



# RESULTADOS

## 4º TRIMESTRE

# 2025

Listada no Novo Mercado da B3 | **PLPL3**

# Aviso

Esta apresentação contém declarações sobre o futuro que estão sujeitas a riscos e incertezas. Estas declarações são baseadas nas crenças e premissas da administração e em informações atualmente disponíveis. As declarações sobre o futuro são referentes às intenções, crenças ou expectativas atuais da Companhia ou de seus conselheiros ou diretores. Estas declarações também incluem informações com relação aos resultados futuros de operações possíveis. Elas não são garantias de desempenho, pois envolvem riscos, incertezas e suposições, porque se relacionam a eventos futuros e, portanto, dependem de circunstâncias que podem ou não ocorrer. Nossos resultados futuros e valor para os acionistas podem diferir materialmente daqueles expressos ou sugeridos nestas declarações. Muitos dos fatores que irão determinar estes resultados e valor estão além da capacidade de controle ou previsão da Companhia.

# PARTICIPANTES



**RODRIGO VON**

DIRETOR PRESIDENTE



**RODRIGO LUNA**

DIRETOR VICE-PRESIDENTE



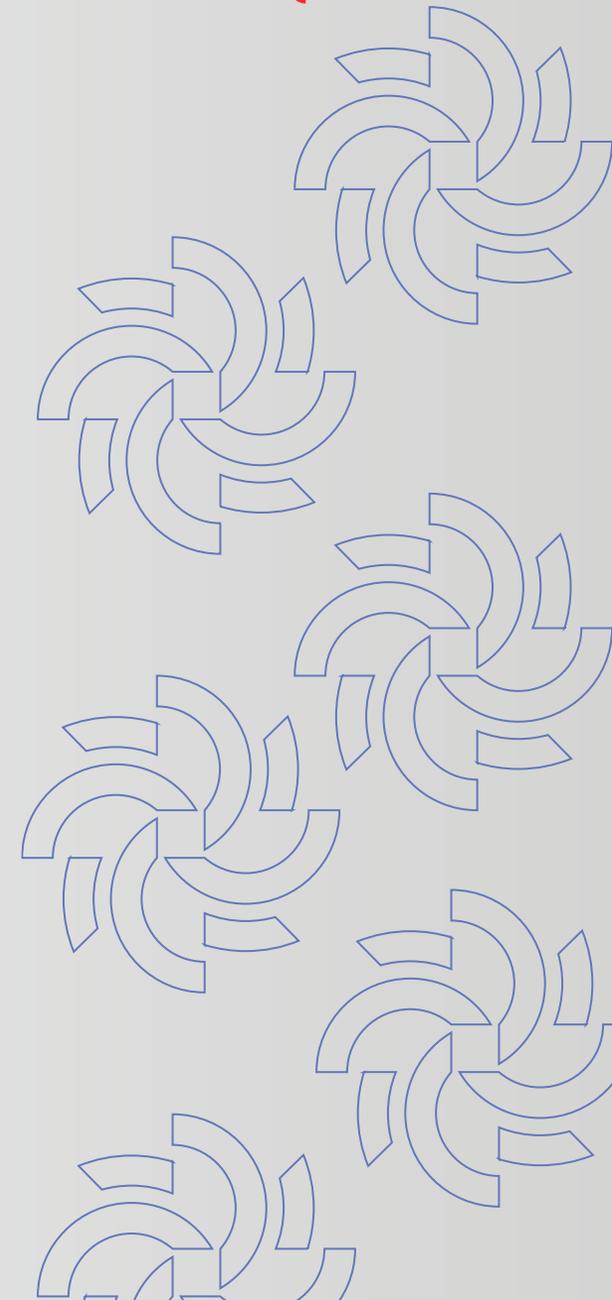
**JOÃO HOPP**

DIRETOR VICE PRESIDENTE EXECUTIVO  
E DIRETOR DE RELAÇÕES COM INVESTIDORES



**ANSELMO SOARES**

DIRETOR FINANCEIRO



# DESTAQUES 4T25 e 2025



LANÇAMENTOS  
100% 2025

**R\$ 5,3 Bilhões**  
**+38,0%**

2025 vs 2024



LANÇAMENTOS  
100% 4T25

**R\$ 617 Milhões**  
**-51,1%**

ABAIXO DO 4T24



VENDA LÍQUIDA | 100% 2025  
MERCADO PRIVADO  
(SEM MERCADO PÚBLICO)

**R\$ 4,3 Bilhões**  
**+41,9%**

2025 vs 2024



VENDA LÍQUIDA | 100% 4T25  
MERCADO PRIVADO  
(SEM MERCADO PÚBLICO)

**R\$ 1,5 Bilhões**  
**+46,2%**

ACIMA DO 3T25



LANDBANK

**R\$ 34,6 Bilhões**  
**+25,4%**

ACIMA DO 4T24



UNIDADES EM  
CONSTRUÇÃO

**42,4 mil unidades**  
**+35,4%**

ACIMA DO 4T24



ROE

**38,7%**  
**+4,1 pp**

ACIMA DO 3T25



RECEITA LÍQUIDA  
100% 2025

**R\$ 3,2 Bilhões**  
**+26,7%**

ACIMA DE 2024

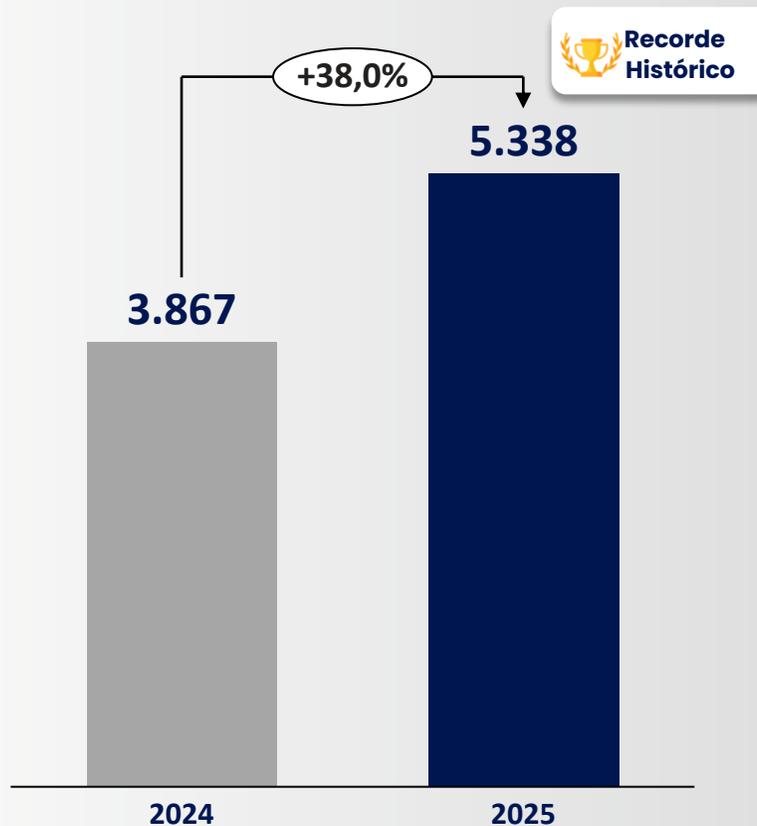
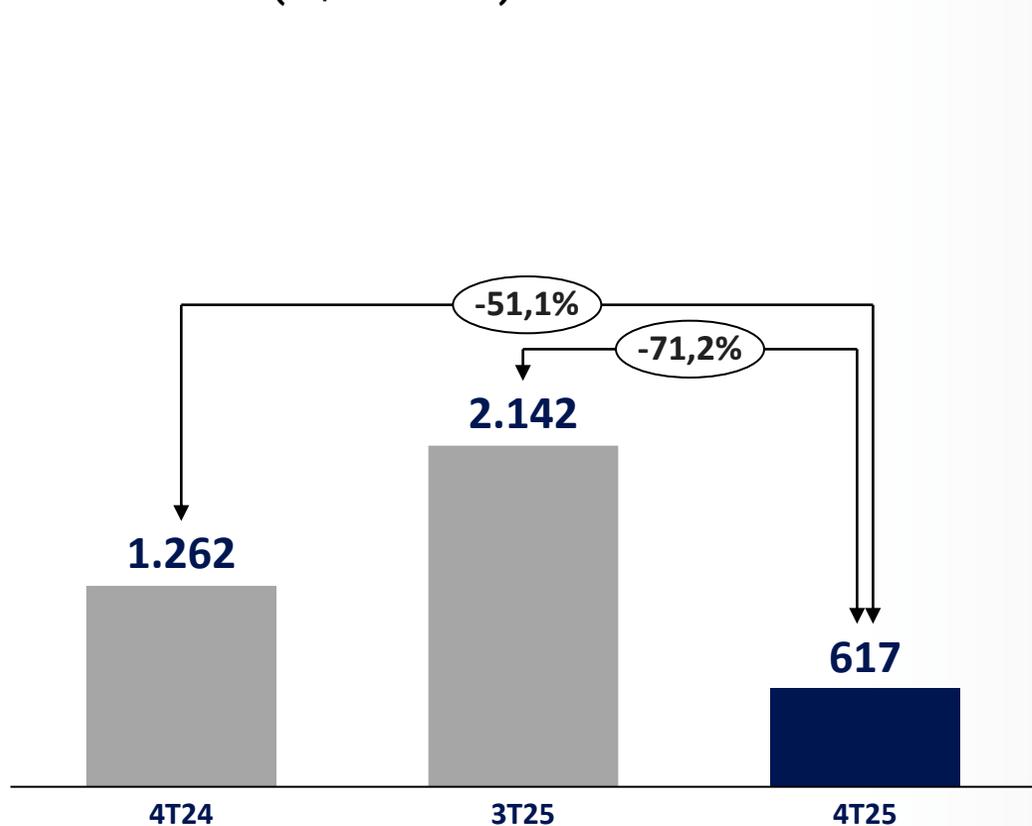




# RESULTADO OPERACIONAL 4T25

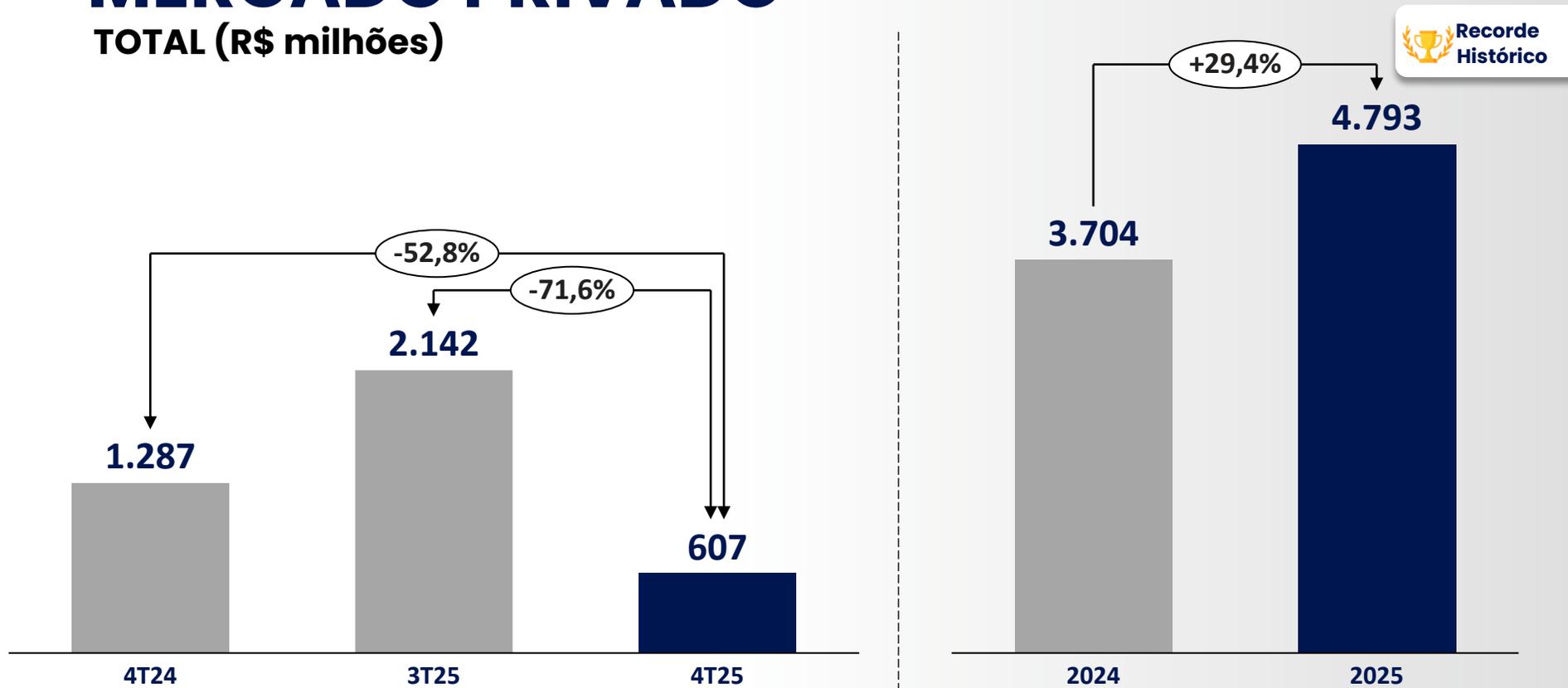
# LANÇAMENTOS 100%

TOTAL (R\$ milhões)



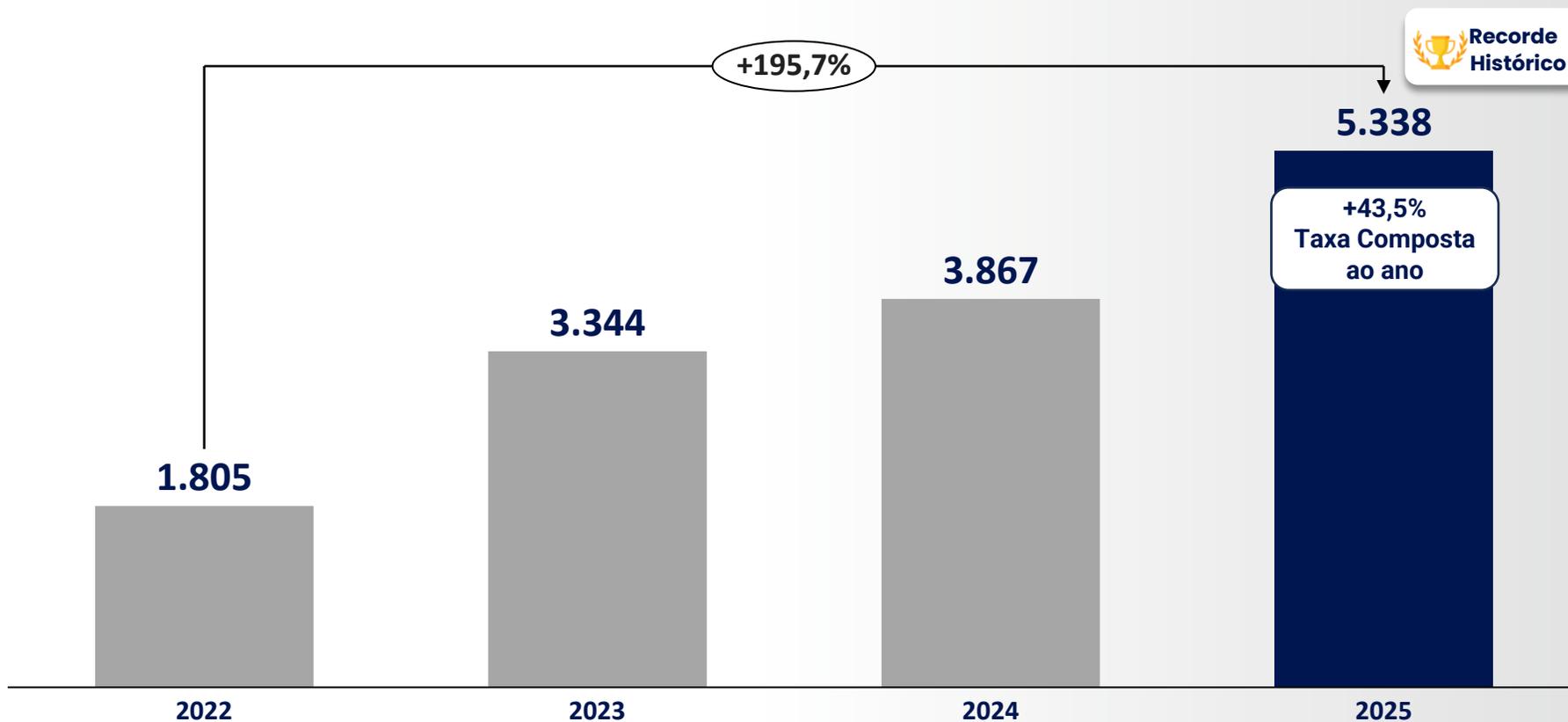
# LANÇAMENTOS % P&P MERCADO PRIVADO

TOTAL (R\$ milhões)



