

Earnings Presentation 2Q25



Neogrid

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NGRD
B3 LISTED NM

IGC B3

IGC-NM B3

ITAG B3



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

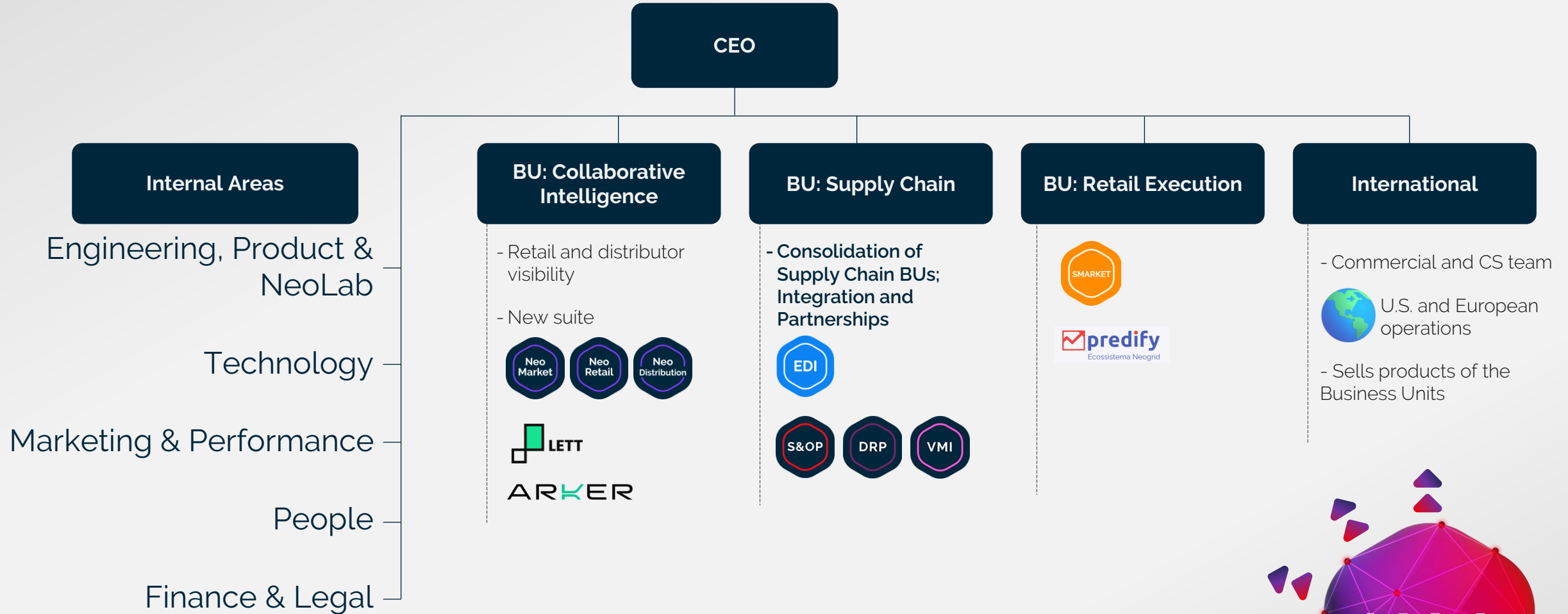


Artificial intelligence (AI First)



