Investor Presentation

NGRD
B3 LISTED NM

IGC B3 IGC-NM B3 ITAG B3

Neogrid

ARKER HORUS LETT predify smarket

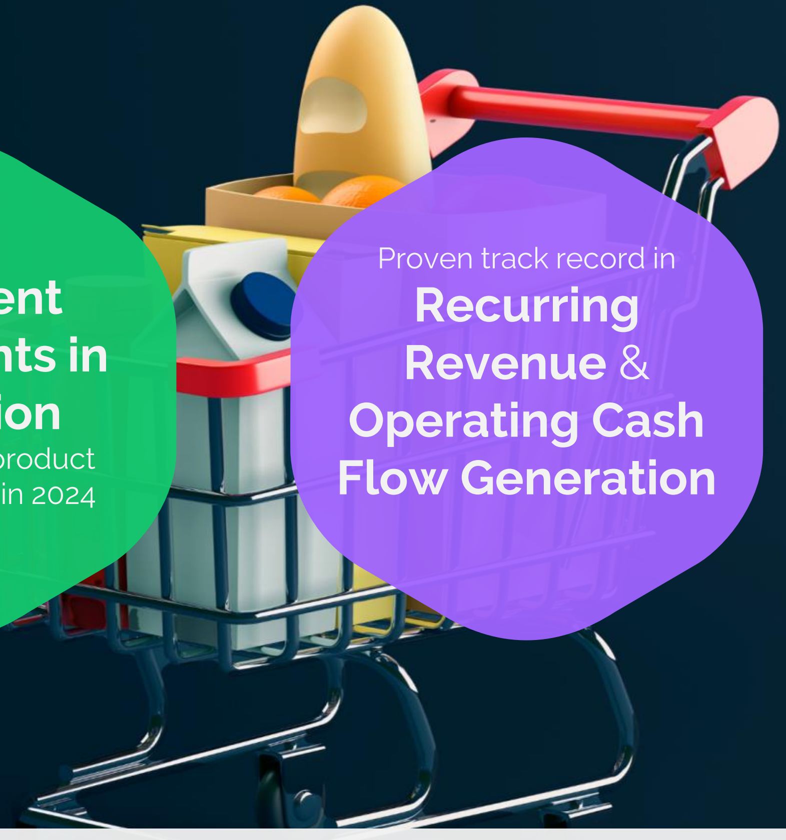
Neogrid

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

NGRD
B3 LISTED NM

Great Place To Work®

CERTIFIED ISO 27001:2013 COMPANY

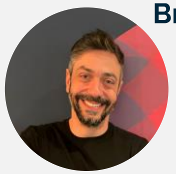
Management and corporate governance

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

Controlling shareholder: 55.4%

Free Float: 44.6%

→ Neogrid Participações S.A.

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Neogrid

25 years

1999
Foundation
by Miguel Abuhab
Joinville, SC

2007
First acquisition
Mercador, focused on ERP Integration

2012
Acquisition of tax software
(G2KA Systems) documentation of above 3k,000 customers

2014
Inventory and sales visibility
with the acquisition of Bis Company

2020
IPO on B3
(Brazilian stock Exchange)

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2024
New Product Launches
NIA, Promotrade and new Commercial Intelligence Suite

1999 | 2008 | 2014 | 2018 | 2021 | 2024

2008
Start on global expansion
acquisitions of Agentris, VivaCadena and XPLAN

2010
New Offers
Point of Sale Visibility and Fiscal Suite

2018
Merger with Accera
R$194M in ARR

2021
3 acquisitions & 2 investments
LETT, smarket, ARKER, HORUS (1), predify (1)

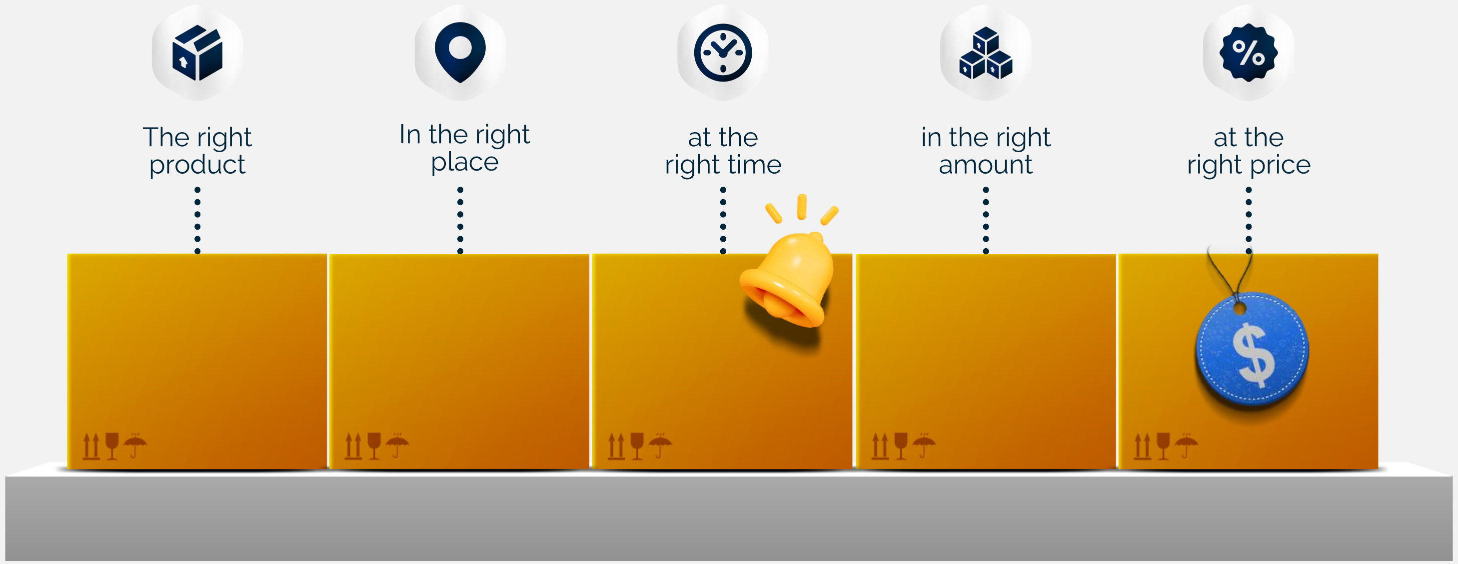
2023
Strategic Planning
with global consulting support

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

Challenges in the consumer chain

SALES +

\+ MARGIN



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

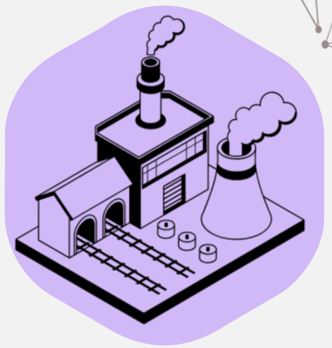
Over 68% of the analyzed brands are inefficient in their online channels

End-to-end solutions for the consumer chain

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

Neogrid

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



Over 5,000 industries

sales, inventory, campaigns, orders, customer behavior, price, market share...

