

Investor Presentation

NGRD
B3 LISTED NM

IGC B3

IGC-NM B3

ITAG B3



Neogrid

ARKER

HORUS



LETT

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



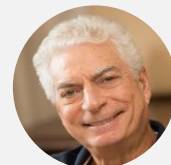
Augusto Vilela, CFO/DRI



Bruno Pereira, CHRO




Board of Directors



Miguel Abuhab
Chairman e Founder



Jorge Steffens
Vice-Chairman



David Abuhab
Board Member

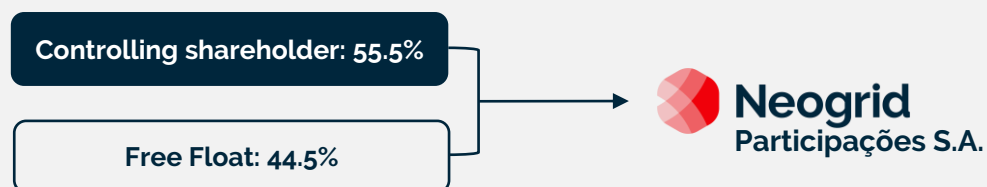


Ana Novaes
Independent Member



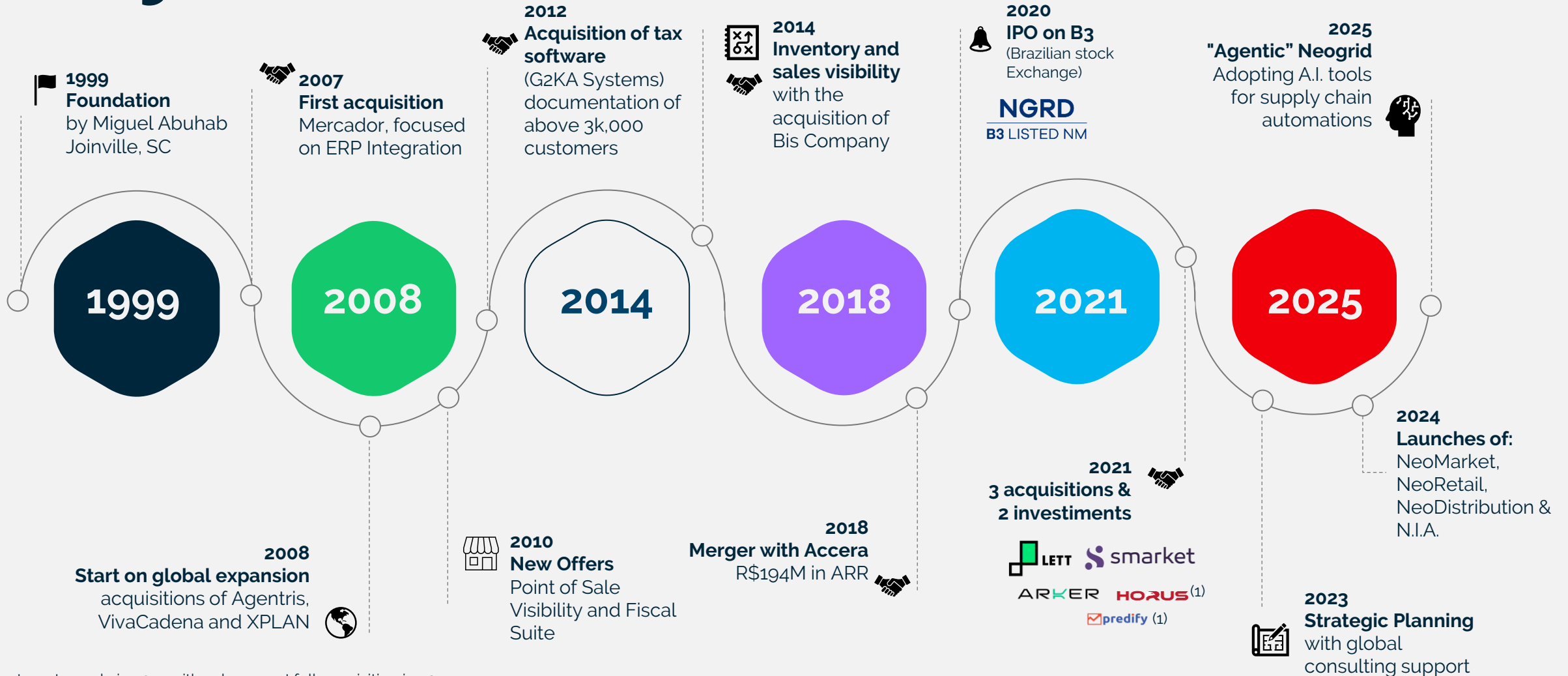
Adriana Lima
Independent Member

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")