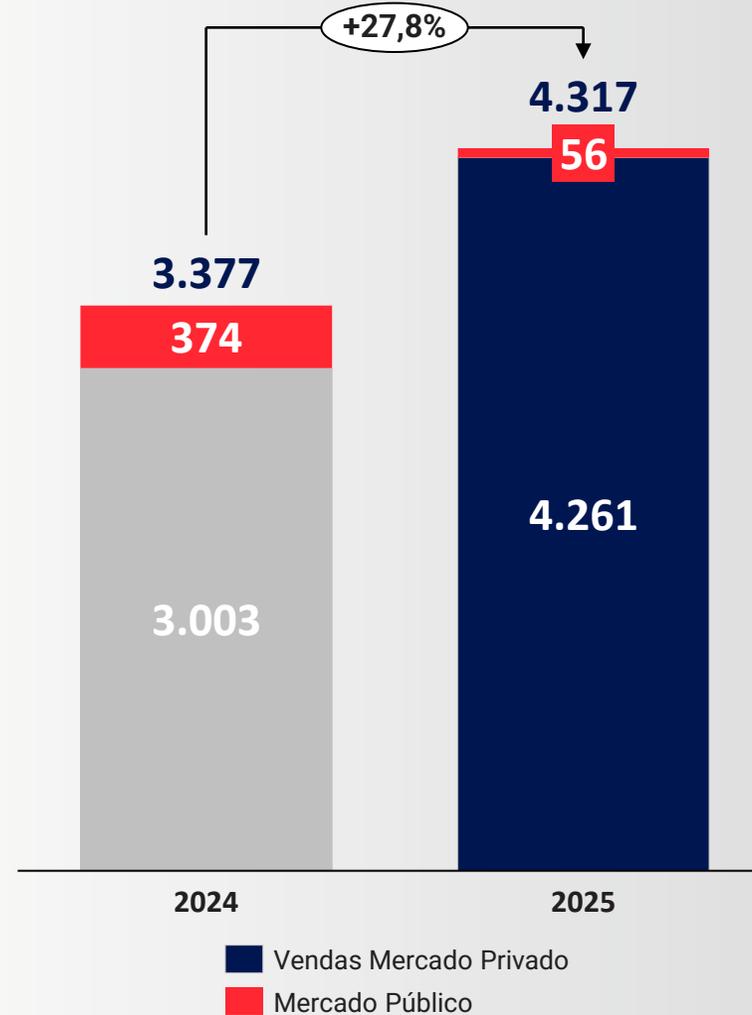
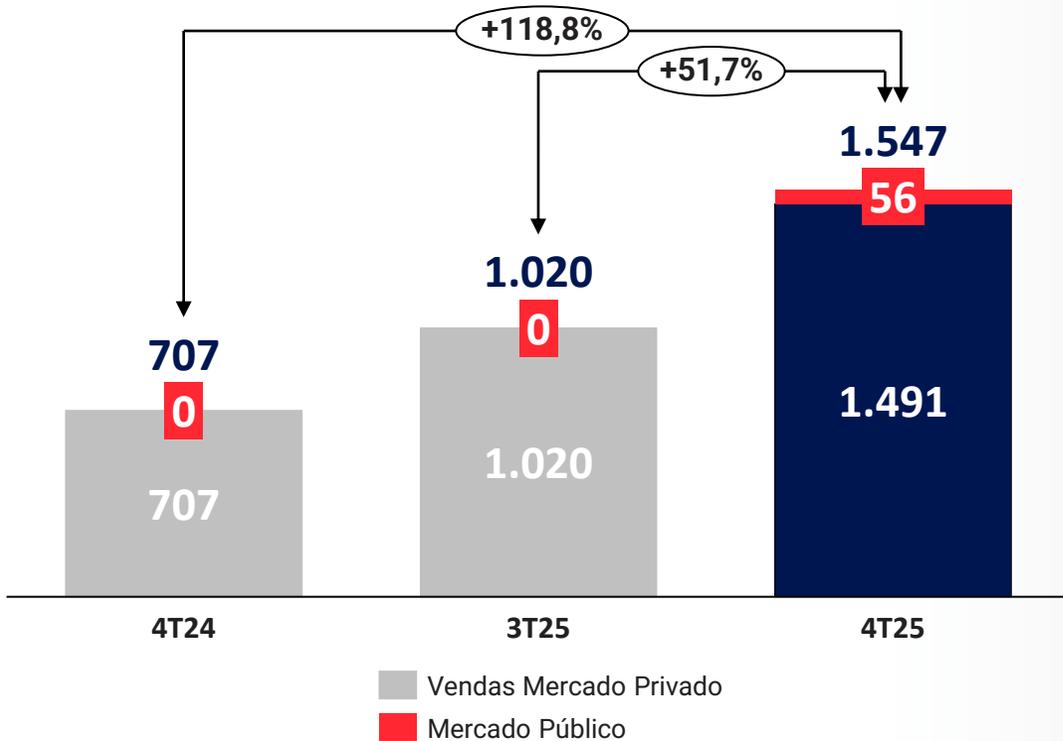
# HISTÓRICO DE LANÇAMENTOS UDM.

Números incluem o Mercado Público - TOTAL (R\$ milhões)



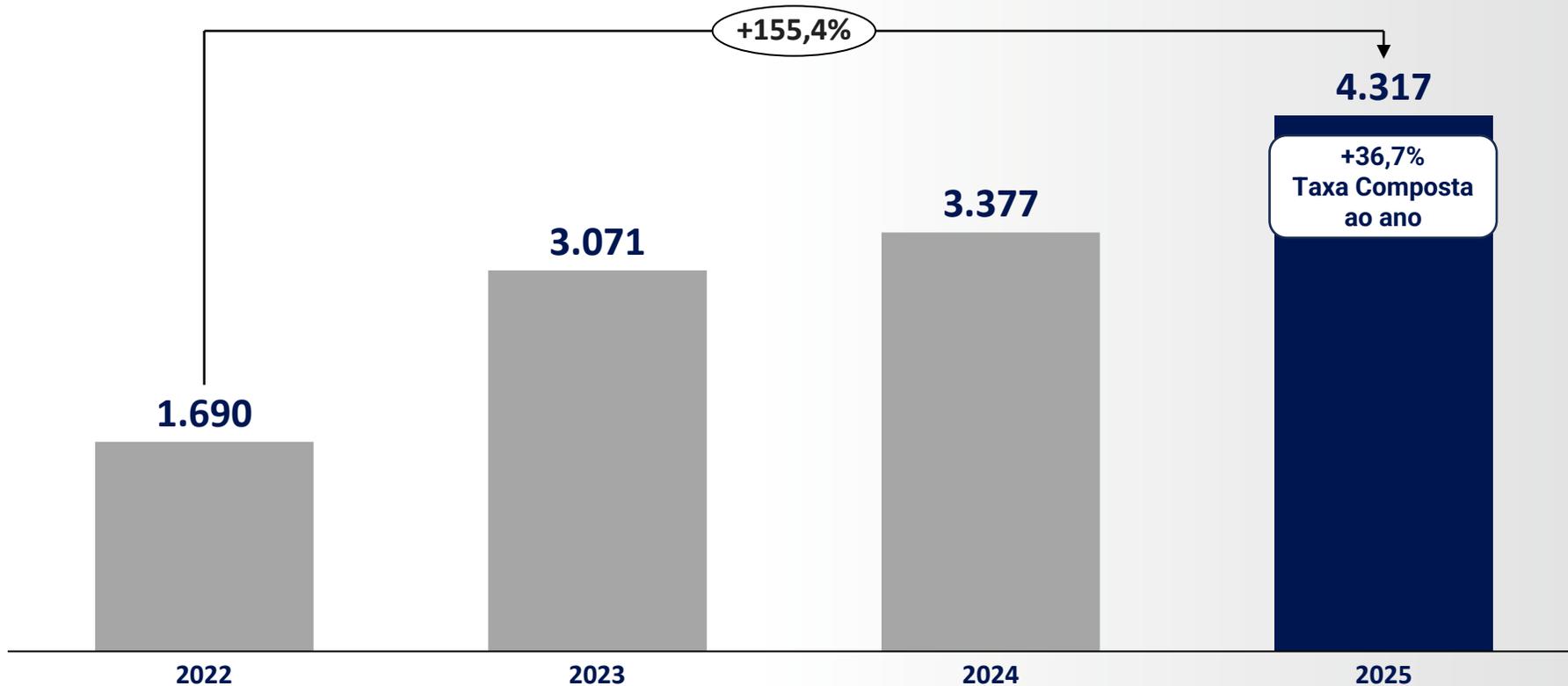
# VENDAS 100%

TOTAL (R\$ milhões)



# HISTÓRICO DE VENDAS UDM

TOTAL (R\$ milhões)

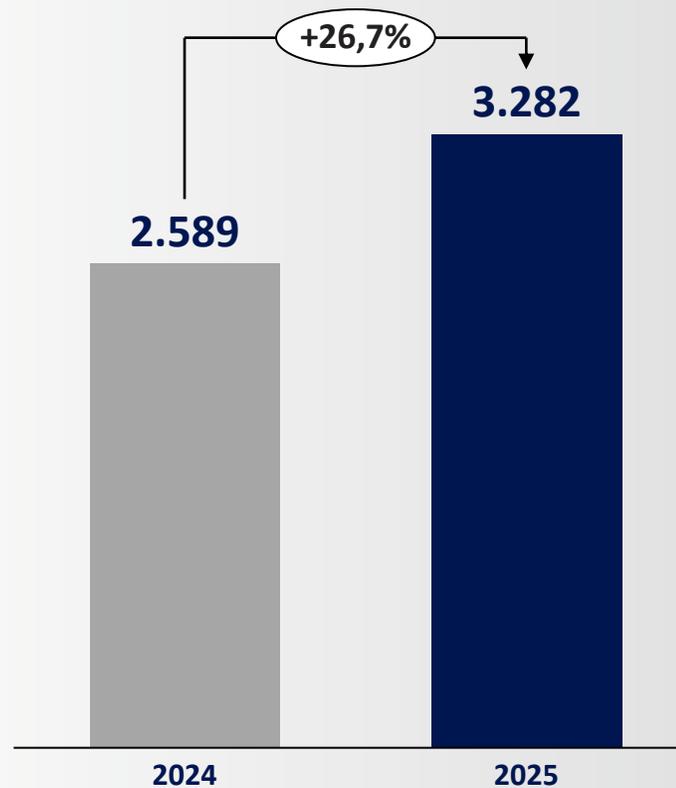
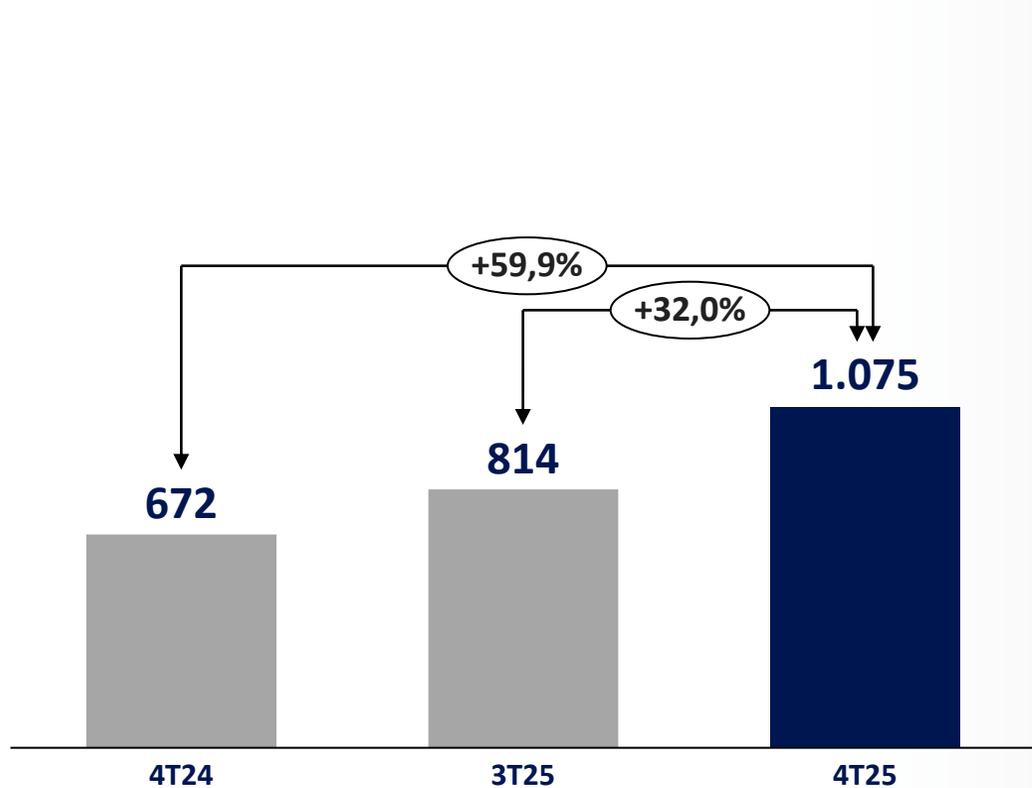




