



1725 (Aaio 2025) Comentário de Desempenho

Highlights 1Q25

Net Revenue



- R\$4,104 million in the quarter;
- 34% above 1Q24;
- 5% organic growth compared to 1Q24.

Adjusted EBITDA ex-IFRS16



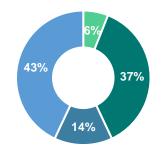
- R\$401 million in the quarter;
- 21% higher than 1Q24;
- 9.8% margin in 1Q25.

Adjusted net profit



- R\$ 180 million in the quarter;
- 7% higher than 1Q24;
- 4.4% net margin in 1Q25.

% Net Revenue by # of Clients (1Q25)



Largest Client

2 - 50

• 51 - 100

Other Clients

% of Net Revenue by line of solution (1Q25)

INTEGRATED FACILITIES	24%
MAINTENANCE & INDUSTRIAL SERVICES	22%
CATERING	21%
SECURITY	20%
TEMPORARY LABOR SERVICES & FIELD MARKETING	7%

of Customers (Mar/25)

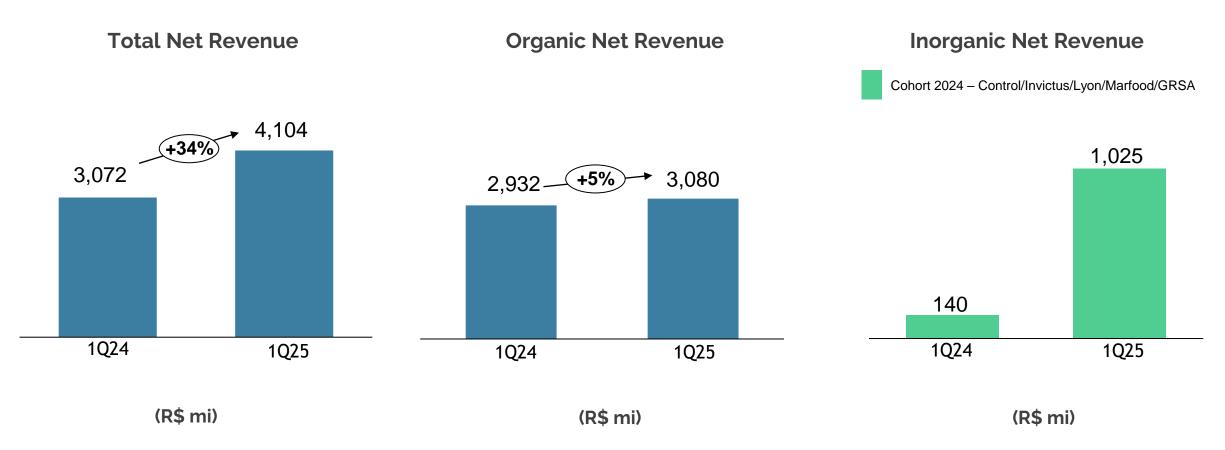
4,604

Net Promoter Score (Survey Dec/24)

75%

Maio 2025| Comentário de Desempenho 1728

- Net revenue 34% higher than in 1Q24;
- 5% increase in the organic net revenue compared to 1Q24;
- Inorganic net revenue 5 companies in 2024



- R\$4.2 billion of Gross revenue acquired in the 2024 program.
- R\$ 290 million of Gross revenue acquired in the 2025 program.



Acquisitions since IPO (21/april)











of Companies

R\$ 8.4 bi

Gross revenue (LTM)













































security



Temporary labor

and field mkt.