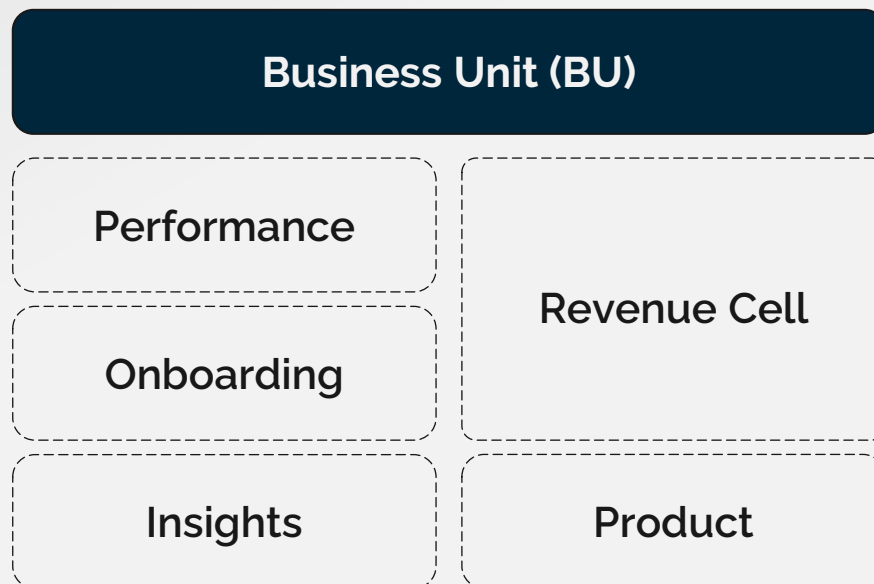
Product Integration for Unified Journey

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



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

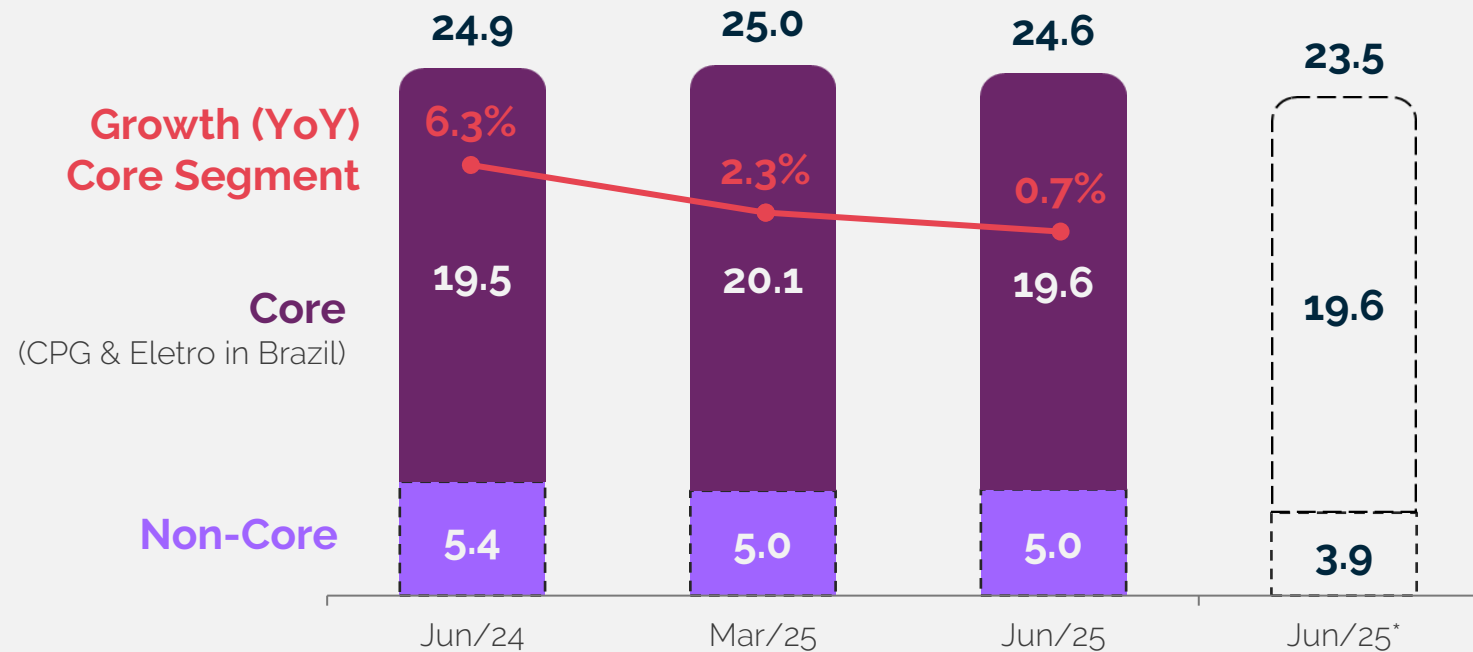
Search for resumption of growth in the international market

