

Investor Presentation

NGRD
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IGC-NMB3

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Neogrid

ARKER

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predify

smarket

25 Years
of pioneering and leadership

+8K Customers
among the main industries and
retailers in Brazil and abroad

**Consistent
Investments in
Innovation**
with important product
launches made in 2024

Proven track record in
**Recurring
Revenue &
Operating Cash
Flow Generation**

The largest **data and technology ecosystem** of the Brazilian Consumption Chain


Management and corporate governance

Executive Team

Nicolás Simone, CEO



Christiane Citrângulo, CMO



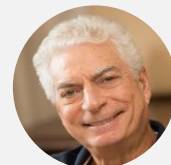
Augusto Vilela, CFO/DRI



Bruno Pereira, CHRO




Board of Directors



Miguel Abuhab
Chairman e Founder



Jorge Steffens
Vice-Chairman



David Abuhab
Board Member

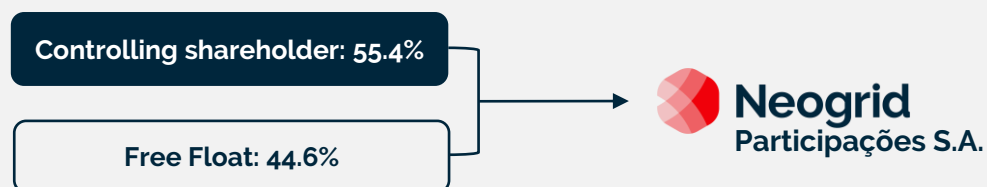


Ana Novaes
Independent Member



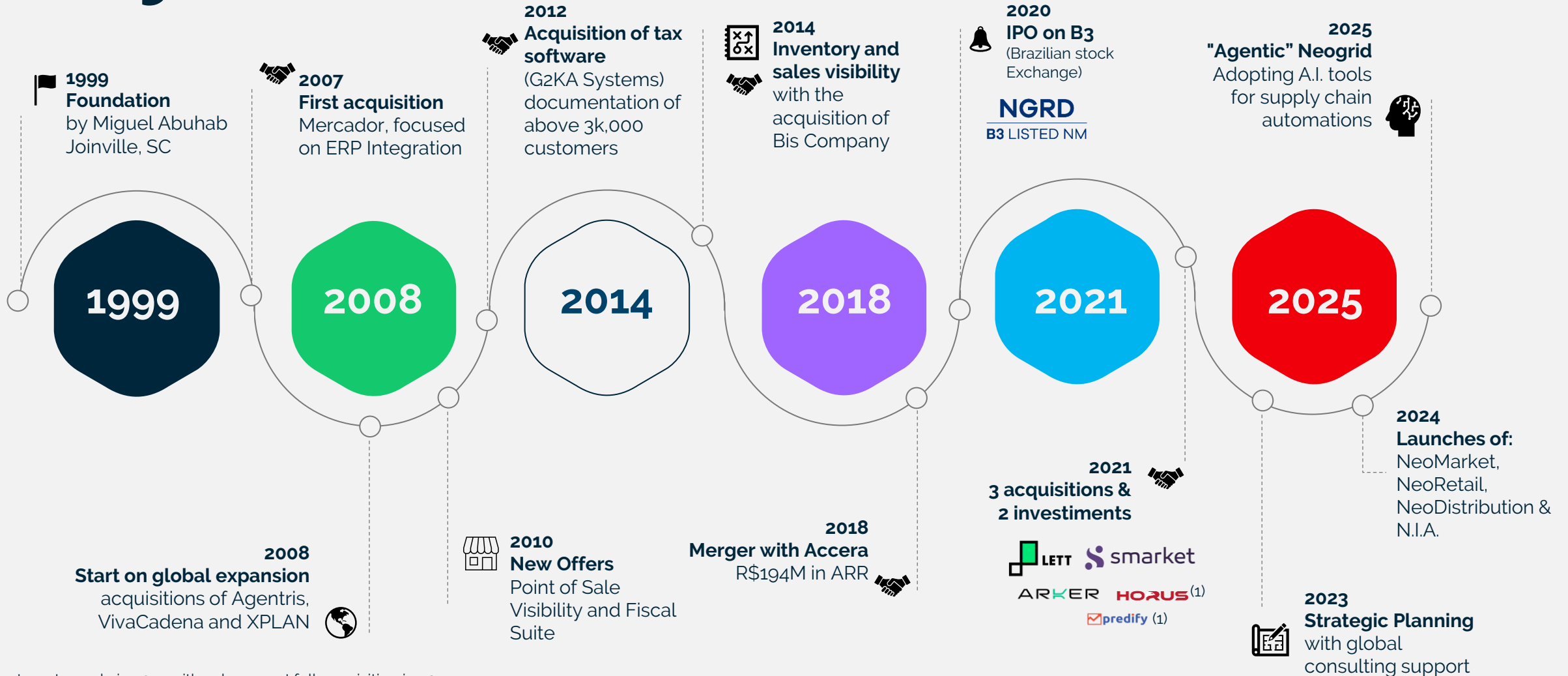
Adriana Lima
Independent Member

Shareholder Structure




Neogrid

25 years



(1) Investments made in 2021 with subsequent full acquisition in 2023

Challenges in the consumer chain

Supply Management

14% stockout rate

R\$70 Bn in lost sales

R\$11 Bn of excess inventory


36 days stock coverage



Price & Promotion

30% of pricing decisions are flawed (Source: McKinsey)

41% of promotions do not generate sales growth (Source: Neogrid/Smarket)



Marketing Funds & Trade

18% of investment in marketing funds are destined to customers who do generate increased sales or margin, that is, R\$ 18 billion

Over 68% of the analyzed brands are inefficient in their online channels

End-to-end solutions for the consumer chain

Increased availability, correct pricing and personalized offers for the end consumer



A broad portfolio of solutions for the entire consumer chain
Embedded AI: NIA
6 petabytes of data



Neogrid Solutions

Commercial Intelligence

Actionable insights on assortment, pricing, market trends, competitive landscape, and shopper behavior

Commercial & Sales

Cutting-edge technology for more sales with higher margins

Supply Chain

Operational efficiency in planning, management and inventory replenishment processes

Trade & Marketing

Product availability at the point of sale: the right product, in the right amount, in the right channel and at the right price

Our portfolio generates value and efficiency for the entire consumption chain in Brazil



Neogrid's end-to-end solutions enable a virtuous ecosystem cycle ("flywheel")