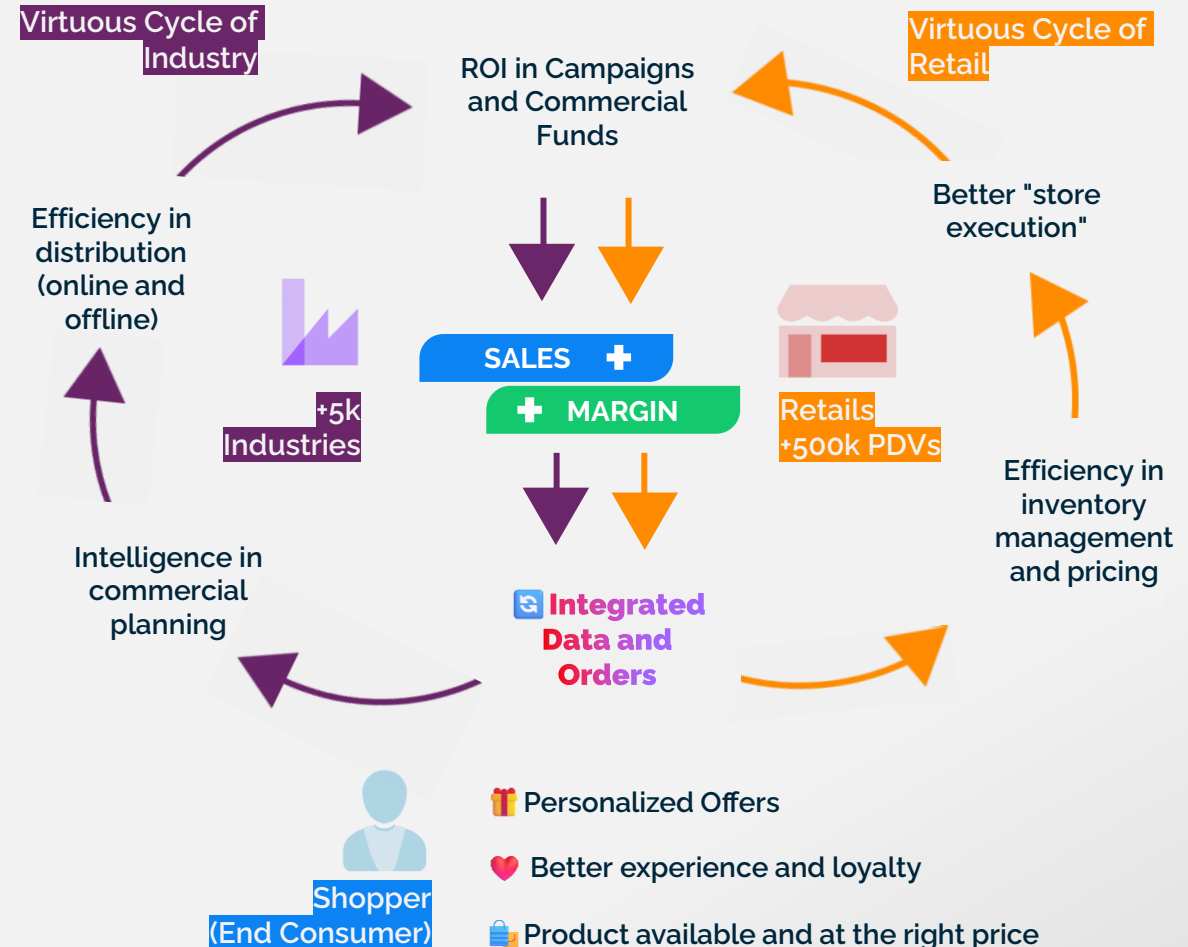
Neogrid Solutions

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



ARKER

HORUS



predify

smarket

New Commercial Intelligence Suite



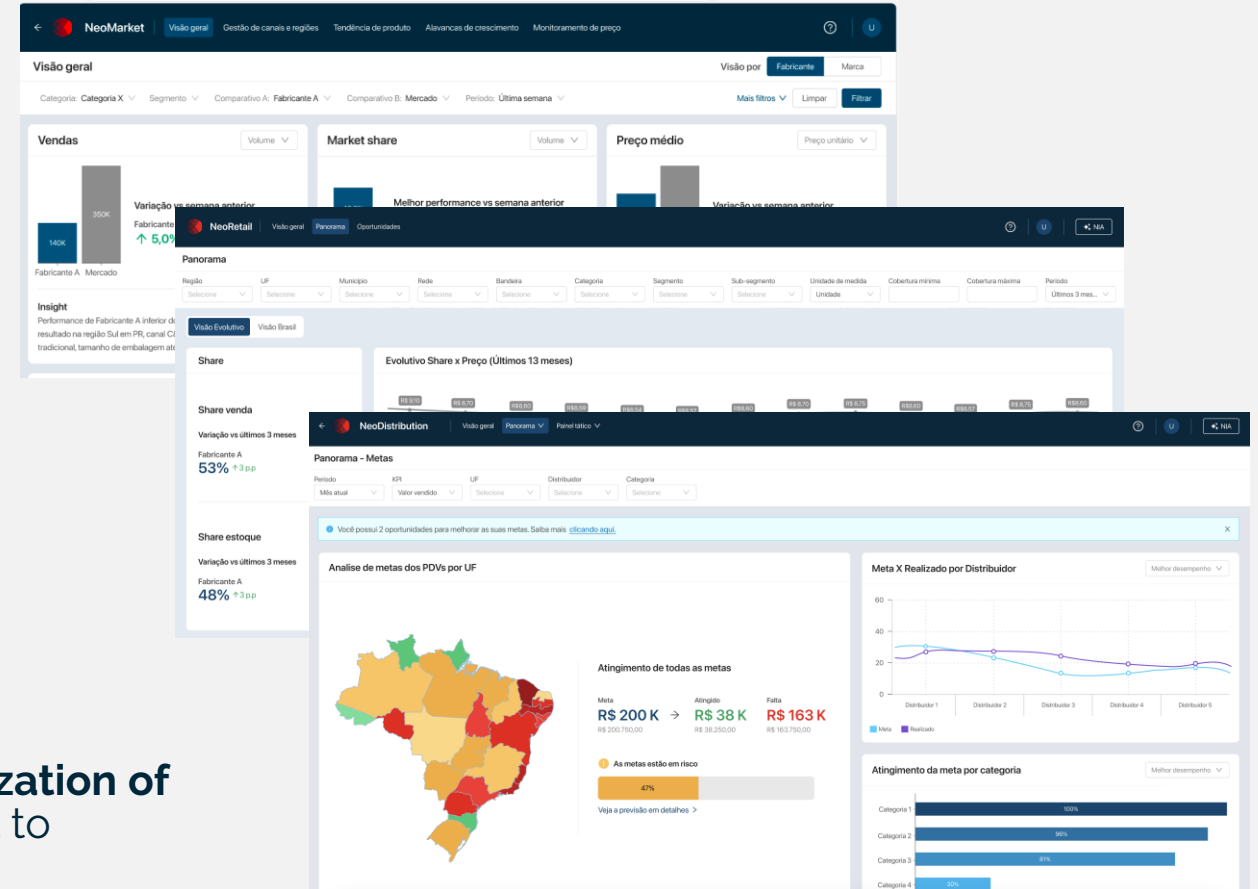
Linking Market Share with execution metrics to guide results-driven actions