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

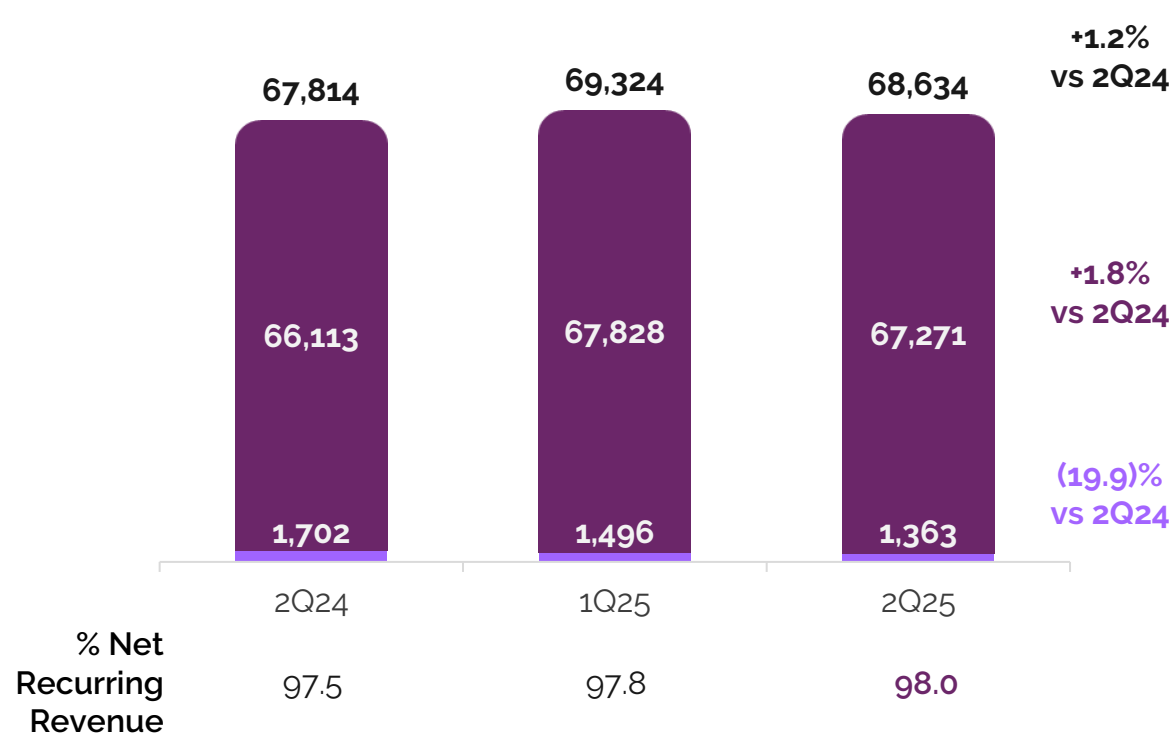


Net revenue

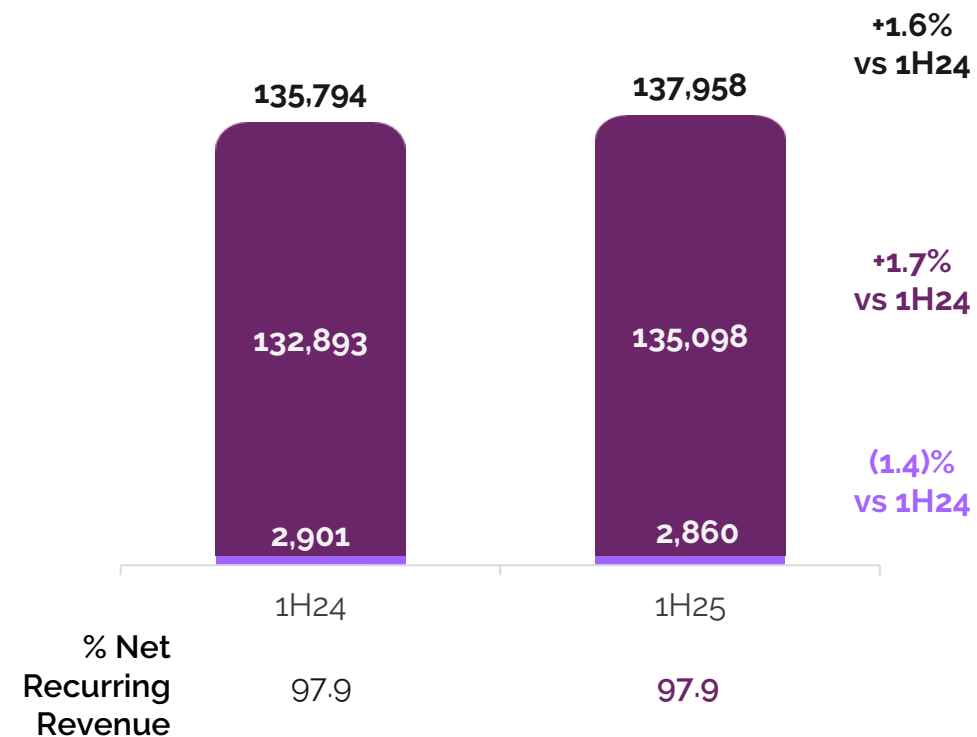


(in thousands of R\$ and %)