Over 500,000 Points of Sale (POS)

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

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

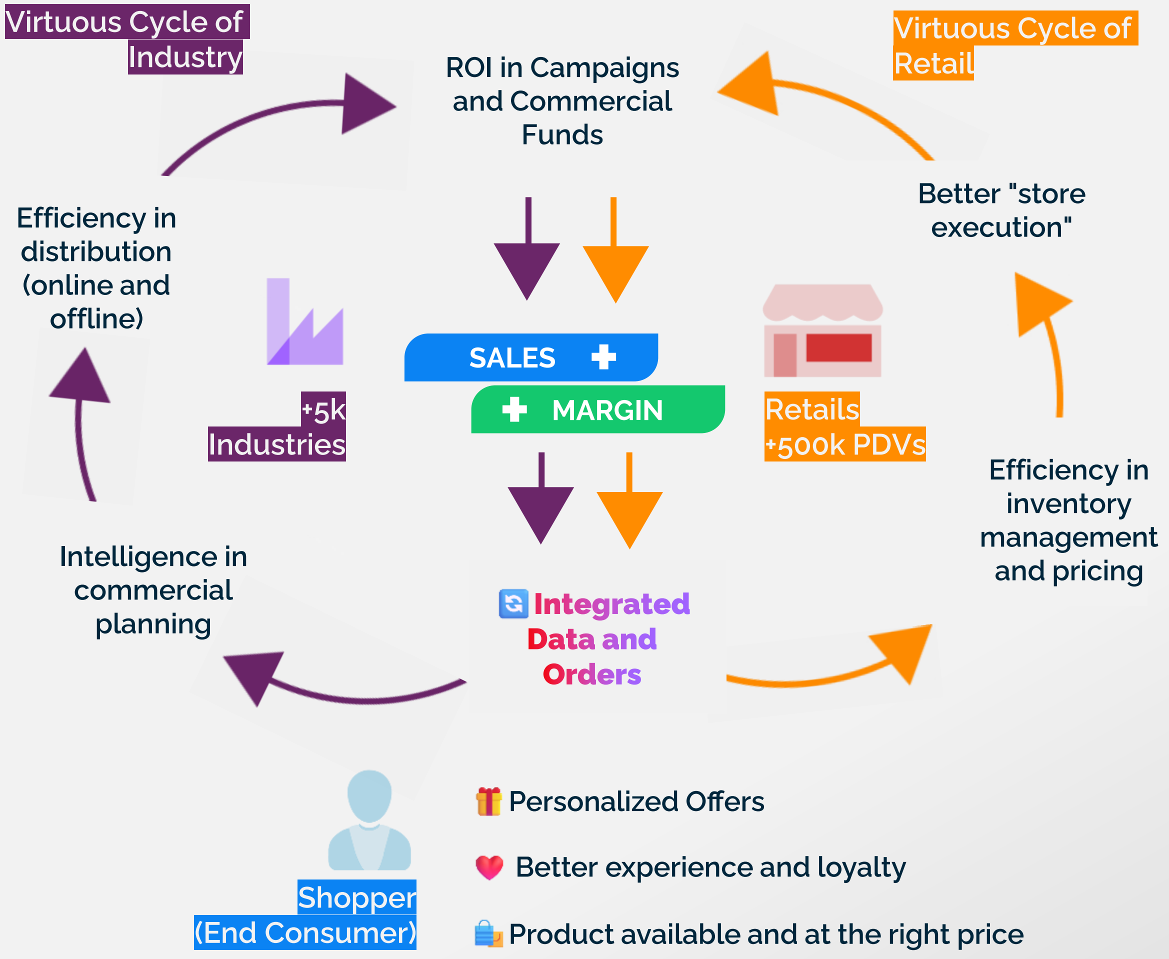
Neogrid Solutions

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

Neogrid ARKER HORUS LETT predify smarket

New Commercial Intelligence Suite

Neogrid

ARKER HORUS LETT predify smarket

Neo Market

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

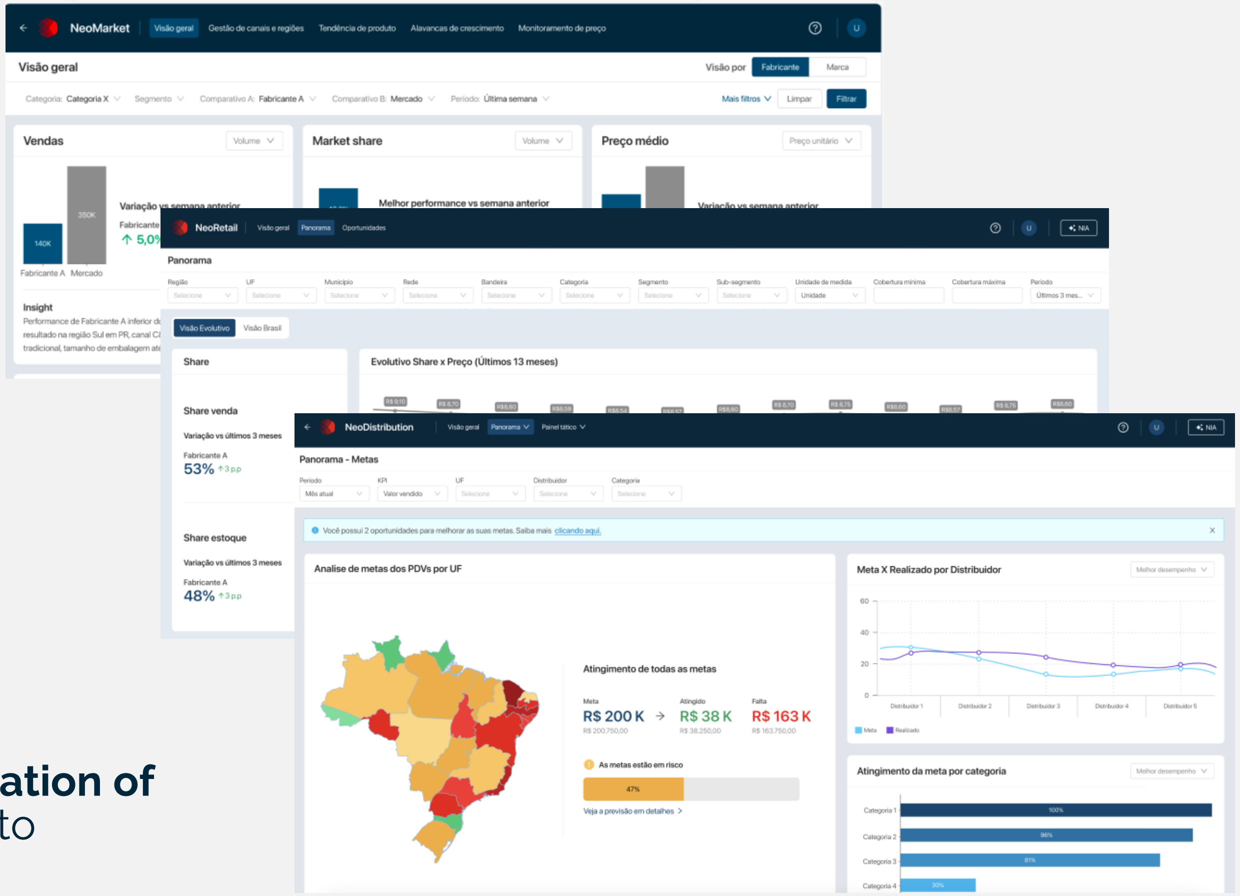
Neo Retail

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

Neo Distribution

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

NIA



Brazil's first AI dedicated to the consumer chain

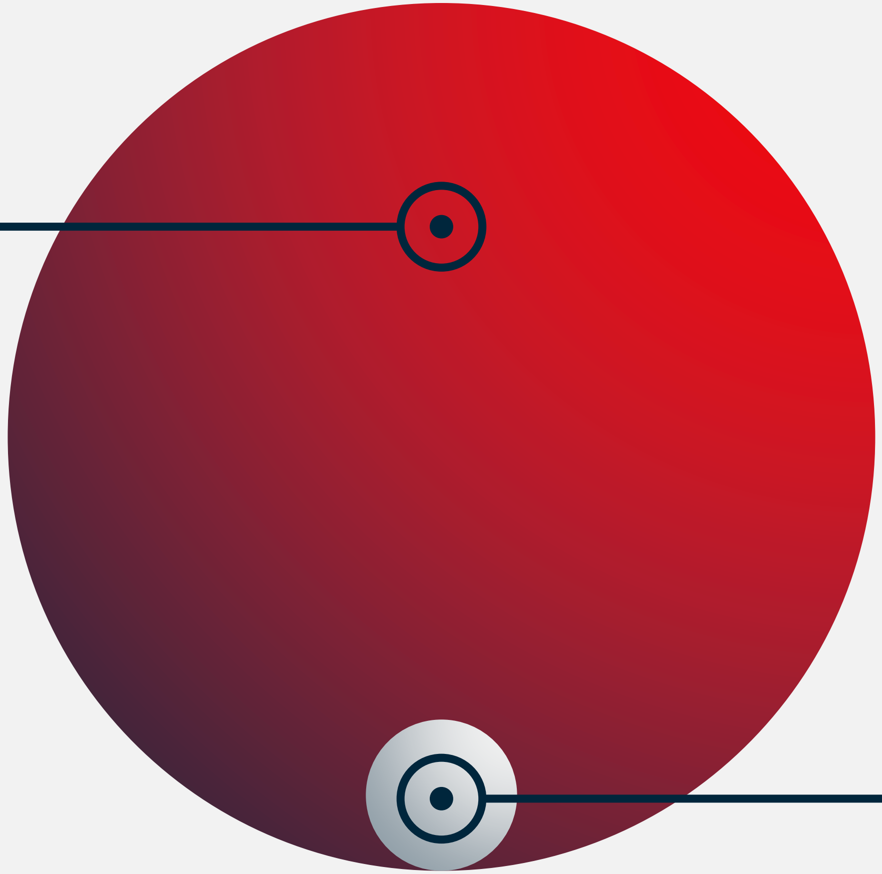
- analytical capability
- memory and omnipresence
- alert management
- proactivity
- automated execution

Neogrid

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

Source: IDC, Gartner and Neogrid Analysis