# RESULTADO FINANCEIRO 4T25

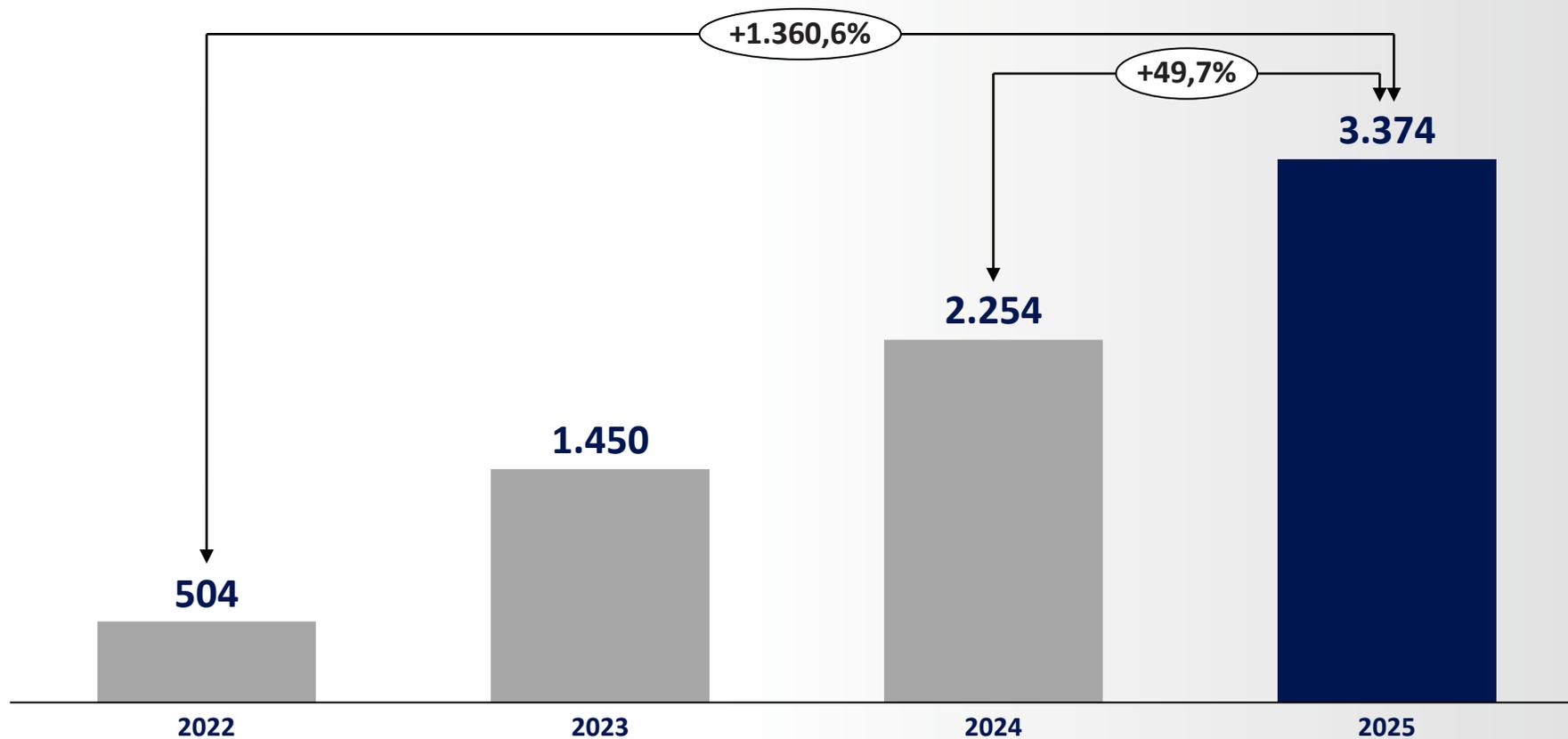
# RECEITA LÍQUIDA

(R\$ MILHÕES)



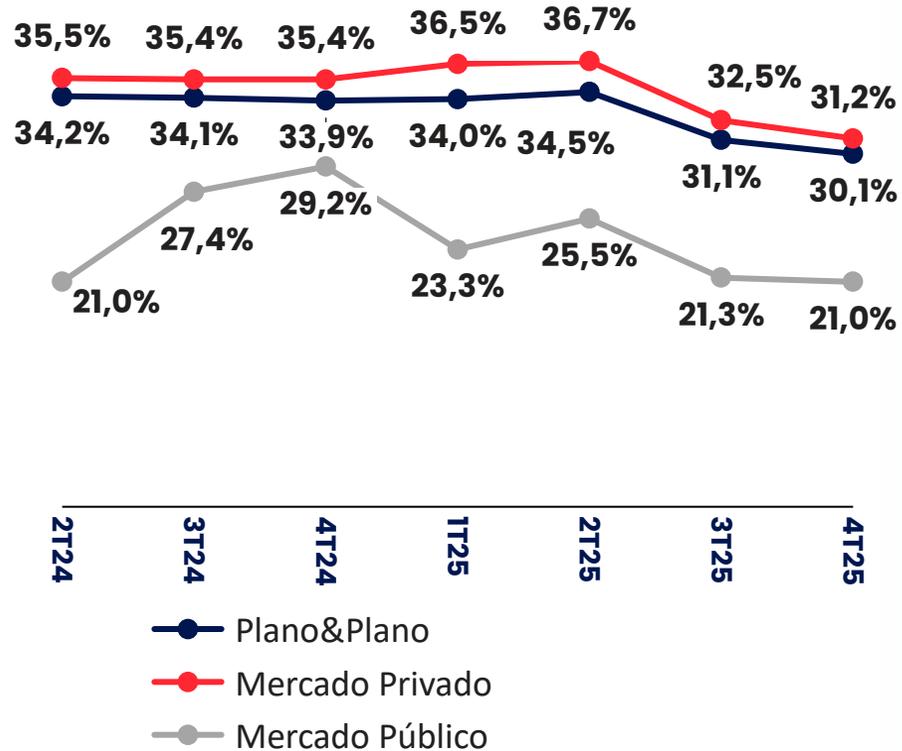
# EVOLUÇÃO DA RECEITA REF

(R\$ MILHÕES)



# LUCRO BRUTO E MARGEM BRUTA

## MARGEM BRUTA AJUSTADA (%)

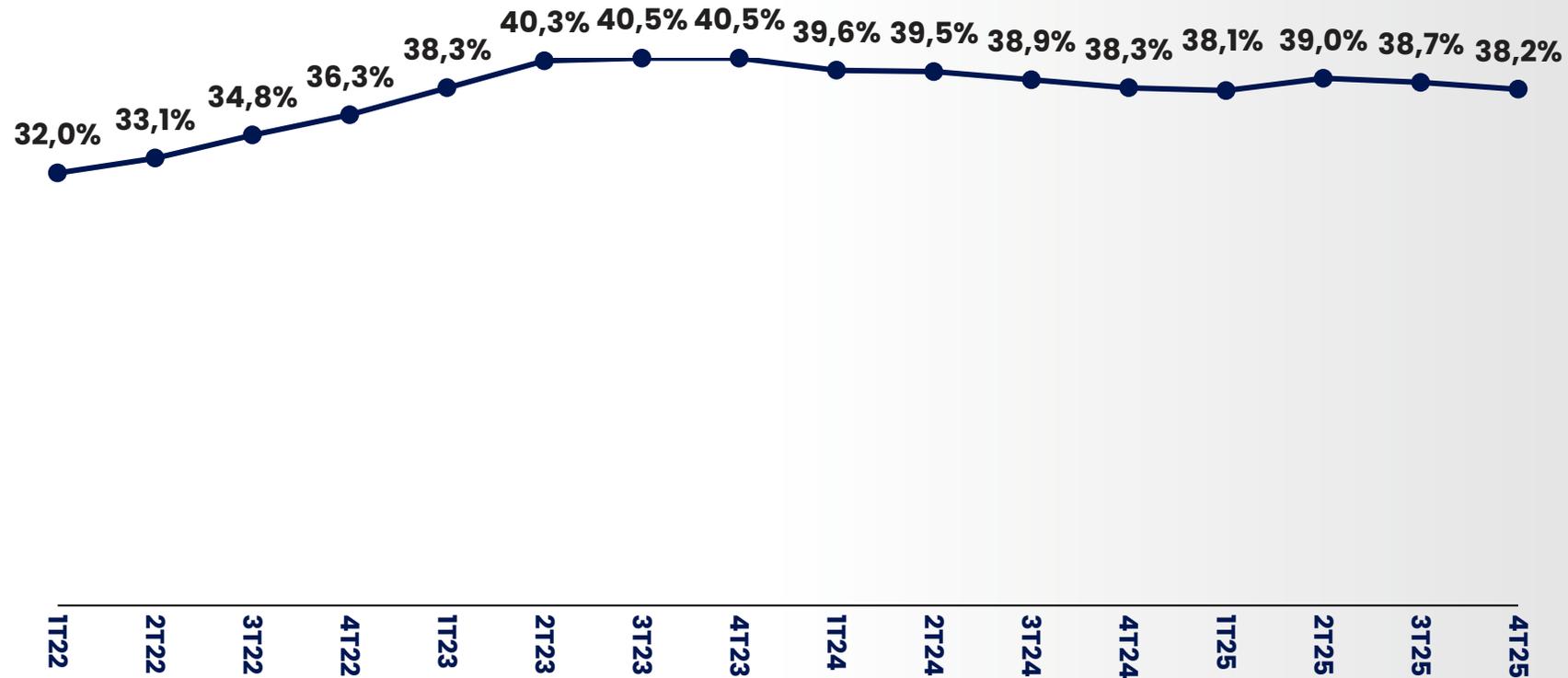


## LUCRO BRUTO AJUSTADO (R\$ MILHÕES)



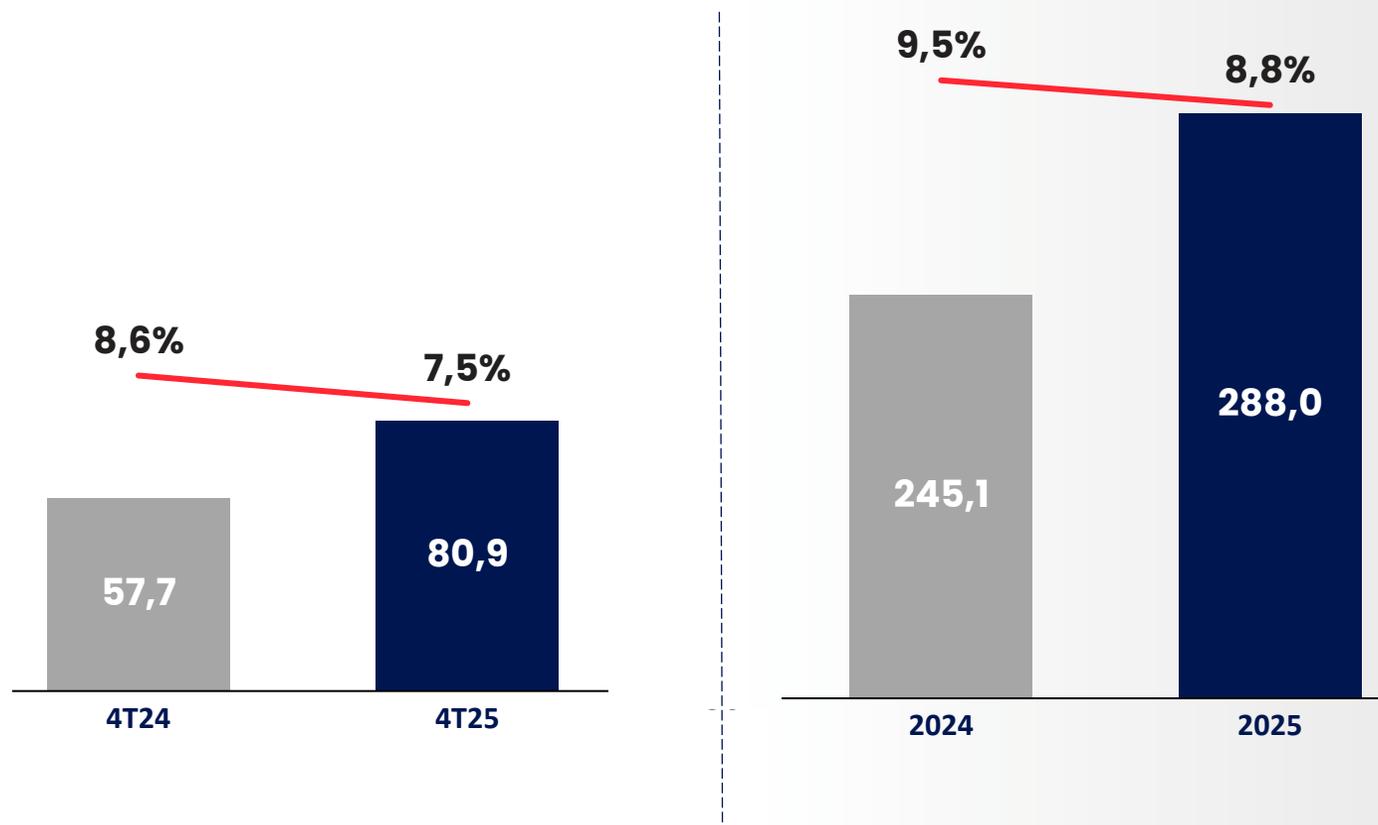
# MARGEM REF

MERCADO PRIVADO (%)



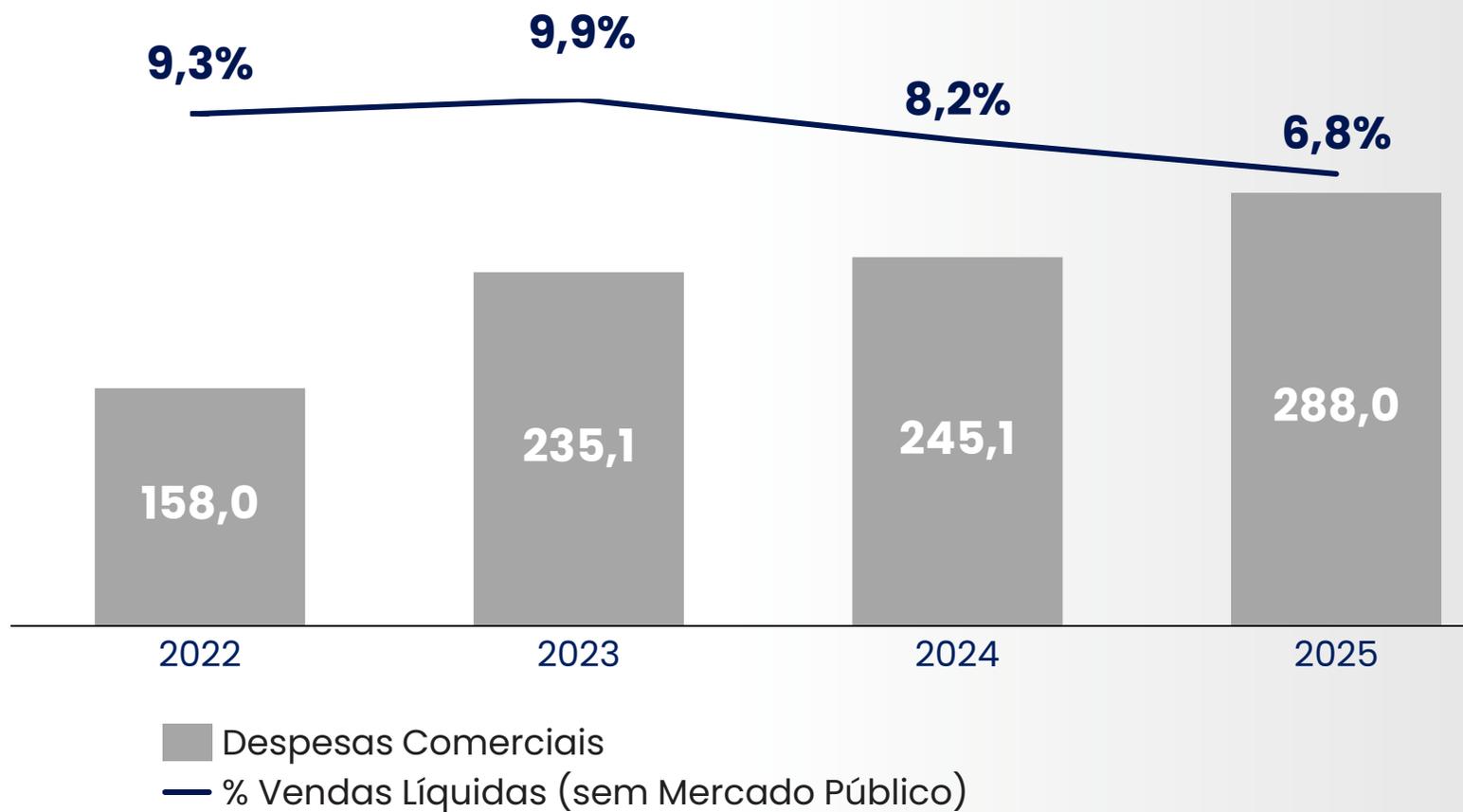
# DESPESAS COMERCIAIS

(R\$ MILHÕES E % DA RECEITA)