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



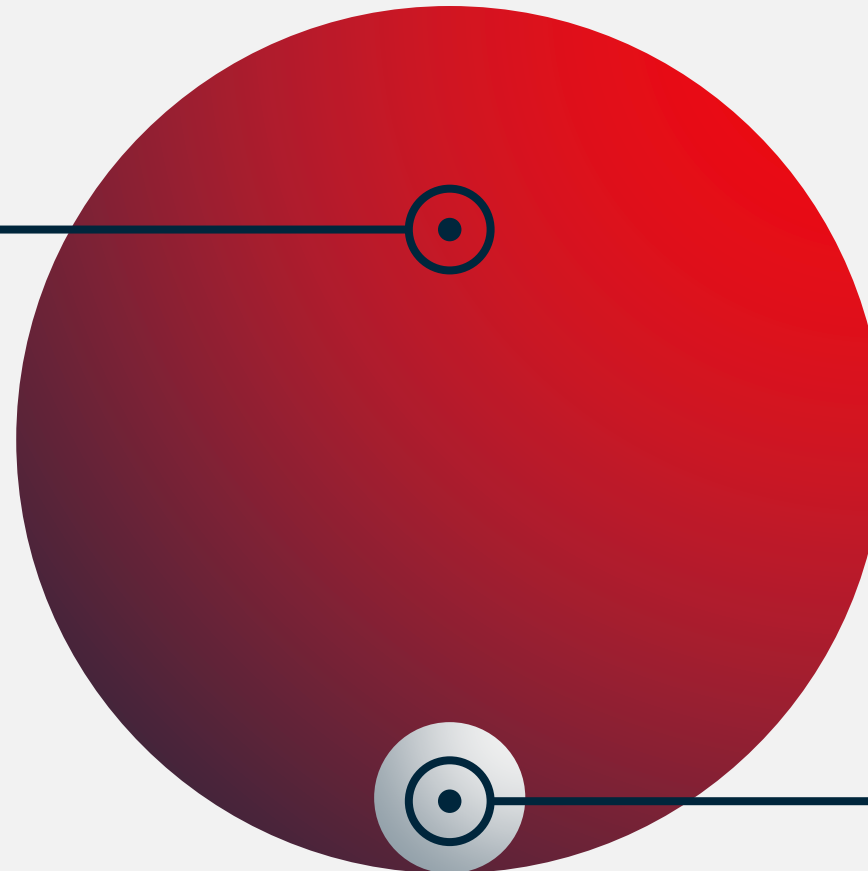
automated
execution



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



ARWER HORUS LETT Epedify smarket





Success Stories

+600 Monitored SKUs

+94% of digital performance



Winner at the Neogrid Awards 2025 in the categories "Excellence in Digital Content" and "International Recognition".

Learn More
(PT/BR)

+R\$ 3mm in sell-out

-35% in losses due to unsold items and rupture

Consistent platform adoption and increased business discipline



Strengthening the Direct Channel and improving the predictability of the essential items of the commercial team based on data.

Learn More
(PT/BR)

