

CI&T

EARNINGS CALL 4Q25 and 2025

investors .ciandt.com

TODAY

HELLO, WE ARE



**Cesar
Gon**
Founder
CEO



**Bruno
Guicardi**
Founder & NAE
President



**Stanley
Rodrigues**
Partner
CFO



**Eduardo
Galvão**
IR Director



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 press release, including risk related to global economic conditions, clients' demand, and our ability to execute 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.

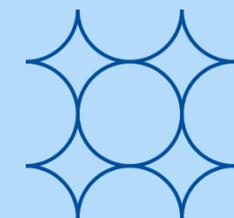
NON-IFRS MEASURES We regularly monitor certain financial and operating metrics to evaluate our business, measure our performance, identify trends affecting our business, formulate financial projections, and make strategic decisions. These non-IFRS financial measures include Adjusted Gross Profit, Adjusted 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.

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 2024.

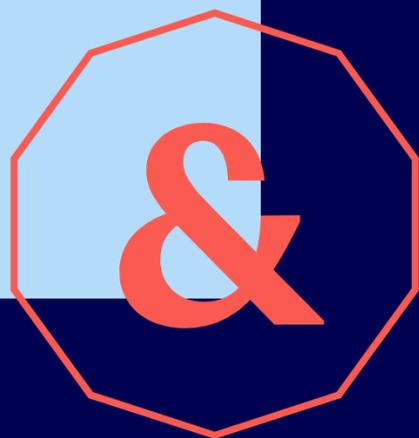
In calculating Adjusted Profit and Adjusted Diluted EPS, we exclude components unrelated to the direct management of our services. For the periods presented, the adjustments have been made for (i) share-based compensation expenses (ii) acquisition-related expenses; (iii) business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy in 2024; 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.



Q&A SESSION

Submit your **question** via email to
investors@ciandt.com



OUR NEW PAPER IS ONLINE

**NOT JUST A PAPER.
A STATEMENT.**

CULTURE EATS AI FOR BREAKFAST

CI&T

Produced in partnership
MIT Sloan
Management Review
Brasil

**WHY 95% OF AI INITIATIVES
FAIL AND HOW TO BE THE
5% THAT SCALE**

by: Cesar Gon and CI&T Flow Team

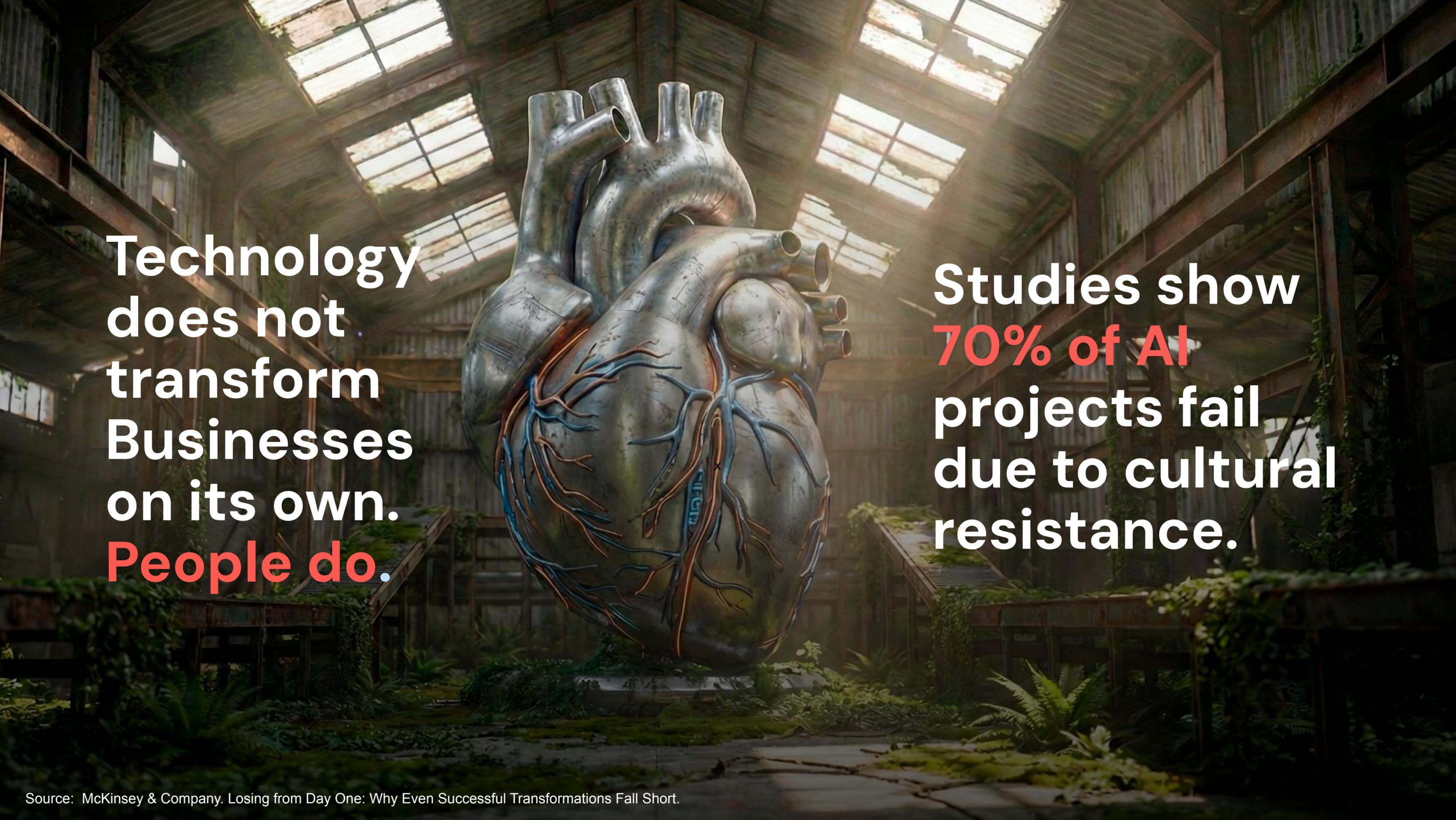
Learn About:

LEAN FRAMEWORK — ENGINEERING CHANGE
CULTURAL ADOPTION — MEASURABLE OUTCOMES
DATA & GOVERNANCE — VERTICAL IMPACT
ECOSYSTEM ORCHESTRATION — FUTURE GROWTH



CI&T

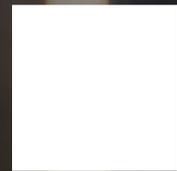
MIT Sloan
Management Review
Brasil



Technology
does not
transform
Businesses
on its own.
People do.

Studies show
70% of AI
projects fail
due to cultural
resistance.

CI&T AI FRAMEWORK



Identify value streams where AI can drive impact.