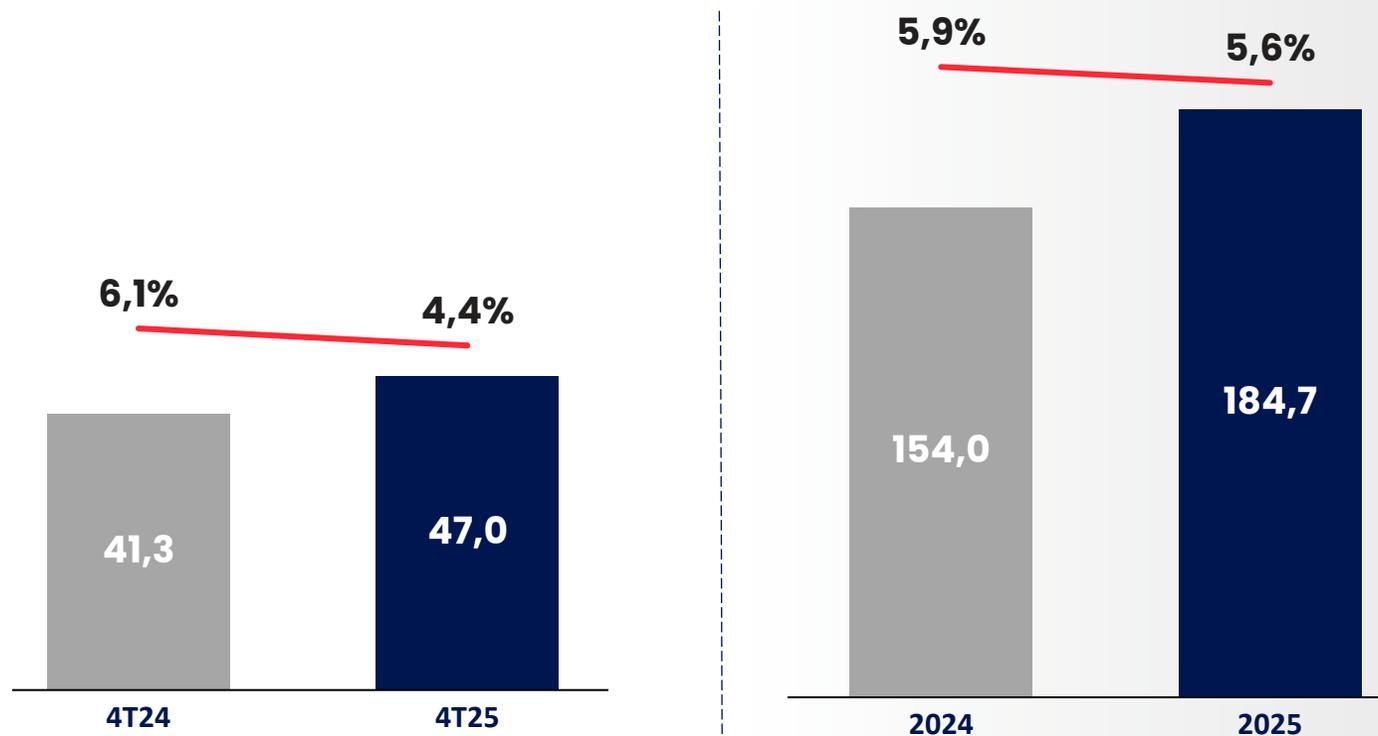
# DESP. COM./VENDAS LÍQUIDAS (sem Mercado Público)

(R\$ MILHÕES % VENDAS LÍQUIDAS)



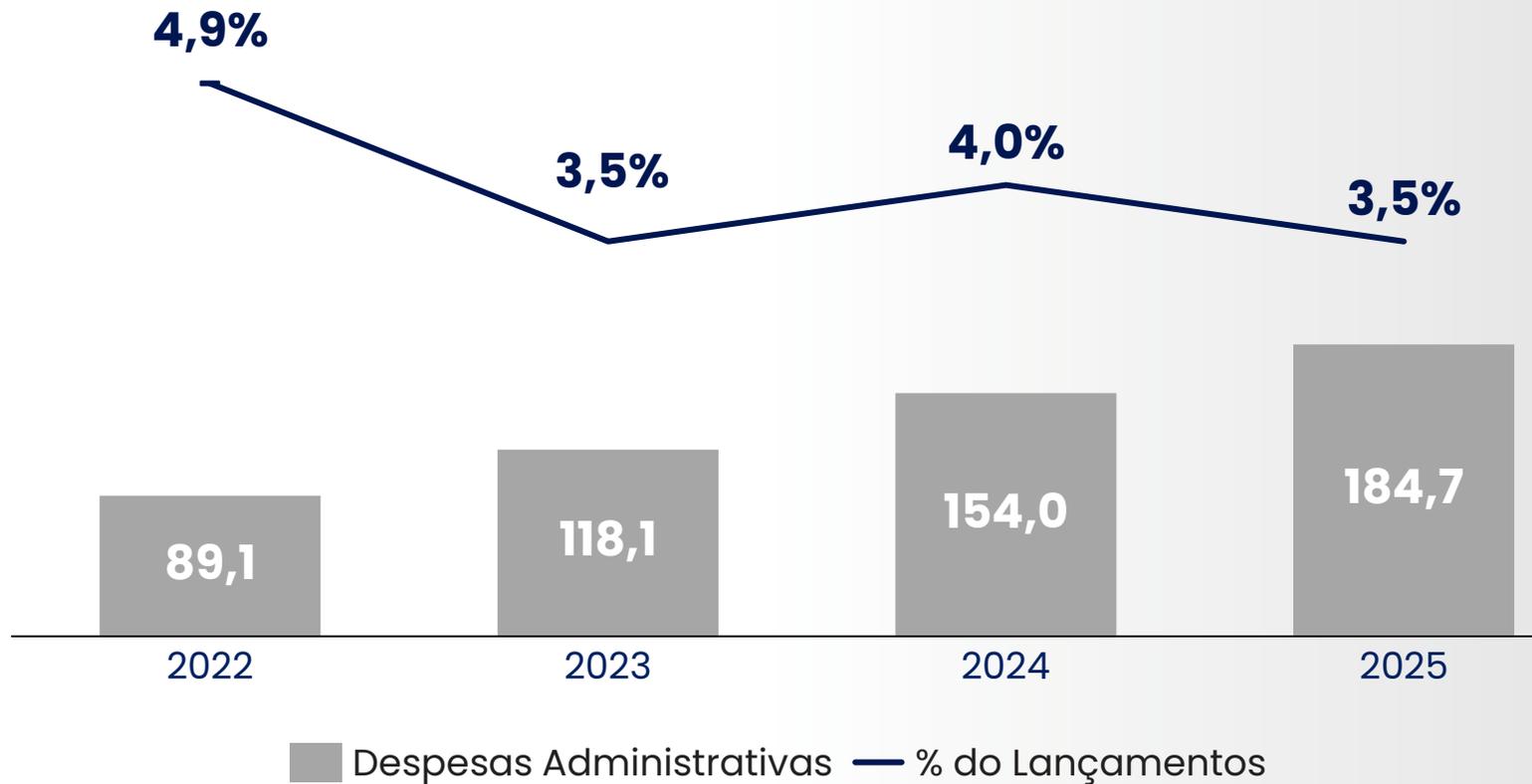
# DESPESAS ADMINISTRATIVAS

(R\$ MILHÕES E % DA RECEITA)



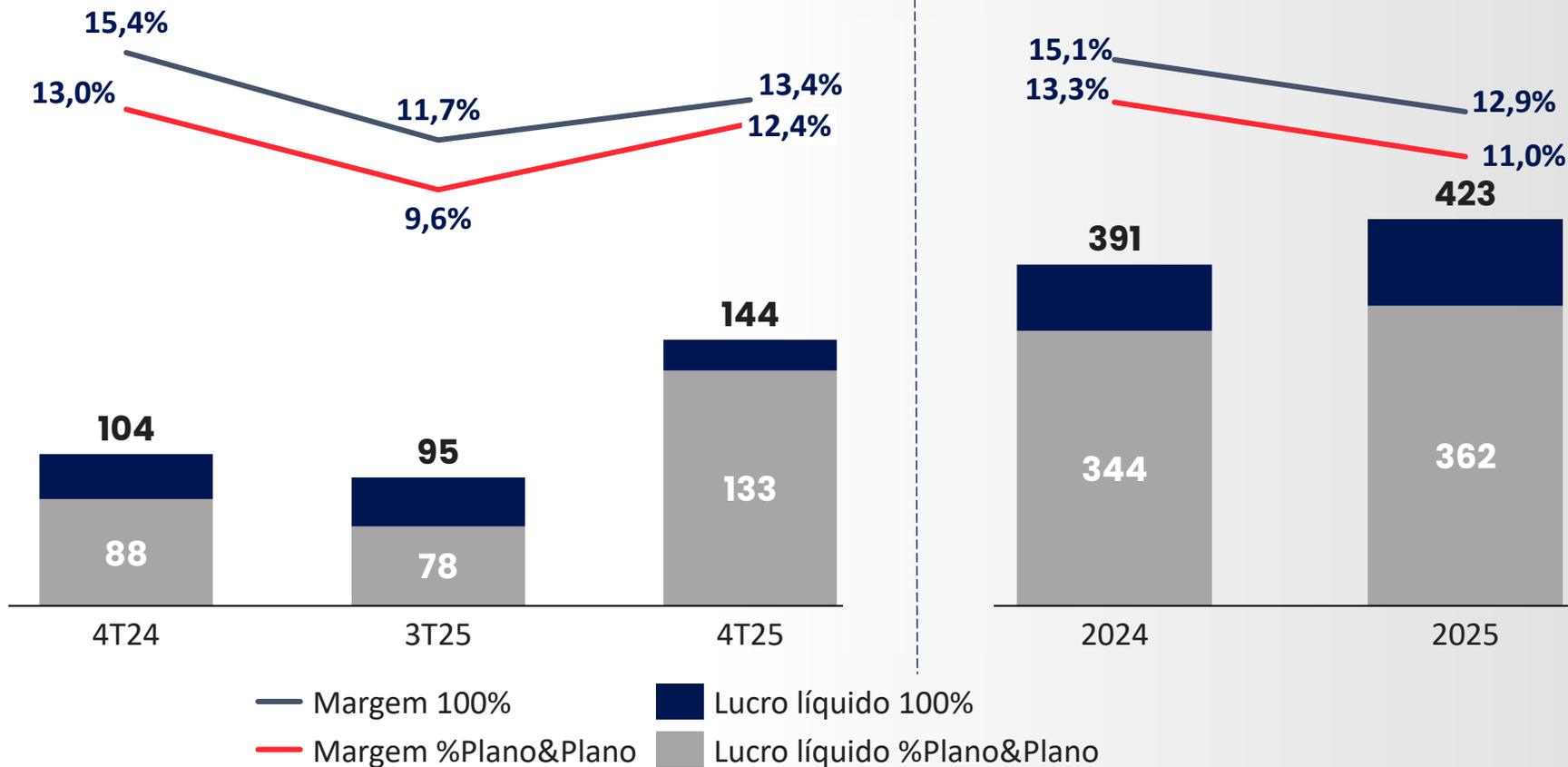
# DESP. ADM./LANÇAMENTOS

(R\$ MILHÕES E % DOS LANÇAMENTOS)



# LUCRO LÍQUIDO & MARGEM LÍQUIDA

(R\$ MILHÕES E %)



# GERAÇÃO DE CAIXA

Geração de Caixa (R\$ milhão)	1T25	2T25	3T25	4T25	2025
Dívida Líquida (Caixa Líquido) no início do período	-185,7	156,9	199,2	90,9	-185,7
Dívida Líquida (Caixa Líquido) no final do período	156,9	199,2	90,9	-5,0	-5,0
<b>Variação Dívida Líquida</b>	<b>342,7</b>	<b>42,3</b>	<b>-108,3</b>	<b>-95,9</b>	<b>180,7</b>
(+) Dividendos	-200	0	0	0	-200
<b>(Geração)/Consumo de Caixa Operacional</b>	<b>142,7</b>	<b>42,3</b>	<b>-108,3</b>	<b>-95,9</b>	<b>-19,3</b>
(+) Cessão de Recebíveis	0	0	137,9	122,6	260,5
<b>(Geração)/Consumo de Caixa Operacional ex Cessão de Recebíveis</b>	<b>142,7</b>	<b>42,3</b>	<b>29,6</b>	<b>26,7</b>	<b>241,2</b>

# ENDIVIDAMENTO

Dívida Líquida (R\$ mil)	31/12/2025	30/09/2025	Δ %	31/12/2024	Δ %
Dívida Total	1.093,4	1.050,0	4,1%	588,8	85,7%
(+/-) Ajuste a Valor justo	14,6	16,6	-12,4%	26,9	-45,9%
<b>Dívida Bruta</b>	<b>1.108,0</b>	<b>1.066,6</b>	<b>3,9%</b>	<b>615,7</b>	<b>80,0%</b>
Caixa e Equivalentes de Caixa	1.113,0	975,8	14,1%	801,5	38,9%
<b>Dívida (Caixa) Líquida</b>	<b>-5,0</b>	<b>90,9</b>	<b>-105,5%</b>	<b>-185,8</b>	<b>-97,3%</b>
Patrimônio Líquido + Minoritários	1.142,5	1.082,2	5,6%	915,6	24,8%
<b>Dívida (Caixa) Líquida / Patrimônio Líquido</b>	<b>-0,4%</b>	<b>8,4%</b>	<b>-8,8 pp</b>	<b>-20,3%</b>	<b>19,9 pp</b>
<b>Grau de Alavancagem [DL / (DL + PL)]</b>	<b>-0,4%</b>	<b>7,7%</b>	<b>-8,2 pp</b>	<b>-25,5%</b>	<b>25,0 pp</b>

# Q&A

## Webcast de Resultados 4T25

Equipe de RI:

[ri.planoeplano.com.br](http://ri.planoeplano.com.br)

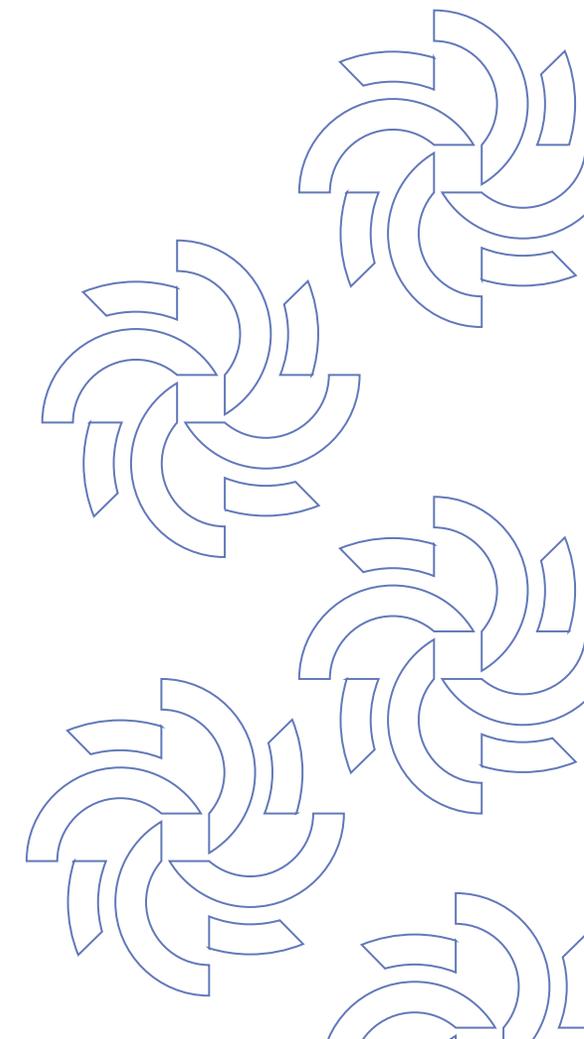
[ri@planoeplano.com.br](mailto:ri@planoeplano.com.br)



### Para interagir ao vivo:

Caso deseje fazer alguma  
pergunta, por favor digite seu  
nome e companhia.