Quarterly View



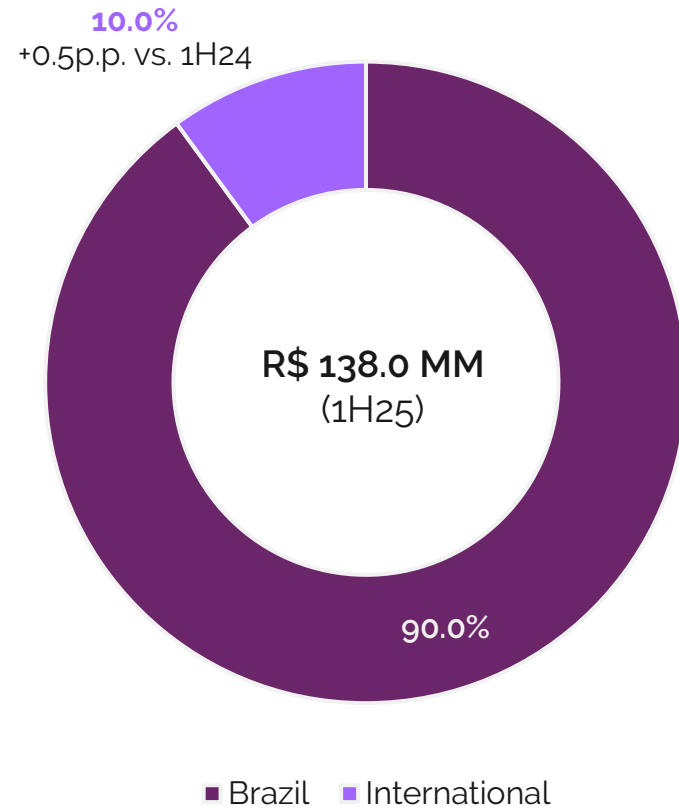
Accumulated View



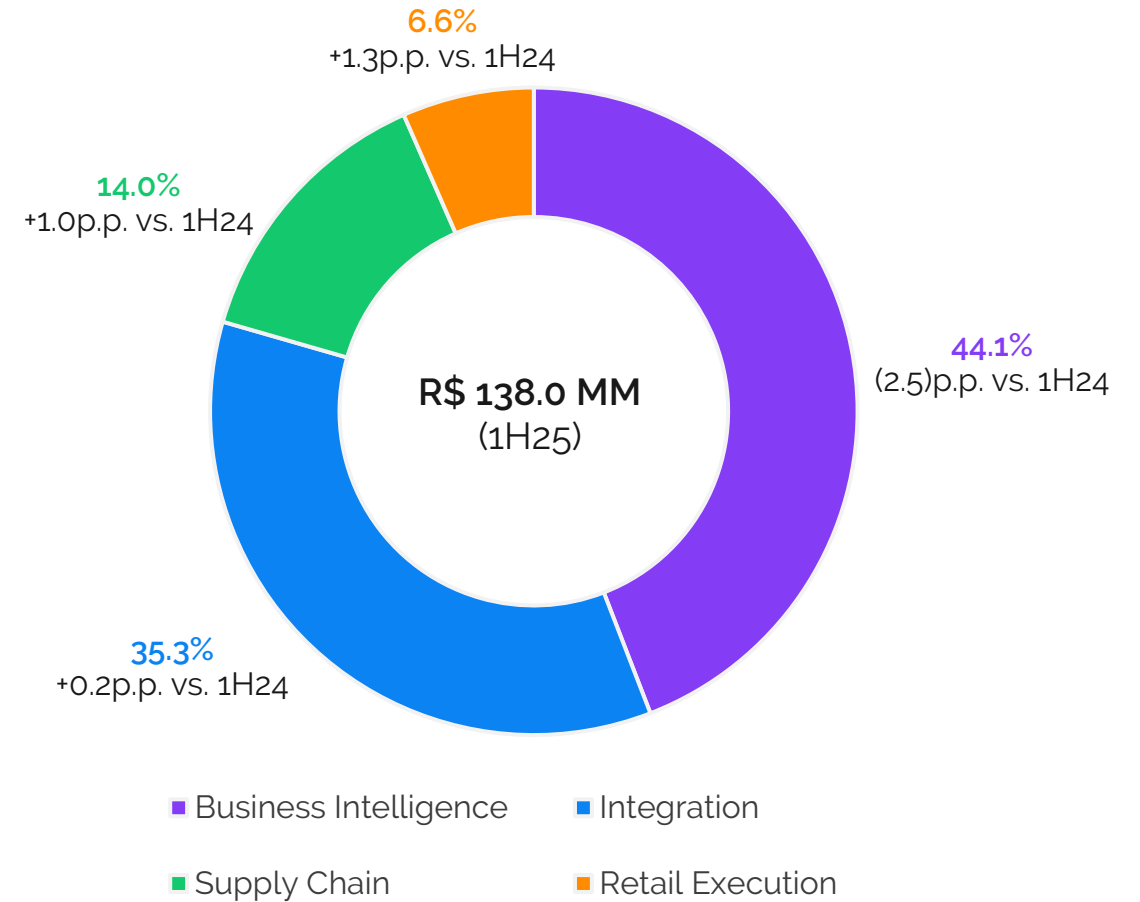
■ Net Recurring Revenue ■ Net Revenue from Service