Define measurable KPIs connected to business outcomes



Align Cross-functional Stakeholders around a single vision

CI&T

4Q25 Financial Highlights

Revenue in 4Q25

\$134.3M

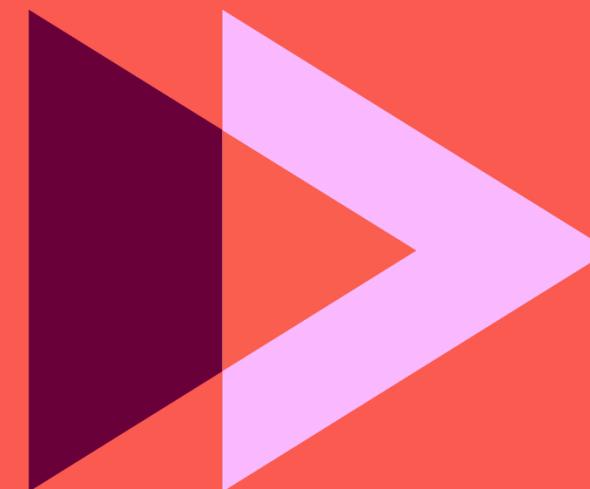
+19.3% organic growth YoY or
+13.9% at Constant Currency ⁽¹⁾

Adjusted EBITDA Margin ⁽¹⁾

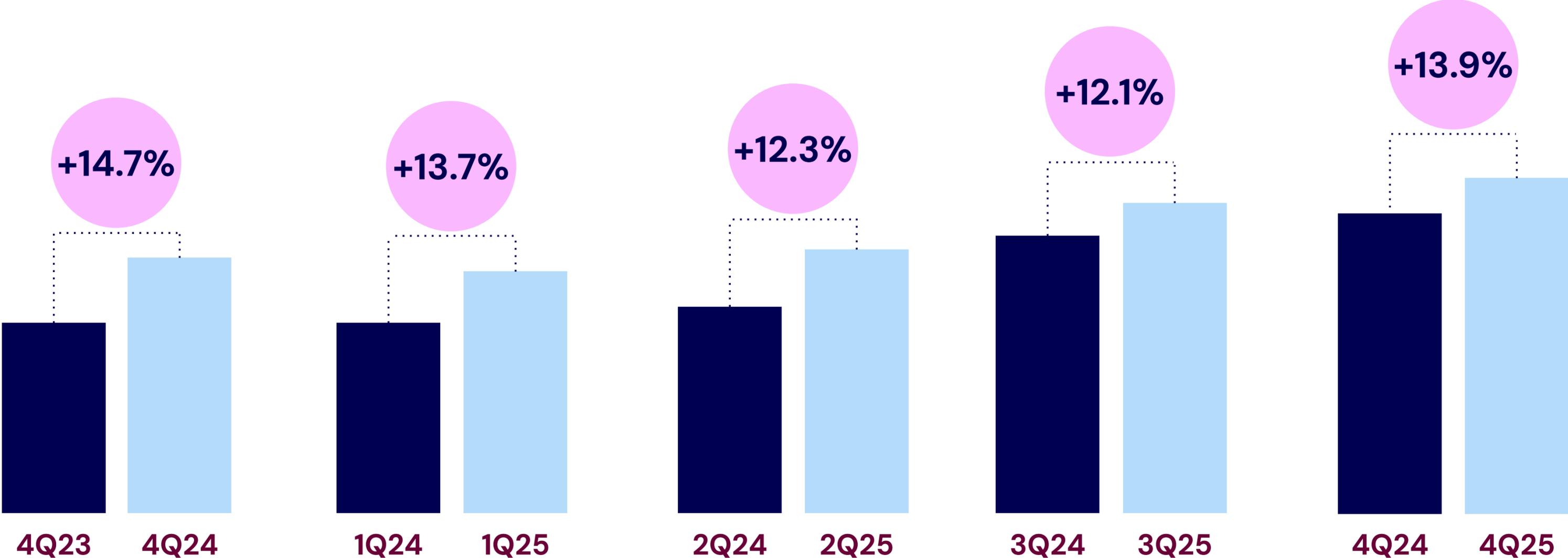
18.4%

Adjusted Profit Margin ⁽¹⁾

14.0%



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

8.0
Thousand
CI&Ters

With an average of
6.4 thousand
AI-Tech Professionals ²

+14%
growth in AI-Tech
Professionals
y-o-y

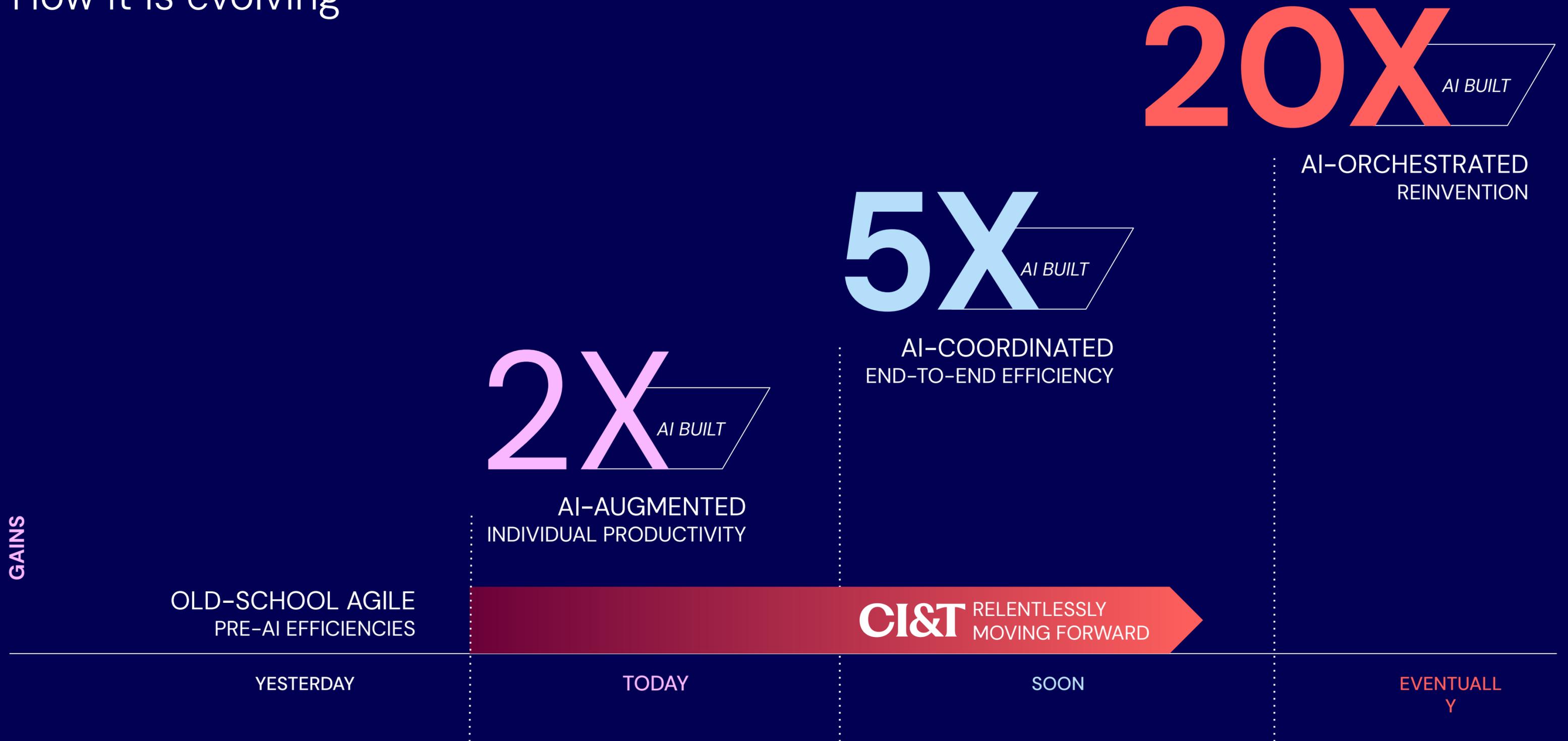
10.9%
Attrition ¹

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

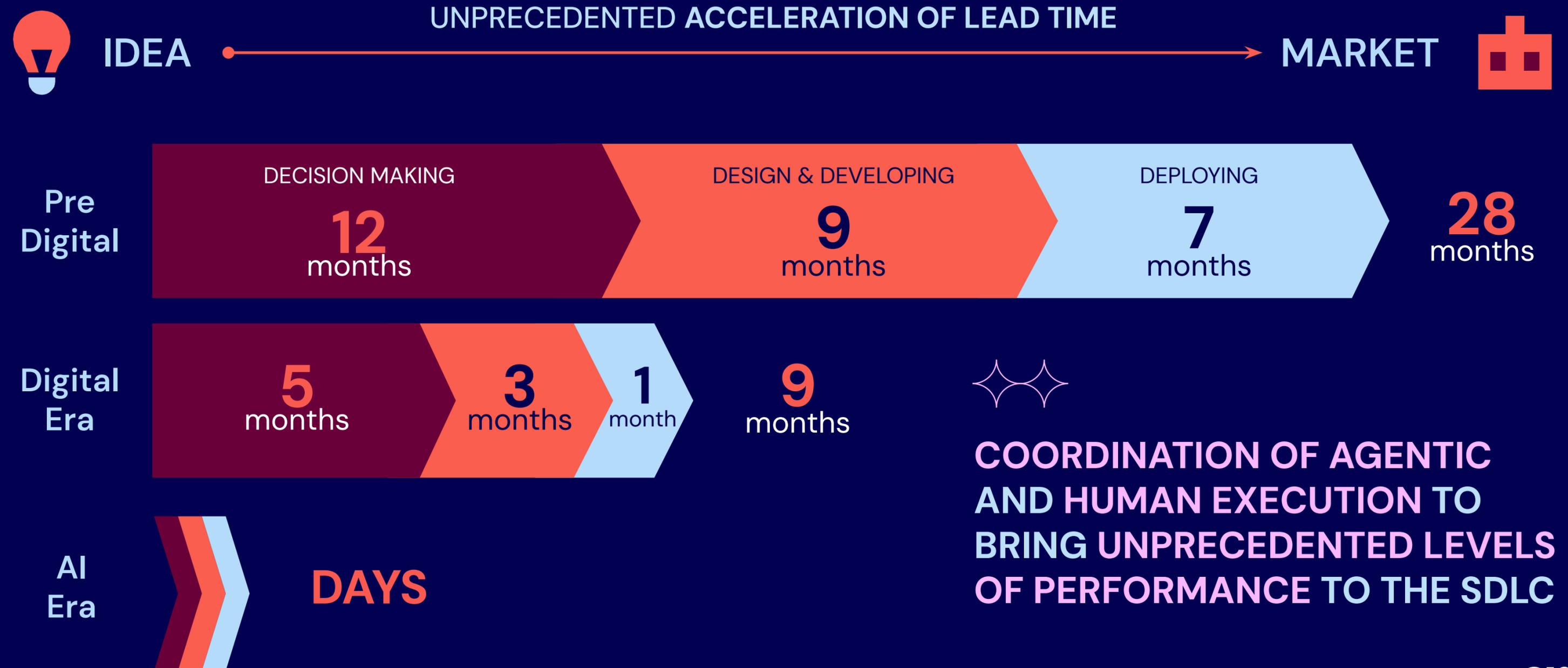
² AI-tech professional count is calculated as the 12-month average for 2025. Figures represent full-time employees and exclude internship programs.

Software Development

How it is evolving



AGENTIC SDLC POWERED BY CI&T FLOW



2025 Recognitions



Achieved the **Amazon Web Services**
Generative AI Services Competency Seal

CI&T is one of just 19 partners worldwide
selected to join the GenAI Partner Innovation
Alliance program



databricks

Named **Databricks** LATAM
Enterprise Data Warehouse
Partner of the Year 2025

FORRESTER[®]

Forrester: Recognized as a
Leader in Modern Application
Development Services 2025

Gartner[®]

Gartner Peer Insights: Rated a
Strong Performer in Custom
Software Development Services



Named **Major Contender** in Two
Everest Group AI Application
PEAK Matrix[®] Assessments for
2025, for helping enterprises stay
competitive in the AI era.