**PLPL3**





Construindo relações de valor

Listada no Novo Mercado da B3 | **PLPL3**





# RESULTS

**4<sup>ND</sup> QUARTER**

**2025**

Listed on B3 Novo Mercado | **PLPL3**

# Disclaimer!

This presentation has forward-looking statements that are subject to risks and uncertainties. These statements are based on Management's beliefs and assumptions and on currently available information. Forward-looking statements refer to the intentions, beliefs or current expectations of the Company, Board members or Executive Officers. They also include information on future results of possible transactions. They are no guarantees of performance, as they involve risks, uncertainties and assumptions because they refer to future events and, therefore, depend on circumstances that may or may not occur. Our future results and value for shareholders may significantly differ from those expressed or suggested in these statements. Many factors that may determine these results and figures are beyond the Company's control or its ability to make predictions.

# PARTICIPANTES



**RODRIGO VON**  
CEO



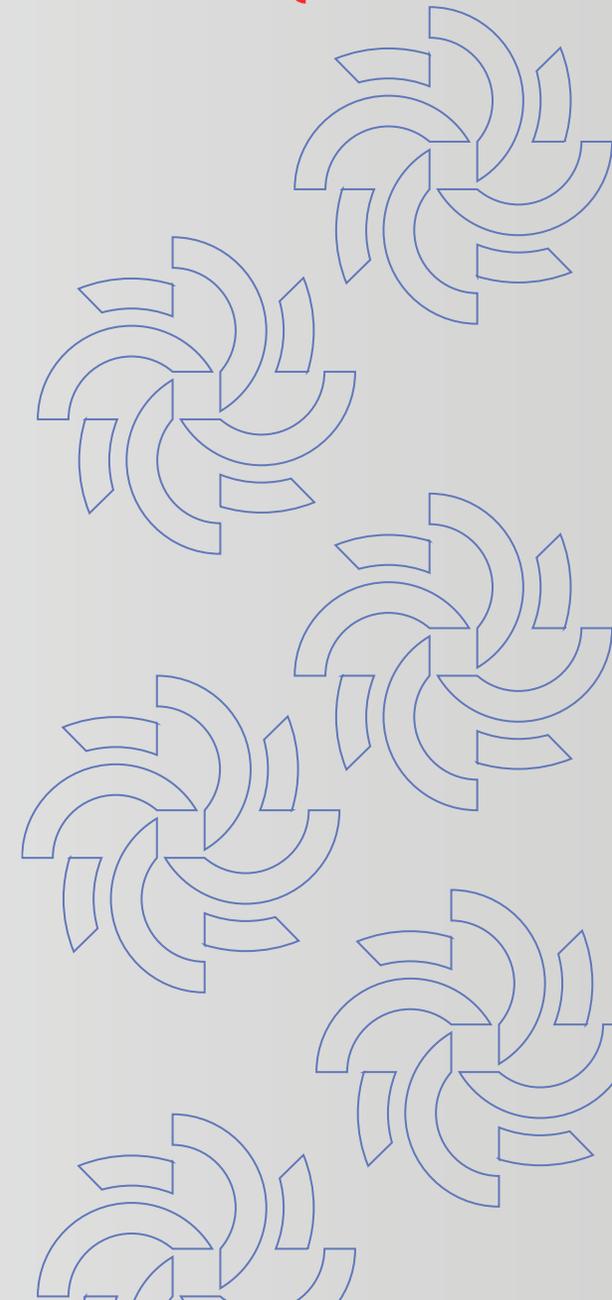
**RODRIGO LUNA**  
VICE-PRESIDENT



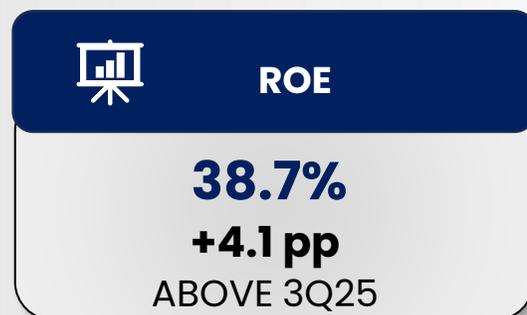
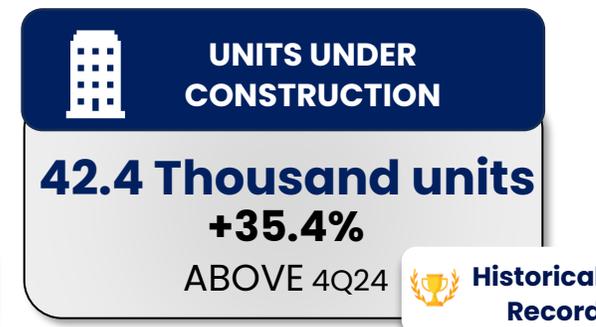
**JOÃO HOPP**  
EXECUTIVE VICE-PRESIDENT DIRECTOR  
CFO E IRO



**ANSELMO SOARES**  
FINANCIAL DIRECTOR



# HIGHLIGHTS 4Q25 and 2025



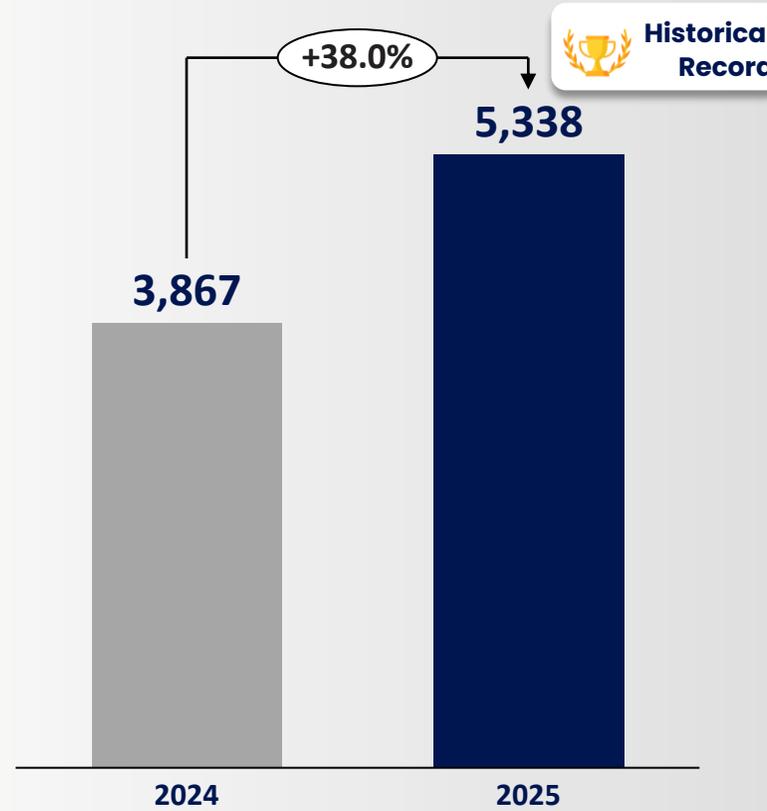
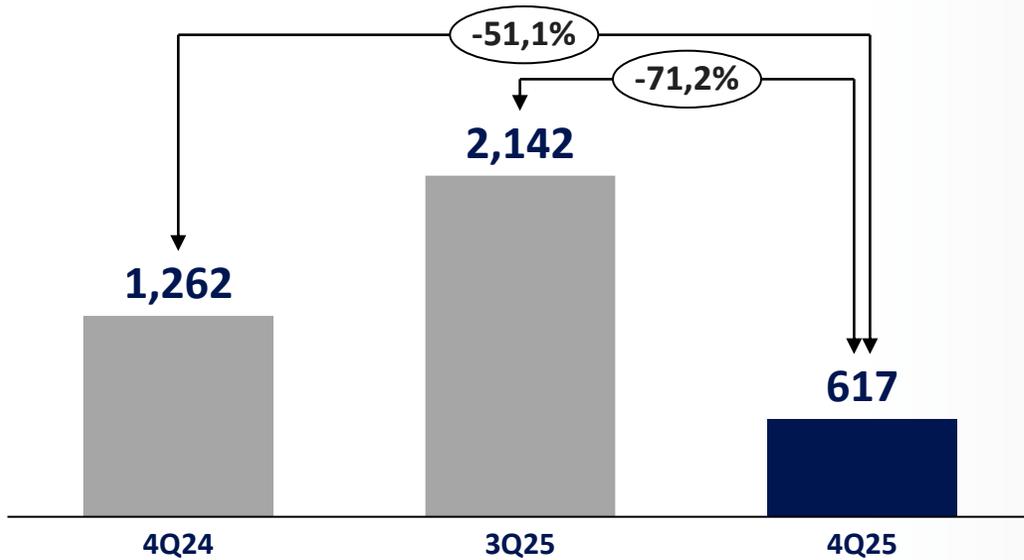


# OPERATIONAL RESULTS

## 4Q25

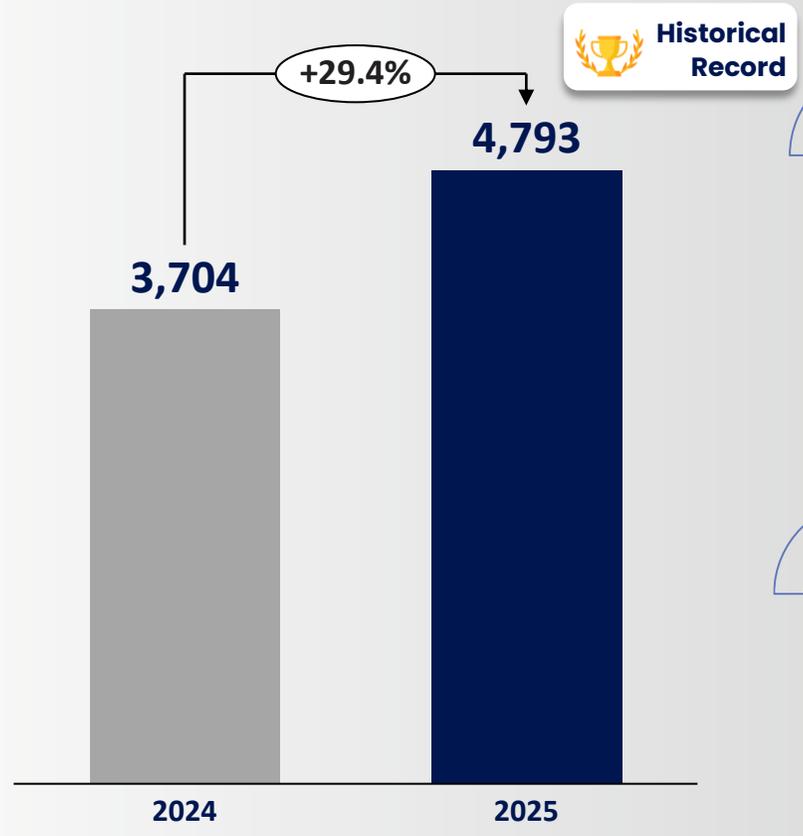
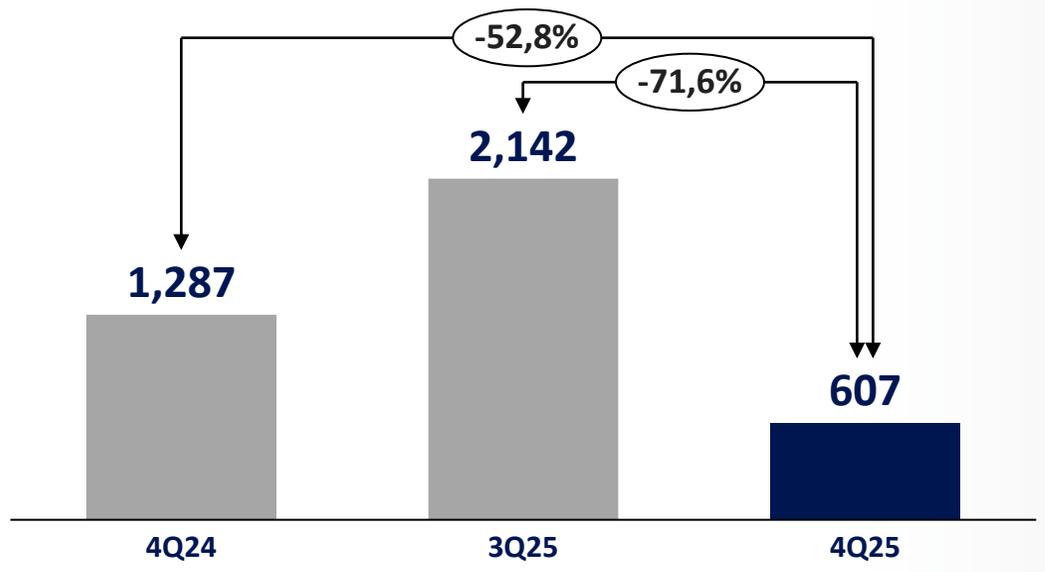
# LAUNCHES 100%

TOTAL (BRL million)



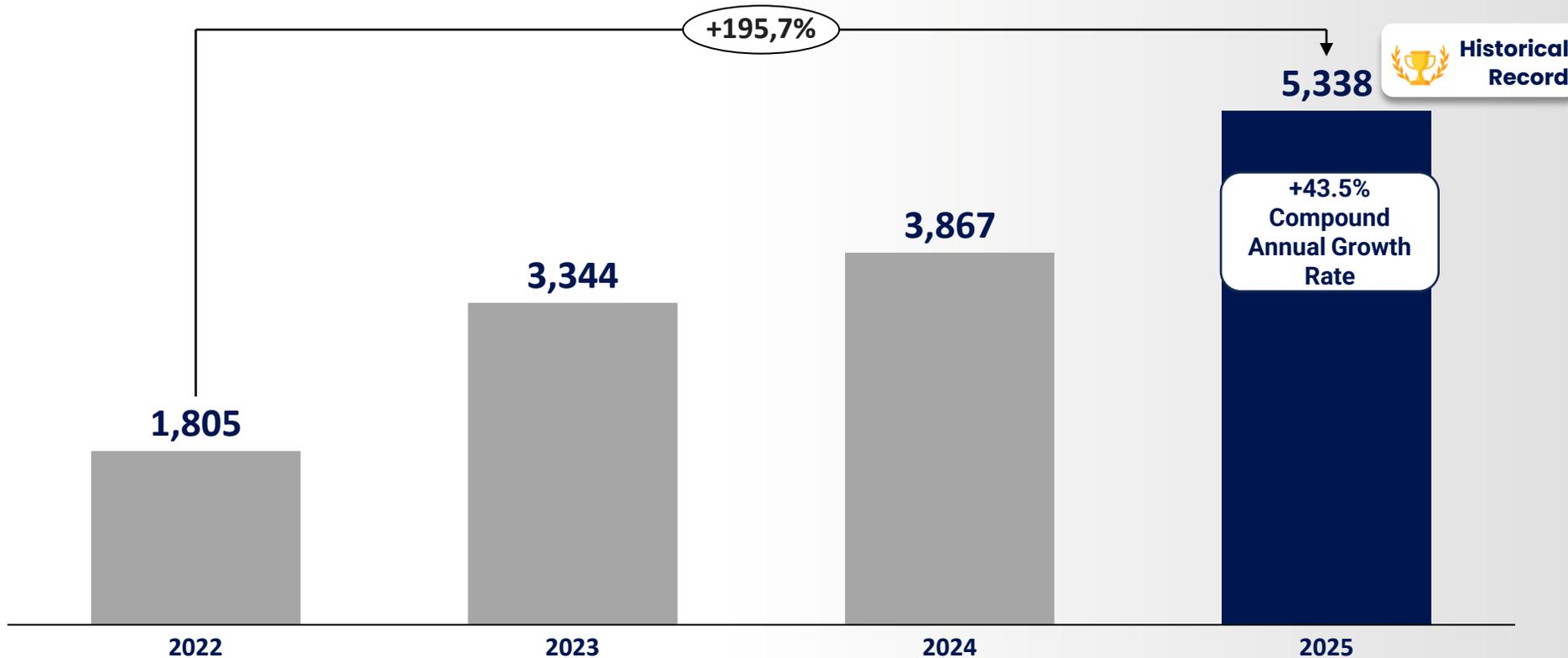
# LAUNCHES % P&P PRIVATE MARKET

TOTAL (BRL million)