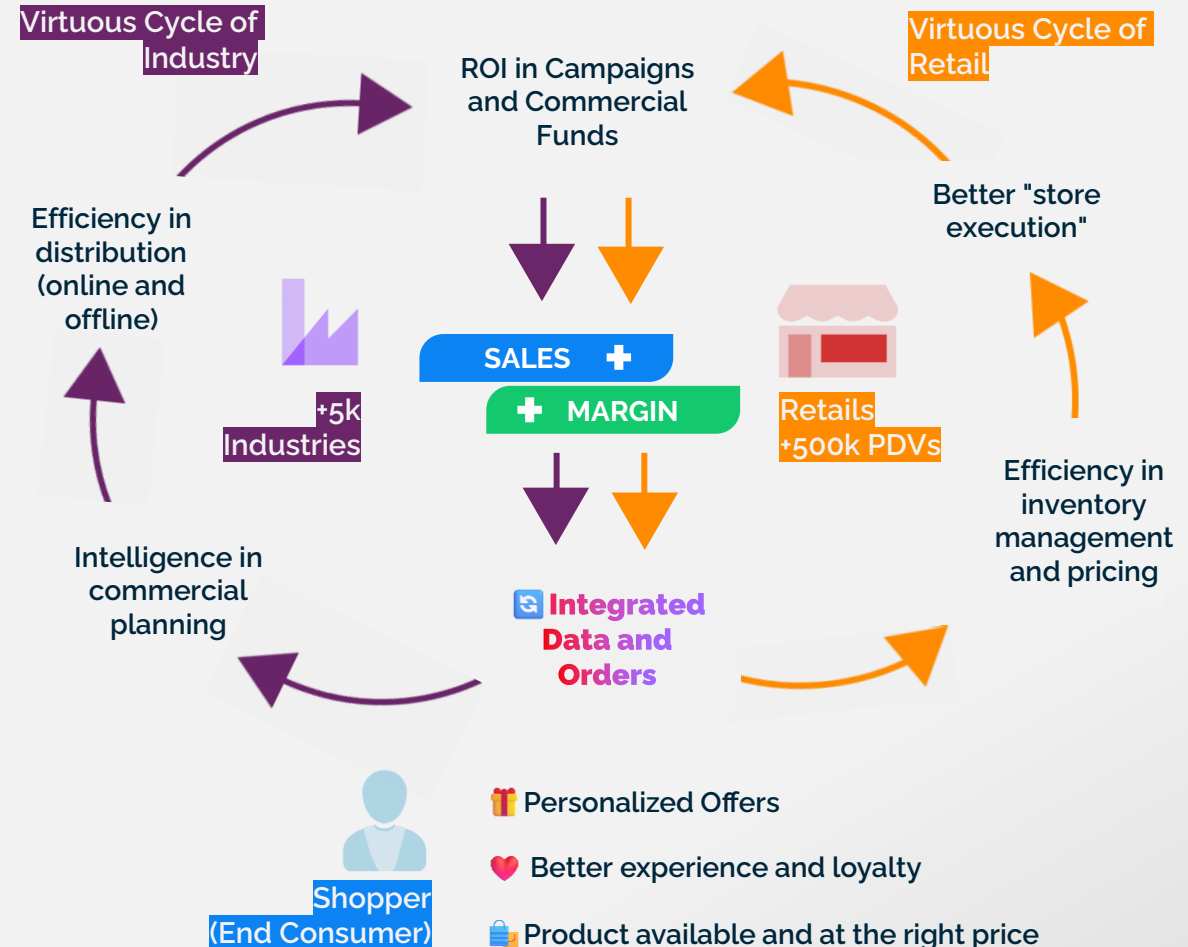
Neogrid Solutions

Competitive Intelligence

Commercial & Sales

Supply Chain & Integration

Trade & Marketing



Neogrid is the only company capable of supporting retail and industry end-to-end

Order
Digitalization

Demand
Planning

Intelligent
procurement
and
replenishment

Retail's
Sell-Out and
Inventory
Visibility

Distributor's
Sell-Out and
Inventory
Visibility

E-commerce
Monitoring

Trade
Marketing
Funds
Management

Intelligent
Pricing

Commercial
Offers and
Trade
Marketing
Management

Shopper
Monitoring



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New Commercial Intelligence Suite



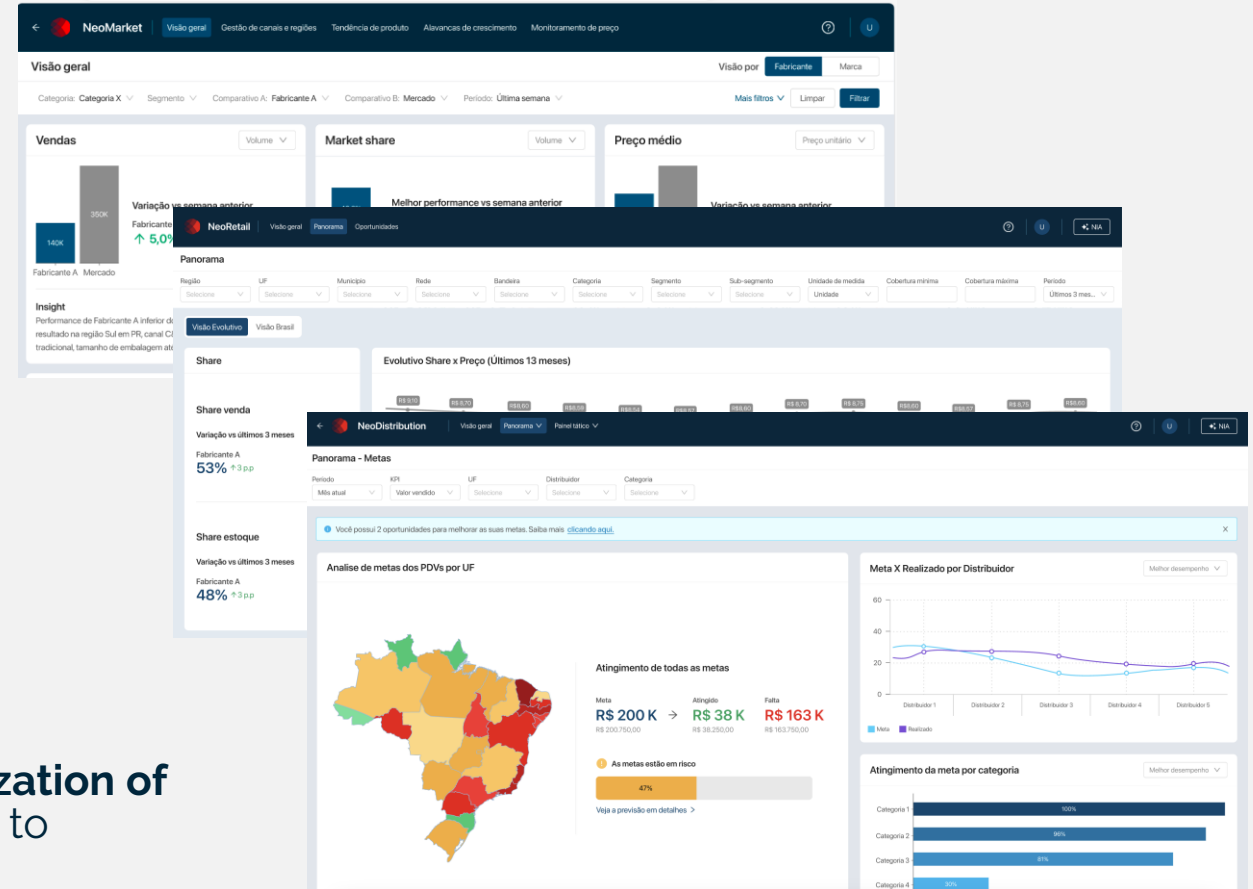
Linking Market Share with execution metrics to guide results-driven actions



Perfect store execution, optimizing **point-of-sale management with a focus on action**



