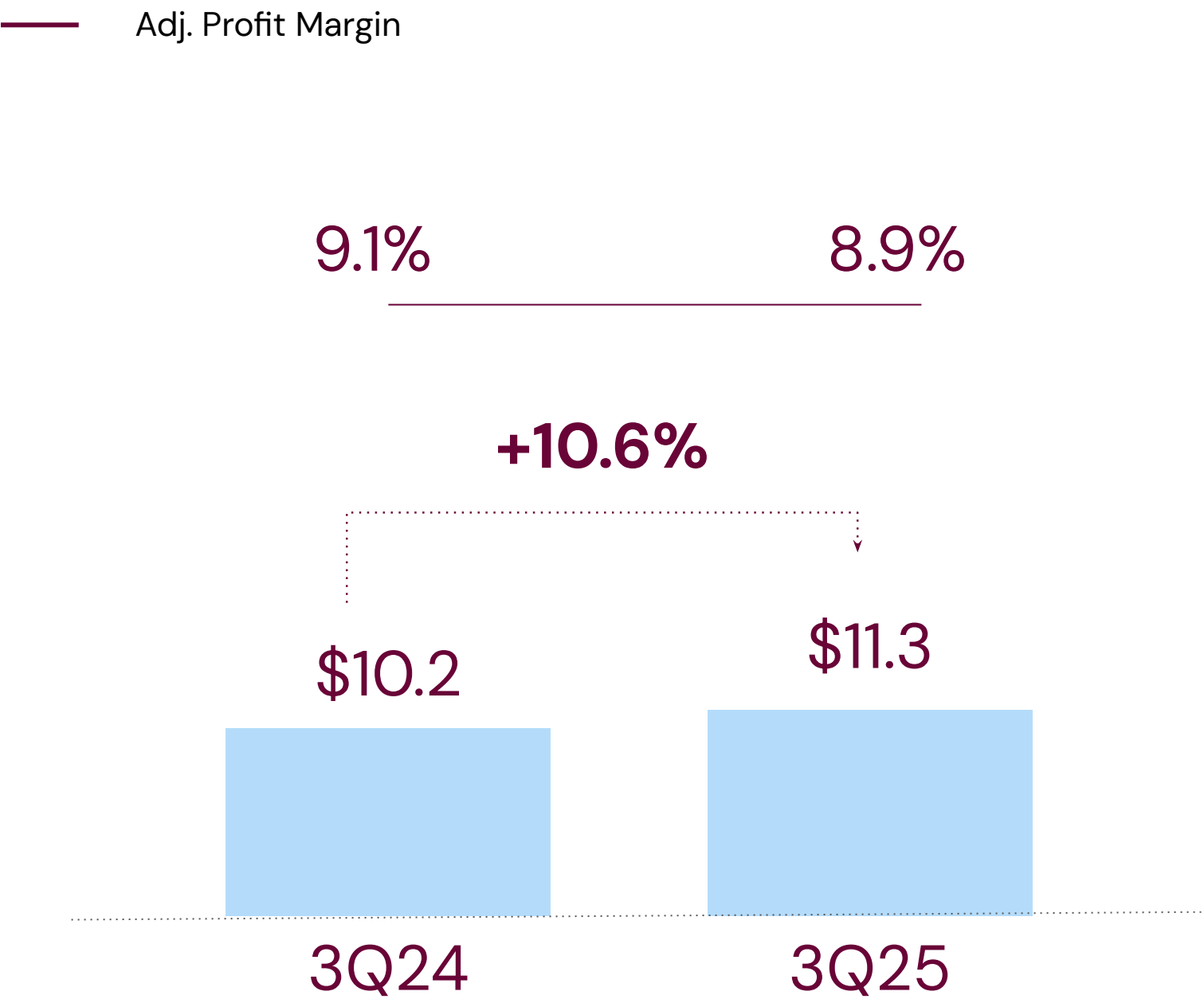
\$46.5M
Cash Generated from
Operating Activities in 9M25



(1) Adjusted EBITDA and Adjusted EBITDA Margin are non-IFRS financial measures. See disclosure regarding Non-IFRS measures.

Generating Strong Profits & EPS

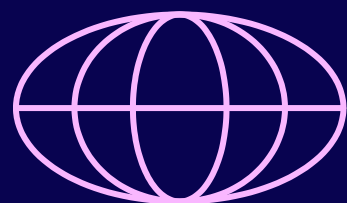
Adj. Profit & Adj. Profit Margin ⁽¹⁾
US\$ Million; %



(1) Adjusted Profit, Adjusted Profit Margin and Adjusted Diluted EPS are non-IFRS financial measures. See disclosure regarding Non-IFRS measures.