+R\$ 2mm sales recovery

-17,9% rupture

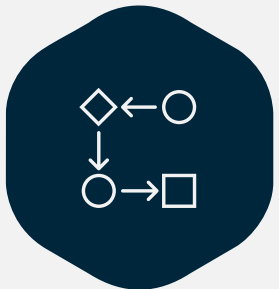
+17,2% Non-sell items Recovery



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



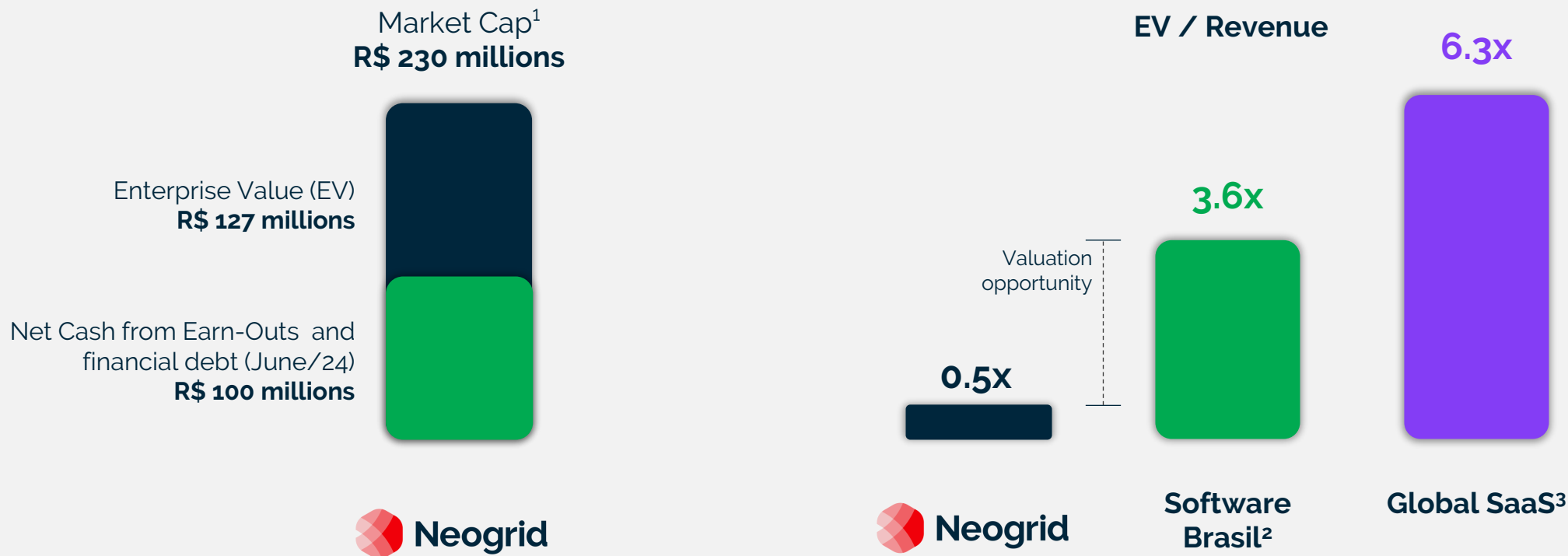
Proven M&A Track Record

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**
1Q26



Nicolás Simone

CEO

#NGRD3 [B]³

1Q26 Highlights

↗ Net Revenue Growth vs 4Q25

+1,3% QoQ.
Recurring mix of 97.6%

🐷 Cost Discipline

G&A declined 9.1% YoY and Selling Expenses, 26.8% YoY

⚙️ Structural Investments for the Next Phase

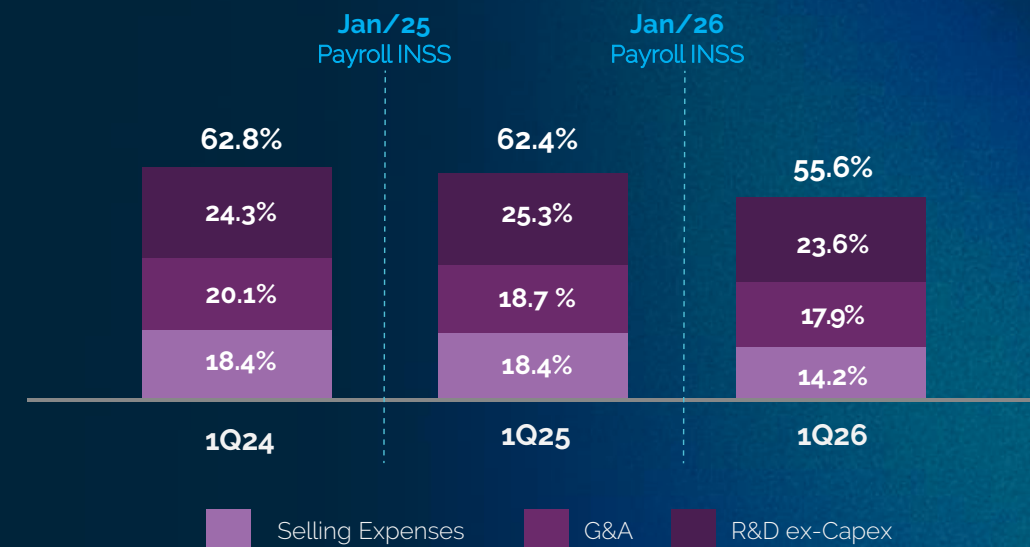
Ongoing cloud technology migration (one-off cost in the quarter, structural gain ahead).

💰 Preserved Cash and Positive Free Cash Flow

Net cash* of R\$121.7M, +8.8% YoY. Free cash flow of R\$1.9M in the quarter.

* Net Cash from Debt and Obligations to Acquired Companies

% Operating Expenses ex-Capex over Net Revenue



Ex-Capex operating expenses fell 7.2 p.p. in relation to revenue since 1Q24, absorbing two steps of 5% each increase in the employer's INSS (payroll tax relief).

Operating expenses exclude depreciation, amortization and options granted. R&D capex added back to counteract capitalization effect.

Building the Agency Enterprise

1Q26: from strategy to execution



1 Market & Value Reinvention

Market & Value Reinvention



Mapping of Chain Pains, from Industry to Retail



Future Company Thesis: Agents operating on top of our data layer and across multiple value-generating layers



Execution Roadmap, with clear delivery sequences

Transition from planning to execution.

2 Operational Resilience

Operational Intelligence

AI missions for more productivity and control over operation



Support



Development



Administrative Backoffice



Commercial Backoffice

Operating under our AI governance framework: policy, committee, and ongoing capacity building.



Augusto Vilela

CFO & IRO

Monthly Recurring Revenue (MRR)

