

Investor Presentation

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Neogrid

ARKER

HORUS



predify

smarket

25 Years

of pioneering and leadership

+8K Customers

among the main industries and
retailers in Brazil and abroad

**Consistent
Investments in
Innovation**

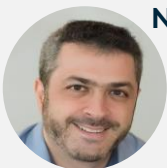
with important product
launches made in 2024

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

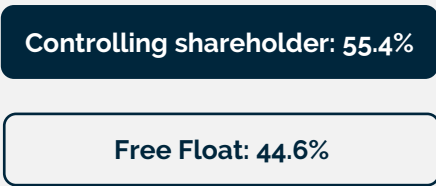


Ana Novaes
Independent Member



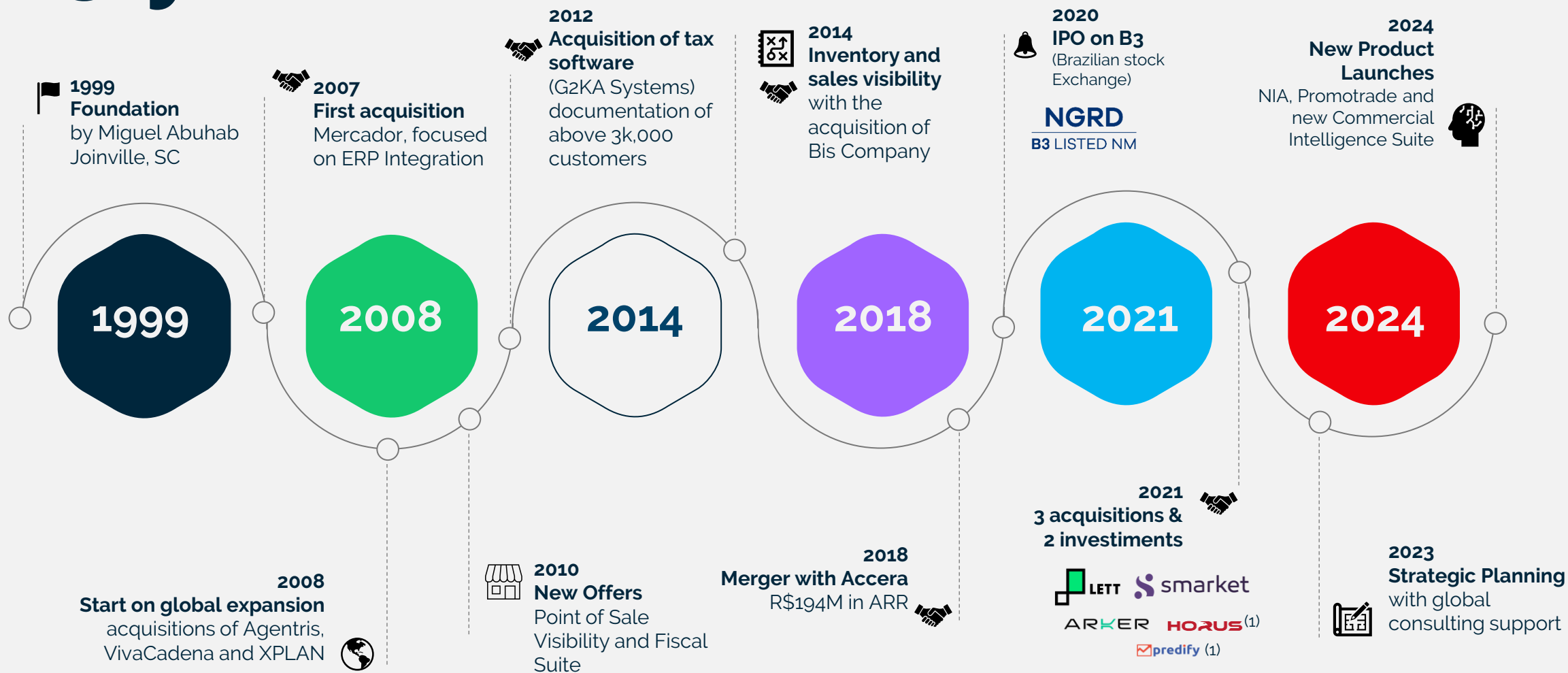
Adriana Lima
Independent Member

Shareholder Structure



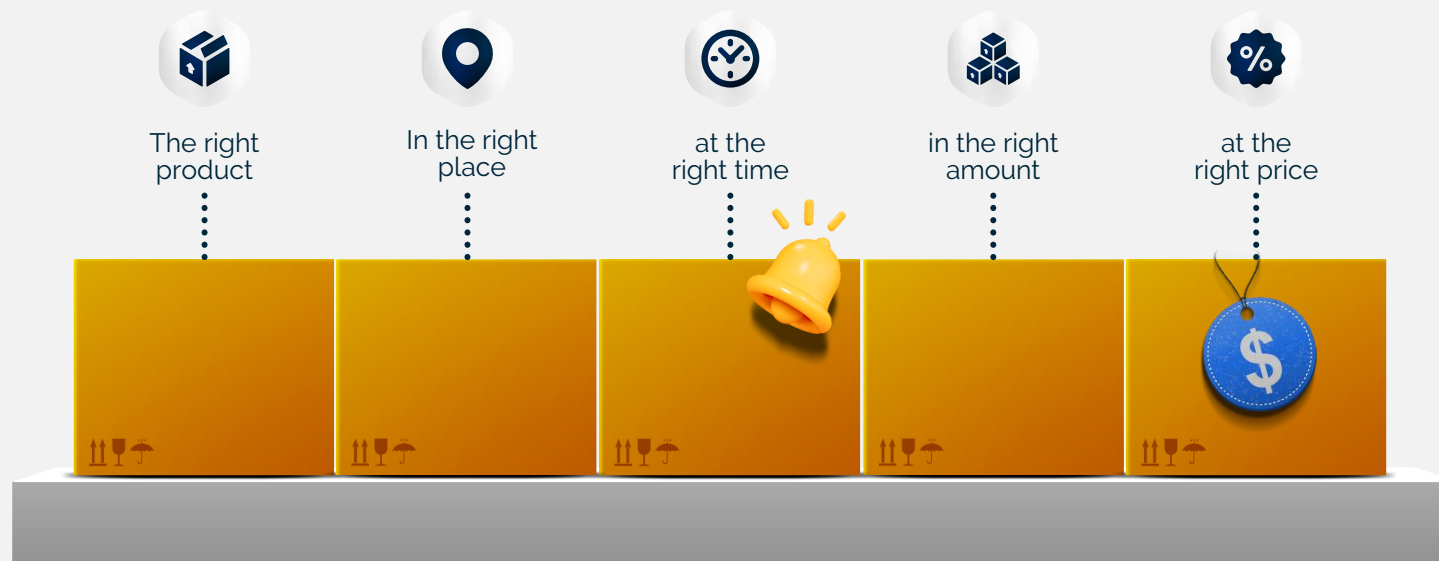
Neogrid

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")