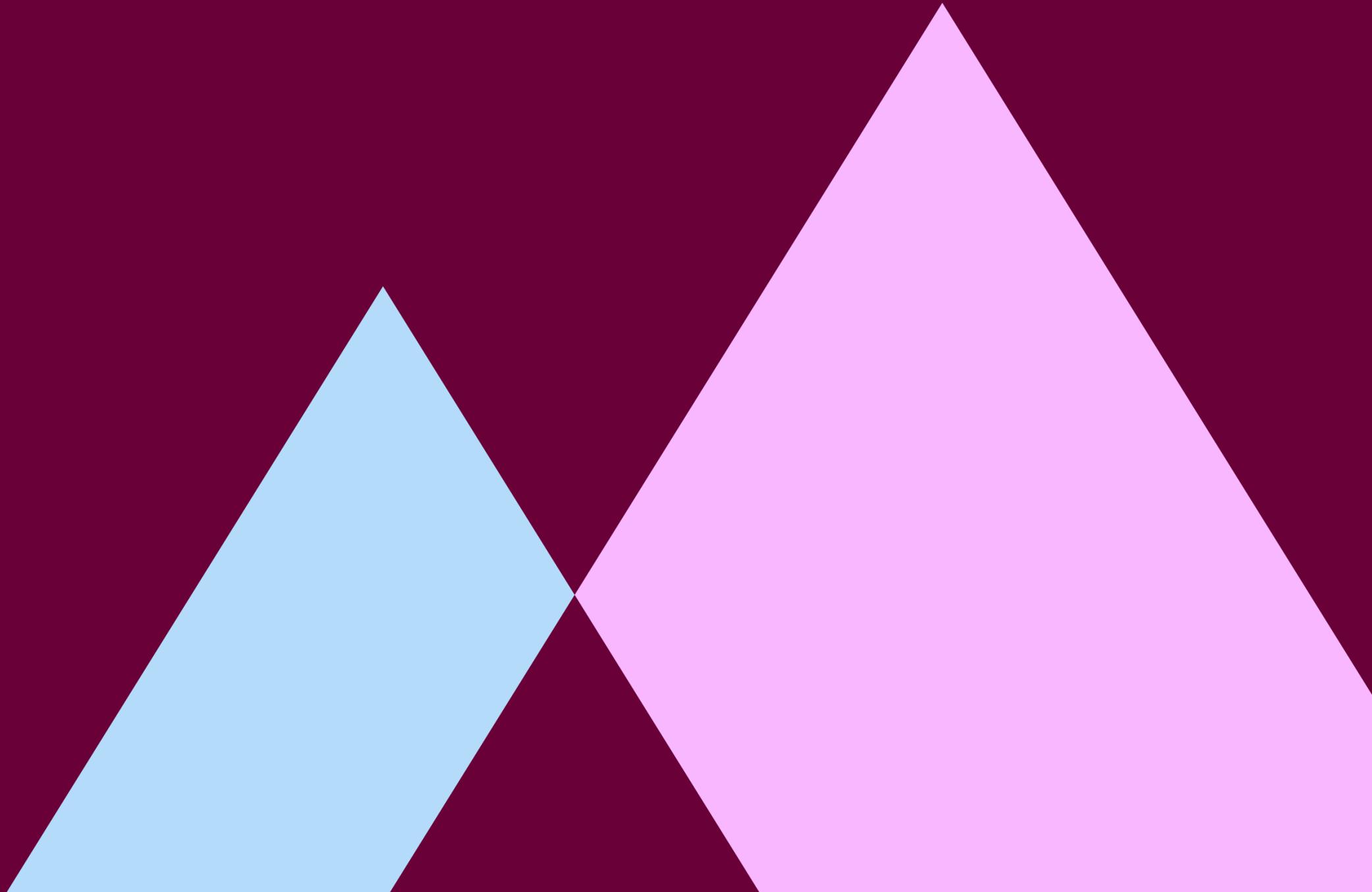


Named a **Leader in Enterprise**
Data Modernization and AI
Services, featured in the global
ISG Provider Lens[™]

Named a **Rising Star by ISG** in the
Automotive Retail and
Aftermarket Services category