Note: Considers penetration based on the ratio of market value vs sell-out value of the industry

8k+ clients

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

Neogrid

Success Stories

+45% Growth in YoY sales

+26% share of search

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

JDE Jacobs Douwe Egberts — LETT

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

Learn More
(PT/BR)

3x production of pamphlets

+9k ERP offerings

15 days to 2 hours time of execution

Super do Povo Supermercados — smarket by Neogrid

Transformation in your promotional campaign execution with Smarket

Learn More
(PT/BR)

+R$ 2mm sales recovery

-17,9% rupture

+17,2% Non-sell items Recovery

Bonanza supermercados — Neogrid

A partnership with NeoRetail Ops that transformed in-store execution

Learn More
(PT/BR)

Multiple growth avenues

Neogrid

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

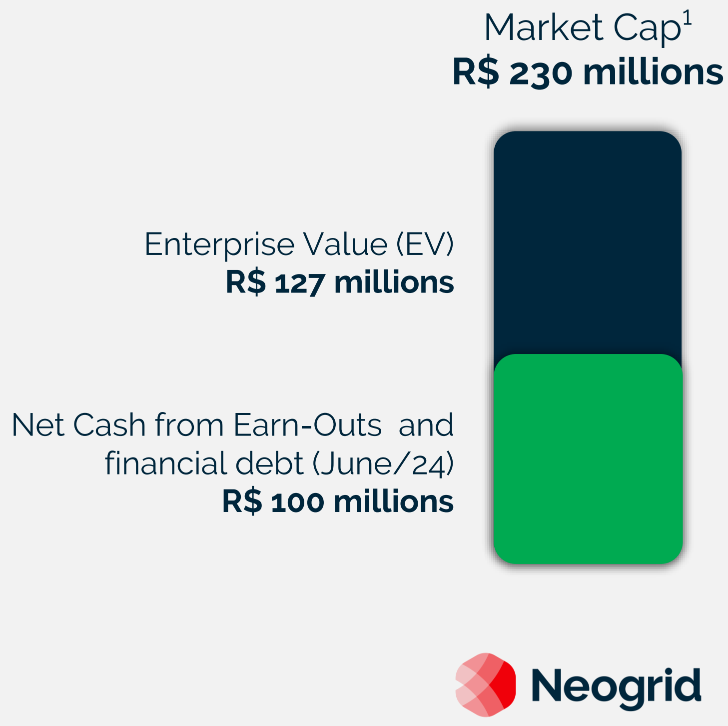
Example: pharma, auto parts, among others

