

CONTAX

EARNINGS RELEASE 2025

April 2, 2026

CONTAX

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Rio de Janeiro, April 2, 2026: CONTAX Participações S.A. – In Judicial Reorganization is a publicly traded company listed on B3 – Brasil, Bolsa, Balcão (“B3”), under the trading code CTAX3. CONTAX is the holding company of one of the largest service providers groups in the country specializing in Customer Service (Contact Center and Trade Marketing) through Contax and Industrial Maintenance through Elfe, announces its consolidated results for the fourth quarter of 2025. Comparisons are made with the same period in 2024. The financial information presented herein was prepared in accordance with International Financial Reporting Standards (“IFRS”) and the accounting standards and practices of the Brazilian Corporate Law and pronouncements, guidelines, and interpretations issued by the Accounting Pronouncements Committee (“CPC”) and approved by the Brazilian Securities and Exchange Commission (“CVM”).

2025 Highlights

CONTAX recorded a positive operating result of R\$ 91.5 million, with Gross Revenue of R\$ 498 million and EBITDA of R\$ 58.8 million.

Gross Revenue

+19.9%

Operating Result

R\$91.5MM

EBITDA

R\$58.8MM

Destaques do período	2025	2024	Var.
Financeiros (R\$ mm)			
Receita Bruta	498,0	415,3	19,9%
Receita operacional líquida	447,1	371,8	20,2%
Custos s/ serviços prestados	(355,6)	(332,1)	7,1%
Resultado operacional	91,5	39,7	130,1%
% margem s/ ROL	20,5%	10,7%	
EBITDA contábil	58,8	7,3	704,8%
% margem s/ ROL	13,1%	2,0%	

Message from Management

Throughout 2025, the company reinforced its commitment to maintaining a sustainable customer portfolio and recorded progress in expanding operating and financial margins. 2025 results reflect the consistent execution of initiatives aimed at continuously improving operational performance, in line with the strategic plan.

Net revenue grew 20.2% during the period, totaling R\$447.1 million, originating from gross revenue of R\$498 million. This result reflects the success of our portfolio diversification and customer base expansion strategy.

We intensified initiatives aimed at building a solid foundation for a sustainable recovery of margins, with emphasis on infrastructure optimization, scale gain, increased productivity, and operational performance. As a result, the gross margin reached R\$91.5 million, an increase of 130%, while EBITDA was R\$58.8 million—an expressive growth compared to the same period of the previous year.

Within the context of the judicial reorganization process, on November 14, 2025, the amendment to the judicial reorganization plan was approved by the general meeting of creditors with 86.5% of the vote. This favorable decision provides security and strengthens the financial stability necessary for the execution of the Company's next steps.

In addition, the Company plays an important role in developing new talent. We hired 5,865 young people, many of whom landed their first formal job with us. This data reflects our ongoing commitment to providing a diverse and inclusive work environment, contributing to the professional and social development of the communities where we operate.

We closed 2025 focused on continued revenue growth and consolidating positive margins, maintaining our commitment to operational excellence, caring for our employees and continuously improving our customer experience.

André Felipe Rosado França

CEO

Financial Performance

Net revenue grew 20% in the fourth quarter 2025, totaling R\$447.1 million, originated from a Gross Revenue of R\$498 million. This impressive result reflects the success of our portfolio diversification and customer base expansion strategy.

Through efficient resource management and continuous process optimization, we achieved significant growth in operating income, reaching R\$91.5 million — a growth of 130% compared to the same period in 2024.

Year-to-date, EBITDA reached R\$58.8 million, confirming a solid recovery trajectory and reinforcing the consistency of our operational performance.

Destaques do período	2025	2024	Var.
Financeiros (R\$ mm)			
Receita Bruta	498,0	415,3	19,9%
Receita operacional líquida	447,1	371,8	20,2%
Custos s/ serviços prestados	(355,6)	(332,1)	7,1%
Resultado operacional	91,5	39,7	130,1%
% margem s/ ROL	20,5%	10,7%	
EBITDA contábil	58,8	7,3	704,8%
% margem s/ ROL	13,1%	2,0%	
Operacionais			
Quantidade de colaboradores	9092	12840	-29,2%

Operating Performance

Throughout 2025, the Company consolidated significant progress in stabilizing and improving its operations, supported by a clear agenda of discipline, simplification, and consistent execution. This progress reflects, above all, the ability to eliminate distractions, directing analyses, behaviors, and actions toward what effectively impacts the bottom line.