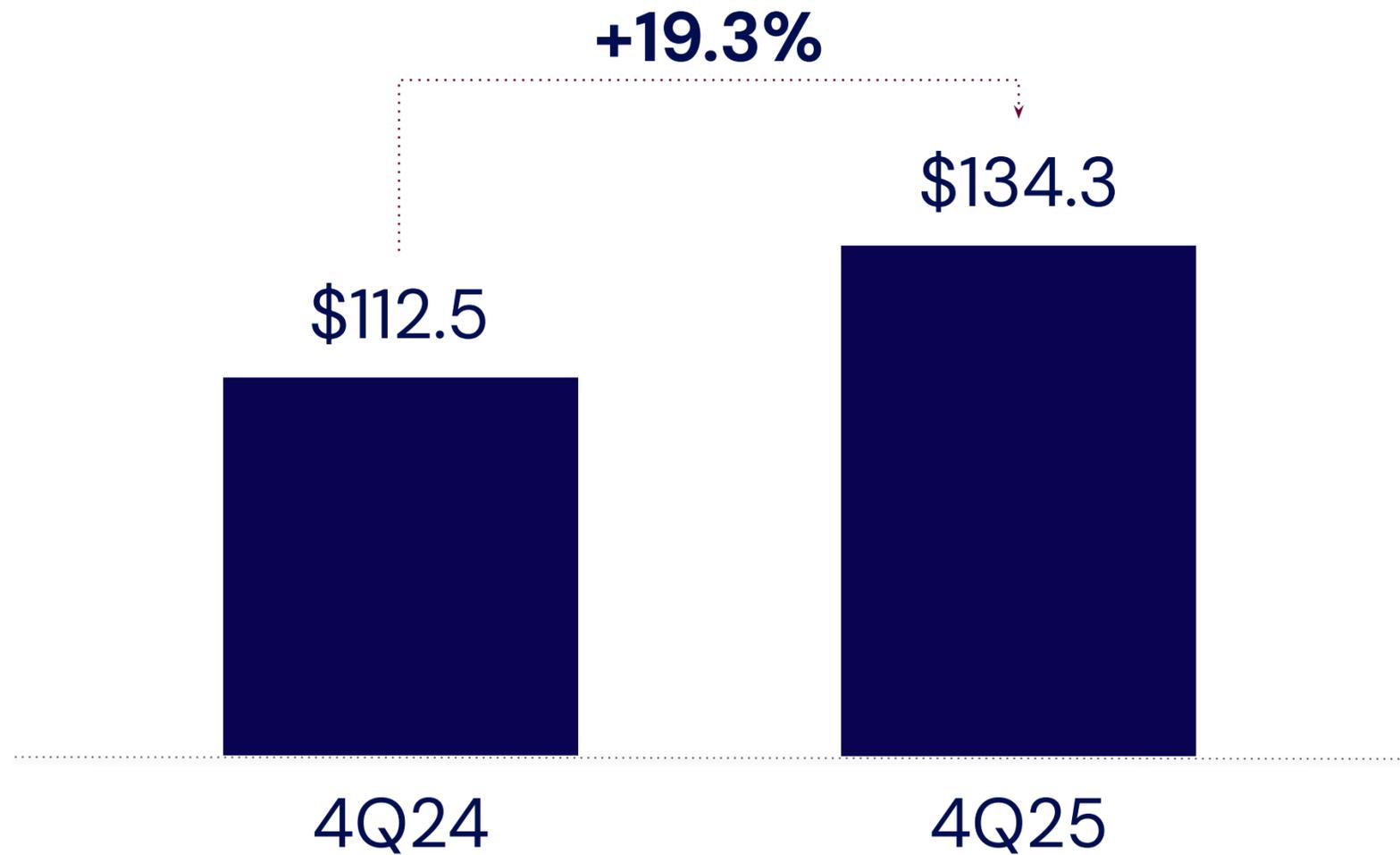
CI&T

**Results
driven**



Sustained Double-Digit Organic Revenue Growth

Revenue
US\$ Million



Organic Revenue Growth
at Constant Currency ⁽¹⁾

+13.9%

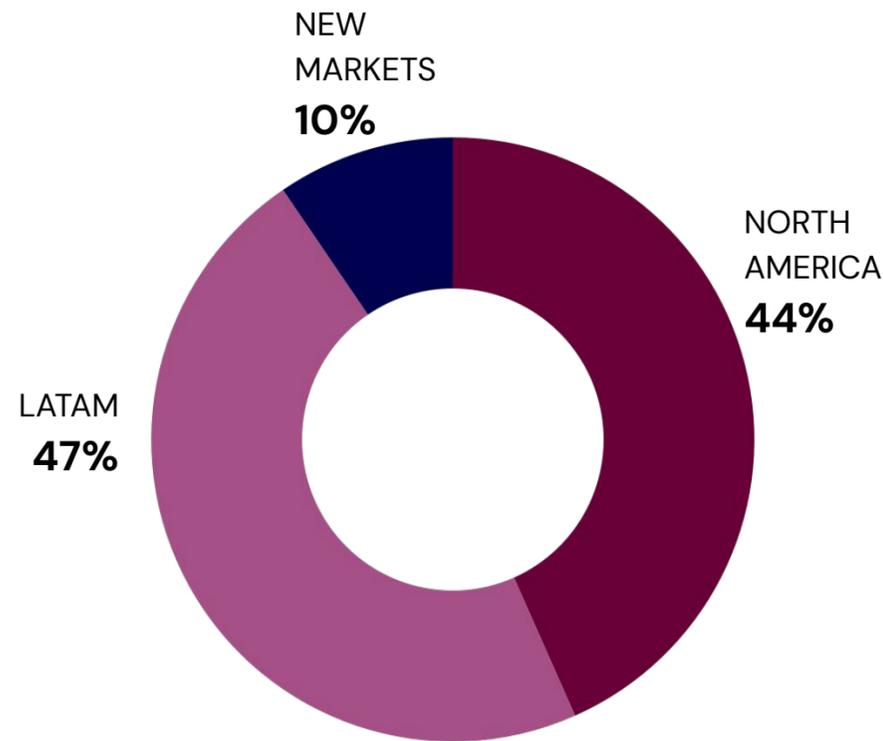
+13.2%

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

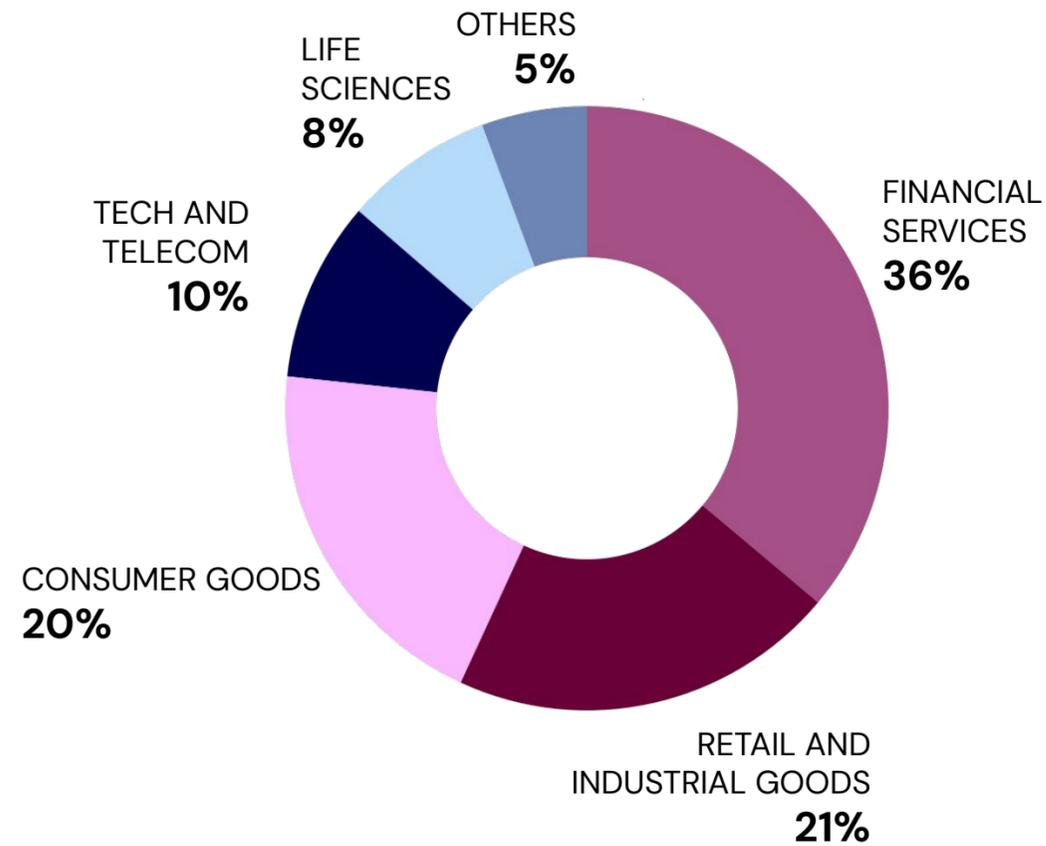