Net revenue

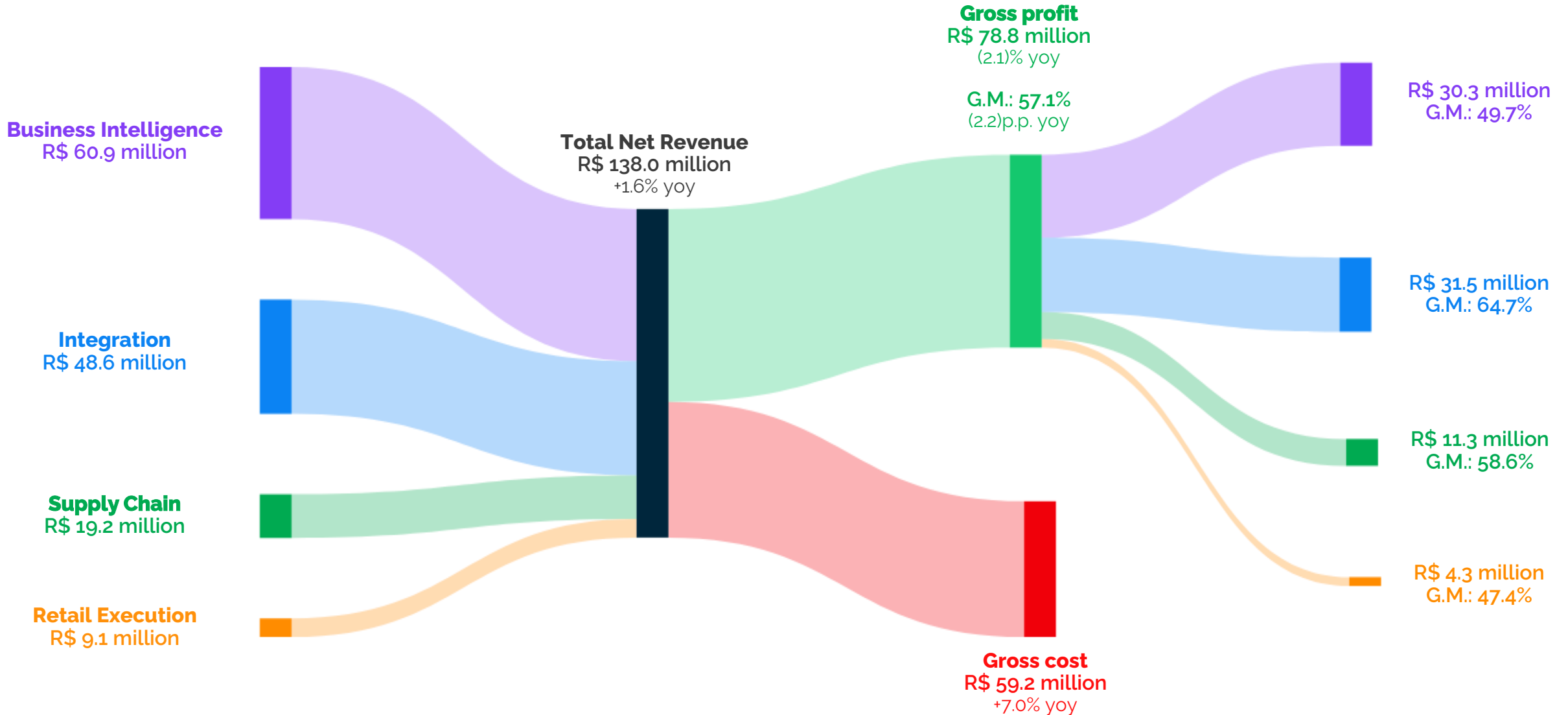
Net Revenue by region



Net Revenue by Business Unit



Income per Business Unit 1H25



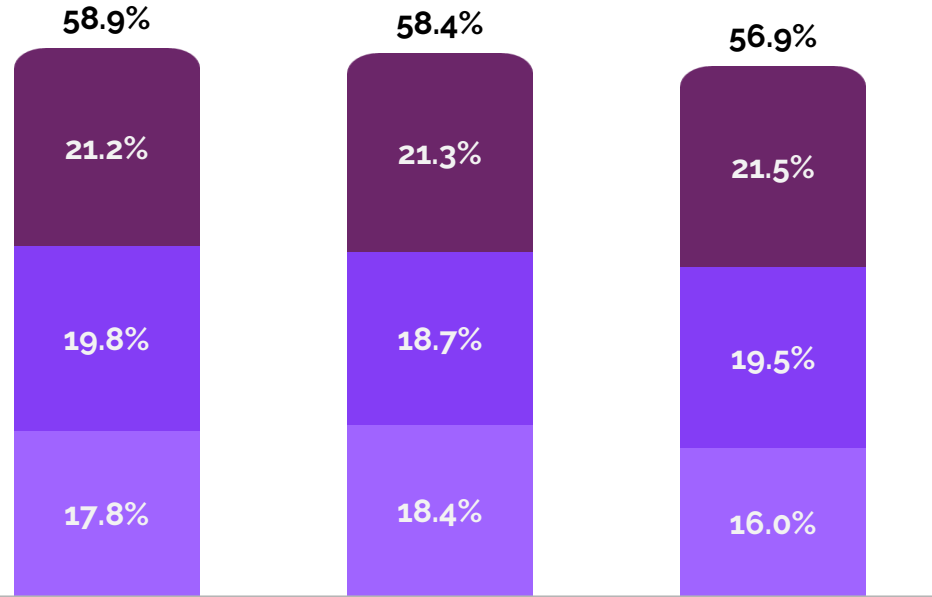
G.M.: Gross Margin

Operating Expenses



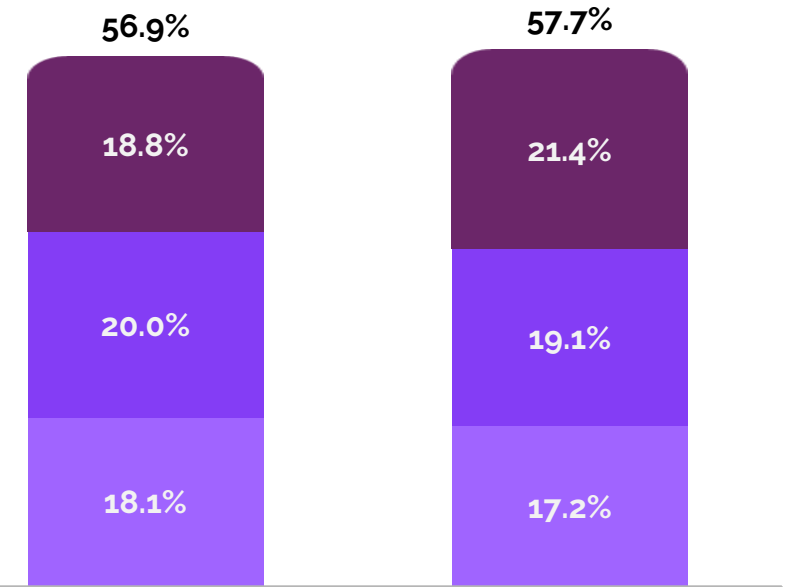