Visibility and optimization of the **indirect channel** to maximize sales and assortment



Brazil's first AI dedicated to the consumer chain



analytical
capability



memory and
omnipresence



alert
management



proactivity



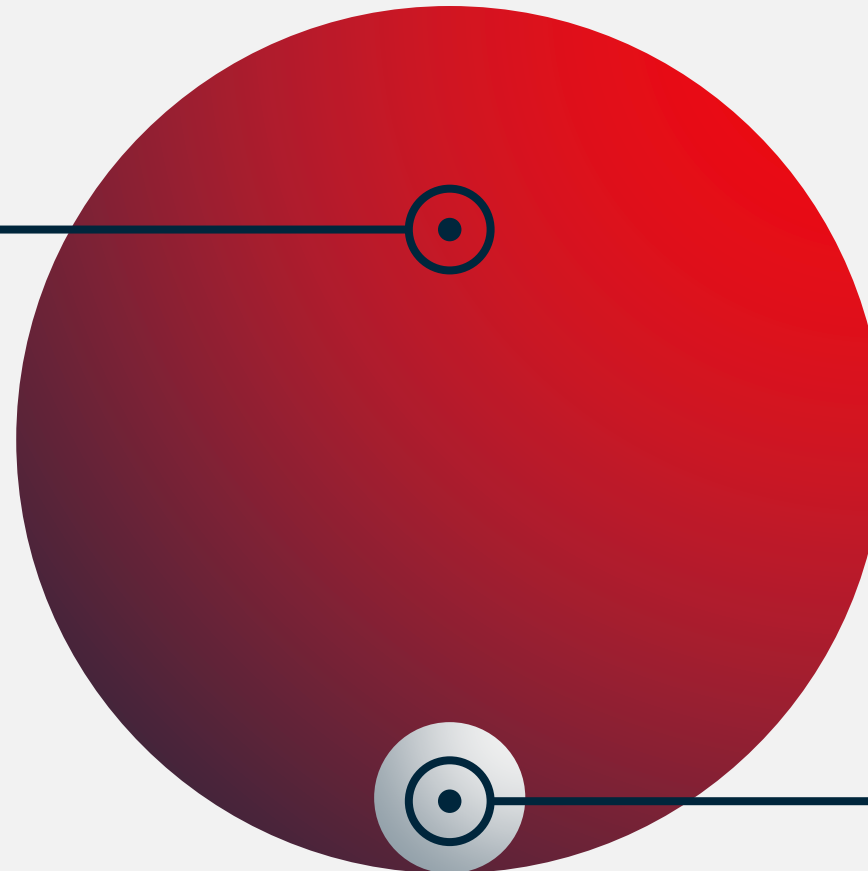
automated
execution



Only 4% penetration in the **addressable market** in Brazil

R\$7.7 bn per year

Addressable market for technology and data solutions in the consumer chain in Brazil



Neogrid: 4%

Significant opportunity to expand market share

8k+ clients

The leading industries and retailers in Brazil and around the world use Neogrid's products to support their operations



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Success Stories

+380 stores

Errors **reduction**
and **greater**
predictability



Order automation without rework, eliminating manual errors with EDI Mercantil

Learn More

(PT/BR)

+28% conversion rate
on referrals

+8% content indicators

Greater visibility,
competitiveness and
brand perception in
the marketplace



Content optimization in official store, ensuring ad quality with Lett solutions

Learn More

(PT/BR)

+R\$ 2mm
sales recovery

-17,9% rupture

+17,2%
Non-sell items
Recovery

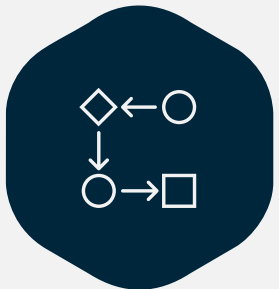


A partnership with NeoRetail Ops that transformed in-store execution

Learn More

(PT/BR)

Multiple growth avenues



Expand relationships with retailers

Increase in data volume within the ecosystem



Grow within the current customer base

Upsell & Cross-Sell

Relevant variation in average ticket among customers of the same size



Launch of new products and features

Portfolio modernization for increasingly accurate insights



Expand into other verticals of the consumer chain

Example: pharma, auto parts, among others



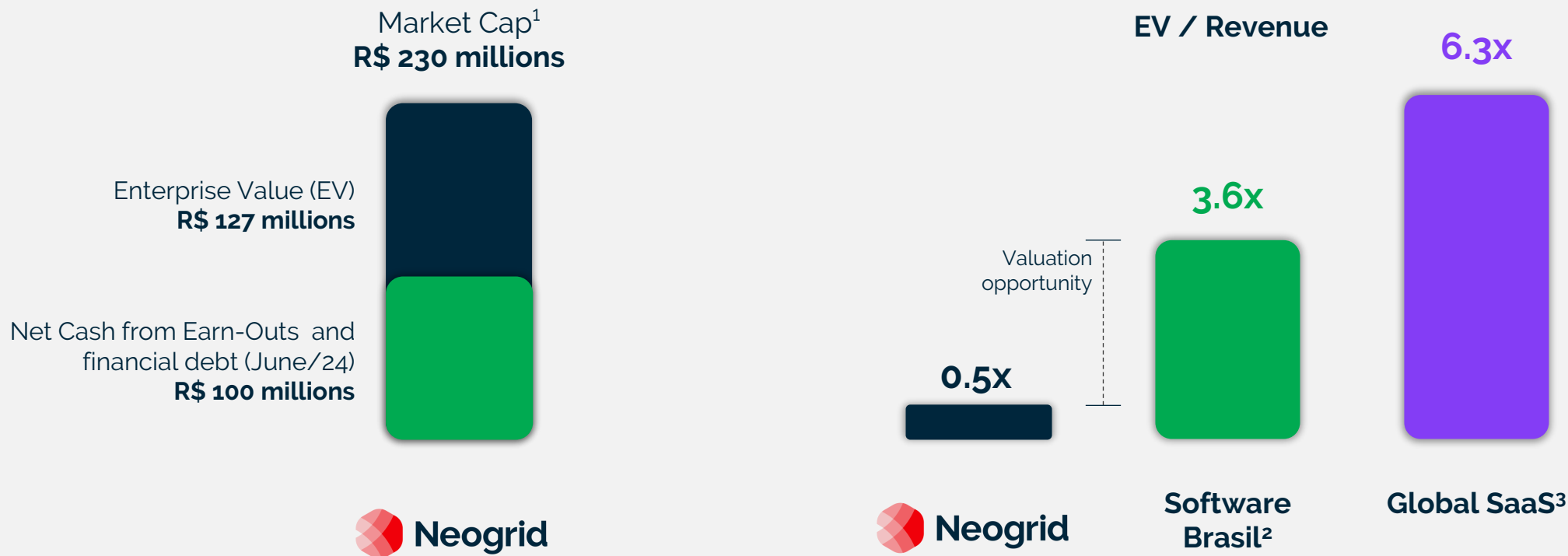
Proven M&A Track Record

Neogrid has made 11 acquisitions over 20 years

Attractive Entry Multiples

Running:

- Share buyback (up to 10% of free float)
- Reverse Split (100:1) and Post-Split (1:4) effective from October 8th, 2024



1 - on 11/07/2024

2 - Considers the average EV/Revenue of Totvs, Locaweb and VTEX. Considers annualized revenue for 2024 (1st half revenue times 2)

3 - Source: Meritech Capital Benchmark, considers EV/ARR implied.