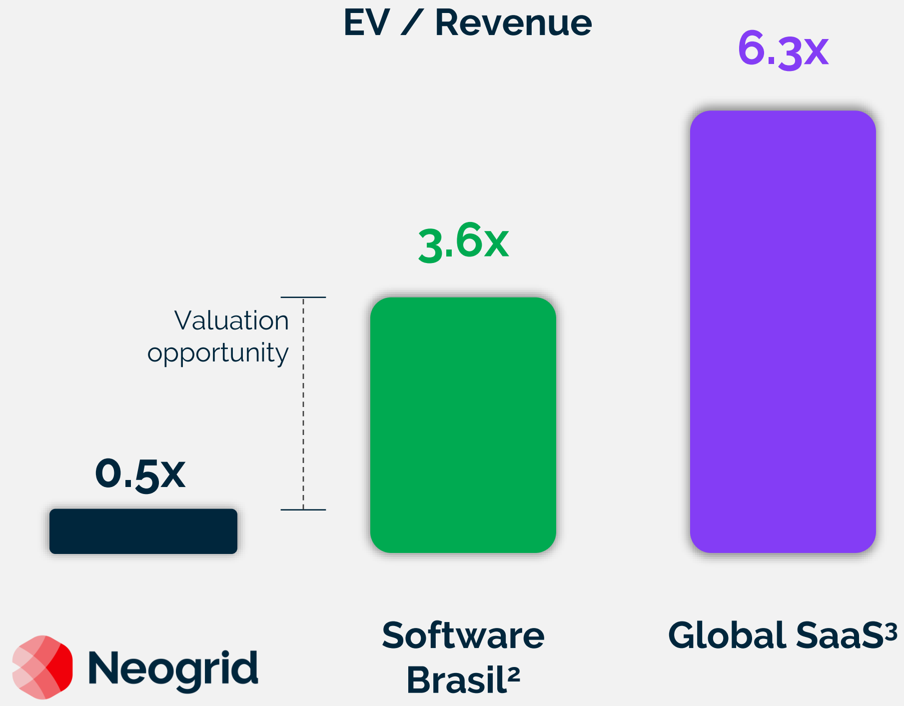
Proven M&A Track Record

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
3Q25

Nicolás Simone

CEO

Neogrid

Significant Developments in 3Q25

🌎 **Resumption of focus on the international market**: new relevant contracts in Latin America

🐾 **Expansion of ICP beyond CPG and Electro in Brazil**: new business in the Pet segment.

📈 **Execution of the Efficiency Plan Surpassing Initial Initiatives:** with positive Adjusted EBITDA of R$9.4M

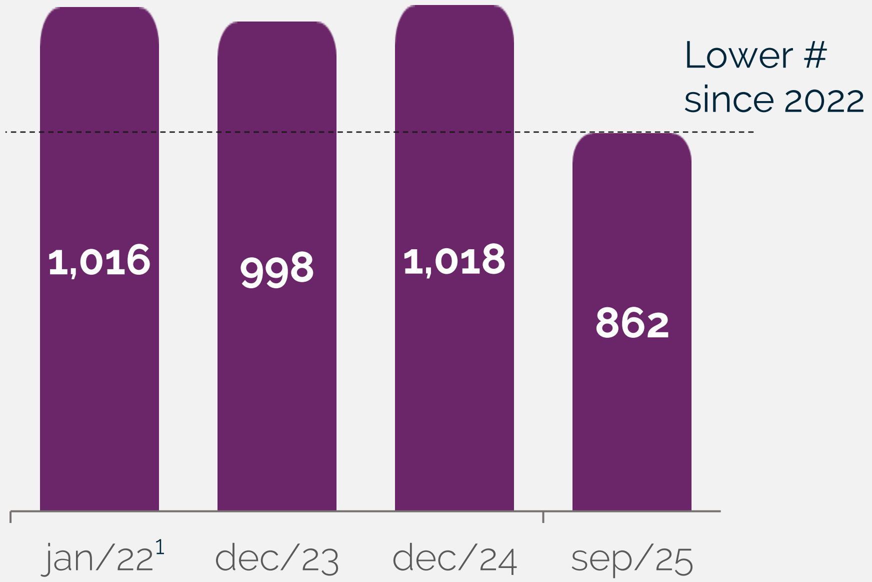
🔄 **Acceleration of earn-out contracts with acquired companies**: Integration and efficiency

🔗 **New business models** that encourage value perception and utilization (EDI example)

🖥️ **Early renewal of cloud computing contract**: Anticipating financial efficiency and technological evolution

Agility and Efficiency

Total Employees:



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

Evolution of the Corporate Structure

Neogrid

CEO

#5 BUs:

- Business Intelligence
- Supply Chain
- Integration
- Partnerships
- Retail Execution

💼 **Commercial**

🏢 **Cross and Backoffice Areas**

- Marketing and Performance
- People
- Finance & Legal

1st Wave
June, 2025

CEO

#3 BUs:

💡 BU: Collaborative Intelligence

🚚 **BU: Supply Chain**

🛒 BU: Retail Execution

🌎 **International**

🏢 **Cross and Backoffice Areas**

- **Engineering & Product**
- **Technology**
- Marketing and **Performance**
- People
- Finance & Legal

2nd Wave
October, 2025

CEO

#2 BUs:

💡 BU: Collaborative Intelligence

🚚 **BU: Supply Chain**

🌎 **International**

🏢 **Cross and Backoffice Areas**

- Engineering & Product
- Technology
- **Marketing**
- People
- **Governance, Performance & Finance**

Bimodal performance, preparing us for the FUTURE

Unique position to create the First Solution of AUTONOMOUS SUPPLY CHAIN

We have the **Largest data mesh and ecosystem** of the consumption chain in Brazil.