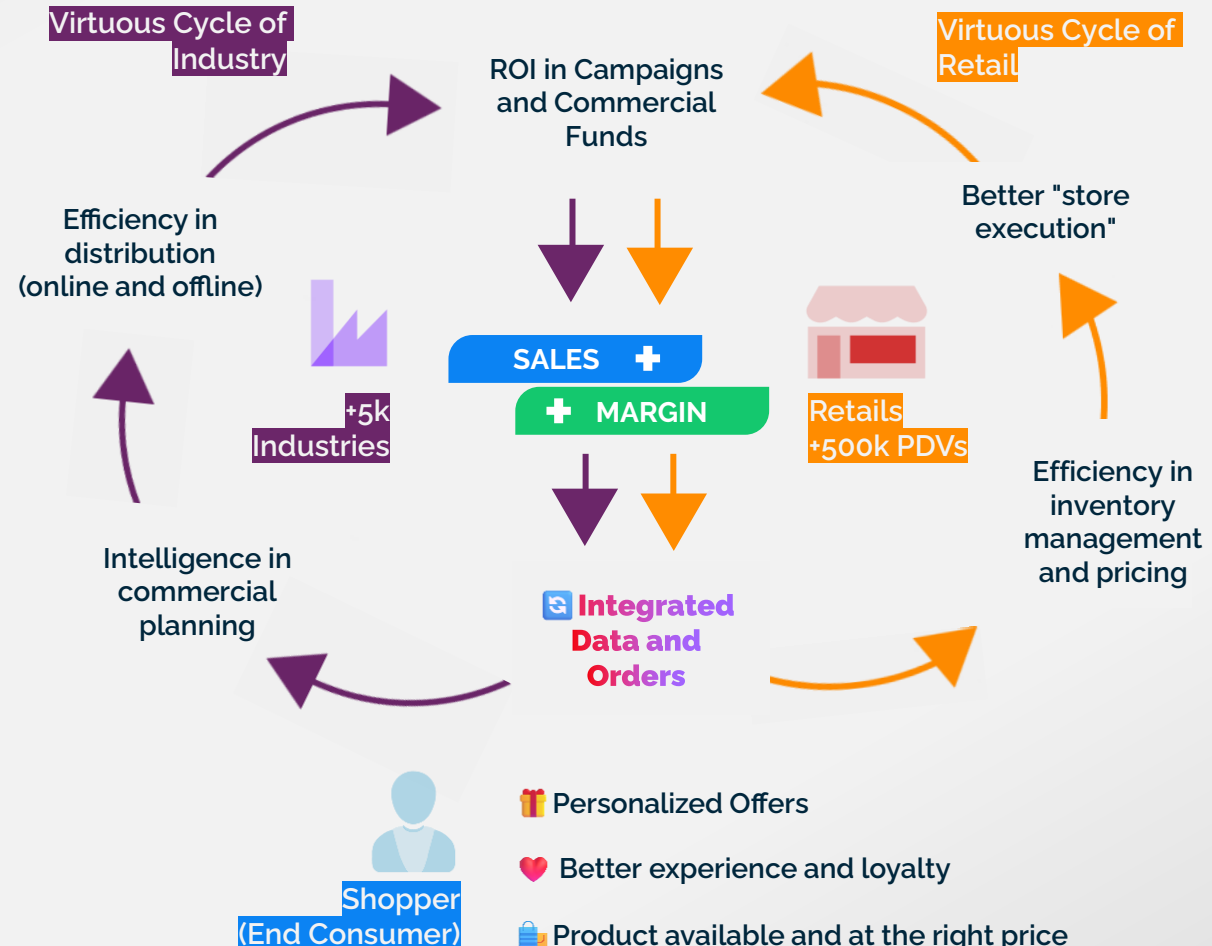
Neogrid Solutions

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



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Neo
Market

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

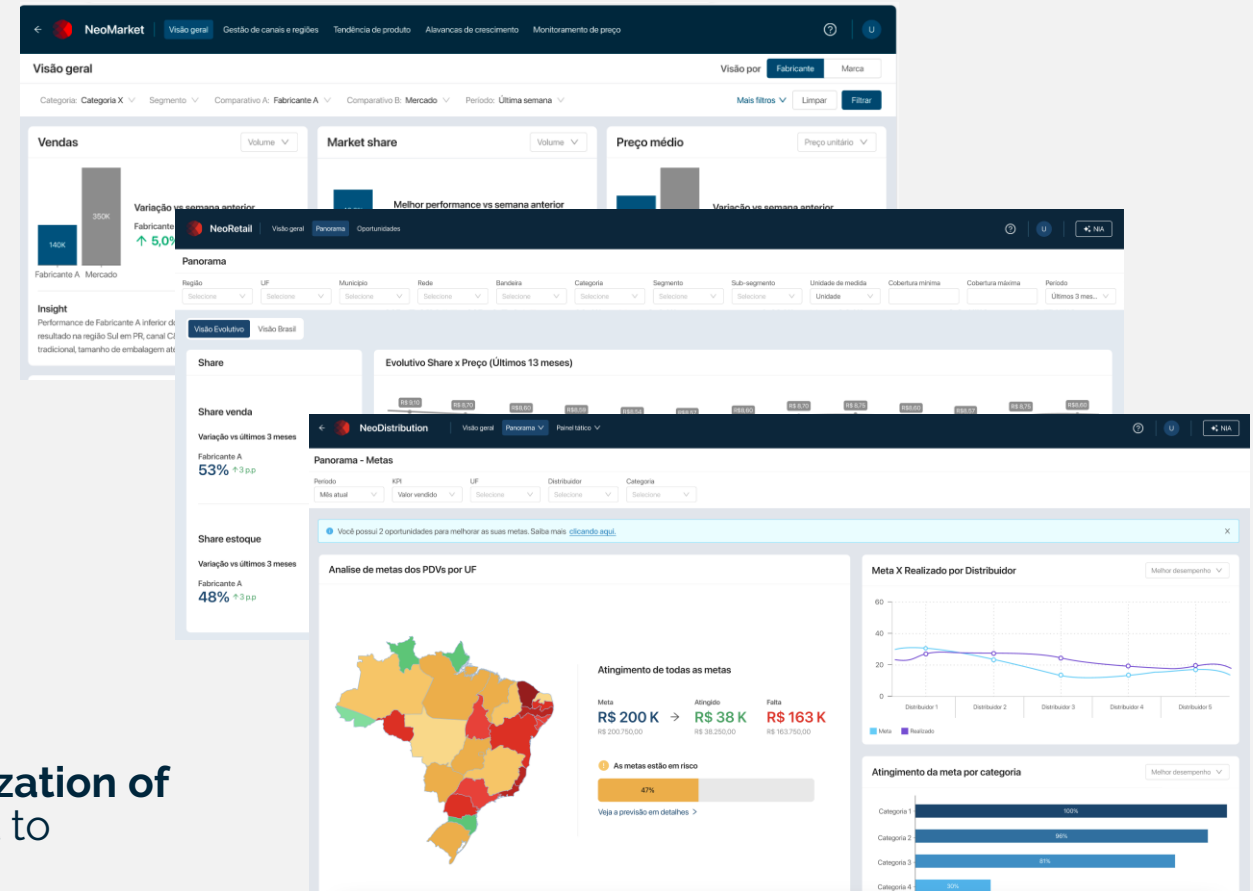
Neo
Retail

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

NIA

Neo
Distribution

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



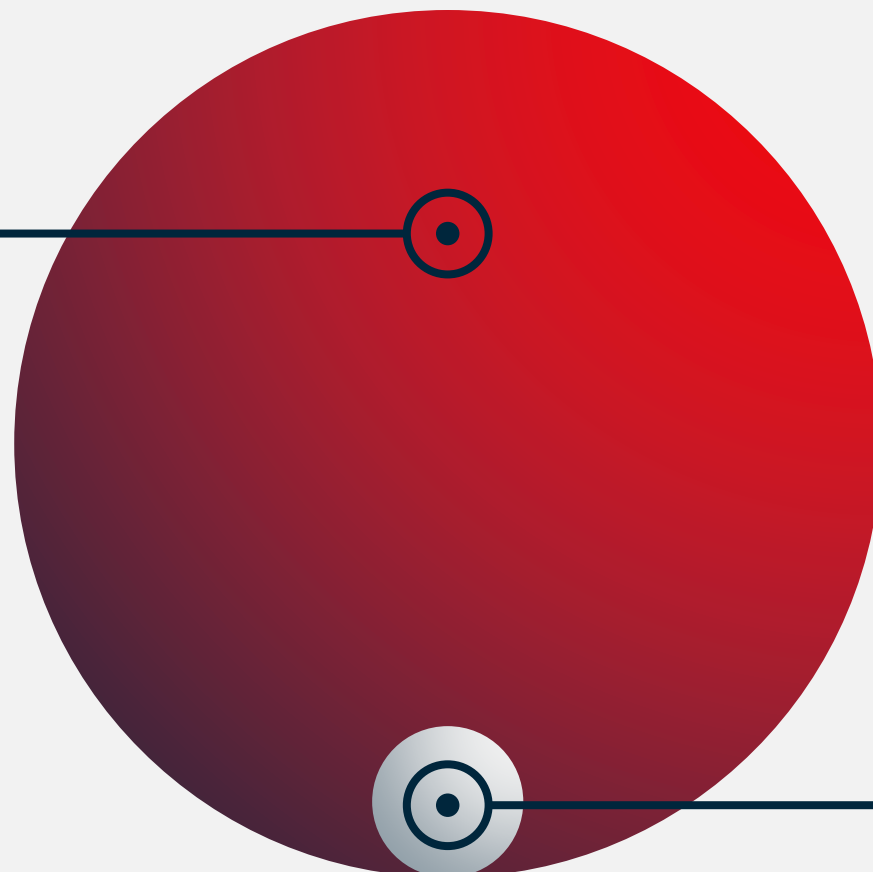
automated
execution



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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+45% Growth in YoY sales

+26% share of search

2x sales in the Top 10 customers in E-Commerce channels



In addition, they had a significant improvement in the indicators of: stock-outs and perfect store

Learn more
(PT/BR)

Success Stories

+7,7% Growth in the snack category