Business Outlook



REVENUE

For the **4Q25**,
in the range of:

**US\$130.4M to
US\$132.6M**

a **12.5%** growth at constant
currency ⁽¹⁾, and **16.8%** growth in
U.S. dollars (y-o-y) at the midpoint
of the range

(Avg. FX rate of 5.46 BRL/USD in 4Q25,
compared to 5.84 BRL/USD in 4Q24)

ORGANIC REVENUE GROWTH (Y-O-Y)

For the full-year of **2025**,
in the range of:

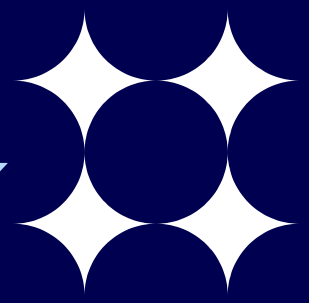
+12.5% to +13%
at constant currency

Adjusted EBITDA margin ⁽¹⁾
in the range of:

18% to 20%

Notes: These estimates are forward-looking statement. See Safe Harbor regarding Forward-looking Statements.

(1) Adjusted EBITDA Margin and Revenue Growth at Constant Currency are non-IFRS financial measures. See disclosure regarding Non-IFRS measures.

THANK 

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Appendix – 3Q25 Reconciliation of Non-IFRS measures

in USD million	3Q25	3Q24	9M25	9M24
Revenue	127.3	112.2	355.4	326.4
Reconciliation Revenue Growth at Constant Currency				
Reported Revenue Growth	13.4%			
Foreign Exchange Rates Impact	-1.3%			
Revenue Growth at Constant Currency	12.1%			
Reconciliation of Adjusted EBITDA				
Profit for the period	8.9	5.2	26.1	19.0
Net financial cost	4.1	3.7	6.9	8.4
Income tax expense	4.6	5.3	14.3	11.9
Depreciation and amortization	4.7	4.3	13.7	13.2
Stock-based compensation	1.3	2.0	3.7	4.0
Government grants	-	(0.2)	-	(0.2)
Acquisition-related expenses	-	0.7	-	1.3
Business restructuring	-	1.0	-	2.2
Adjusted EBITDA for the period	23.5	21.9	64.6	59.8
Adjusted EBITDA Margin	18.5%	19.5%	18.2%	18.3%
Reconciliation of Adjusted Net Profit				
Profit for the period	8.9	5.2	26.1	19.0
Acquisition-related expenses	2.1	2.7	6.1	7.6
Business restructuring	-	1.0	0.0	2.2
Stock-based compensation	1.3	2.0	3.7	4.0
Tax effects on non-IFRS adjustments	(1.0)	(0.6)	(2.7)	(1.6)
Adjusted Profit for the period	11.3	10.2	33.1	31.1
Adjusted Net Profit Margin	8.9%	9.1%	9.3%	9.5%
Diluted earnings per share (EPS)				
Weighted average common shares (diluted)	131,991	138,927	134,912	139,663
Diluted Earnings Per Share (EPS)	0.07	0.04	0.19	0.14
Reconciliation of Adjusted Diluted EPS				
Acquisition-related expenses	0.02	0.02	0.05	0.05
Business restructuring	0.00	0.01	0.00	0.02
Stock-based compensation	0.01	0.01	0.03	0.03
Tax effects on non-IFRS adjustments	(0.01)	(0.00)	(0.02)	(0.01)
Adjusted Diluted EPS	0.09	0.07	0.25	0.22

We calculate **Revenue at Constant Currency** by translating Revenue from entities reporting in foreign currencies into U.S dollars using the comparable foreign currency exchange rates from the prior period to show changes in our revenue without giving effect to period-to-period currency fluctuations.

In calculating **Adjusted EBITDA**, we exclude components unrelated to the direct management of our services. We calculate Adjusted EBITDA for the periods presented as Profit, plus net finance costs, income tax expense, depreciation and amortization, plus: (i) share-based compensation expenses; (ii) government grants related to tax reimbursement in our Chinese subsidiary; (iii) acquisition-related expenses, including the present value adjustment to accounts payable for business acquired, consulting expenses, and retention packages; and (iv) business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy, including termination charges, severance and legal services for employee separations from North America, Europe and Asia Pacific regions.

In calculating **Adjusted Profit** and **Adjusted Diluted EPS**, we exclude components unrelated to the direct management of our services. For the periods presented, the adjustments have been made for (i) acquisition-related expenses (including amortization of intangible assets from acquired companies, present value adjustments to accounts payable for business acquired, consulting expenses, and retention packages); (ii);business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy, including termination charges, severance and legal services for employee separations from North America, Europe and Asia Pacific regions; (iii) share-based compensation expenses; and (iv) the tax effects of non-IFRS adjustments.

CI&T is not providing a quantitative reconciliation of forward-looking Non-IFRS Revenue at Constant Currency and Adjusted EBITDA to the most directly comparable IFRS measure because it is unable to predict with reasonable certainty the ultimate outcome of certain significant items without unreasonable effort. These items include, but are not limited to, stock-based compensation expense, acquisition-related expenses, the tax effect of non-IFRS adjustments and other items. These items are uncertain, depend on various factors, and could have a material impact on IFRS reported results for the guidance period.