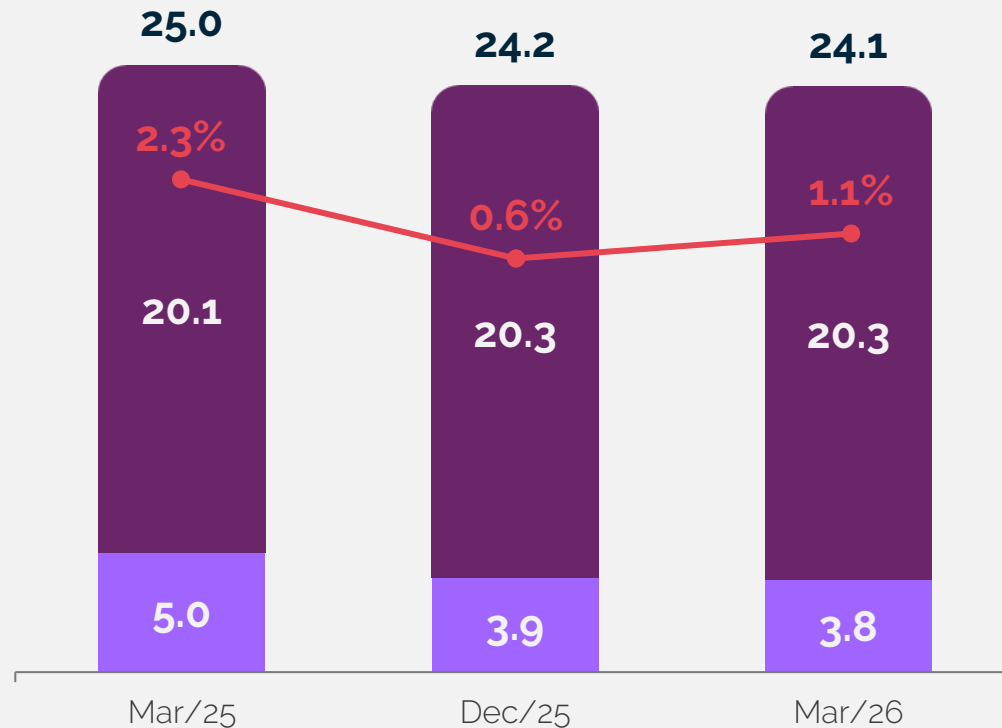


Initiatives to accelerate sustainable growth

Growth (YoY) CPG and Electro Segments in Brazil

CPG and 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

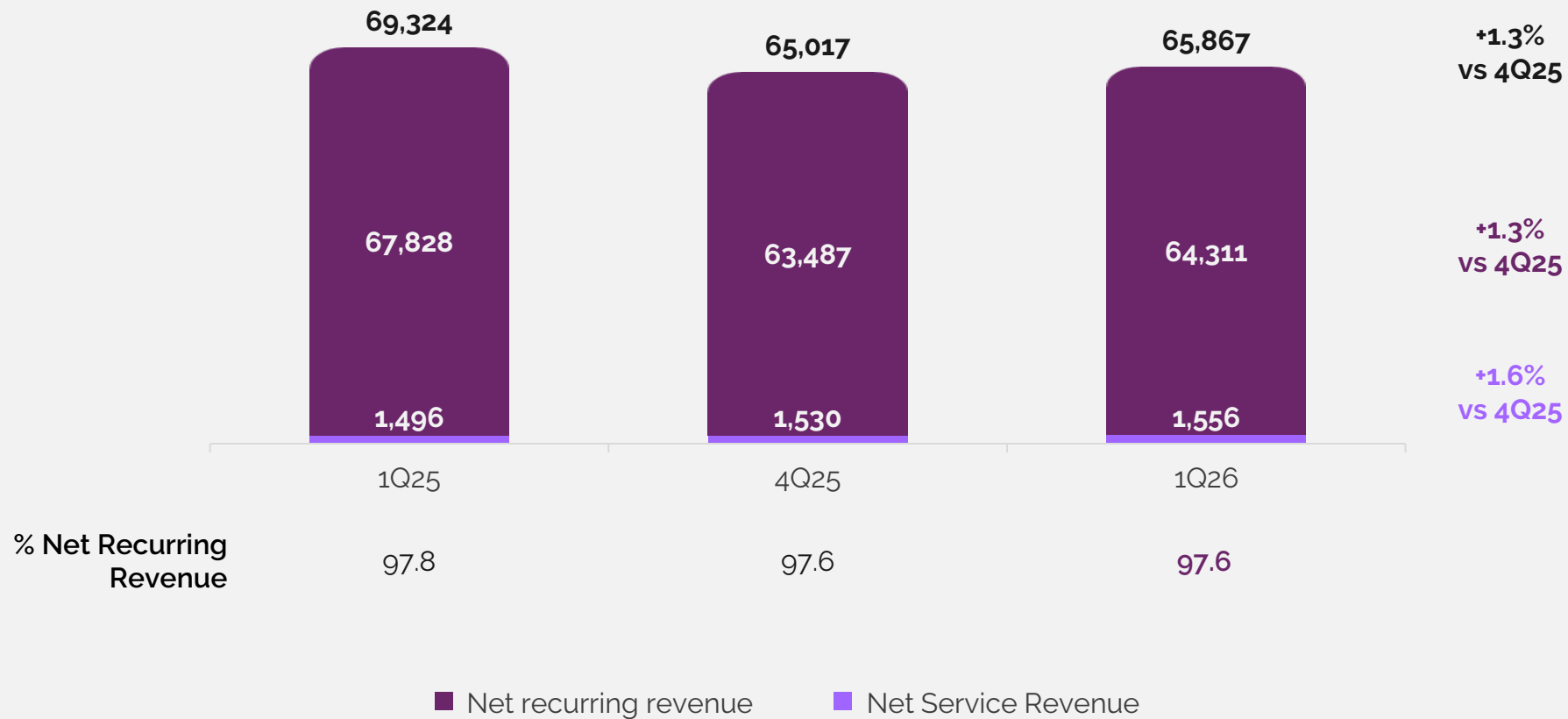


International Growth

Active search for expansion in global markets

Net revenue

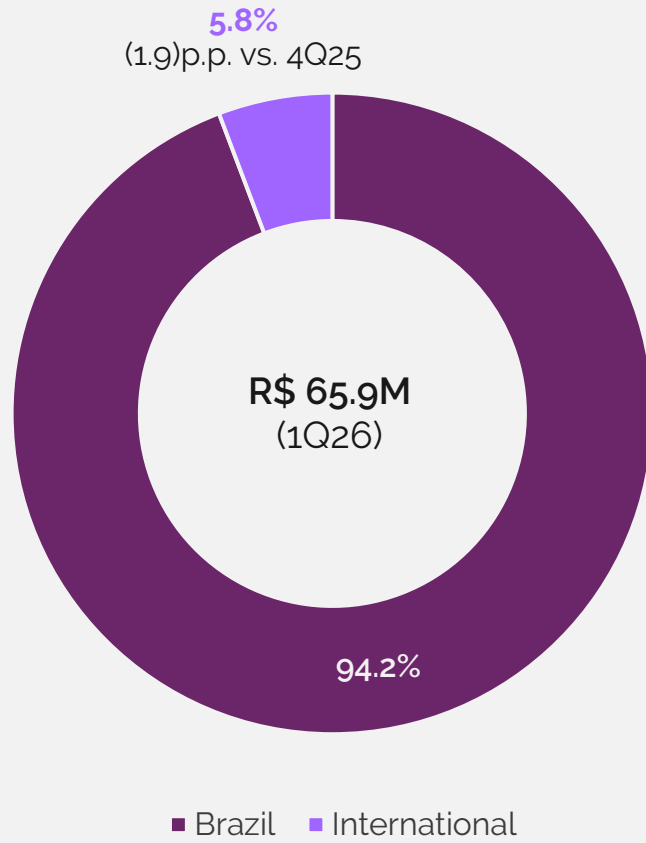
(in thousands of R\$ and %)