Diversified Revenue Base

2025 Revenue Distribution

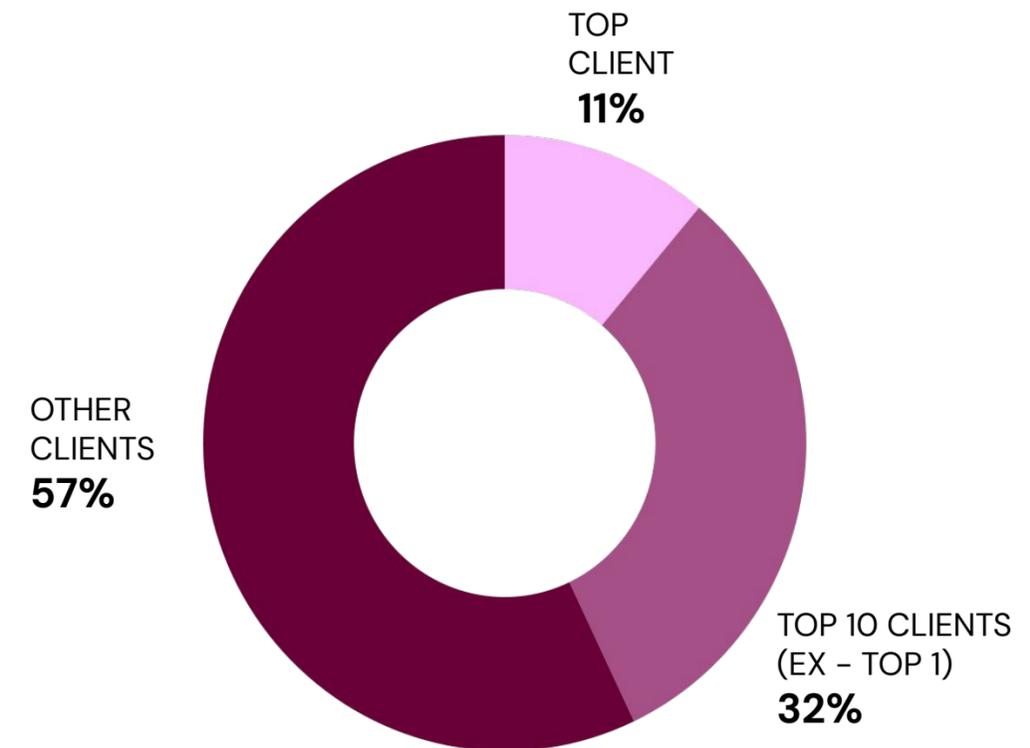
REVENUE BY GEOGRAPHY
% OF TOTAL



REVENUE BY INDUSTRY
% OF TOTAL



TOP CLIENT'S REVENUE SHARE
% OF TOTAL

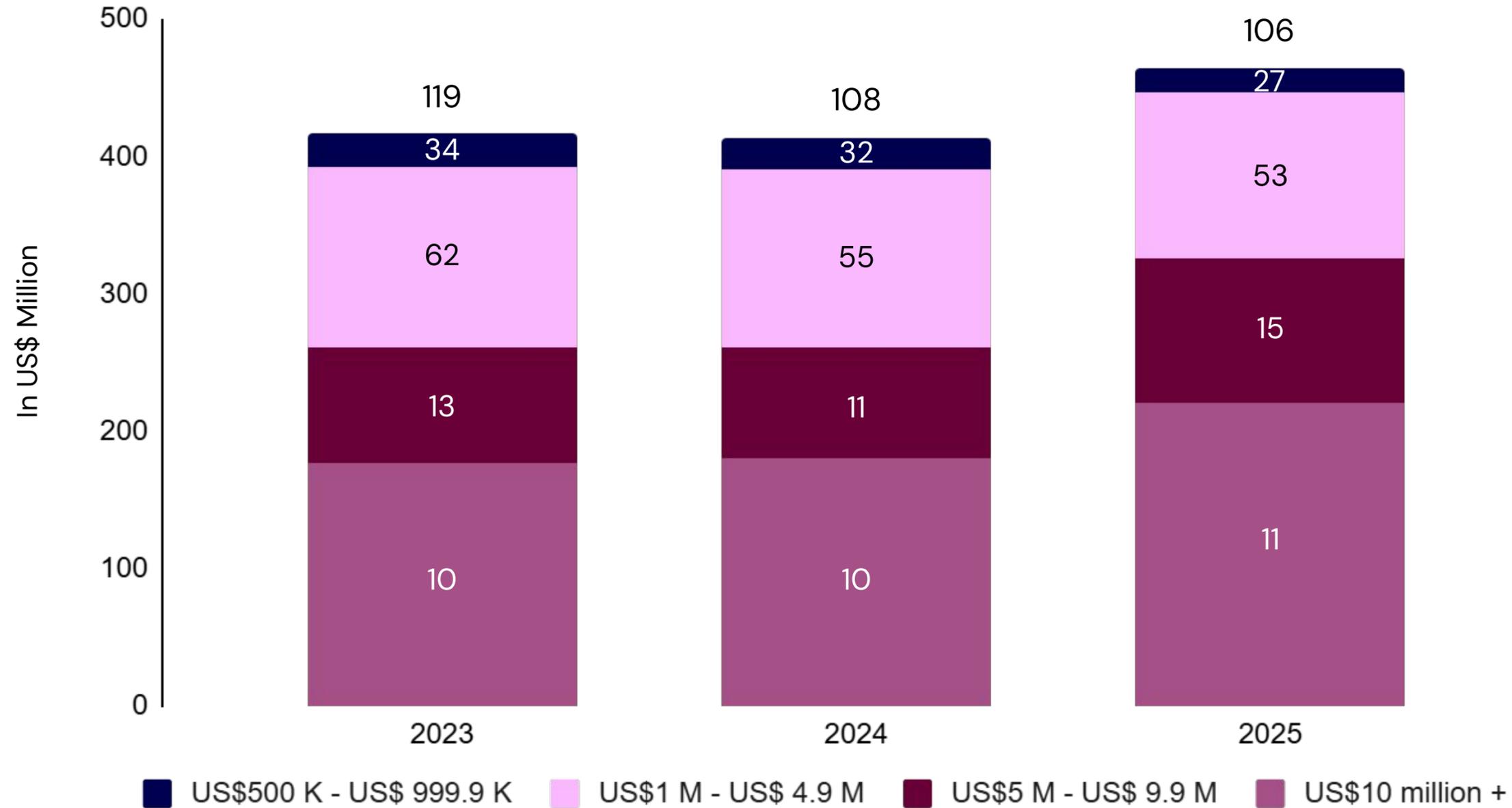


Note: Percentages might not add to 100% due to rounding numbers.