+8,000
Industries

+5,000
Distributors

+8,000
Monitored websites

+260
Retail Chains

+200,000
Connected tiles

+660,000
Points of Sale

+10 BN
of coupons processed/year

Large portfolio and expertise about the entire journey of industry, retail and distributors

NIA

Position the Neogrid as a:

AGENTIC COMPANY*

*Creation of an artificial intelligence agent factory for the consumption and supply chain

FINANCIAL HIGHLIGHTS 3Q25

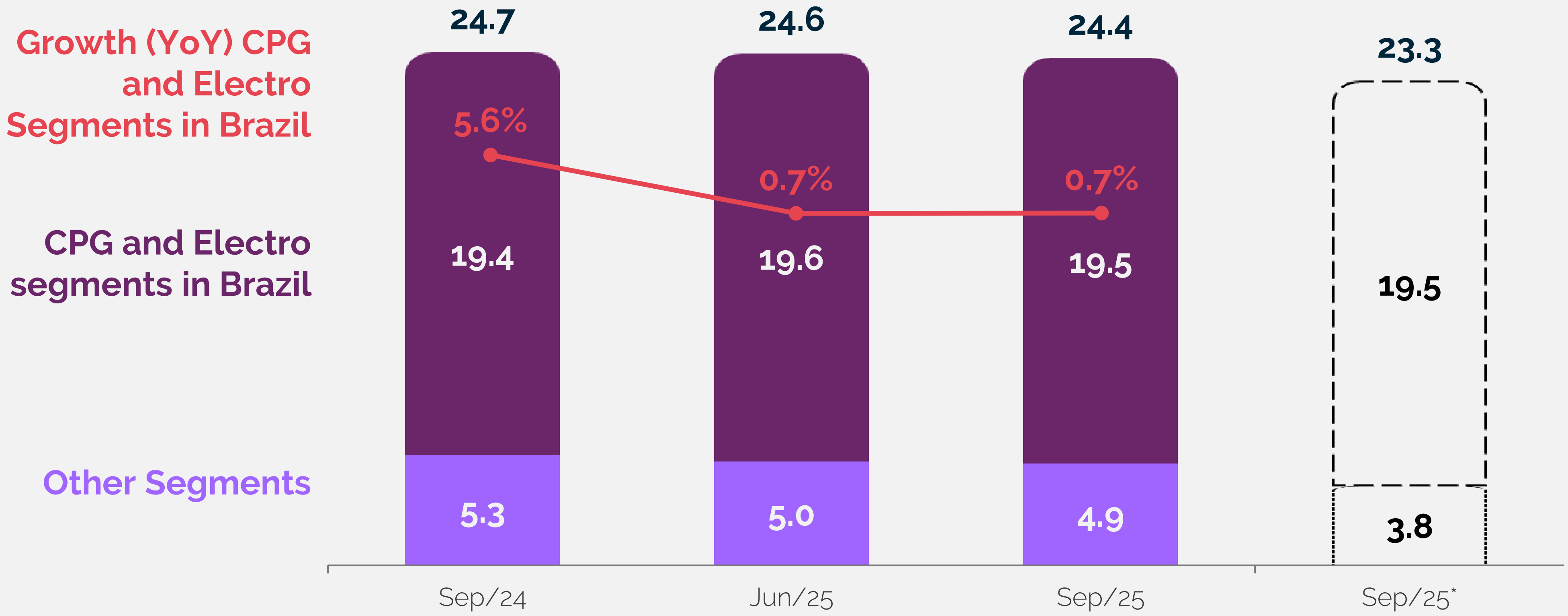
Augusto Vilela

CFO & IRO

#NGRD3

Monthly Recurring Revenue (MRR)

Initiatives to accelerate sustainable growth

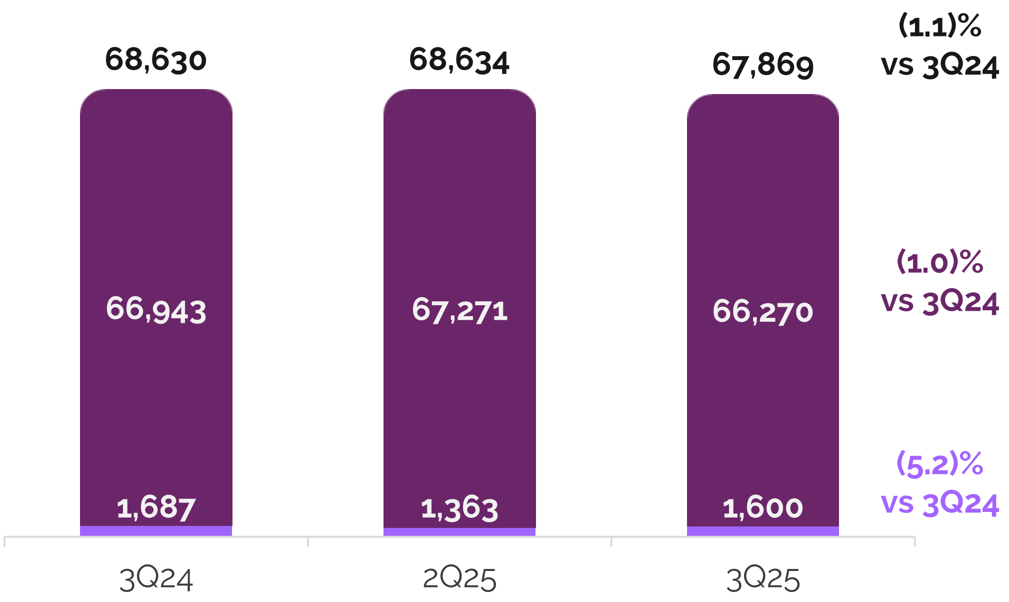


*Simulation of the MRR in Sep/25 with the perspective of non-renewal of contracts in the international market, due to its deprioritization in recent years. This effect is expected to occur in 4Q25

Net revenue

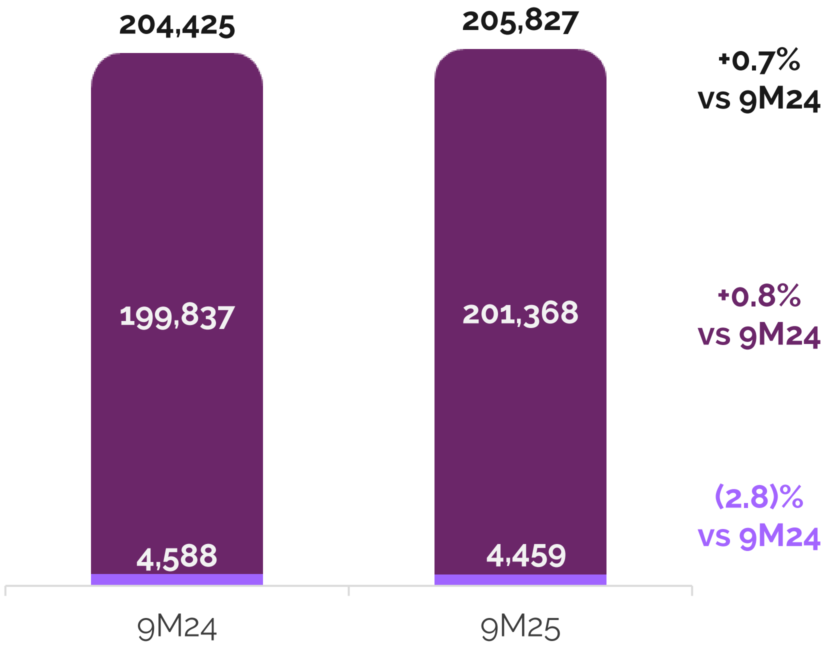
(in thousands of R$ and %)