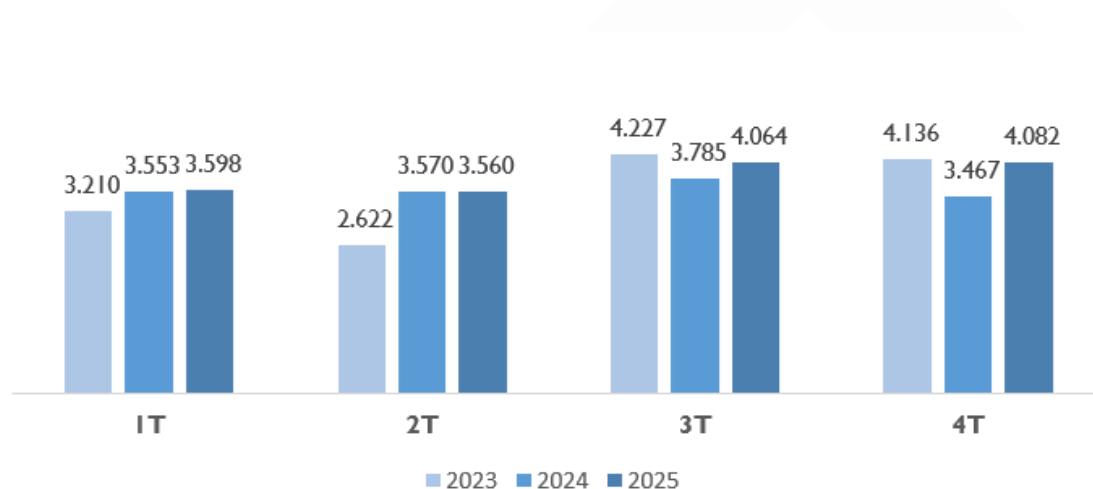
Operational evolution is also anchored in an increasingly prevalent culture of passion for service, which reinforces our commitment to quality in delivery and to the experience of both our clients and their customers. In parallel, we continue to strengthen the principles of trust, honesty, and transparency, openly acknowledging deviations and using them as a basis for continuous learning and structured improvement.

The Company further reinforces the centrality of people in its operational strategy, with the conviction that engaged, aligned, and committed teams are crucial for building lasting relationships with clients and generating sustainable value. This approach has contributed to a more consistent, resilient, and execution-oriented operational environment.

As a result, we have been recognized for our operational performance, holding leading positions in relevant rankings among key clients, in addition to making progress in capturing efficiency and results within our own operations.

The results observed throughout 2025 reinforce that the Company operates today at a more mature, structured level, prepared to sustain its evolution with quality, discipline, and focus on what really matters.

Net revenue per employee (In R\$'000)



Income Statement

DRE			
Em milhões de R\$	dez/25	dez/24	YtY
Receita operacional bruta	498,0	415,3	20%
Receita operacional líquida	447,1	371,8	20%
Custo dos serviços prestados	(355,6)	(332,1)	7%
Resultado Operacional	91,5	39,7	130%
Gerais e administrativas	(94,1)	(91,0)	3%
Outras despesas operacionais	43,8	(2,0)	2347%
Resultado antes das receitas (despesas) financeiras	41,2	(53,2)	177%
Receitas financeiras (a)	17,3	7,7	125%
Despesas financeiras	(88,7)	(58,1)	53%
Resultado financeiro	(71,4)	(50,4)	-42%
Lucro (Prejuízo) operacional antes do IR e CSLL	(30,2)	(103,6)	71%
Imposto de renda e contribuição social	(1,3)	(37,1)	97%
Lucro (Prejuízo) do período	(31,4)	(140,7)	78%
Depreciação e amortização	17,6	60,5	-71%
Despesas / Receitas financeiras	71,4	50,4	42%
IR / CS	1,3	37,1	-97%
EBITDA CONTÁBIL	58,8	7,3	705%

Assets

ATIVO			
Em milhões de R\$	31/12/25	31/12/24	Δ %
Caixa e equivalentes de caixa	101,9	68,4	33%
Contas a receber de clientes	72,2	49,8	31%
Contratos em garantia	10,0	5,5	45%
Tributos a recuperar	22,5	26,7	-18%
Despesas antecipadas e demais ativos	1,5	2,8	-89%
Ativos mantidos para venda	5,0	5,0	0%
Total do ativo circulante	213,0	158,2	26%
Depósitos judiciais LP	141,4	164,0	-16%
Contratos em garantia LP	-	-	0%
Tributos a recuperar	136,1	84,5	38%
IR e CS diferidos LP	19,6	19,9	-1%
Despesas antecipadas e demais ativos LP	1,4	1,4	3%
Imobilizado	9,1	15,3	-69%
Intangível	641,9	646,8	-1%
Direito de uso	13,2	15,5	-17%
Total do ativo não circulante	962,7	947,4	2%
TOTAL DO ATIVO	1.175,8	1.105,6	6%

Liabilities

PASSIVO E PATRIMÔNIO LÍQUIDO			
Em milhões de R\$	31/12/25	31/12/24	Δ %
Fornecedores	18,1	26,4	-46%
Salários, encargos sociais e benefícios	180,1	133,6	26%
Tributos a recolher	163,2	157,4	4%
Debêntures	17,3	2,8	84%
Empréstimos e financiamentos	84,6	56,8	33%
Passivos de arrendamento	5,2	6,4	-23%
Total do passivo circulante	468,5	383,3	18%
Fornecedores LP	33,3	39,1	-17%
Debêntures LP	97,6	107,0	-10%
Empréstimos e financiamentos LP	31,4	35,0	-12%
Provisão para contingências LP	0,3	0,3	3%
Passivos de arrendamento LP	11,7	12,8	-9%
Tributos a recolher LP	213,3	163,3	23%
IRPJ e CSLL diferidos LP	192,7	192,7	0%
Partes relacionadas LP	7,2	6,3	13%
Dividendos a pagar	4,9	4,7	3%
Demais obrigações LP	-	11,8	0%
Total do passivo não circulante	592,4	573,0	3%
Patrimônio líquido	114,9	149,3	-30%
TOTAL DO PASSIVO	1.175,8	1.105,6	6%

Investor Relations Contact

IR Officer**Rodrigo Santana Canhiçares**

Rua Beneditinos, 15/17 - Rio de Janeiro – Brasil, CEP 20081-050

(+55 11) 93009-2235

ri@contax.com.brwww.contaxsa.com.br