Scalable and Sustainable Client's Cohort

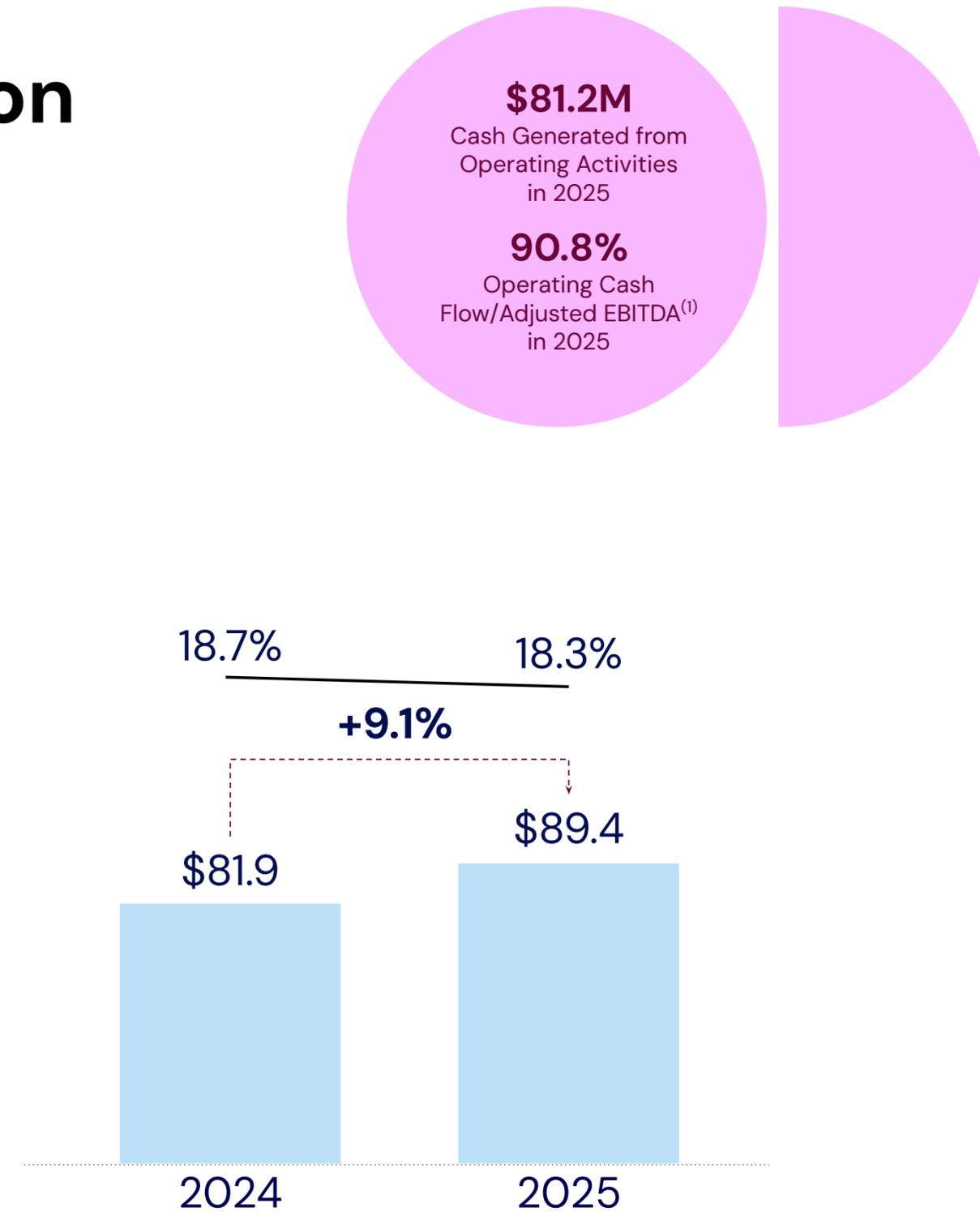
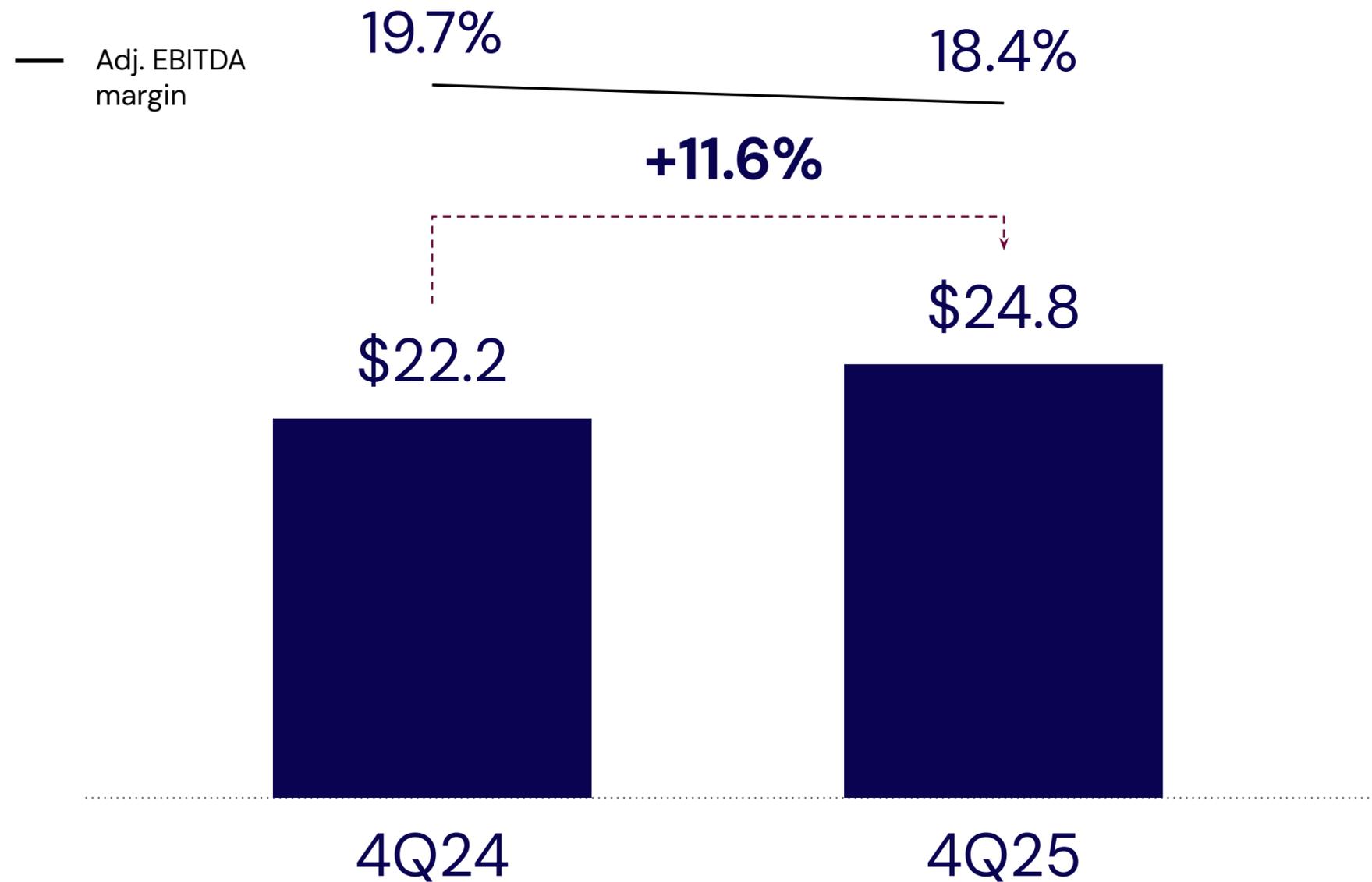
Number of Multi-Million Accounts