+1,9p.p. Growth in market share

+80% Market Penetration



Improved in the management of commercial funds, it guaranteed a presence in more than 90% of Brazilian cities

Learn more
(PT/BR)

-85% Itens without sales

-46% Stockout in retail

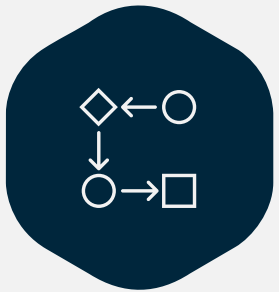
-7,4% Stockout in pharmaceuticals



Data intelligence and chain management solutions improving visibility in retail and pharmacies

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



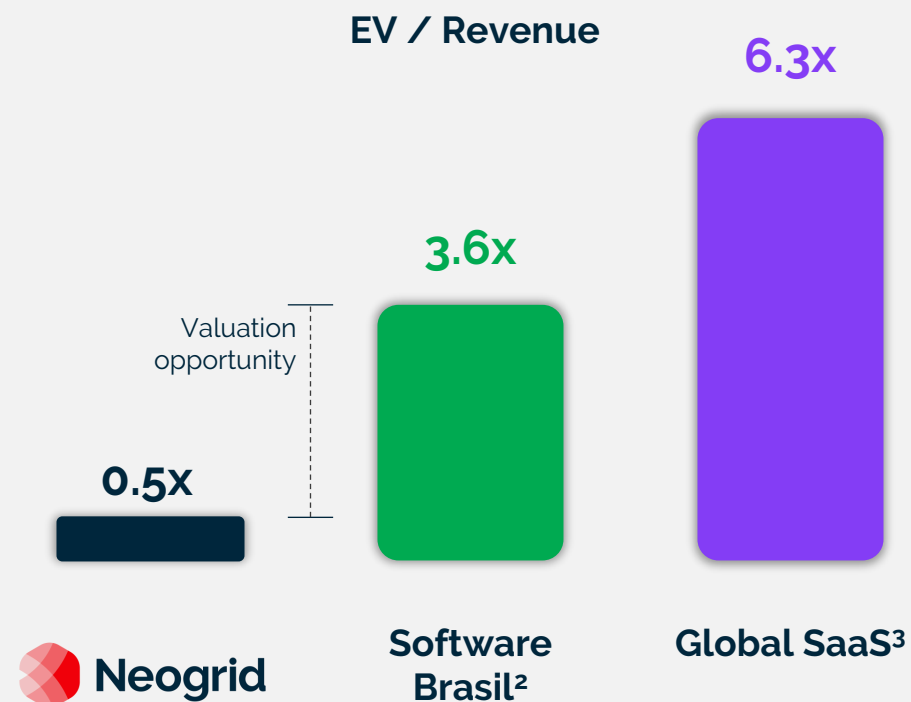
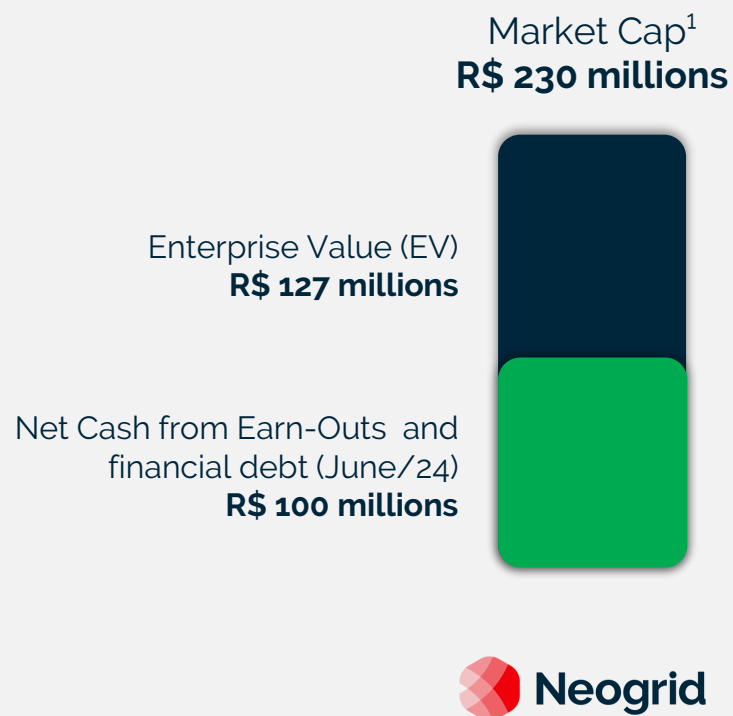
Proven M&A Track Record

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

2Q25



Nicolás Simone
CEO



Changes in Administration



Internally promoted executives: accelerated transition



Nicolás Simone
CEO
(formerly CPTO)



Augusto Vilela
CFO & IRO
(formerly head of IR and Treasury)