**OPERATIONAL
HIGHLIGHTS**
4Q25



Nicolás Simone


CEO


#NGRD3 [B]³

4Q25 & 2025 Highlights

 **EBITDA reversal:** Adjusted EBITDA of R\$4.7M in 4Q25 and R\$13.9M in 2025 (margins of 7.2% and 5.2%), reversing a negative result in 2024;

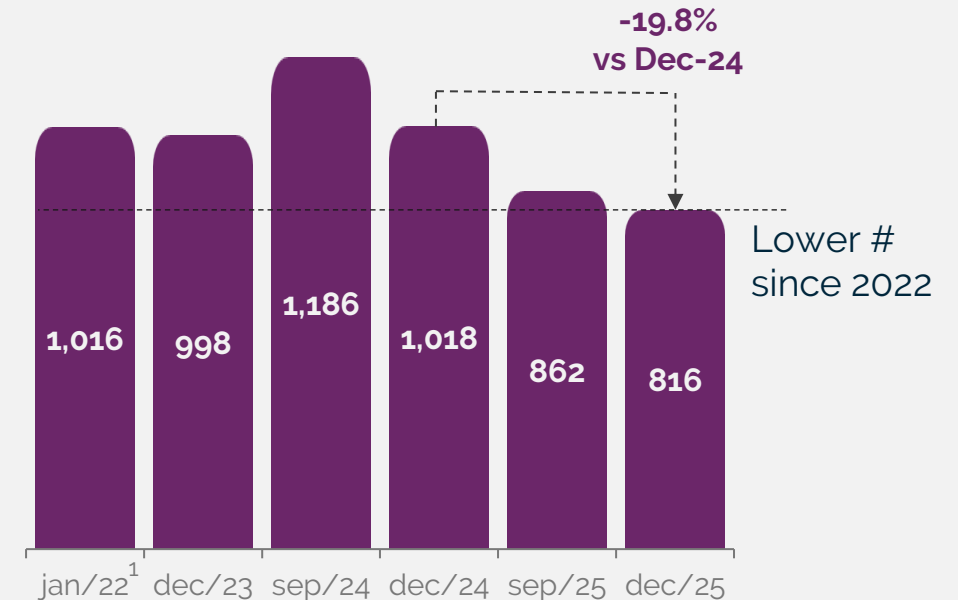
 **Cash Generation:** Positive Free Cash Flow of R\$7.9M in 2025, reversing -R\$21.4M in 2024

 **AI in Practice:** We implemented the foundation to become an agency company along with work models such as hackathons and squads dedicated to this front

 **Evolutions in the Structure:** Positive operational evolution of the business units in their new configurations: Supply Chain and Collaborative Intelligence;

Agility and Efficiency

Total Contributors:



¹Considers employees from acquired companies, who were fully integrated in 2024.

Building the Supply Chain Agency Enterprise



Dual Transformation: Integrated Growth and Efficiency

1

Market & Value Reivention

Reimagining products: Powered by AI, Agents, and Data to Drive Growth and New Value Multiples



Speed of ROI capture

Enablers

Culture, Empowerment and Governance as a link between growth and efficiency.

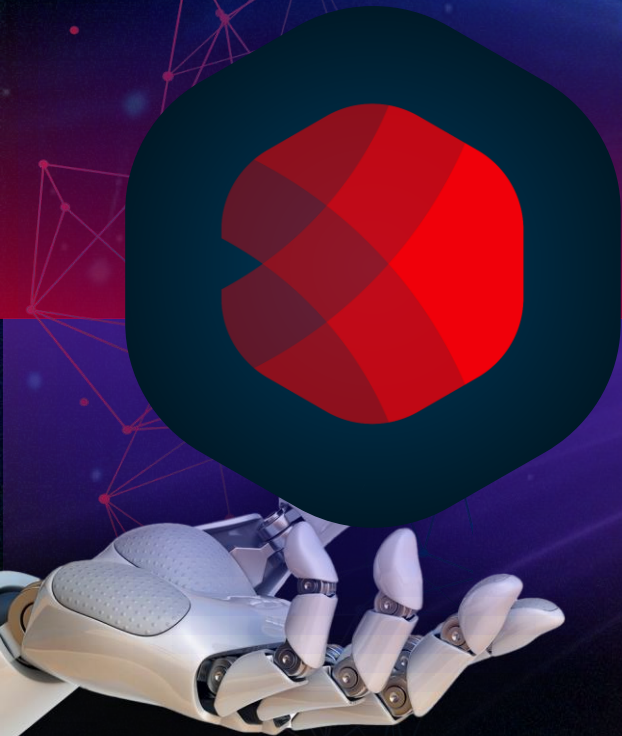


Speed of ROI capture

2

Operational Resilience & Intelligence

Focus on internal efficiency: Modernize processes, architecture, and operations with intelligent agents to accelerate and increase efficiency and resilience.





Augusto Vilela

CFO & IRO

Monthly Recurring Revenue (MRR)

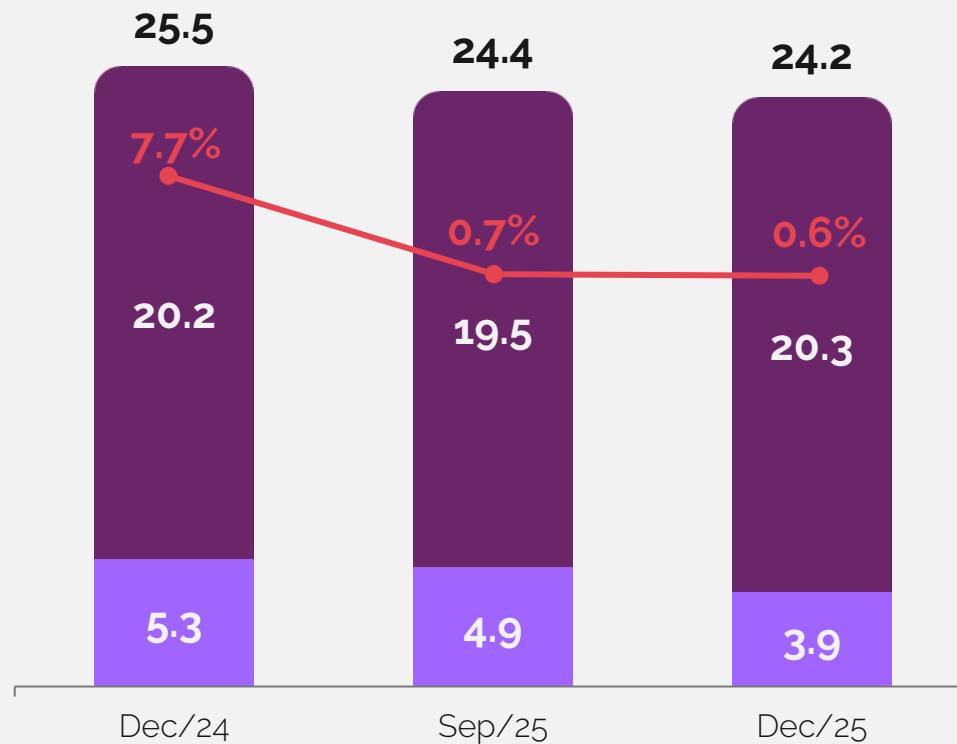


Initiatives to accelerate sustainable growth

Growth (YoY)
CPG and Electro
Segments in Brazil

CPG & Electro
segments in Brazil

Other Segments



Developments in commercial performance

Ongoing initiatives



Customer at the Center

Closer action and alignment of incentives



Profile Expansion (ICP)