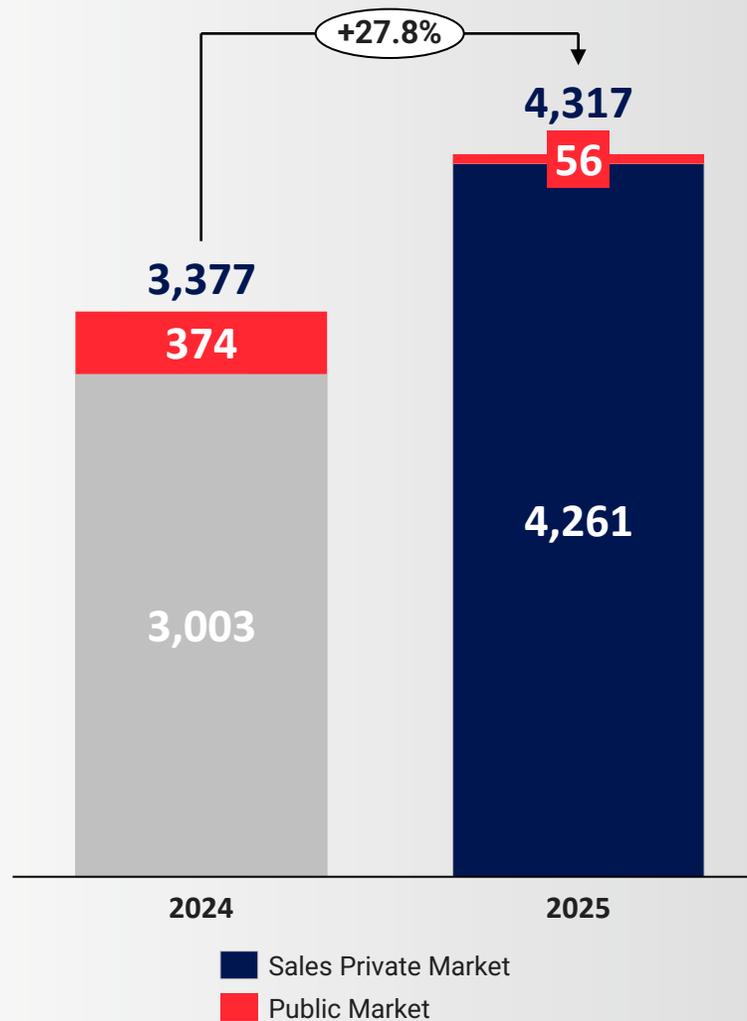
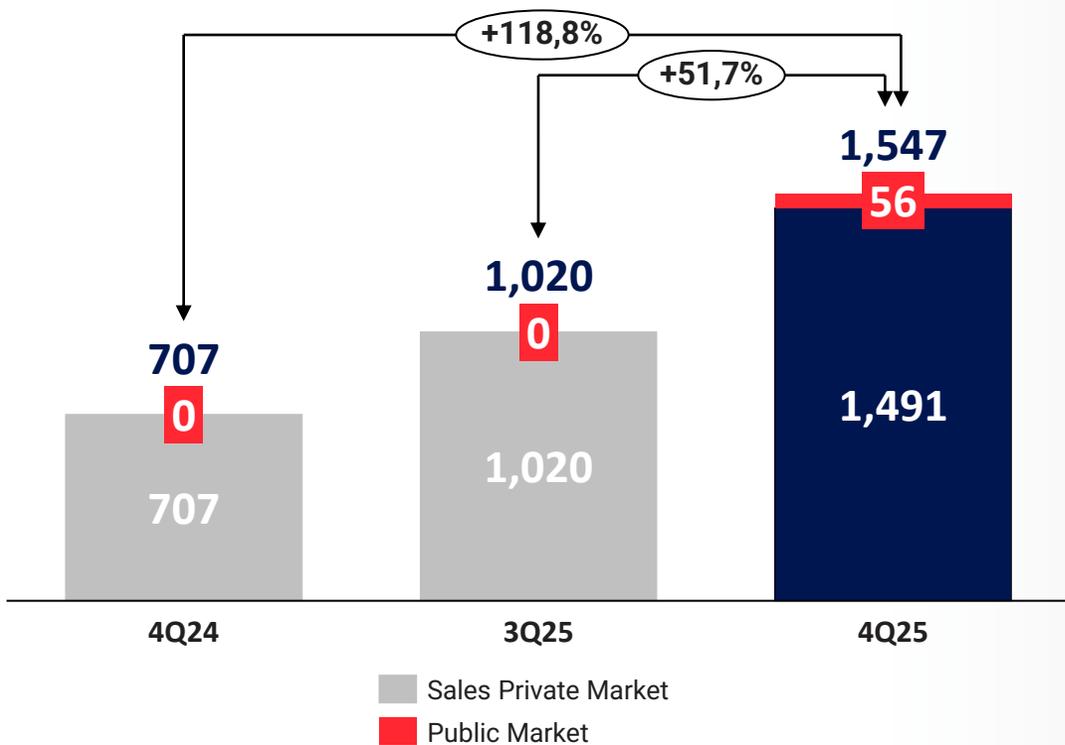
# LTM LAUNCHES TRACK.

Numbers include Public Market- TOTAL (BRL million)



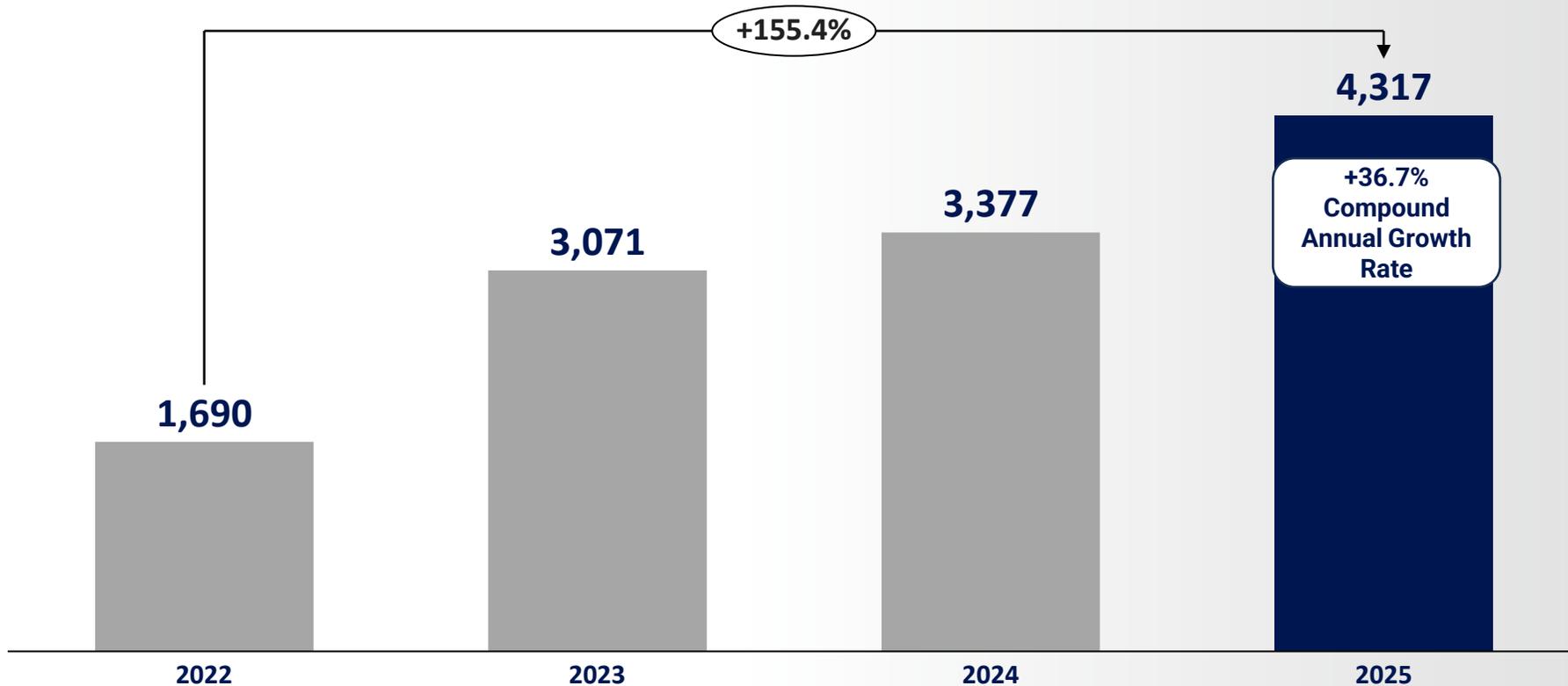
# SALES 100%

TOTAL (BRL million)



# LTM SALES TRACK RECORD.

Numbers include Public Market- TOTAL (BRL million)

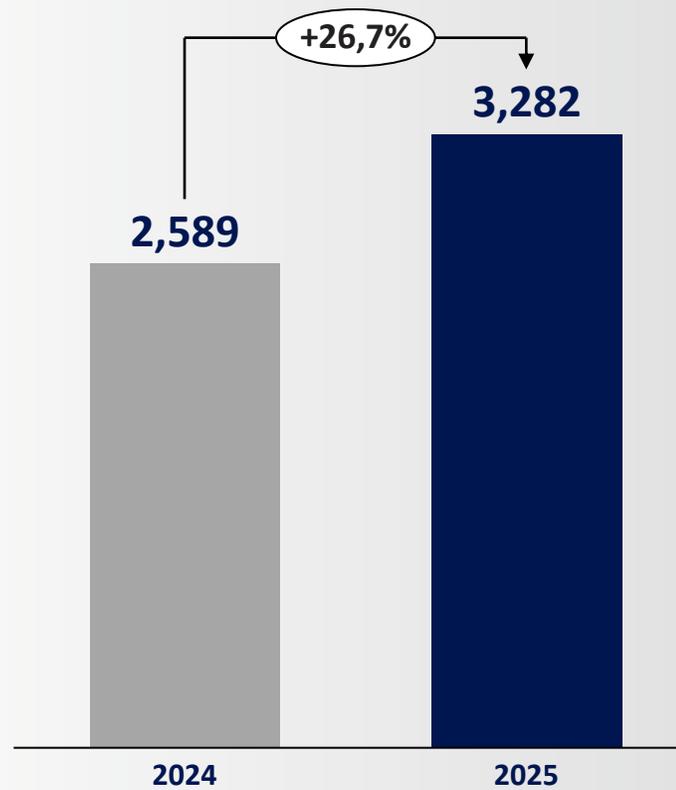
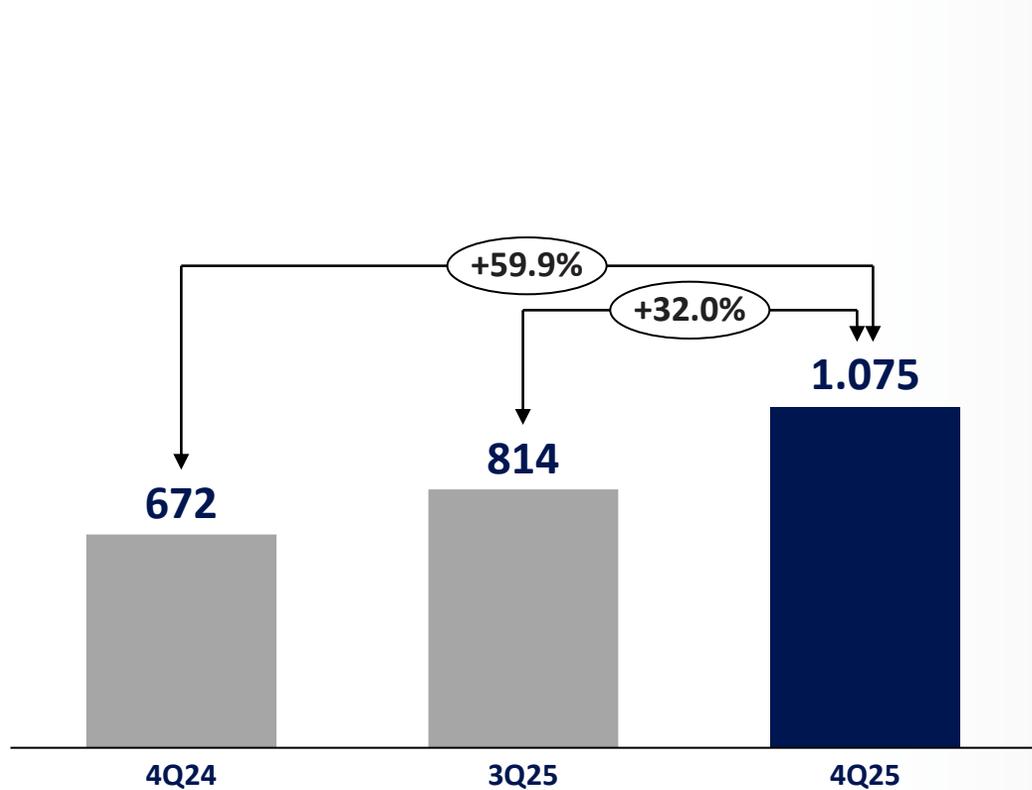




# FINANCIAL RESULTS 4Q25

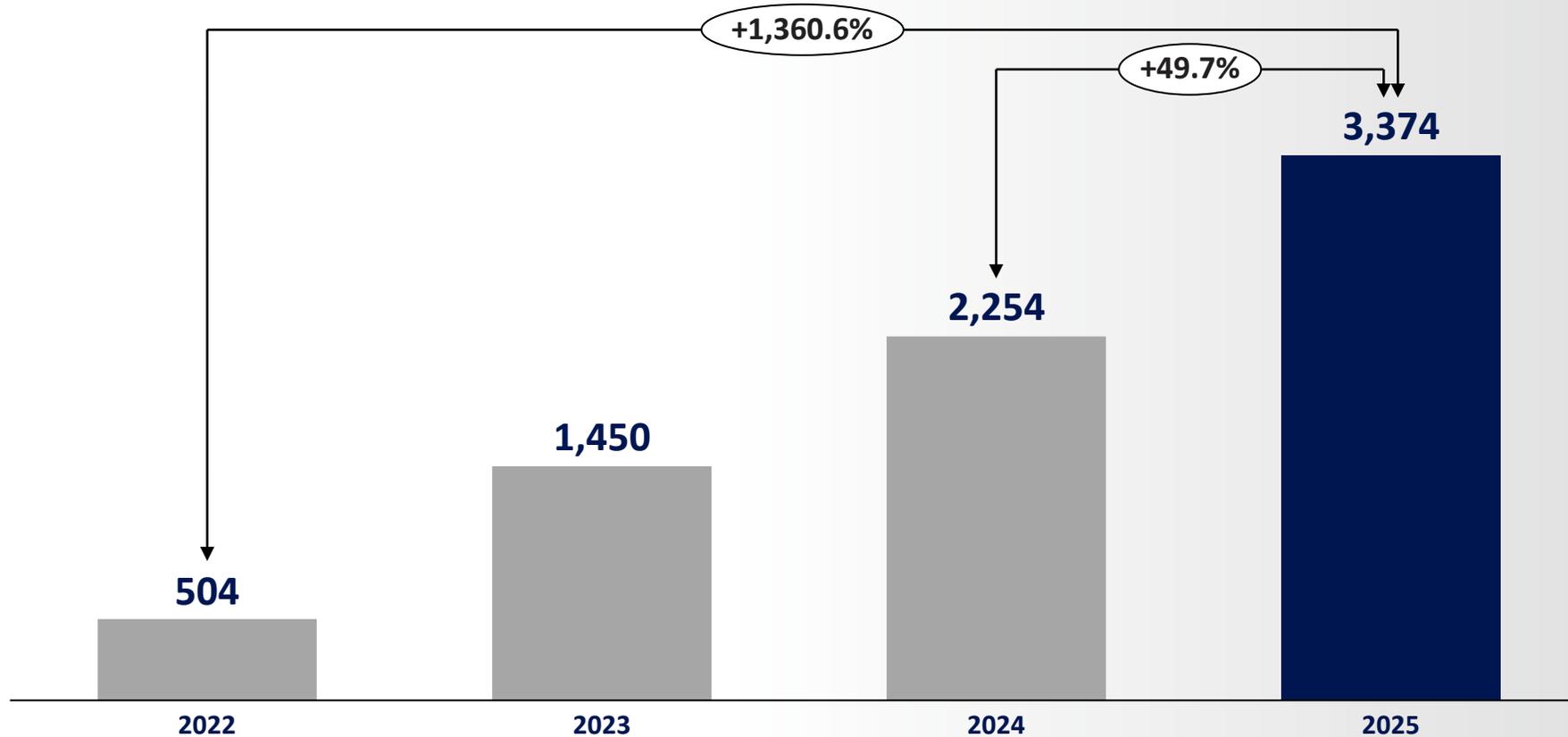
# NET REVENUE

(BRL million)