(does not consider depreciation and amortization)

Quarterly View



	2Q24	1Q25	2Q25
Ex-Capex			
% R&D	28.4	25.3	24.8
% Oper. Expens.	66.1	62.4	60.3

Accumulated View



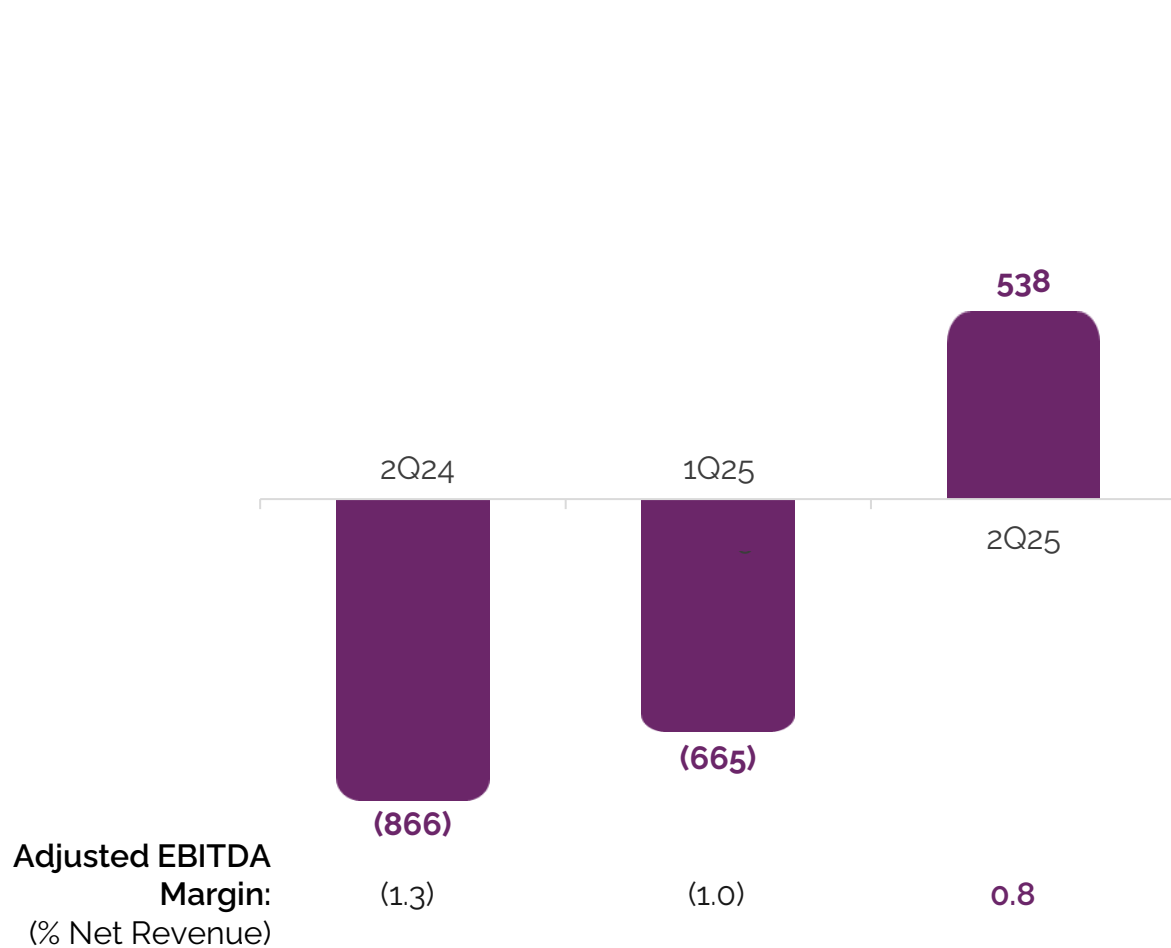
	1H24	1H25
Ex-Capex		
% R&D	26.4	25.0
% Oper. Expens.	64.4	61.3