Expand into new segments and verticals



International Growth

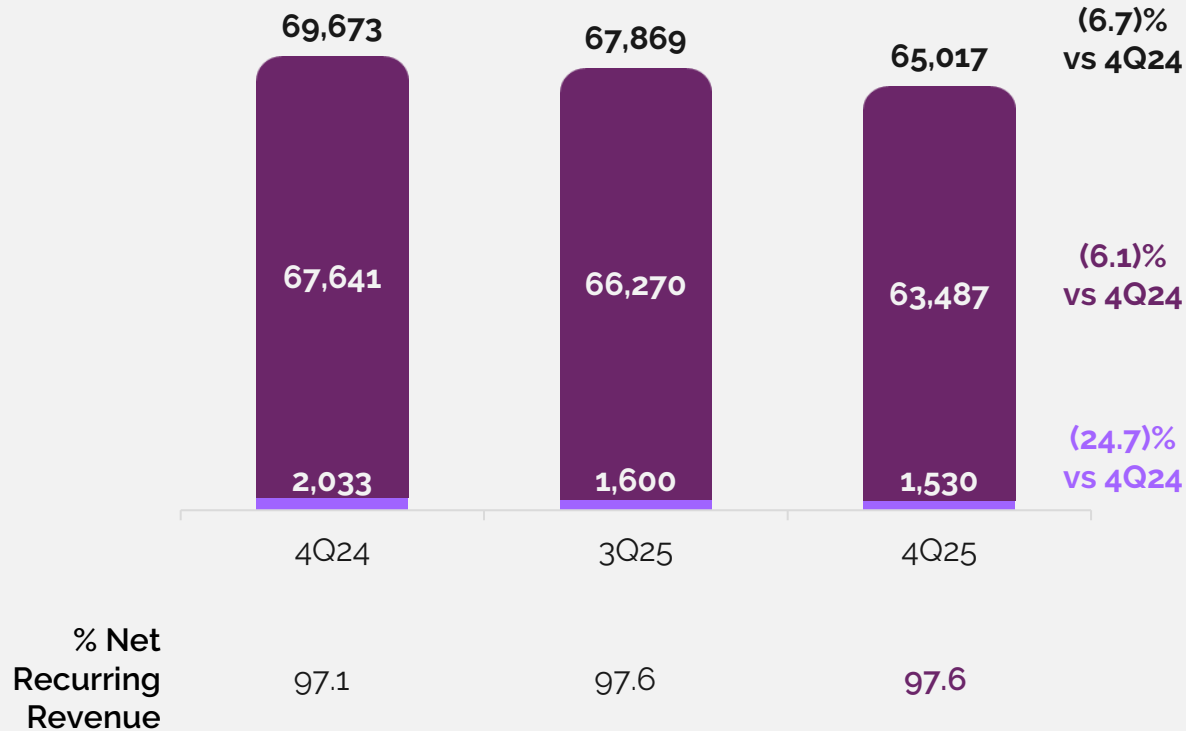
Active search for expansion in global markets

Net revenue

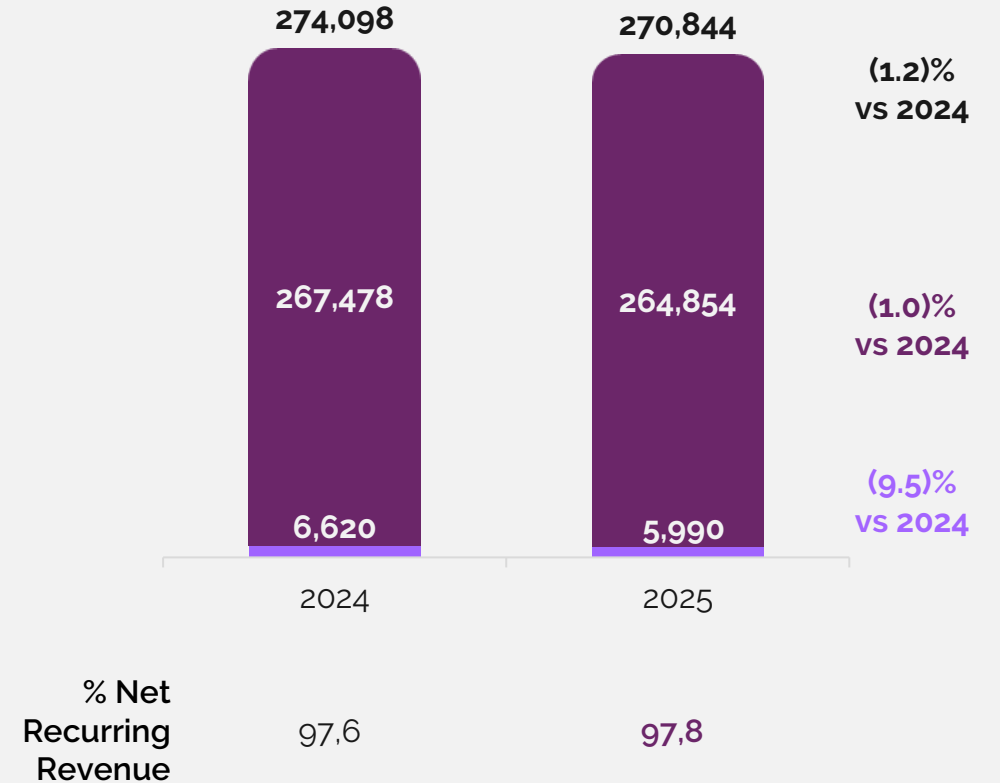


(in thousands of R\$ and %)

Quarterly Overview¹



Accumulated View¹



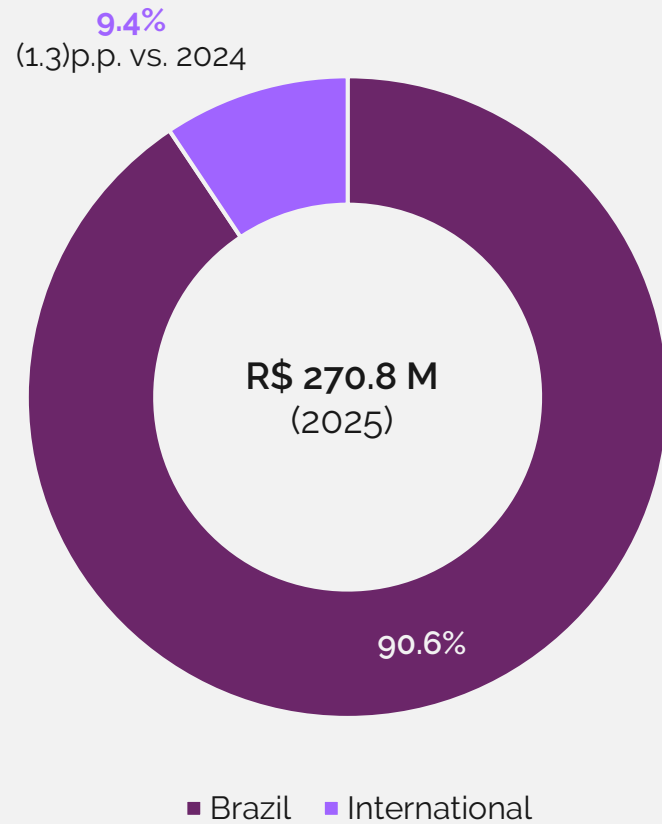
■ Net Recurring Revenue ■ Net Revenue from Service

¹Retractions explained by non-renewal of international contracts, as reported in previous results.