# EVOLUTION OF REVENUE TO BE APPROPRIATED.

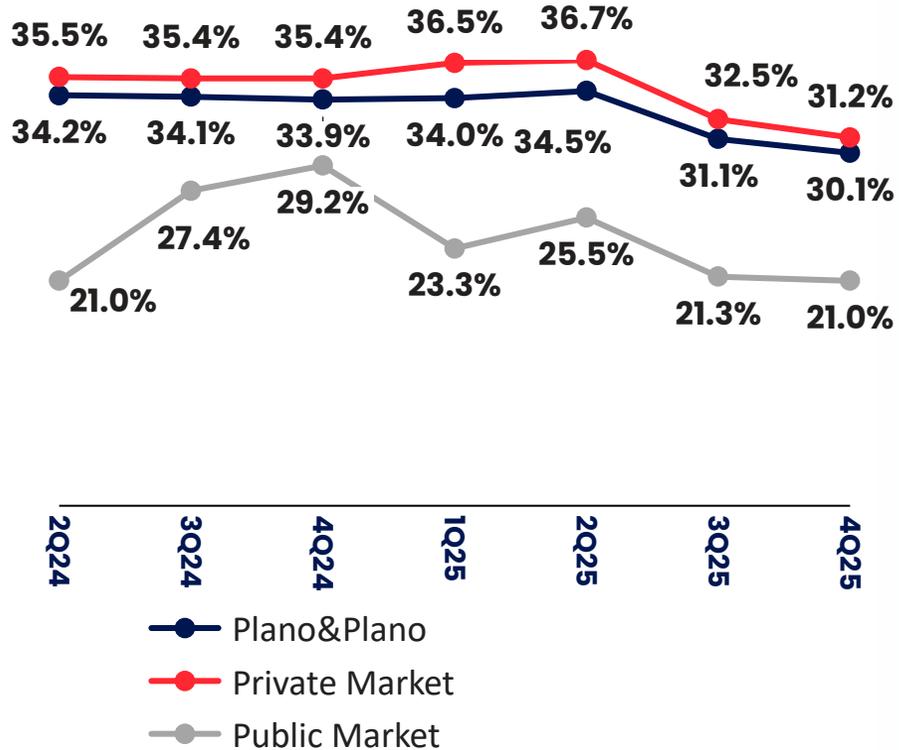
(BRL MILLION)



# GROSS PROFIT & MARGIN.

## ADJUSTED GROSS MARGIN

(%)



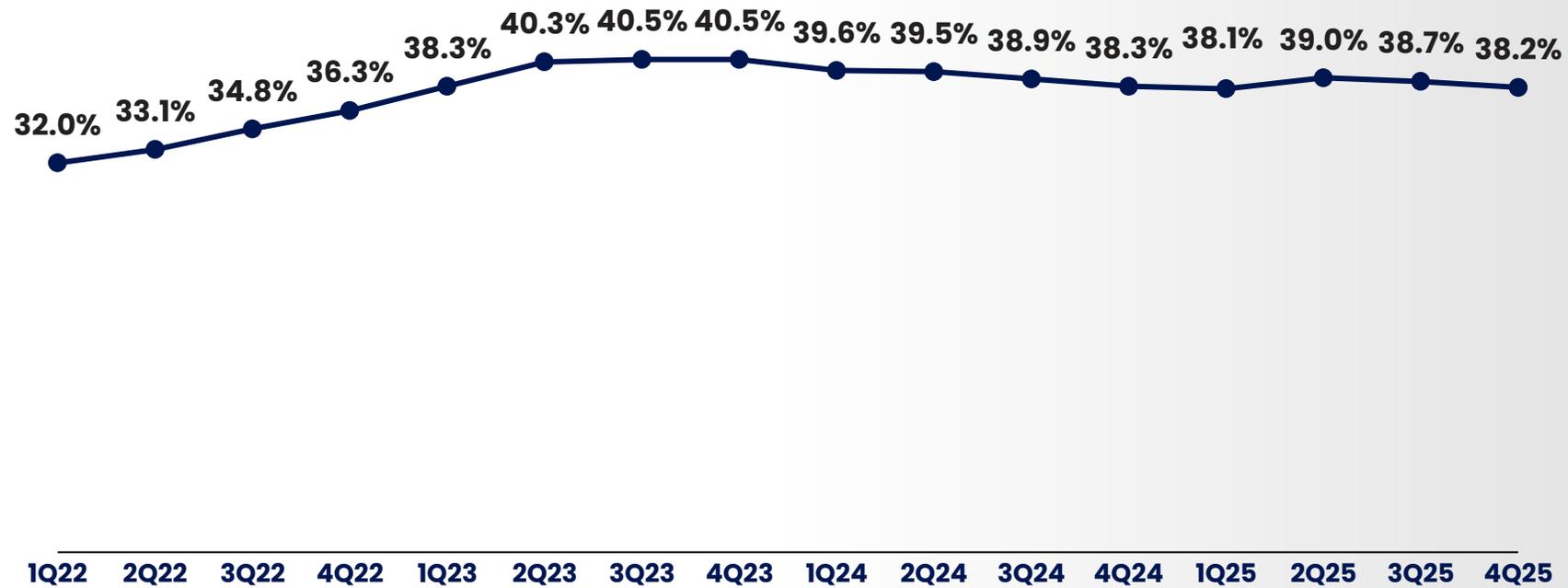
## ADJUSTED GROSS PROFIT

(BRL million)



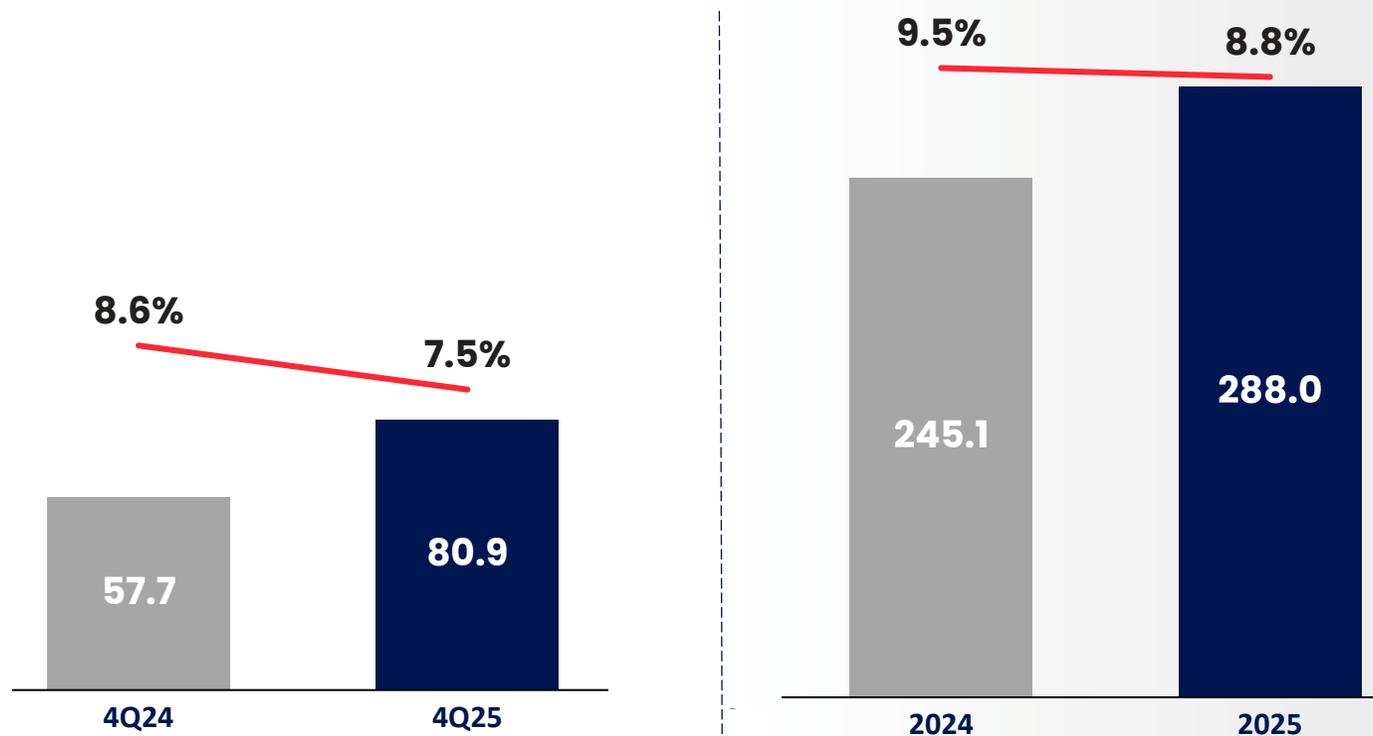
# BACKLOG MARGIN.

PRIVATE MARKET (%)



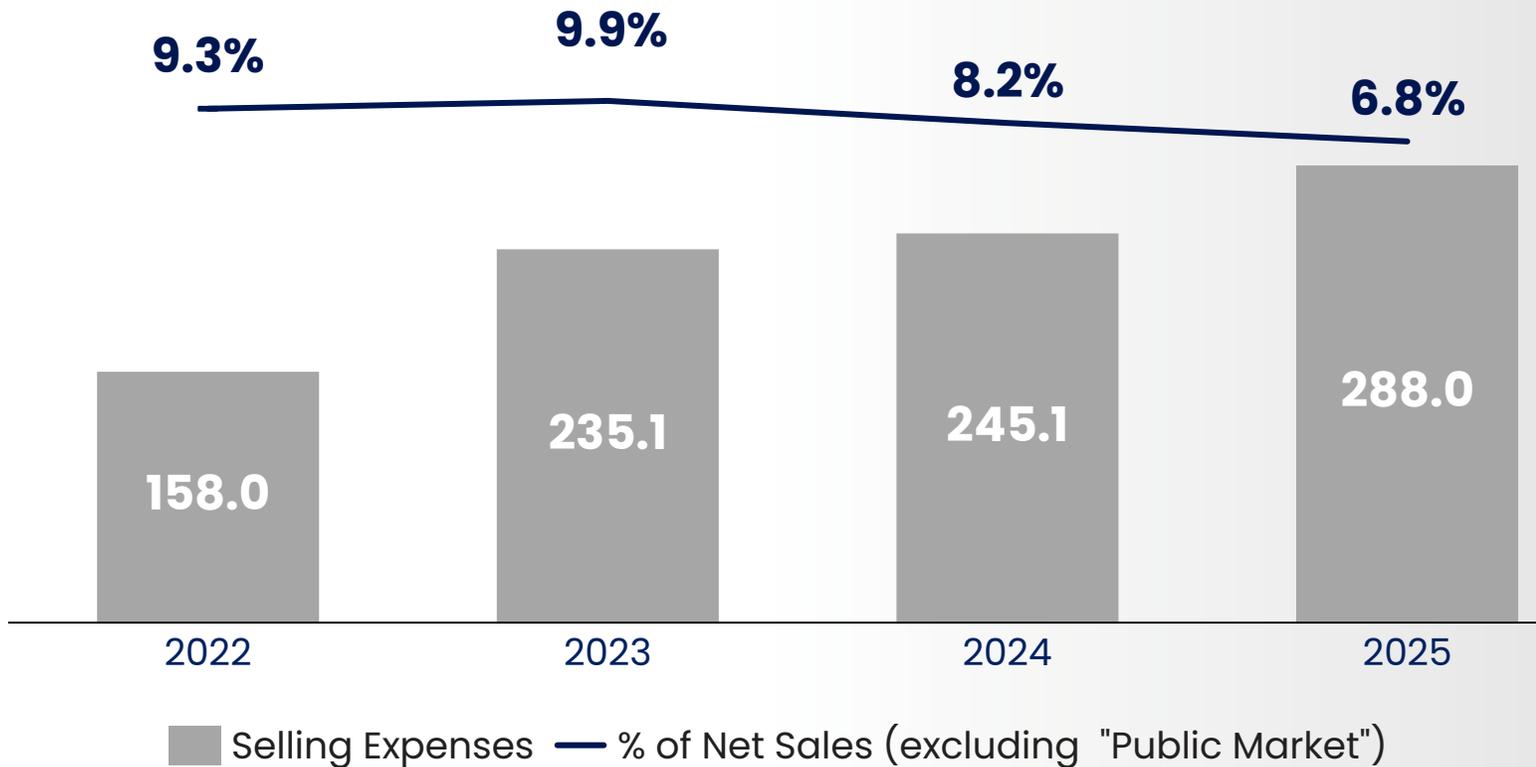
# SALES EXPENSES.