Quarterly View



% Net Recurring Revenue	97,5	98,0	97,6

Accumulated View

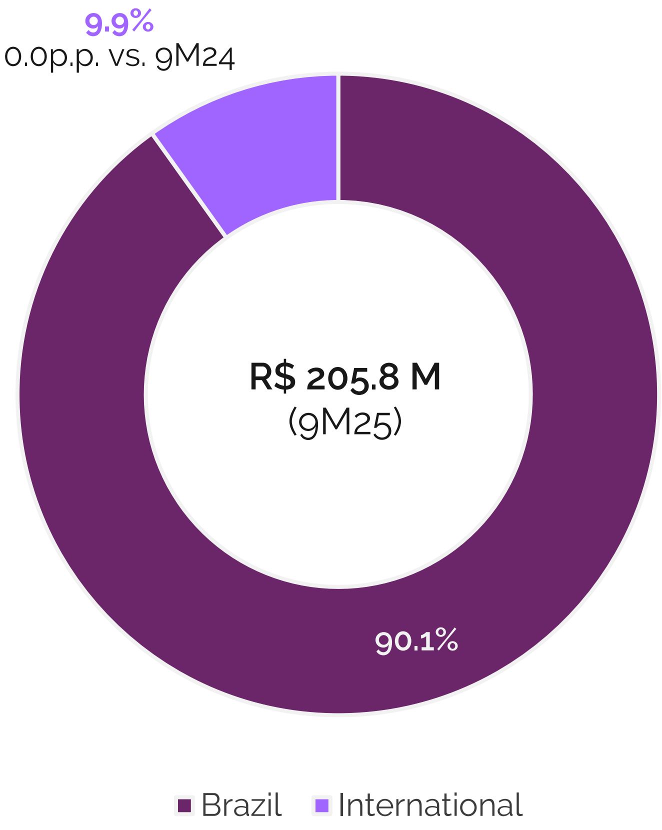


% Net Recurring Revenue	97,8	97,8

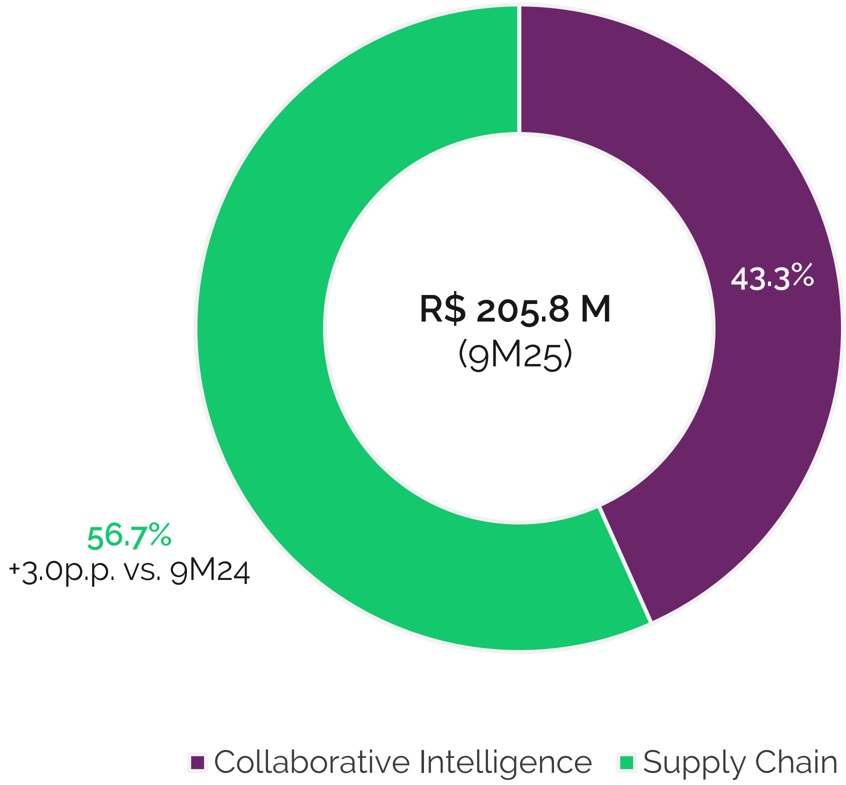
■ Net Recurring Revenue ■ Net Revenue from Service