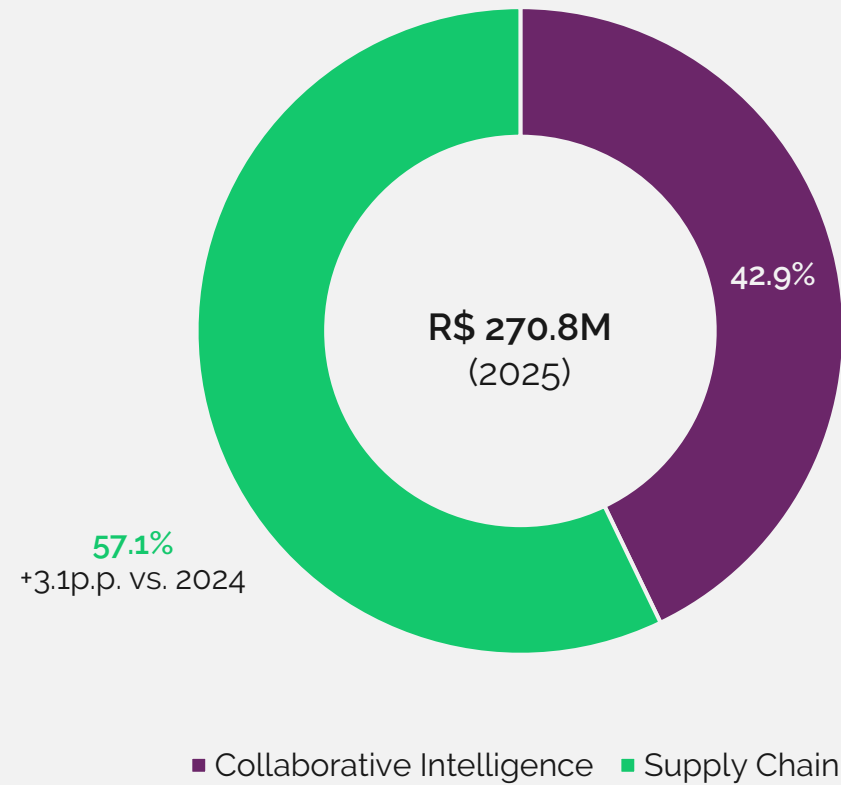
Net revenue



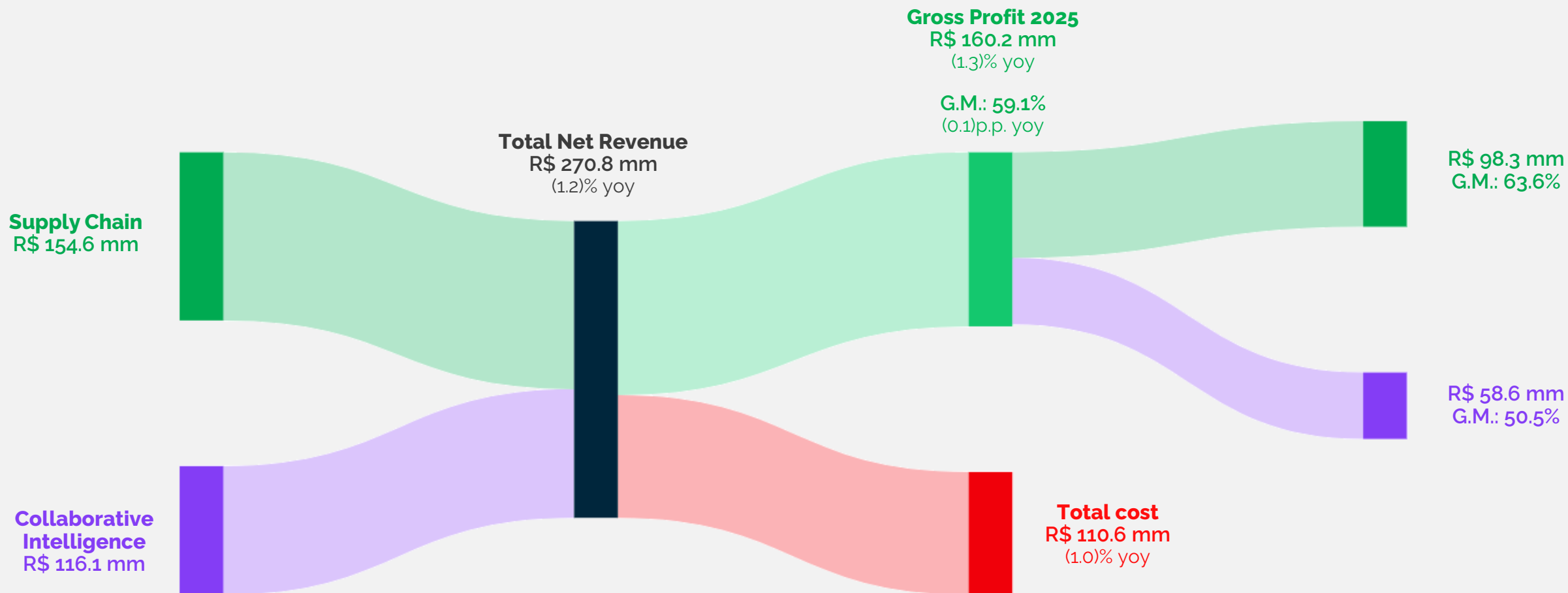
Net Revenue by region



Net Revenue by Business Unit



Result by Business Unit 2025



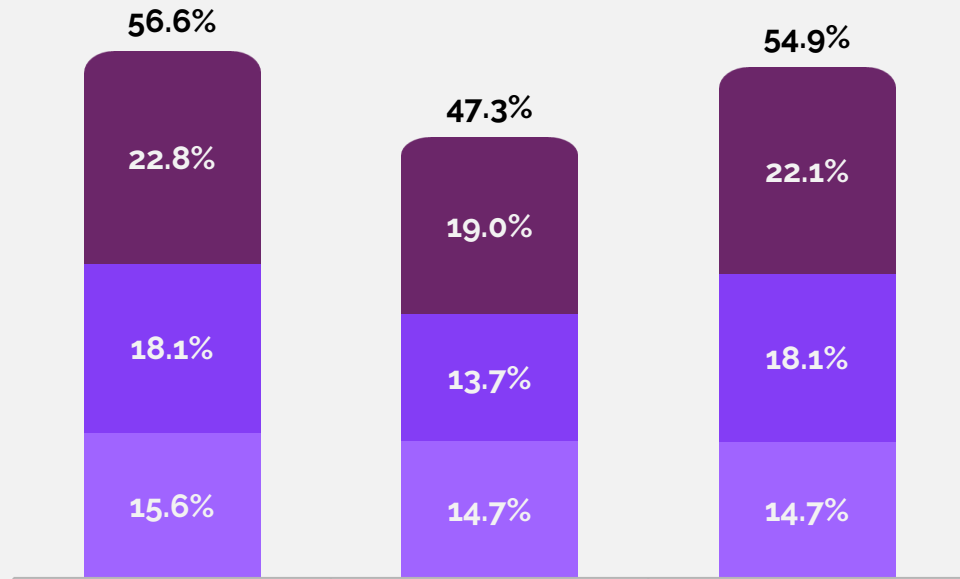
G.M.: Gross Margin

Operating Expenses

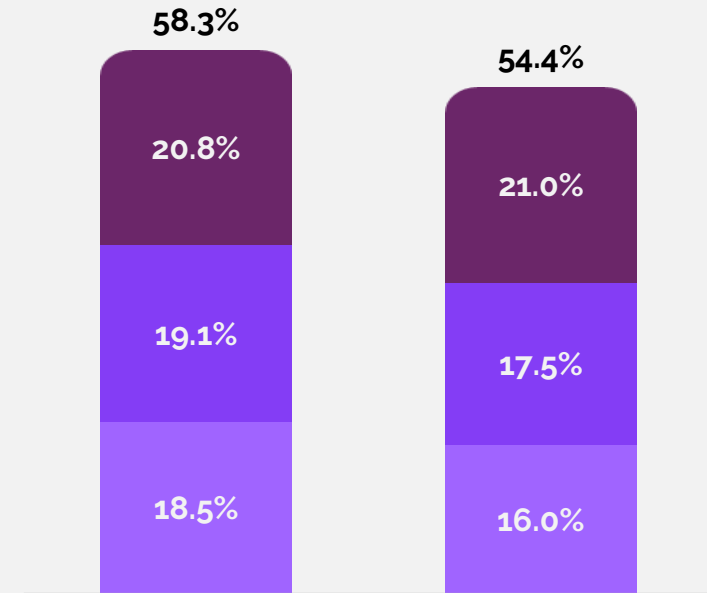
(does not consider depreciation and amortization)



Quarterly View



Accumulated View



Ex-Capex

% R&D

% Op. Expenses

4Q24

3Q25

4Q25

31.9

20.5

22.8

65.7