(BRL million and % of revenue)



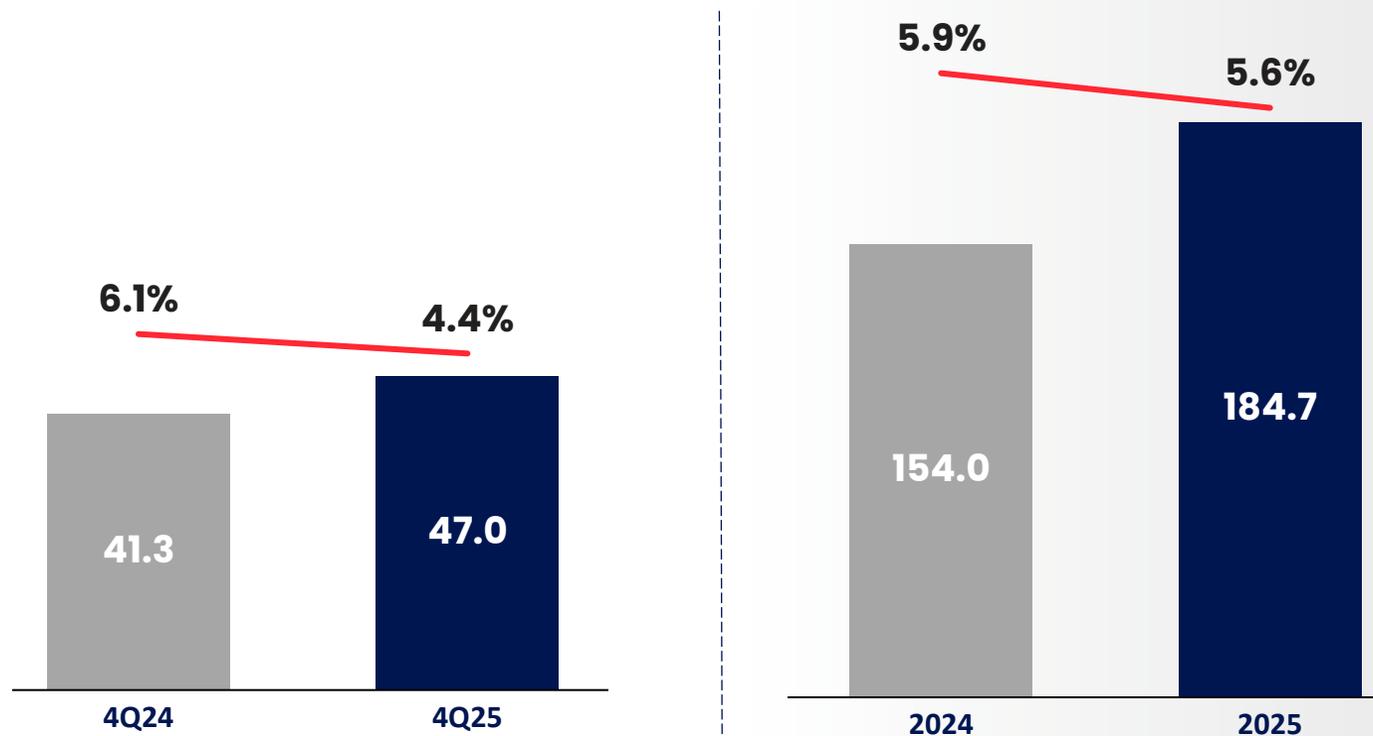
# SELLING EXPENSES/NET REVENUE (excluding Public Market)

(BRL million % of net sales)



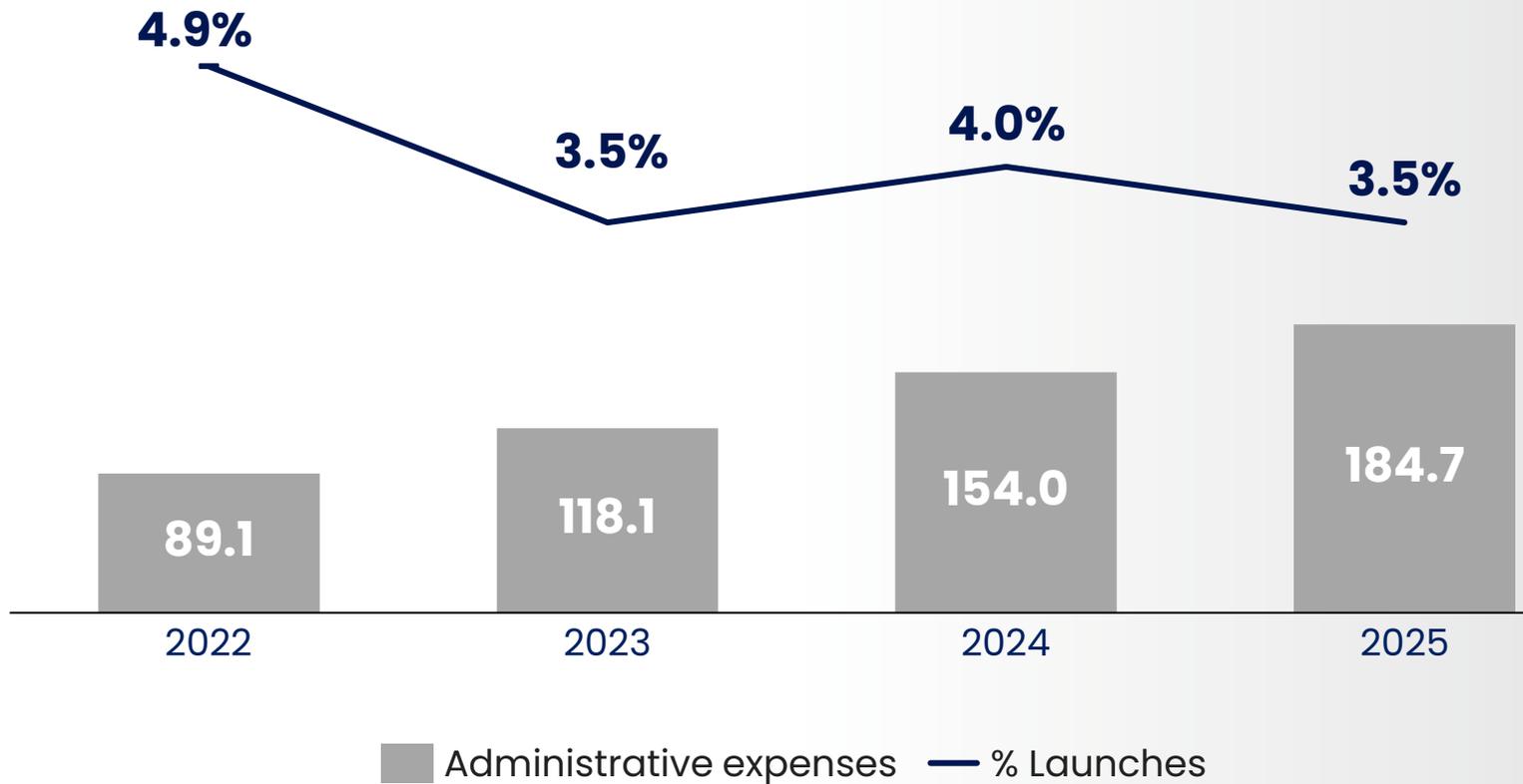
# G&A EXPENSES.

(BRL million and % of revenue)



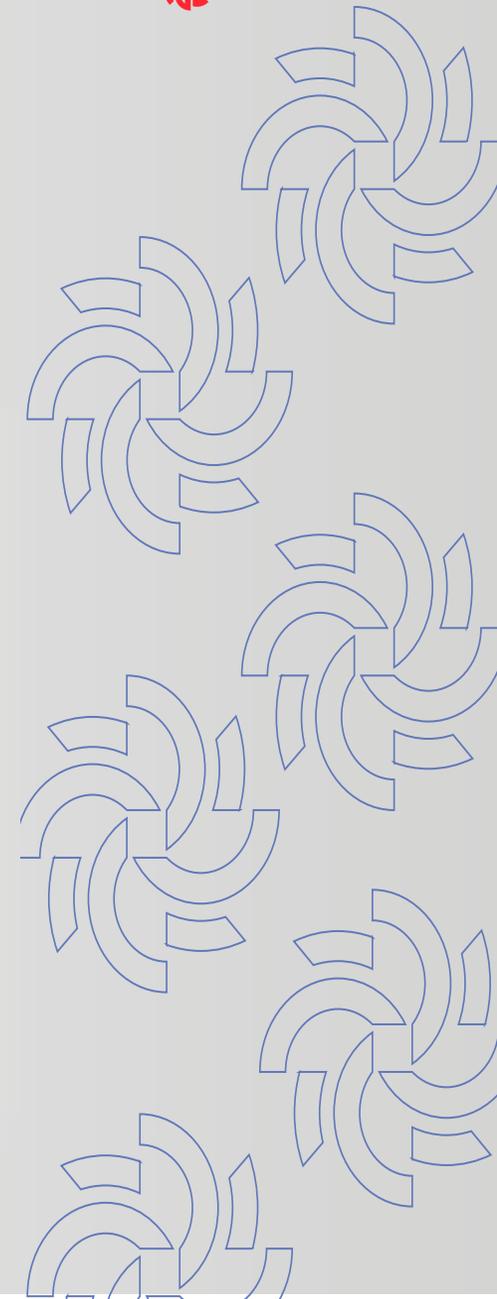
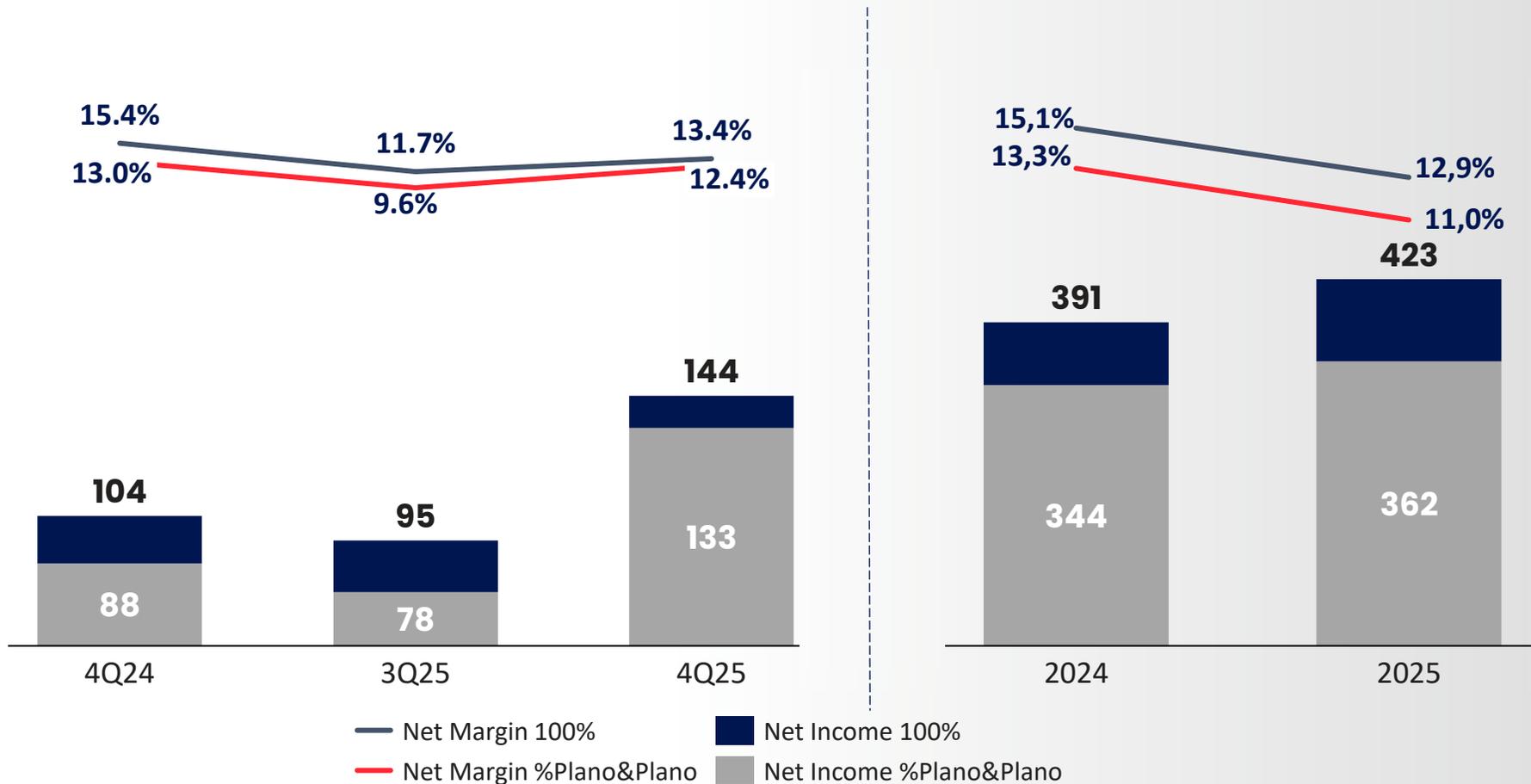
# G&A EXPENSES/LAUNCHES

(BRL million and % of Launches)



# NET INCOME & MARGIN.

(BRL million and%)



# CASH GENERATION.

Cash Generation (BRL Million)	1Q25	2Q25	3Q25	4Q25	2025
Net Debt (Net Cash) at the beginning of the period	-185.7	156.9	199.2	90.9	-185.7
Net Debt (Net Cash) at the end of the period	156.9	199.2	90.9	-5.0	-5.0
<b>Net Debt Variation</b>	<b>342.7</b>	<b>42.3</b>	<b>-108.3</b>	<b>-95.9</b>	<b>180.7</b>
(+) Dividends	-200.0	0	0	0	-200.0
<b>Operating Cash Consumption / (Generation)</b>	<b>142.7</b>	<b>42.3</b>	<b>-108.3</b>	<b>-95.9</b>	<b>-19.3</b>
(-) Receivables Assignment	0	0	137.9	122.6	260.5
<b>Operating Cash Consumption / (Generation) ex-Receivables Assignment</b>	<b>142.7</b>	<b>42.3</b>	<b>29.6</b>	<b>26.7</b>	<b>241.2</b>

# NET DEBT.

Net Debt (BRL thousands)	12/31/2025	09/30/2025	Δ %	12/31/2024	Δ %
Total Debt	1,093.4	1,050.0	4.1%	588.8	85.7%
(+/-) Fair Value Adjustment	14.6	16.6	-12.4%	26.9	-45.9%
<b>Gross Debt</b>	<b>1,108.0</b>	<b>1,066.6</b>	<b>3.9%</b>	<b>615.7</b>	<b>80.0%</b>
Total Cash and Financial Investments	1,113.0	975.8	14.1%	801.5	38,9%
<b>Net Debt</b>	<b>-5.0</b>	<b>90.9</b>	<b>-105.5%</b>	<b>-185.8</b>	<b>-97.3%</b>
Equity 100%	1,142.5	1,082.2	5.6%	915.6	24.8%
<b>Net Debt/ Equity</b>	<b>-0.4%</b>	<b>8.4%</b>	<b>-8.8 pp</b>	<b>-20.3%</b>	<b>19.9 pp</b>
<b>Leverage Ratio [ND / (ND+ E)]</b>	<b>-0.4%</b>	<b>7.7%</b>	<b>-8.2 pp</b>	<b>-25.5%</b>	<b>25.0 pp</b>

# Q&A

## Earnings Webcast 3Q25

IR Team:

[ri.planoeplano.com.br](https://ri.planoeplano.com.br)

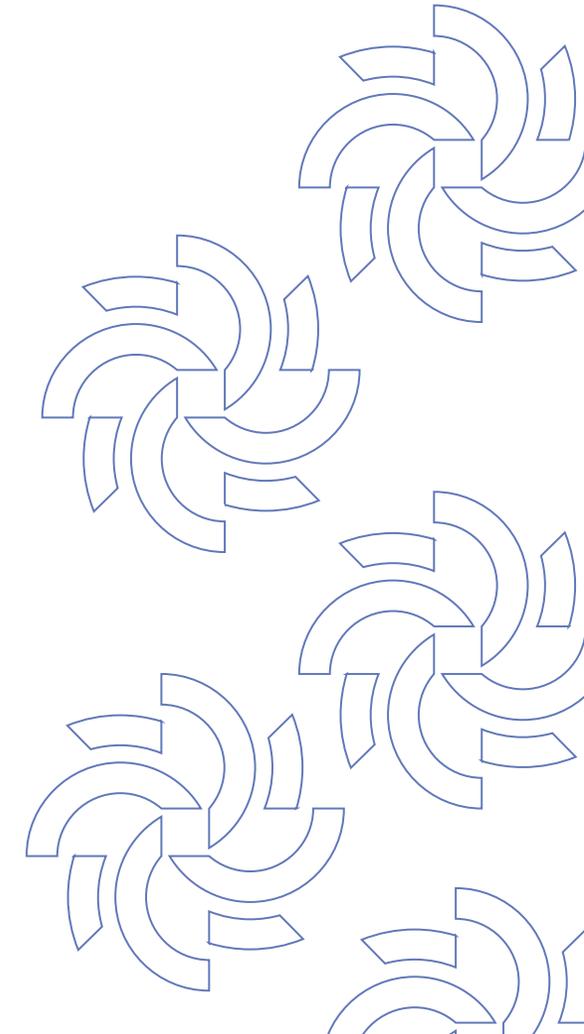
[ri@planoeplano.com.br](mailto:ri@planoeplano.com.br)



### To participate live:

If you would like to ask a question, please type your name and company.

**PLPL3**





## Building Value Relationships

Listed on B3 Novo Mercado | [PLPL3](#)