Net revenue

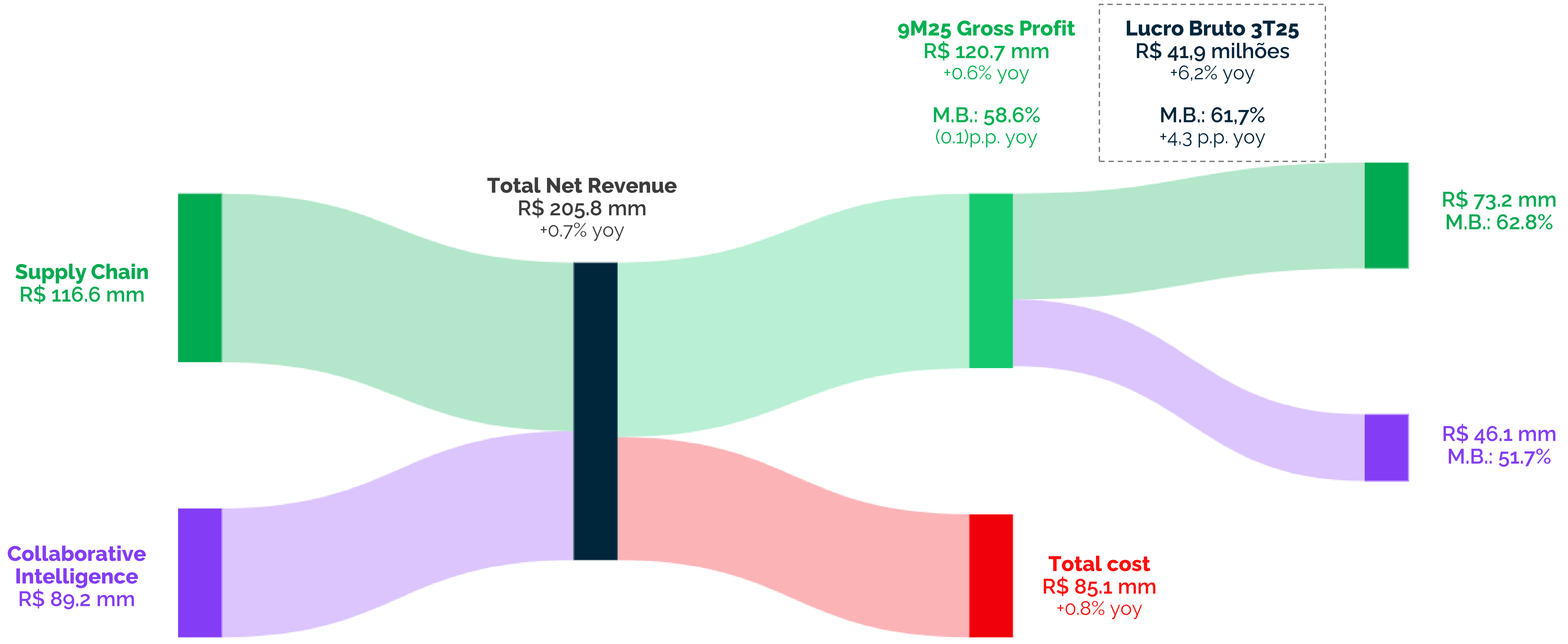
Net Revenue by region



Net Revenue by Business Unit



Results per Business Unit 9M25

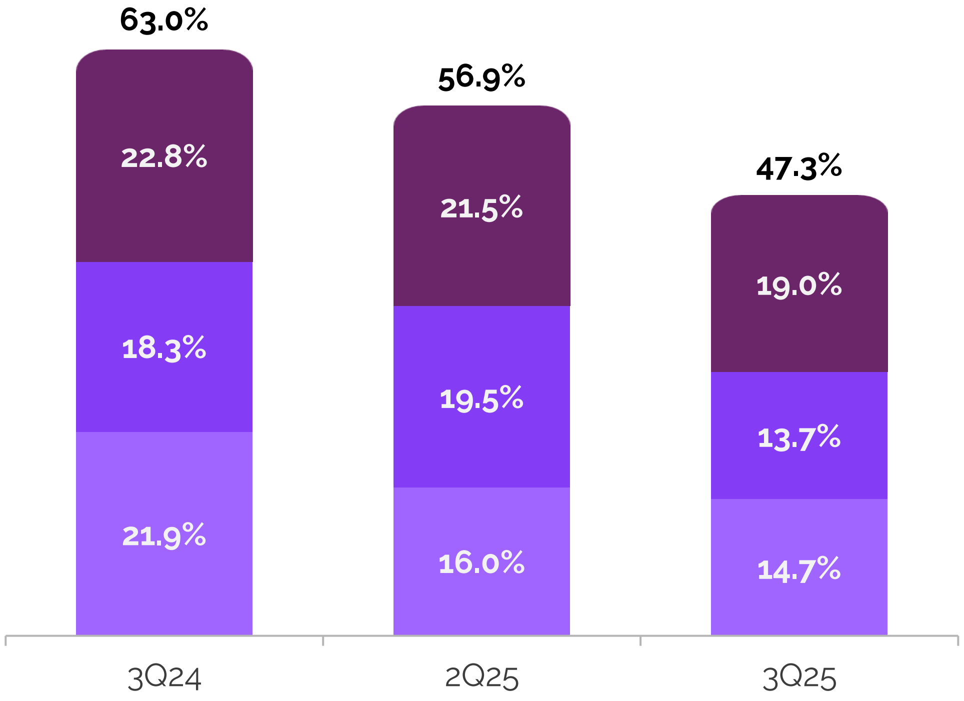


M.B.: Margem Bruta

Operating Expenses

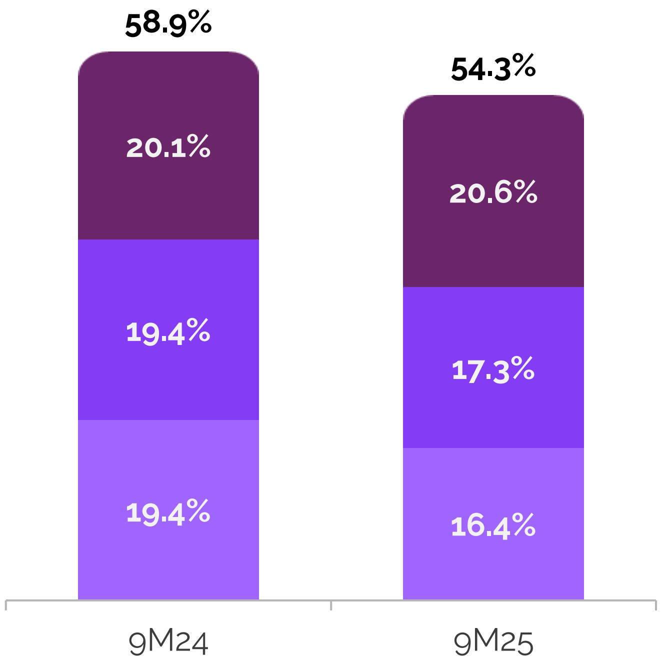
(does not consider depreciation and amortization)

Quarterly View



Ex-Capex	3Q24	2Q25	3Q25
% R&D	31.5	24.8	20.5
% Op. Expenses	71.7	60.3	48.9

Accumulated View



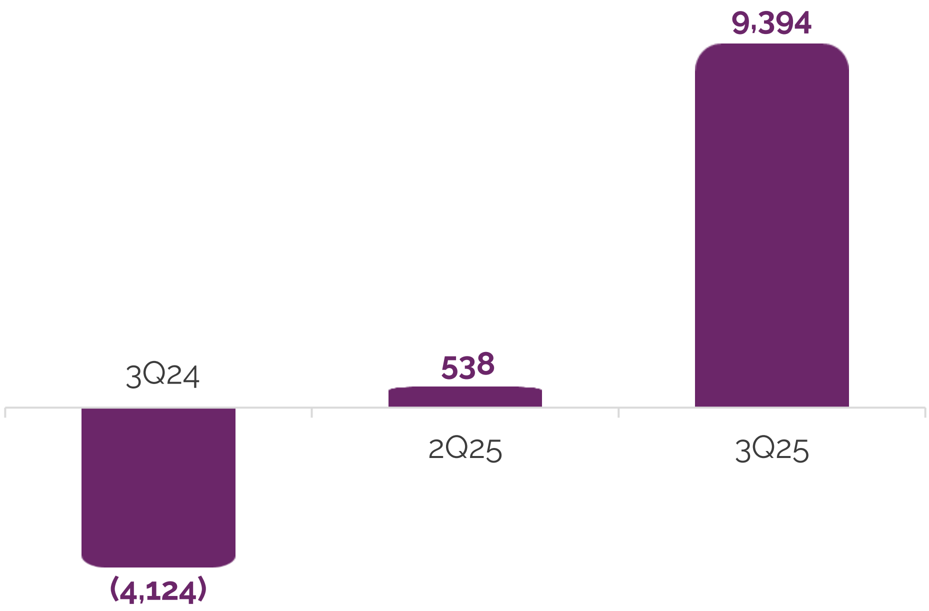
Ex-Capex	9M24	9M25
% R&D	28.1	23.6
% Op. Expenses	66.9	57.2