48.9

55.5

Ex-Capex

% R&D

% Op. Expenses

2024

2025

29.1

23.4

66.6

56.8

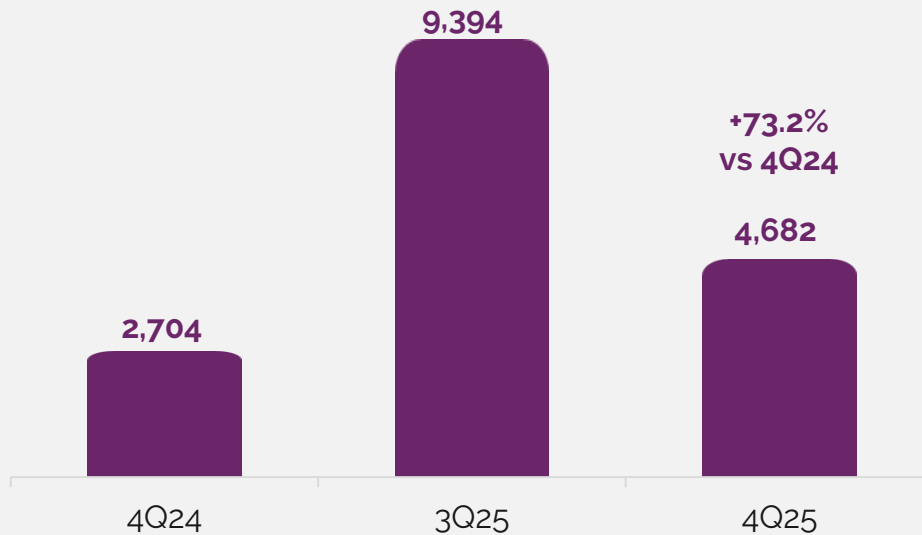
■ R&D ■ G&A ■ Sales Expenses

Adjusted EBITDA and Margin



(in thousands of R\$ and %)

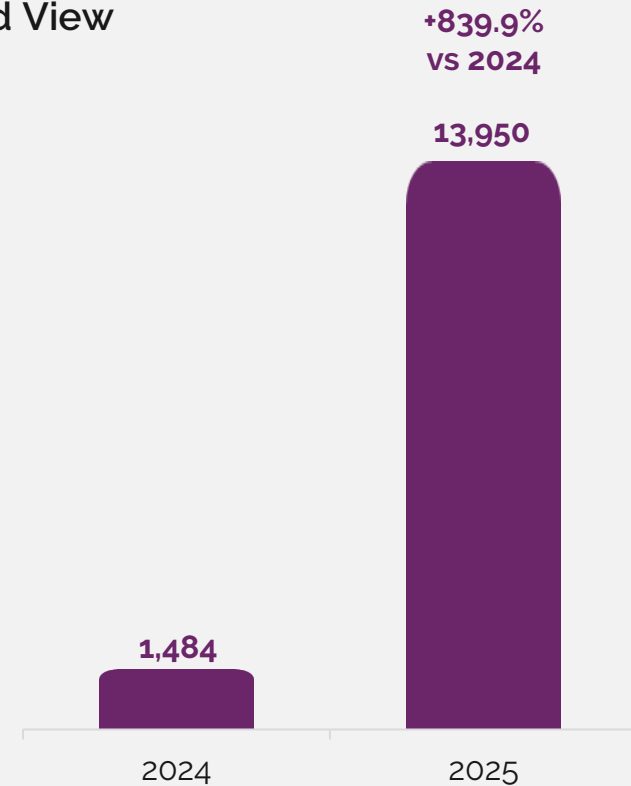
Quarterly View



Adjusted EBITDA
Margin:
(% Net Revenue)

Quarter	Adjusted EBITDA Margin (%)
4Q24	3.9
3Q25	13.8
4Q25	7.2

Accumulated View

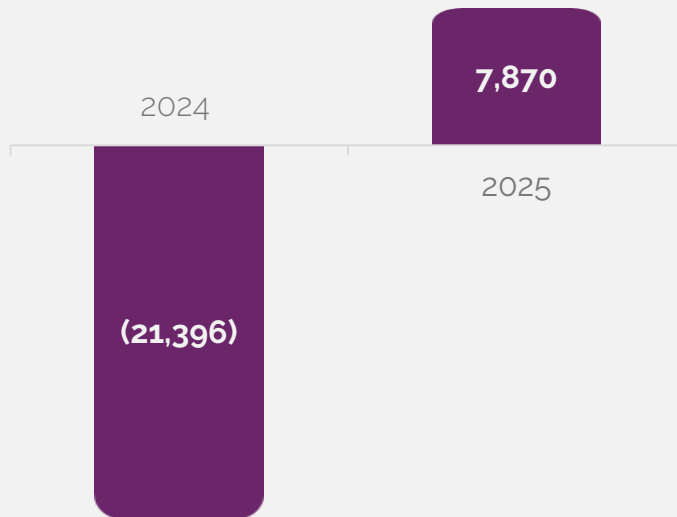


Adjusted EBITDA
Margin:
(% Net Revenue)