Revenue contribution over the last 12 months by client cohort



Solid Margins & High Cash Flow Conversion

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



\$81.2M
Cash Generated from Operating Activities in 2025

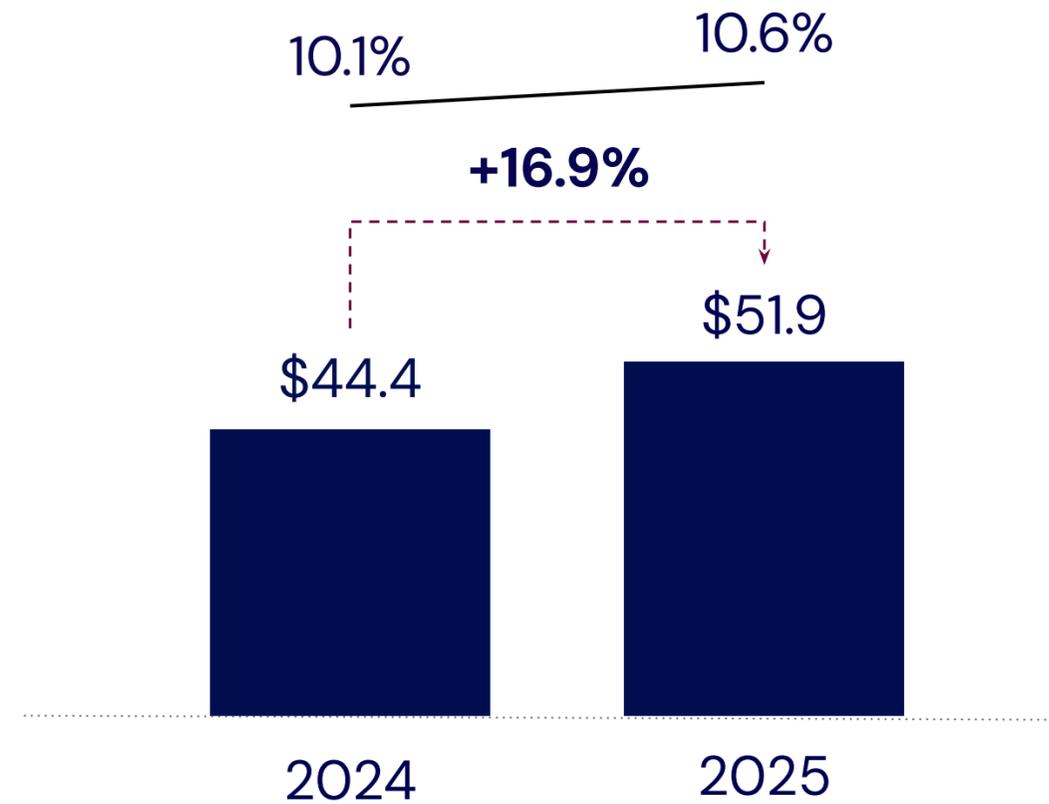
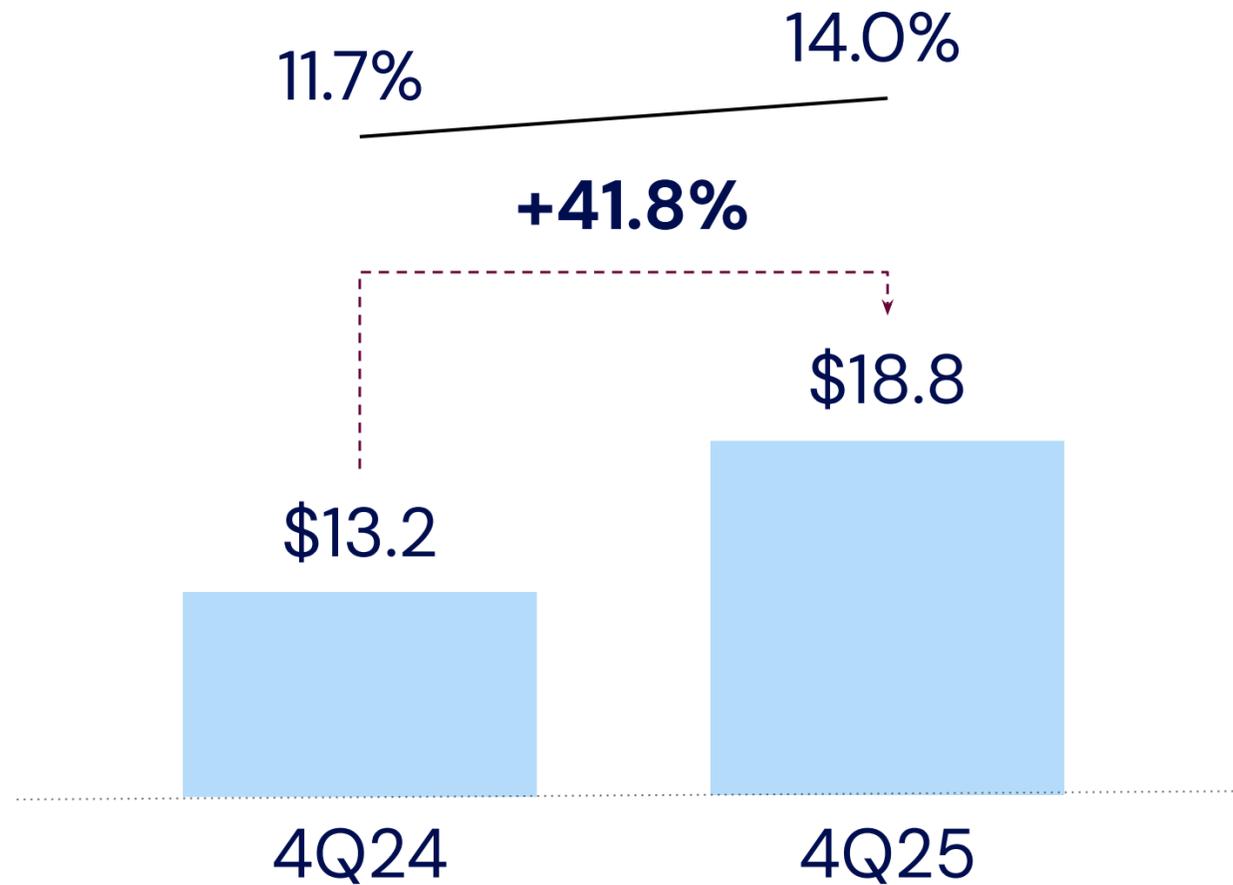
90.8%
Operating Cash Flow/Adjusted EBITDA ⁽¹⁾ in 2025

(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; %

— Adj. Profit Margin



(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 1Q26,
At least:

US\$134.7 million

21.5%

growth in U.S. dollars or

14.3%

growth at constant currency ⁽¹⁾
(y-o-y)

REVENUE

For the full-year 2026
in the range of:

**US\$548 million to
US\$568 million**

+12% to +16%

Organic Revenue Growth (y-o-y)

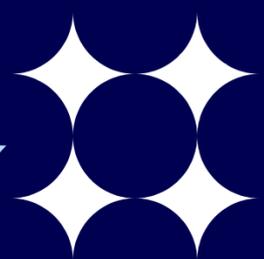
Adjusted EBITDA margin ⁽¹⁾
in the range of:

17% to 19%

Notes: These estimates are forward-looking statement. See Safe Harbor regarding Forward-looking Statements.
These estimates assume an average FX rate of 5.29 BRL/USD in 1Q26 and 5.30 BRL/USD in 2026.

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

THANK



YOU.

ciandt.com

CI&T

Appendix – 4Q25 Reconciliation of Non-IFRS measures

in USD million	4Q25	4Q24	2025	2024
Revenue	134.3	112.5	489.6	439.0
Reconciliation Revenue Growth at Constant Currency				
Reported Revenue Growth	19.3%		11.5%	
Foreign Exchange Rates Impact	-5.4%		1.6%	
Revenue Growth at Constant Currency	13.9%		13.2%	
Reconciliation of Adjusted EBITDA				
Profit for the period	14.6	10.5	40.6	29.5
Net financial cost	2.6	3.4	9.5	11.8
Income tax expense	1.2	2.3	15.5	14.3
Depreciation and amortization	5.2	3.7	18.8	16.9
Stock-based compensation	1.3	1.6	5.0	5.6
Government grants	-	0.2	-	-
Acquisition-related expenses	-	(0.5)	-	0.8
Business restructuring	-	0.9	-	3.1
Adjusted EBITDA for the period	24.8	22.2	89.4	82.0
Adjusted EBITDA Margin	18.4%	19.7%	18.3%	18.7%
Reconciliation of Adjusted Net Profit				
Profit for the period	14.6	10.5	40.6	29.5
Acquisition-related expenses	2.1	0.8	8.2	8.3
Business restructuring	-	0.9	0.0	3.1
Stock-based compensation	1.3	1.6	5.0	5.6
Tax effects on non-IFRS adjustments	0.8	(0.5)	(1.9)	(2.1)
Adjusted Profit for the period	18.7	13.2	51.9	44.4
Adjusted Net Profit Margin	14.0%	11.7%	10.6%	10.1%
Diluted earnings per share (EPS)				
Weighted average common shares (diluted)	131,204	136,892	133,452	137,102
Diluted Earnings Per Share (EPS)	0.11	0.08	0.30	0.22
Reconciliation of Adjusted Diluted EPS				
Acquisition-related expenses	0.02	0.01	0.06	0.06
Business restructuring	0.00	0.01	0.00	0.02
Stock-based compensation	0.01	0.01	0.04	0.04
Tax effects on non-IFRS adjustments	0.01	(0.00)	(0.01)	(0.02)
Adjusted Diluted EPS	0.14	0.10	0.39	0.32

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 2024.

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.