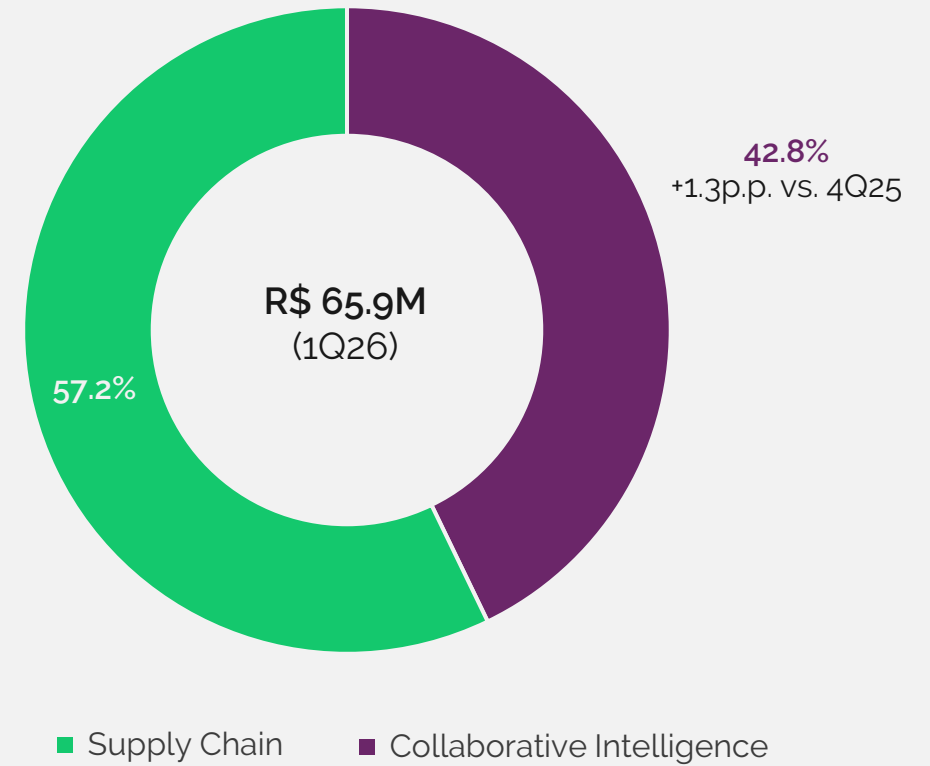
Net revenue



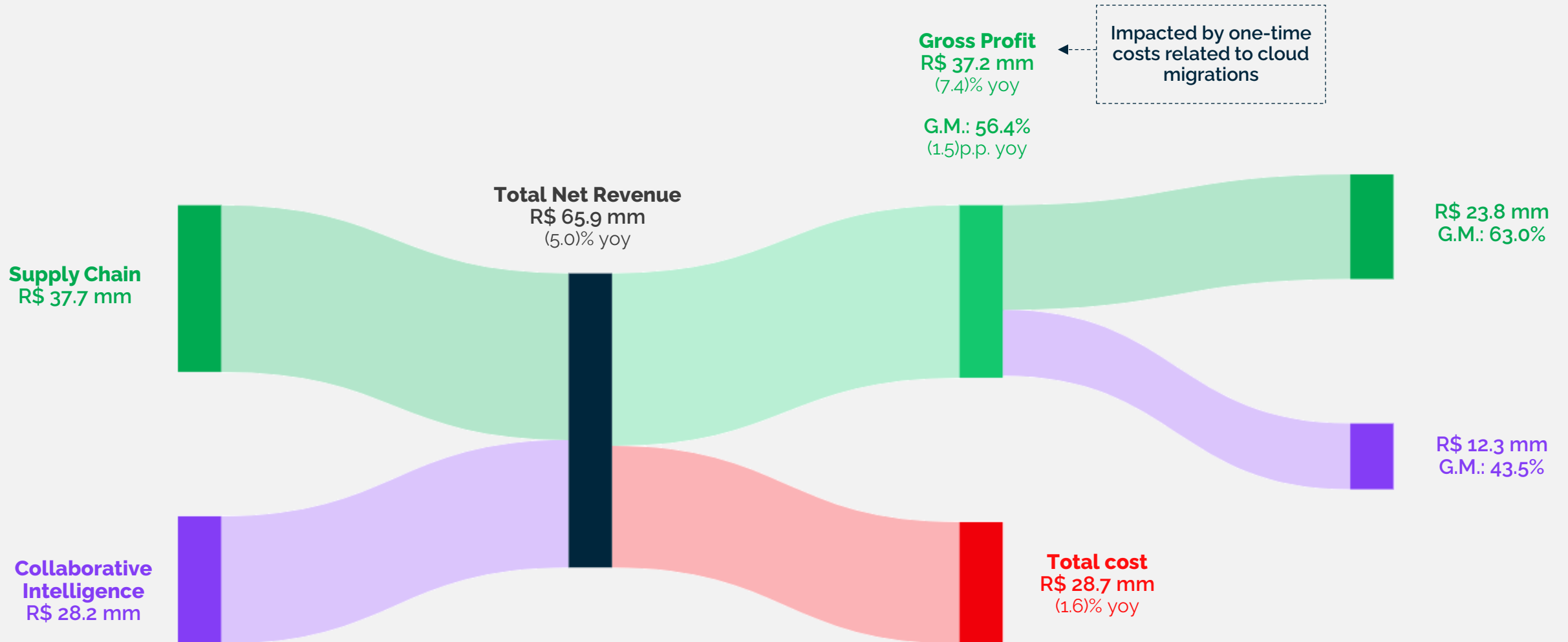
Net Revenue by region



Net Revenue by Business Unit



Results per Business Unit 1Q26