Customer In the center



Recurring Cash Generation



Sustainable Growth



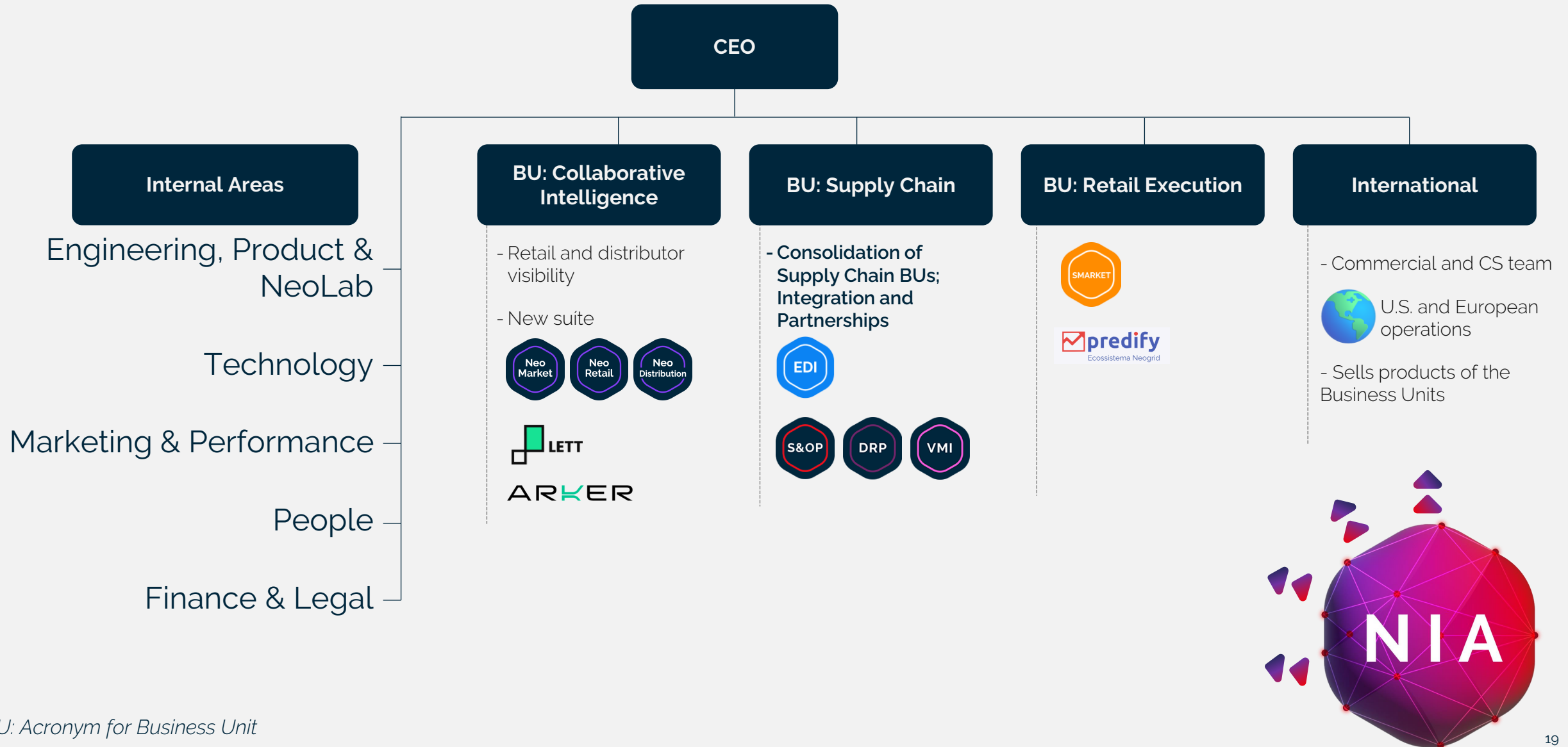
Artificial intelligence (AI First)



Product Integration for Unified Journey

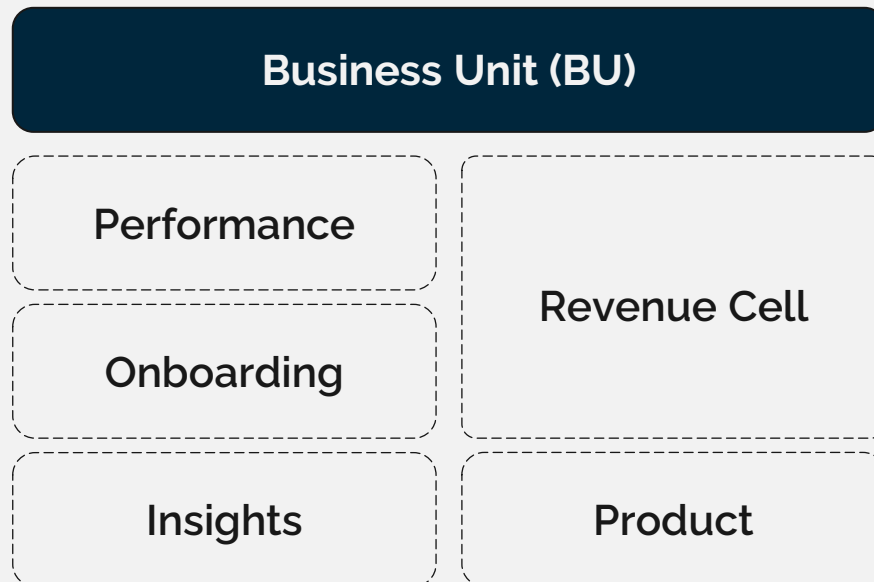


Revision and Simplification of the Structure



More autonomy and accountability for the Business Units

New Configuration for Business Units (BUs)



More agility and autonomy

Verticalization of Sales and Customer Success structures

Responsibility for the operation

BU is fully responsible for revenues, costs and margins

Customer Proximity

Complete relationship management



Reprioritization & Investment Focus



Product integration for integrated customer journey

Complete portfolio as a competitive differential

Earn-out anticipations of acquired companies

Synergy gains with full incorporation of the operation and generation of value for the customer with a more integrated offer



Ideal Customer Profile (ICP)