■ R&D ■ G&A ■ Selling Expenses

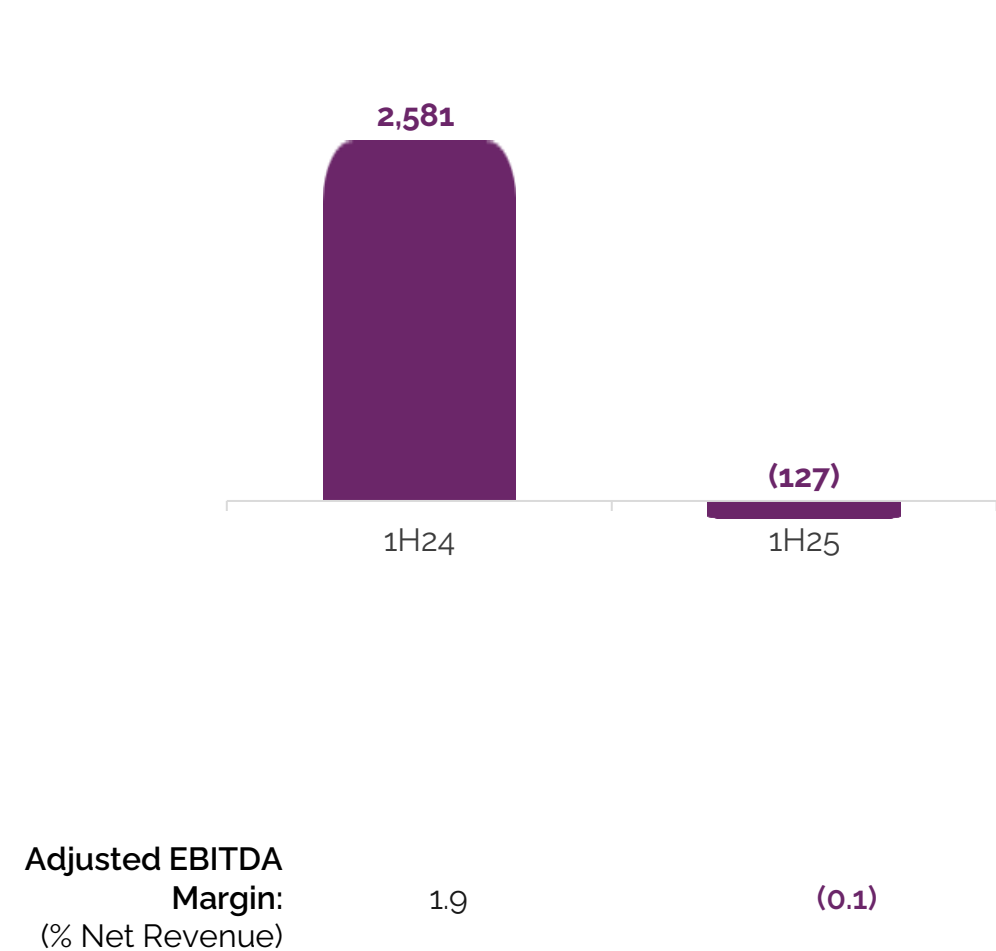
Adjusted EBITDA and Margin

(in thousands of R\$ and %)