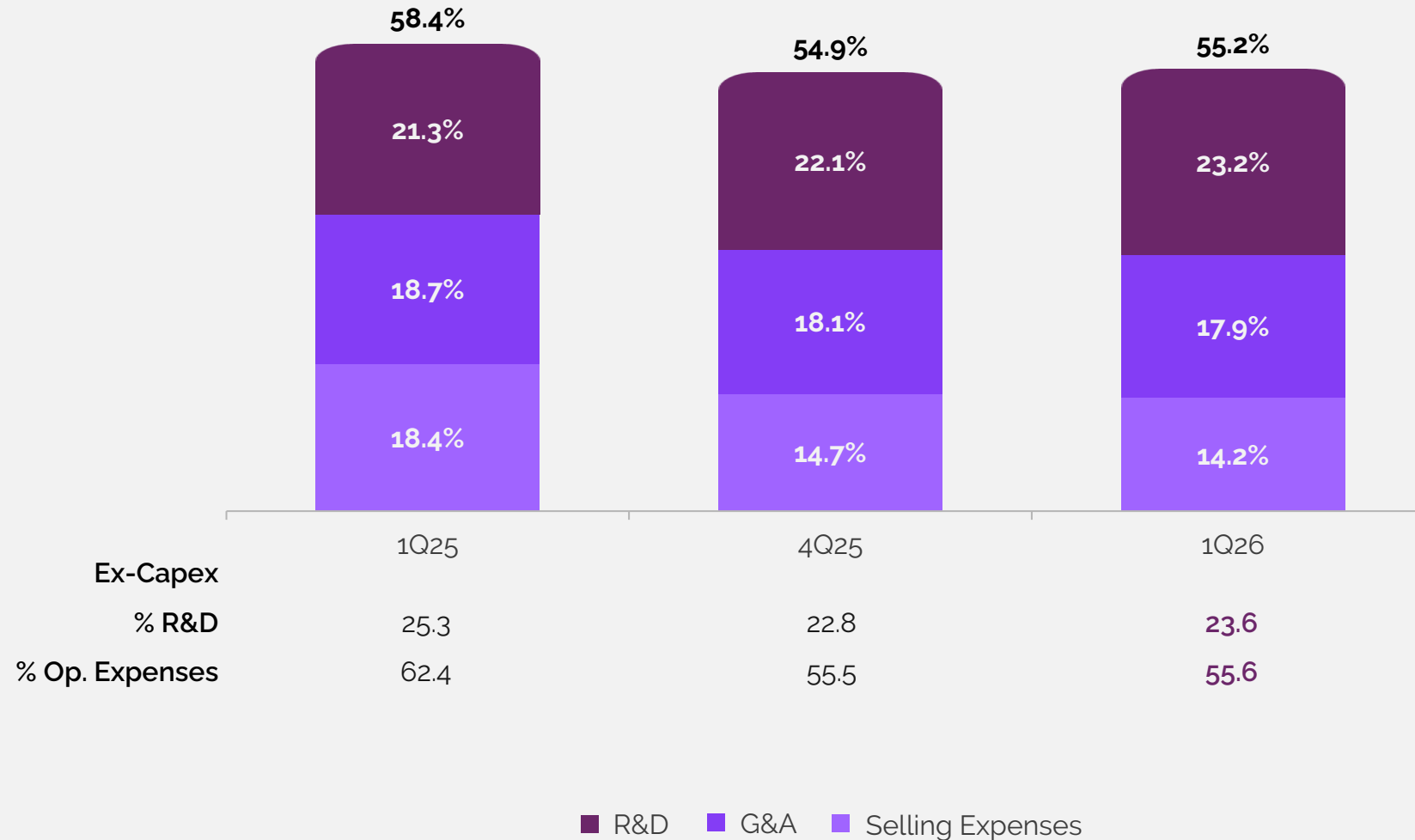


G.M.: Gross Margin

Operating Expenses



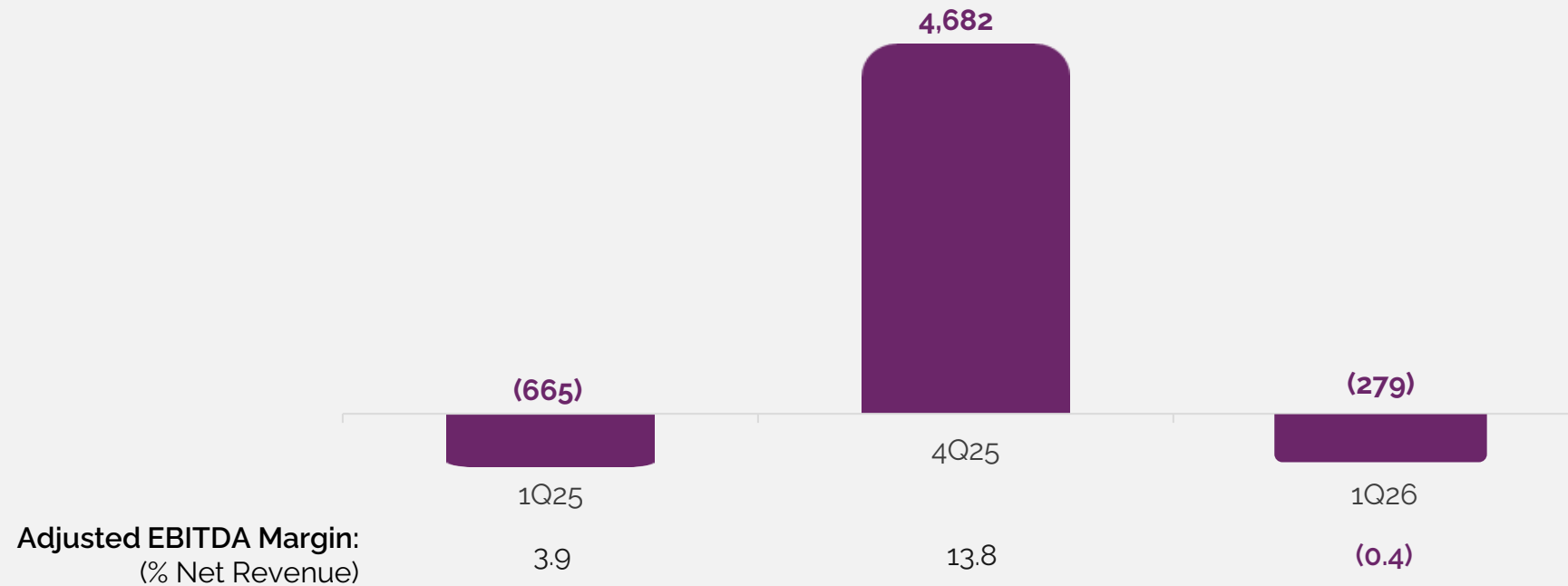
(does not consider depreciation and amortization)