Diversification and adherence to the ideal customer profile

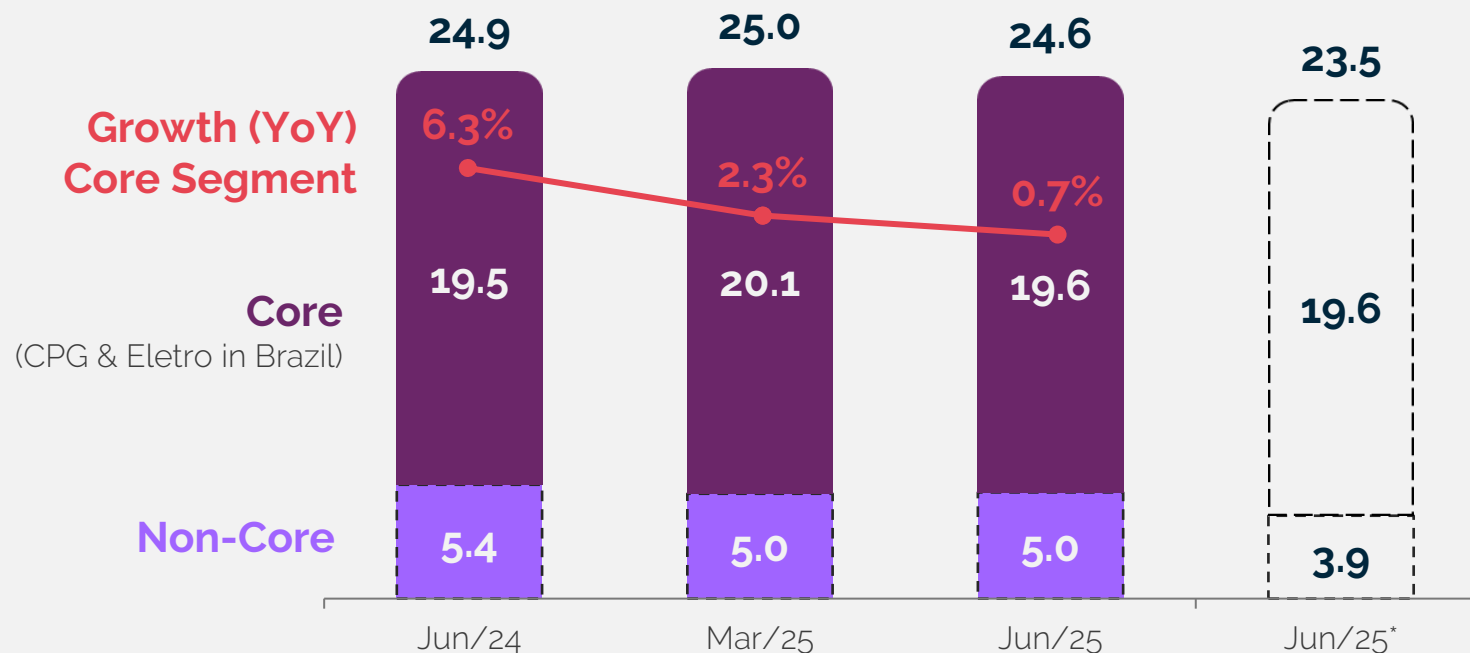
Search for resumption of growth in the international market

With products ready for internationalization



Monthly Recurring Revenue (MRR)

Initiatives to accelerate sustainable growth



*Simulation of the MRR in Jun/25 with the perspective of non-renewal of contracts in the international market, due to its deprioritization in recent years. This effect is expected to occur in 4Q25.

Priorities of commercial performance

- 👉 Acting closer to the customer
- 💎 Strengthening the role of Customer Success
- 🎯 Expanding the profile of target customers (ICP)
- 🌍 International growth
- 🚀 Strengthening the winning business culture



Financial Highlights

2Q25



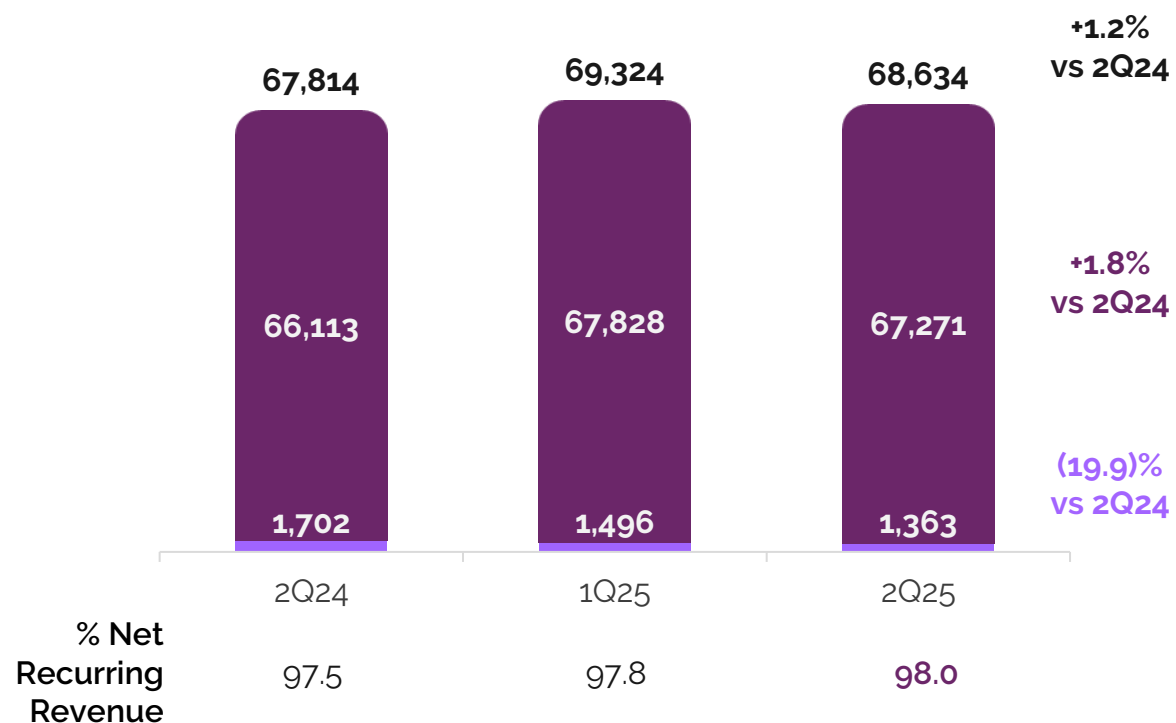
Augusto Vilela
CFO & IRO



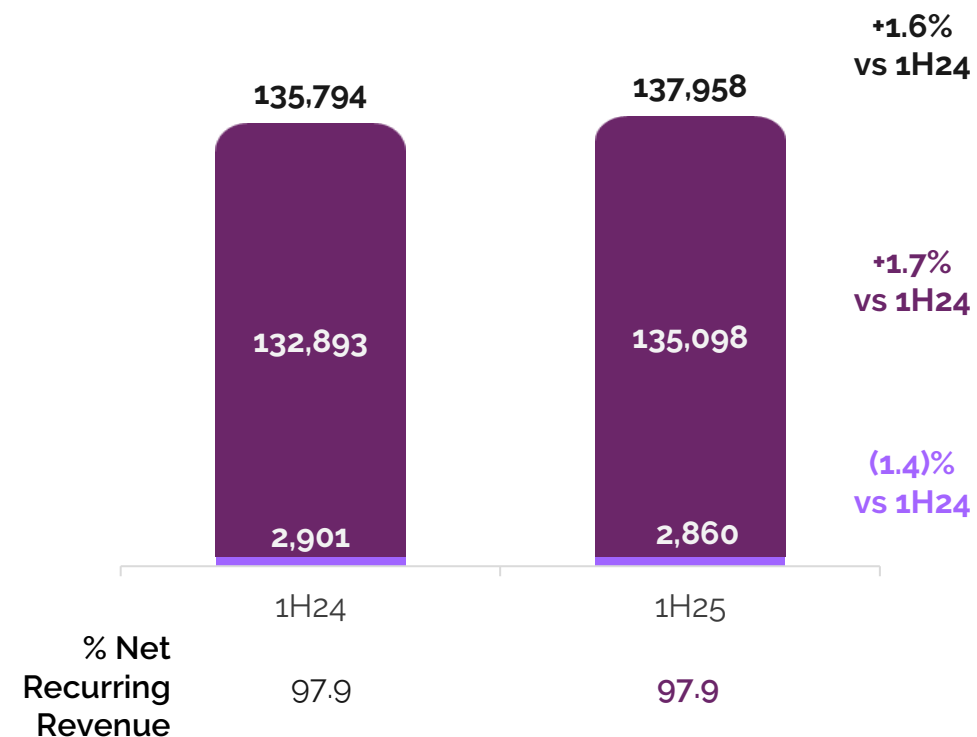
Net revenue

(in thousands of R\$ and %)