Quarterly View



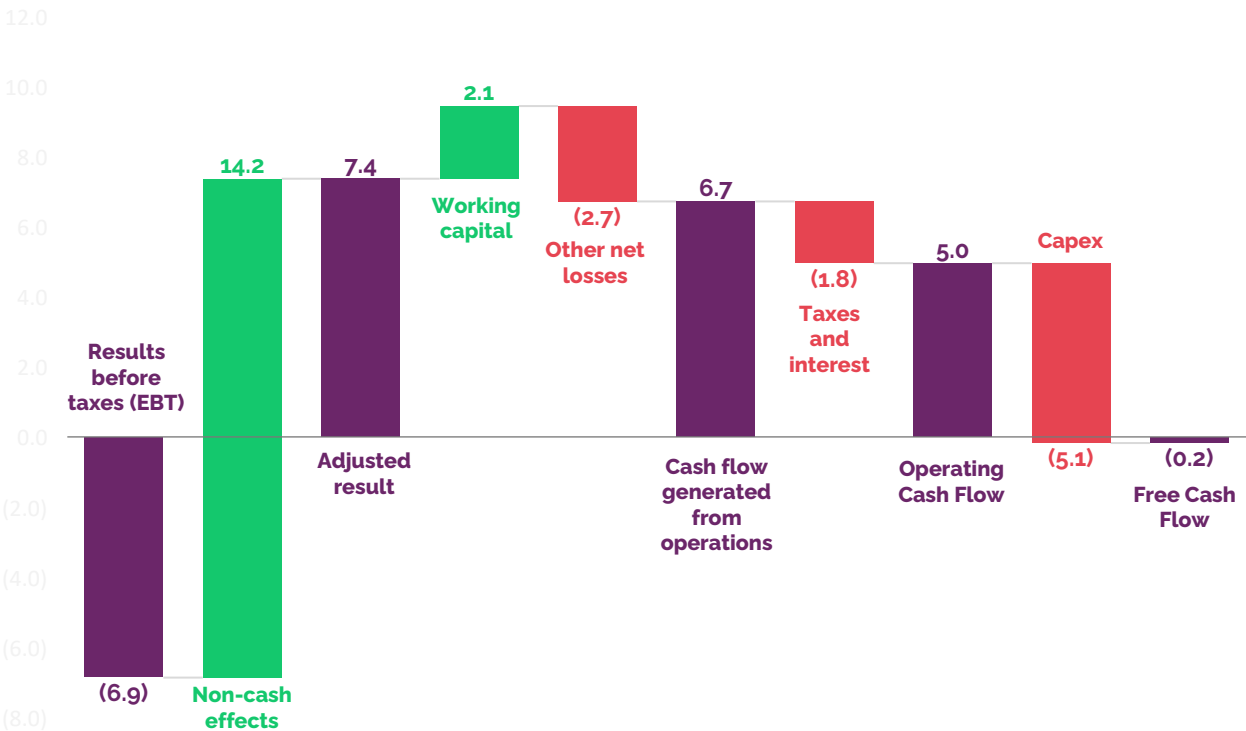
Accumulated View



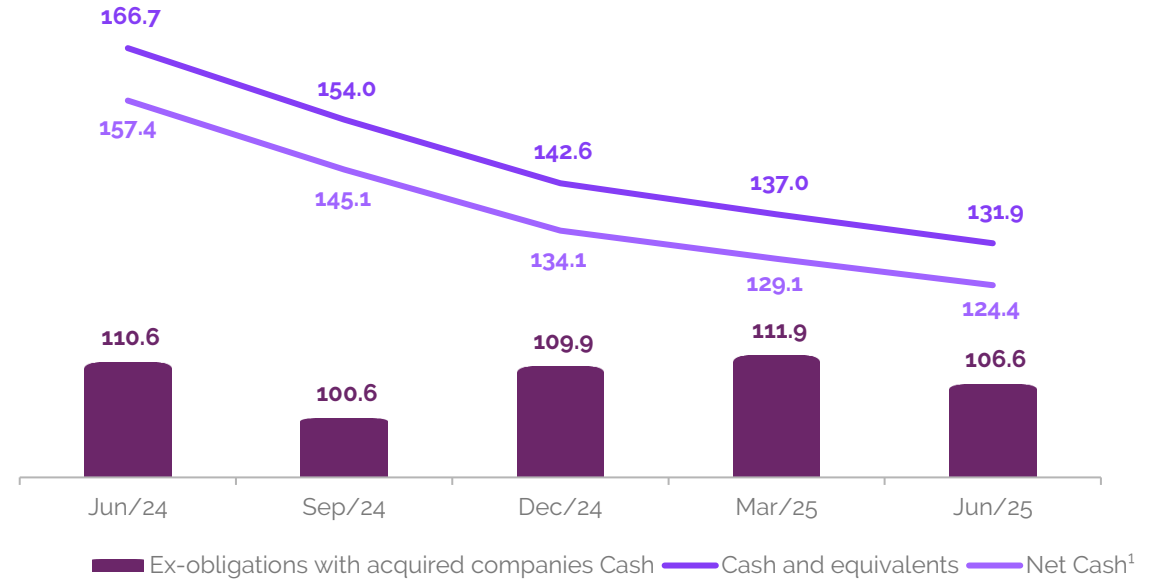
Cash Flow and Position

(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**

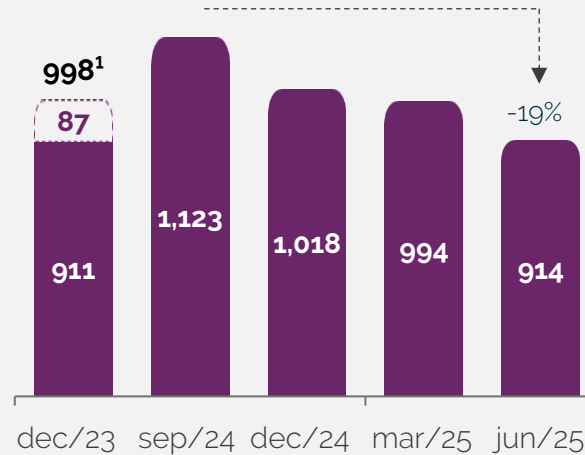


more than 80% of the Summit's costs were covered by sponsors

⚡ 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.

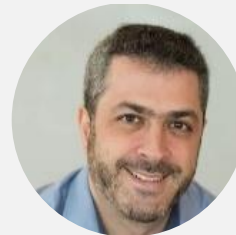


Q&A



Nicolás
Simone

CEO



Augusto
Vilela

CFO & IRO