Adjusted EBITDA and Margin



(in thousands of R\$ and %)

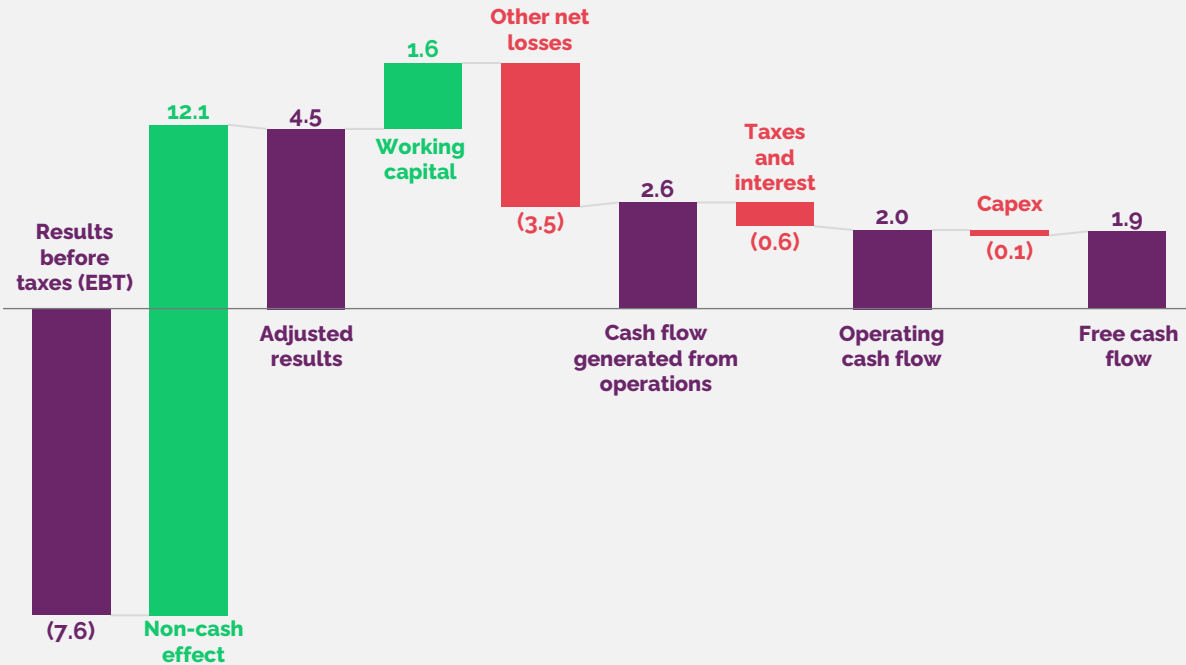


Cash Flow and Position

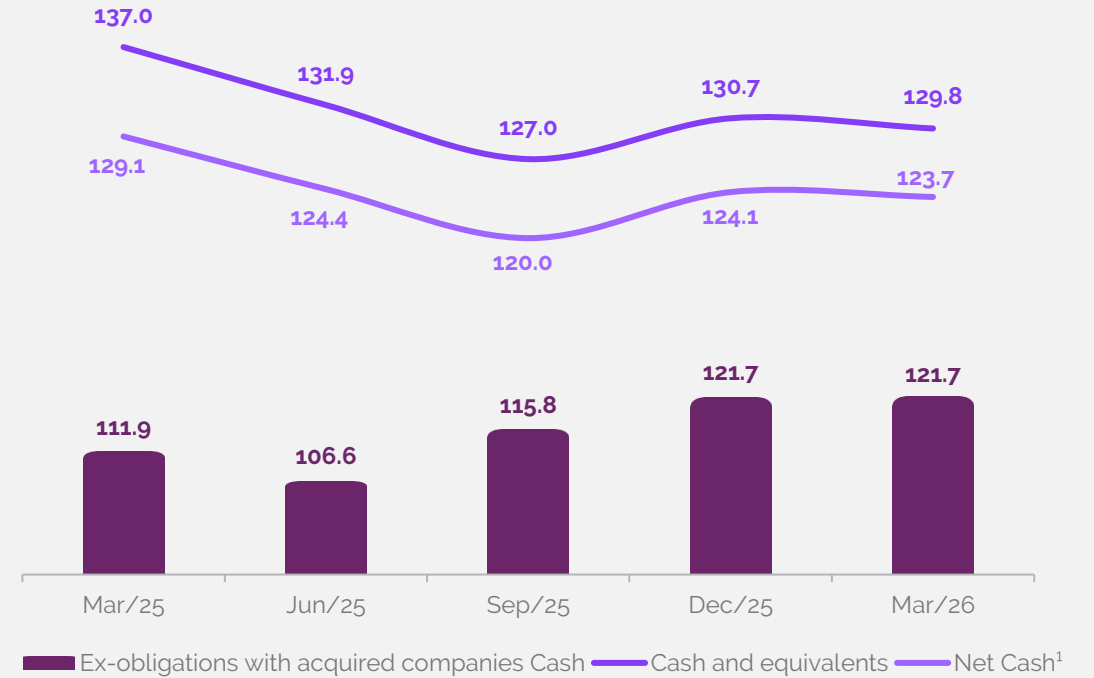


(in millions of R\$)

1Q26 Cash Flow:



Cash Position at the end of the period:



Thank you

NGRD
B3 LISTED NM

IGC B3

IGC-NMB3

ITAG B3



Neogrid

ARKER

HORUS



LETT

predify

smarket