Year	Adjusted EBITDA Margin (%)
2024	0.5
2025	5.2

Free Cash Flow

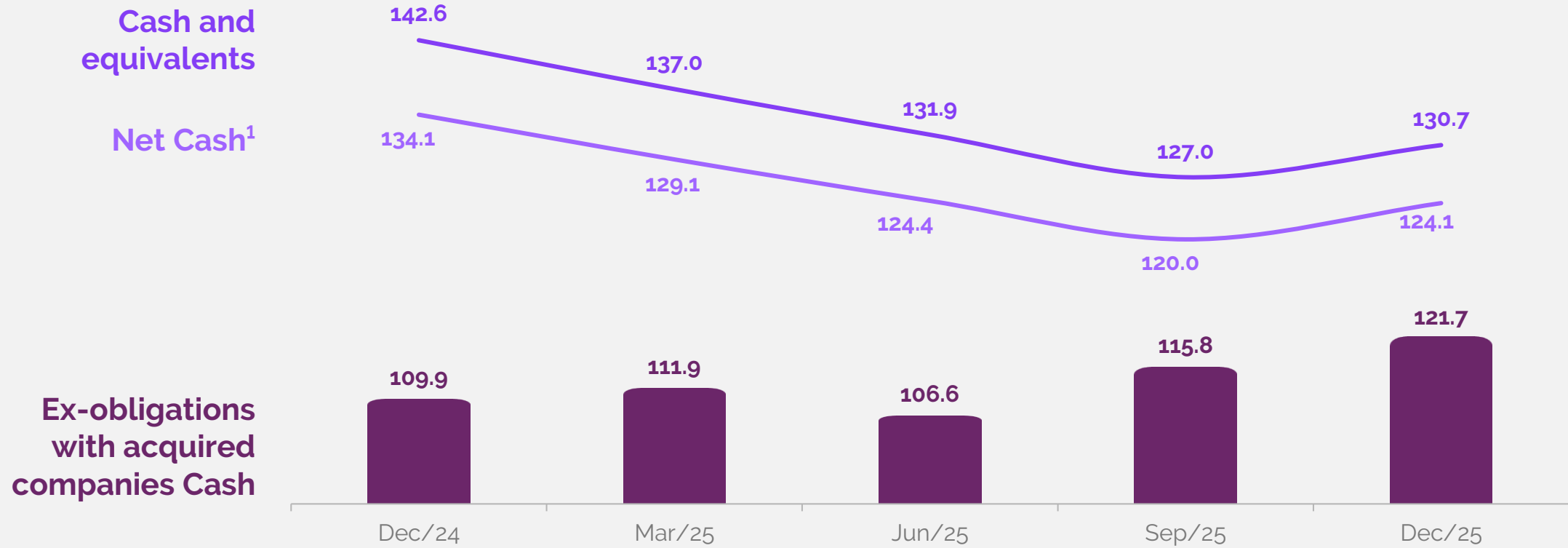
(in millions of R\$)



Cash Flow and Position

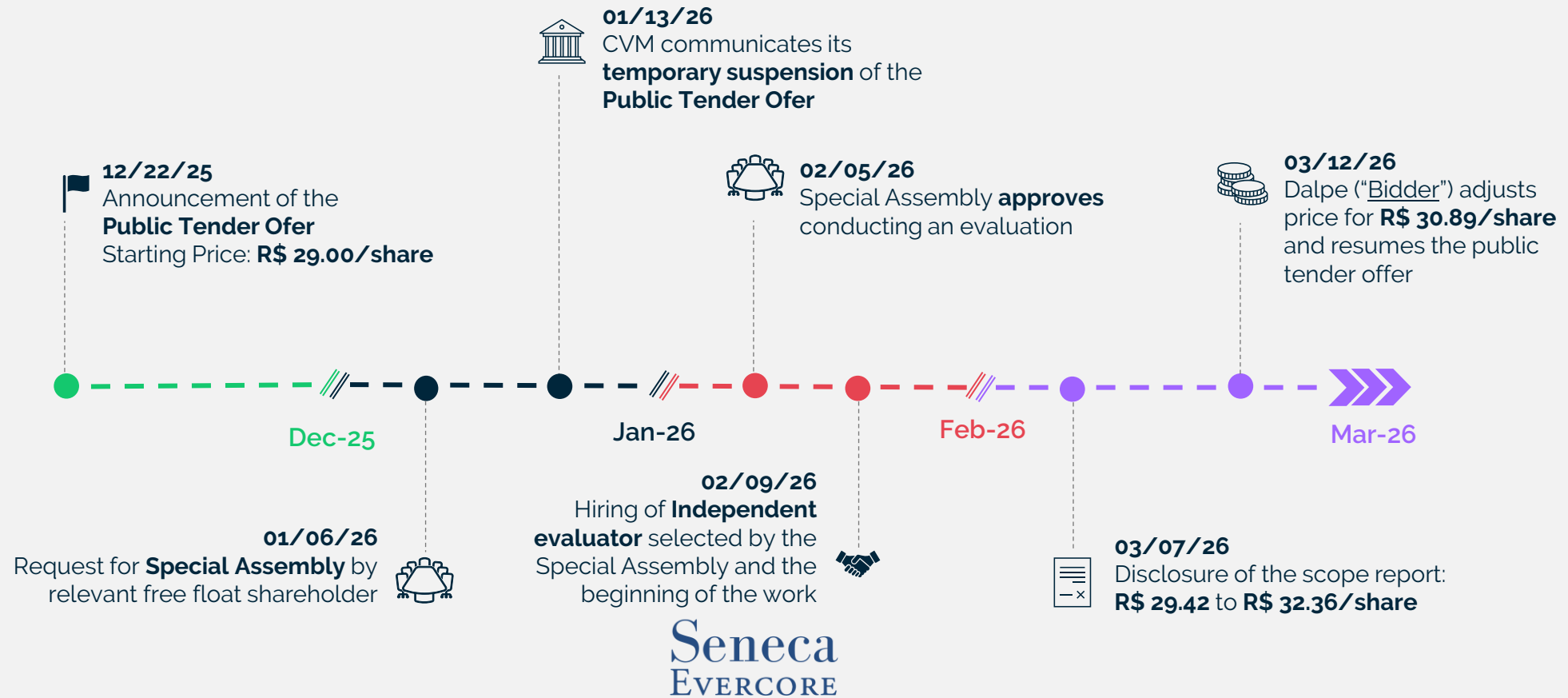


(in millions of R\$)



¹Net cash corresponds to cash equivalents, less short- and long-term loan obligations

Public Tender Offer



Thank you

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