Quarterly View



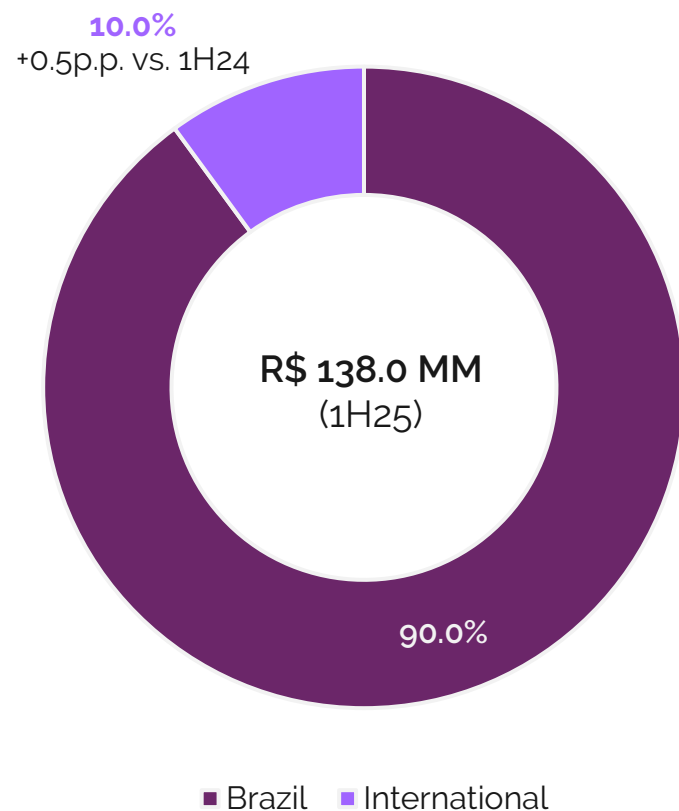
Accumulated View



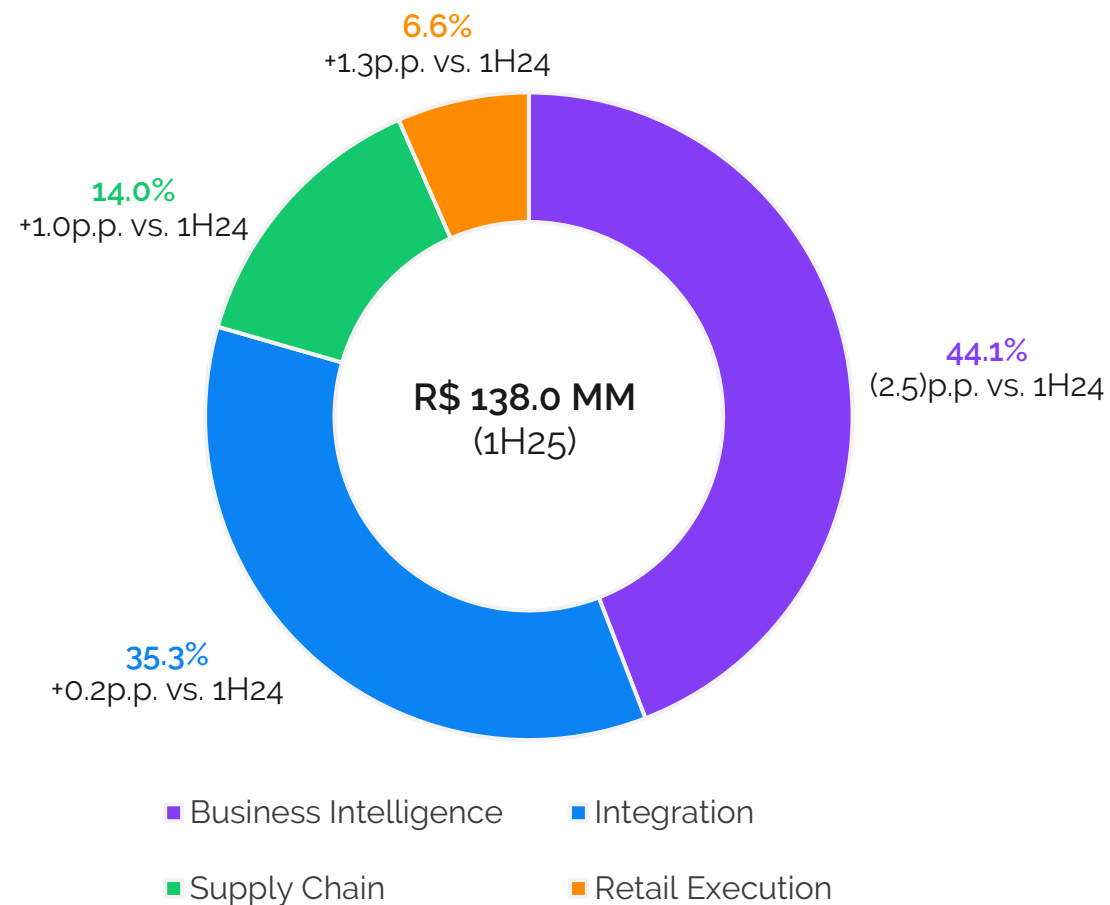
■ Net Recurring Revenue ■ Net Revenue from Service