■ R&D ■ G&A ■ Sales Expenses

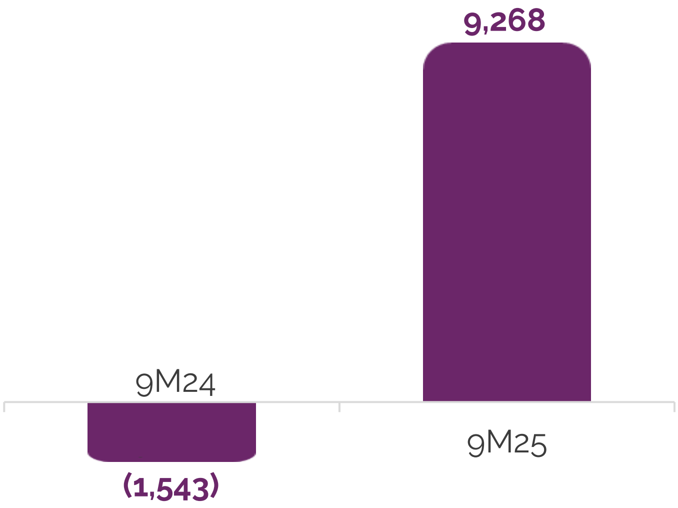
Adjusted EBITDA and Margin

(in thousands of R$ and %)

Quarterly View



Accumulated View



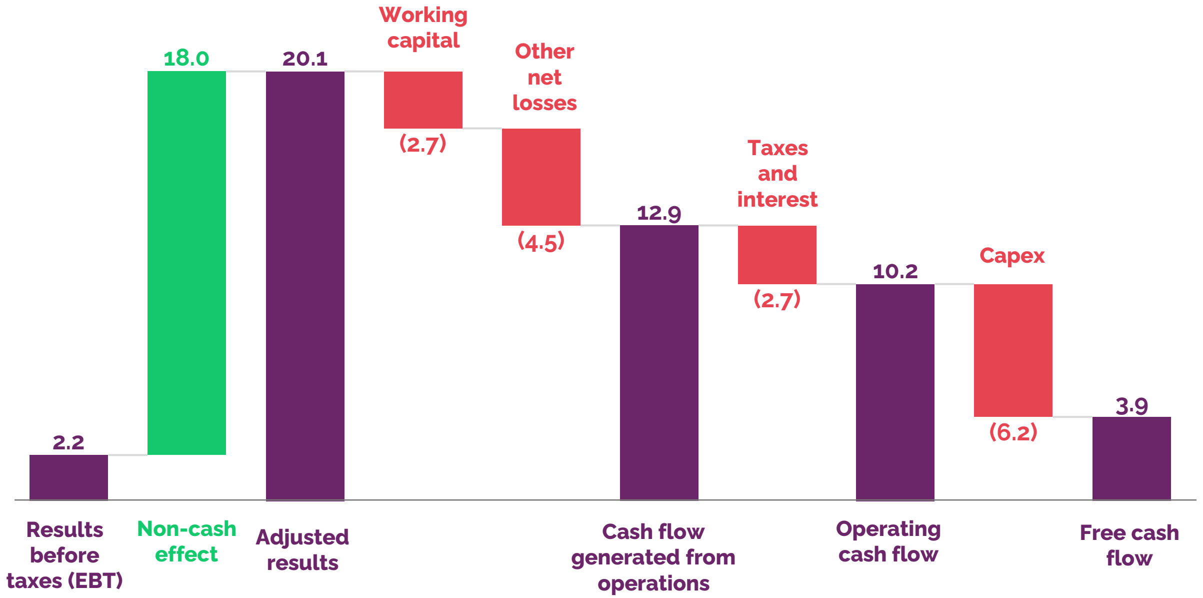
	3Q24	2Q25	3Q25
Adjusted EBITDA Margin: (% Net Revenue)	(6.0)	0.8	13.8

	9M24	9M25
Adjusted EBITDA Margin: (% Net Revenue)	(0.8)	4.5

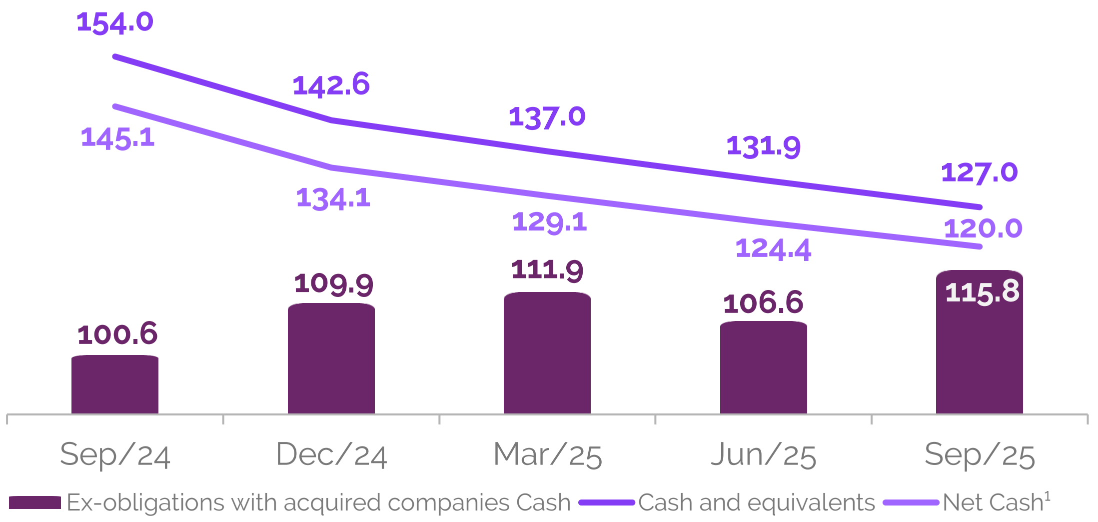
Cash Flow and Position

(in millions of R$)

9M25 Free Cash Flow:



Cash Position at the end of the period:



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

Thank you

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