and Industrial

services



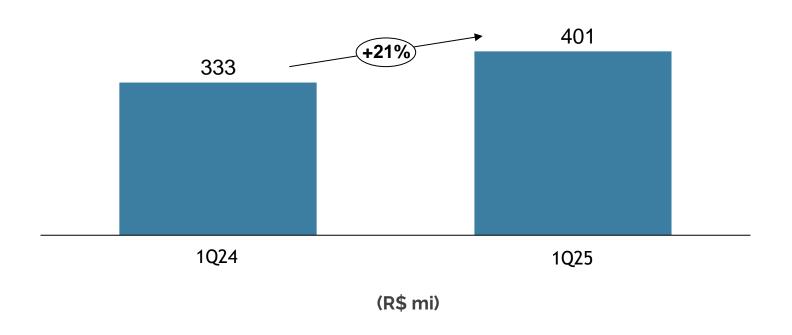


Logistics

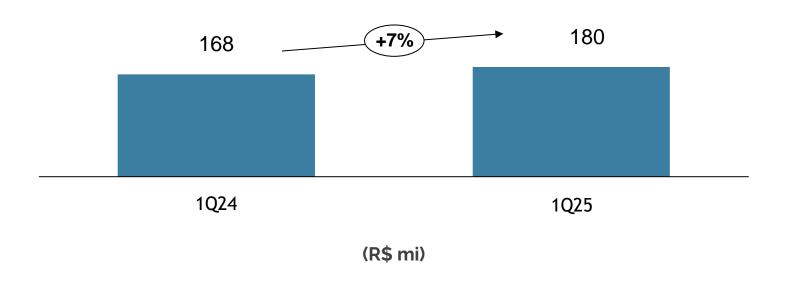
Catering

16 6 Acquisitions by Size (Revenue R\$ mi) < 100 > 100; < 300 > 300; < 500 > 500

• 21% growth of adjusted EBITDA ex-IFRS16 compared to 1Q24, and margin of 9.8%, 1.0 p.p. below 1Q24;

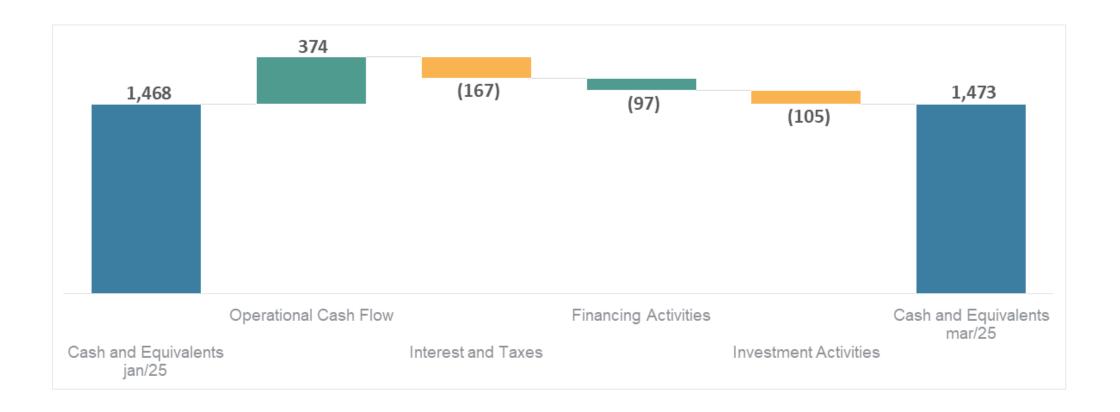


• 7% growth in adjusted net income compared to 1Q24, and net margin of 4.4%, 1.1p.p. lower than 1Q24;





• Cash generation from operating activities representing 93% of adjusted EBITDA ex-IFRS16.





- Net debt/adjusted EBITDA ex-IFRS16 of 1.6x at the end of 1Q25, 0.3 p.p. higher compared to 1Q24;
- **36 months duration** of the loan portfolio.

Leverage R\$ mi	1Q25 (a)	4Q24 (b)	3Q24 (c)	2Q24 (d)	1Q24 (e)	△ (a) / (e) - 1
Cash	3,110	3,092	3,196	2,396	1,965	58%
Cash and cash equivalents	1,473	1,468	1,364	1,182	1,073	37%
Financial investments*	1,636	1,623	1,832	1,214	892	83%
Gross Debt	5,592	5,724	5,703	5,275	3,572	57%
Loans	1,005	1,092	1,007	557	390	157%
Debentures	4,062	4,115	4,174	4,194	2,526	61%
Acquisition of subsidiaries	449	442	441	434	588	-24%
Tax payable through installments	76	75	80	89	67	13%
Net debt	(2,483)	(2,632)	(2,507)	(2,879)	(1,607)	55%
Adjusted EBITDA LTM ex-IFRS16	1,564	1,496	1,420	1,311	1,269	23%
Net debt / adjusted EBITDA LTM ex-IFRS16	1.6	1.8	1.8	2.2	1.3	0.3

^{*} Financial investments + Assets derivatives - Liabilities derivatives

Macro Organizational Structure