Net revenue

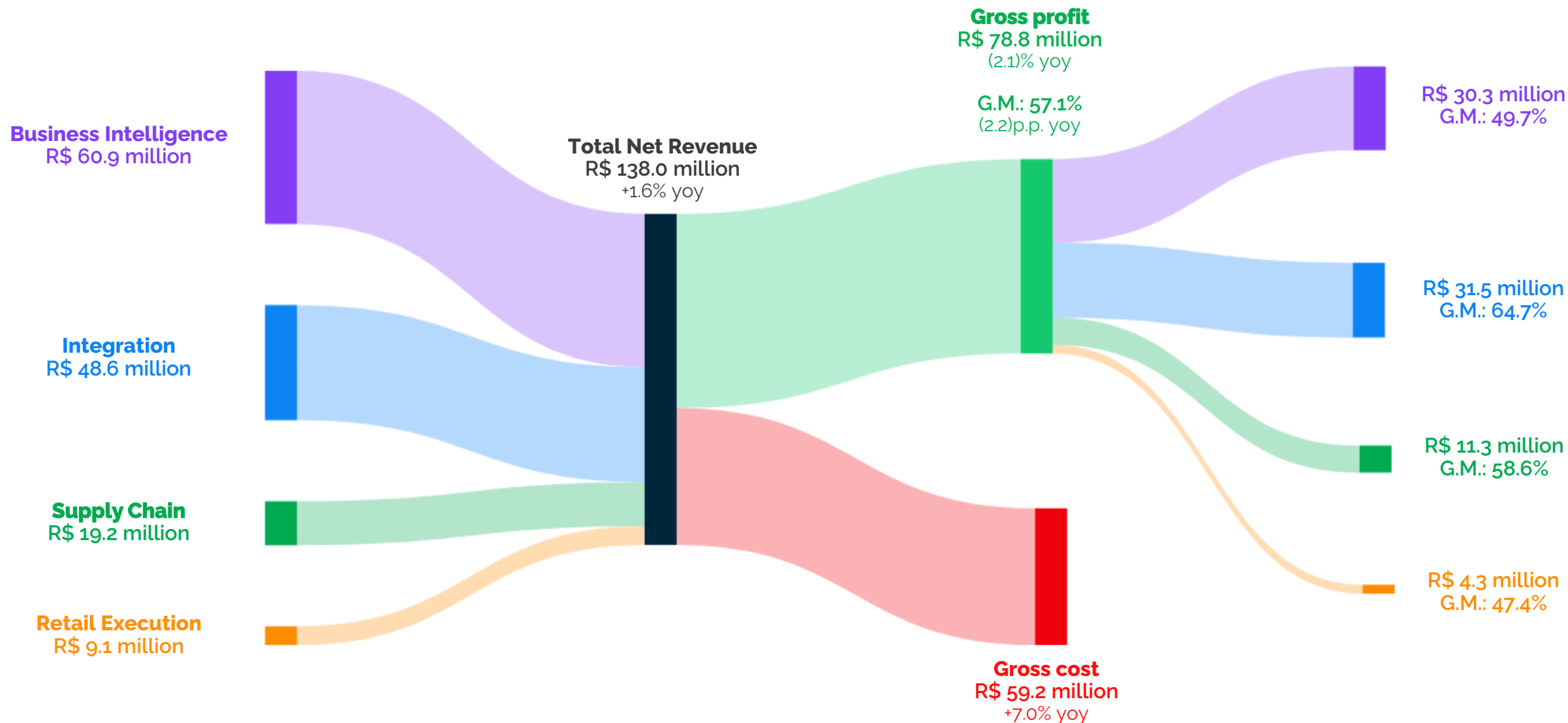
Net Revenue by region



Net Revenue by Business Unit



Income per Business Unit 1H25

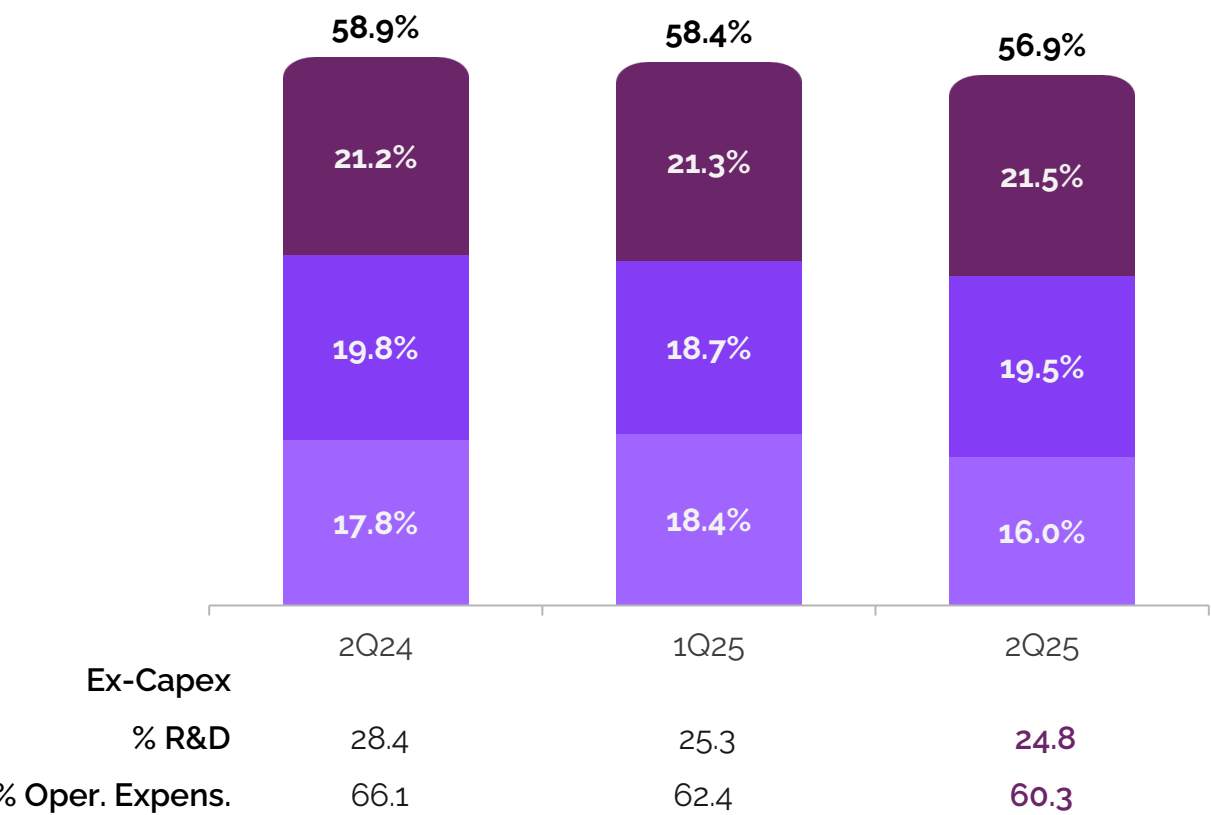


Operating Expenses

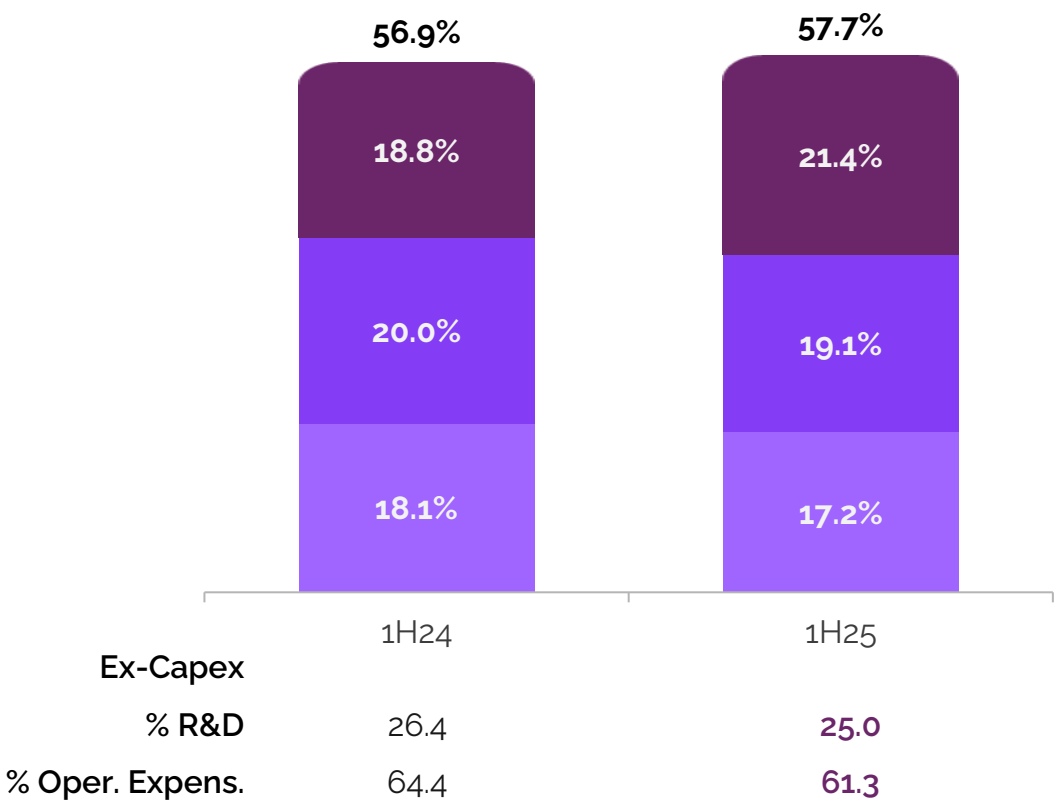


(does not consider depreciation and amortization)

Quarterly View



Accumulated View



■ R&D ■ G&A ■ Selling Expenses

Adjusted EBITDA and Margin

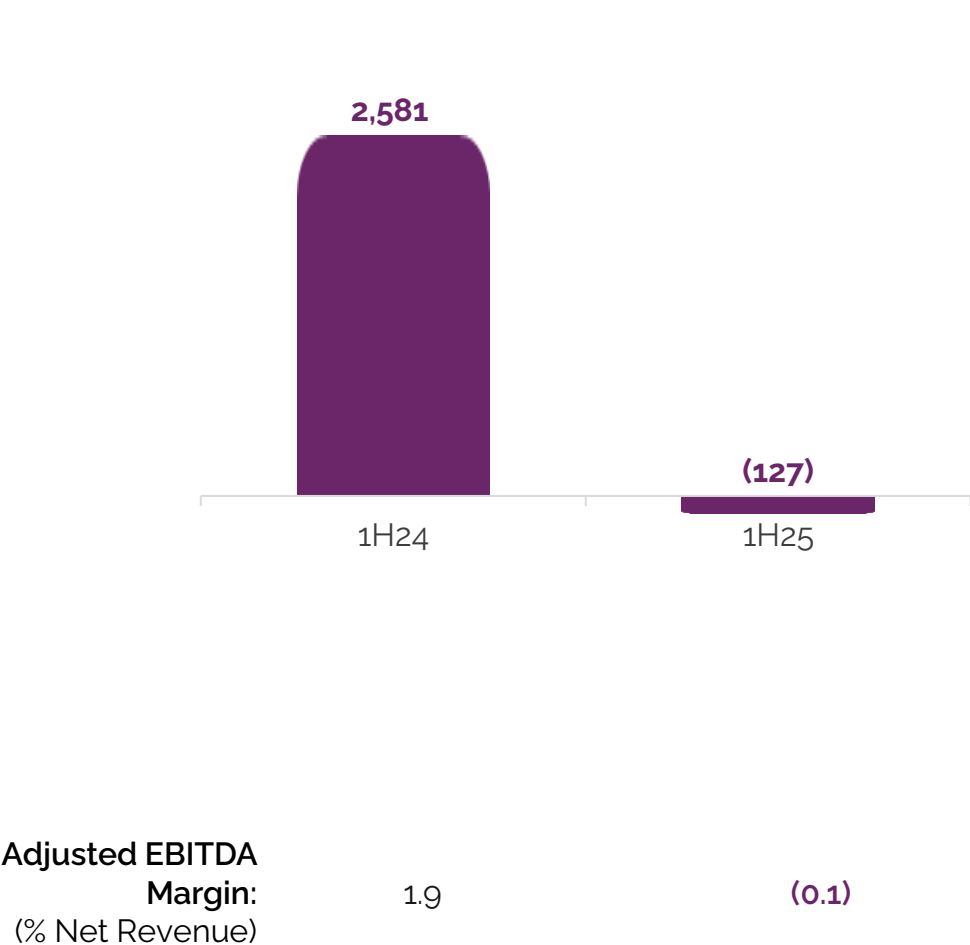


(in thousands of R\$ and %)

Quarterly View



Accumulated View



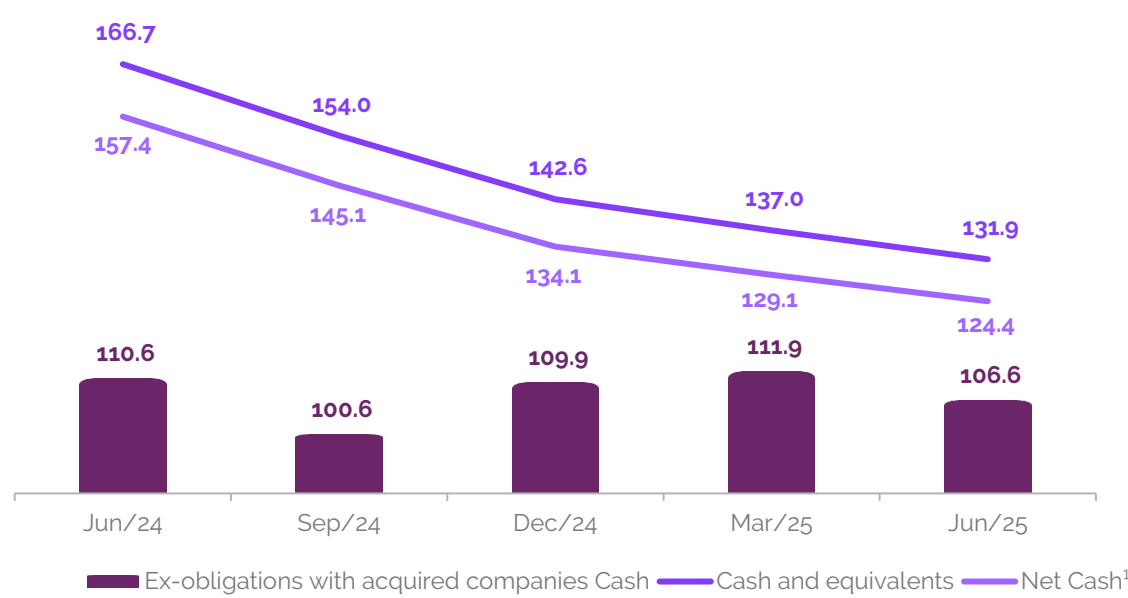
Cash Flow and Position

(in millions of R\$)

1H25 Free Cash Flow:



Cash Position at the end of the period:



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

Efficiency Initiatives



💡 Efficiency

- 🔍 **Review of expenses in general**
Reduction of expenses with consultancies, travel, etc.

- ⚙️ **Structuring actions to reduce expenses with technology suppliers**
Architecture reviews, migrations, etc.

- 🔄 **Synergy gains with anticipation of contracts with acquired companies**

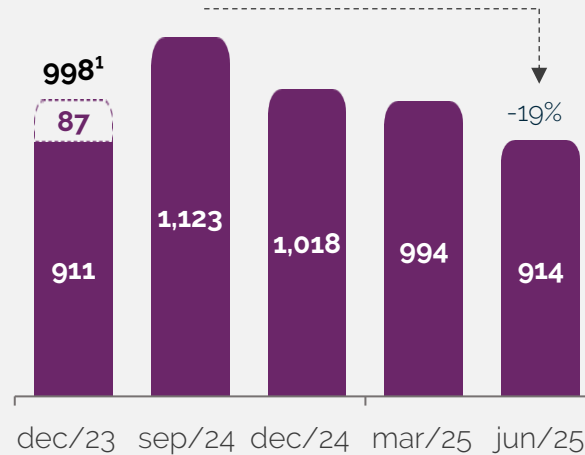


more than 80% of the Summit's costs were covered by sponsors

⚡ AI Automation

Expense control with process improvements

Total Employees:



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

**Efficiency gain
(recurring) estimated:**

**from R\$2,0 to
R\$2.5 million/month**

*To be appropriated throughout the second half of 2025





Closing of the Share Buyback Program in July, 2025

Buyback of 79.2% of the approved limit

- 321.7 thousand shares* were acquired*, a total investment of R\$ 8.6 million
- Average price*: R\$26.73

* Quantities and quotations adjusted by the simultaneous reverse split and split carried out in October, 2024.



Thank you

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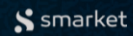
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