

# Apresentação de Resultados

## 4T25



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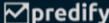


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# Aviso Legal



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As informações contidas nesta apresentação e eventuais declarações que possam ser feitas durante a conferência, relativas às perspectivas de negócios, projeções e metas operacionais e financeiras da Neogrid, constituem-se em crenças e premissas da Administração da Companhia, bem como se baseiam em informações atualmente disponíveis. Considerações futuras não são garantias de desempenho. Elas envolvem riscos, incertezas e premissas, pois se referem a eventos futuros e, portanto, dependem de circunstâncias que podem ou não ocorrer. Investidores devem compreender que condições econômicas gerais, condições de mercado e outros fatores operacionais podem afetar o desempenho futuro da Neogrid e podem conduzir a resultados que diferem materialmente daqueles expressos em tais considerações futuras.

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B3 LISTED NM

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**ITAG B3**



**DESTAQUES  
OPERACIONAIS**  
**4T25**



**Nicolás Simone**

**CEO**

**#NGRD3 [B]<sup>3</sup>**

# Destques do 4T25 e 2025

**Reversão do EBITDA:** EBITDA Ajustado de R\$4,7M no 4T25 e R\$13,9M em 2025 (margens de 7,2% e 5,2%), revertendo resultado negativo em 2024;

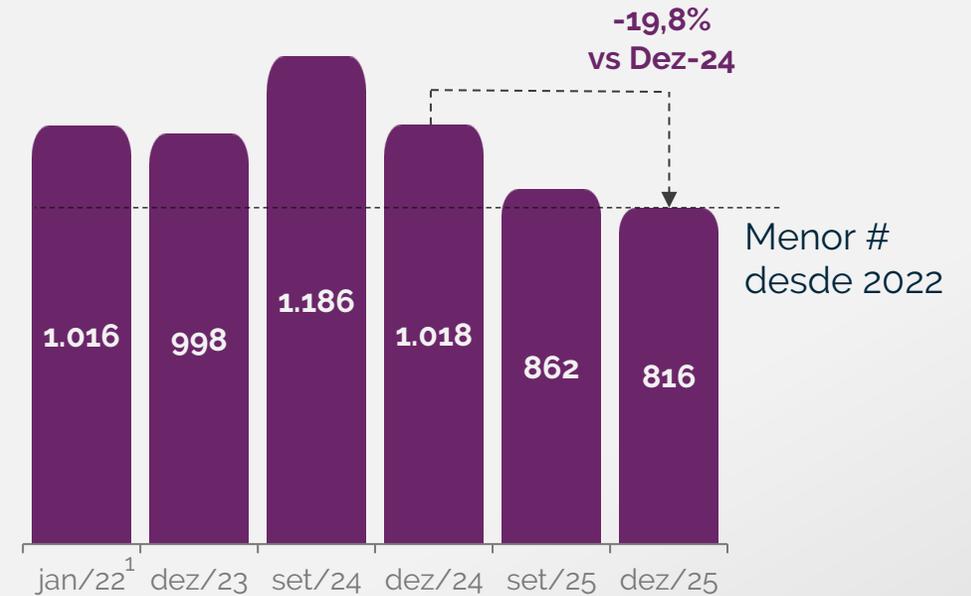
**Geração de Caixa:** Fluxo de Caixa Livre positivo de R\$7,9M em 2025, revertendo -R\$21,4M em 2024

**IA na Prática:** implementamos a fundação para nos tornamos uma empresa agêntica junto com modelos de trabalho como hackathons e squad dedicadas a esta frente

**Evoluções na Estrutura:** evolução operacional positiva das unidades de negócio em suas novas configurações: Supply Chain e Inteligência Colaborativa;

## Agilidade e Eficiência

Total de Colaboradores:



<sup>1</sup>Considera colaboradores de empresas adquiridas, que foram totalmente integrados em 2024.

# Construindo a empresa agêntica da cadeia de abastecimento



Transformação Dual: Crescimento e Eficiência Integrados

1

**Market & Value Reivention**

Reimaginar produtos com base em IA, agentes e dados para impulsionar crescimento e novos múltiplos de valor



**Velocidade** de captura de ROI

**Habilitadores**

Cultura, Capacitação e Governança como elo entre crescimento e eficiência.



**Velocidade** de captura de ROI

2

**Operational Resilience & Intelligence**

Foco em eficiência interna: modernizar processos, arquitetura e operações com agentes inteligentes para acelerar e aumentar eficiência e resiliência.



**DESTAQUES  
FINANCEIROS**  
**4T25**



**Augusto Vilela**

**CFO & RI**



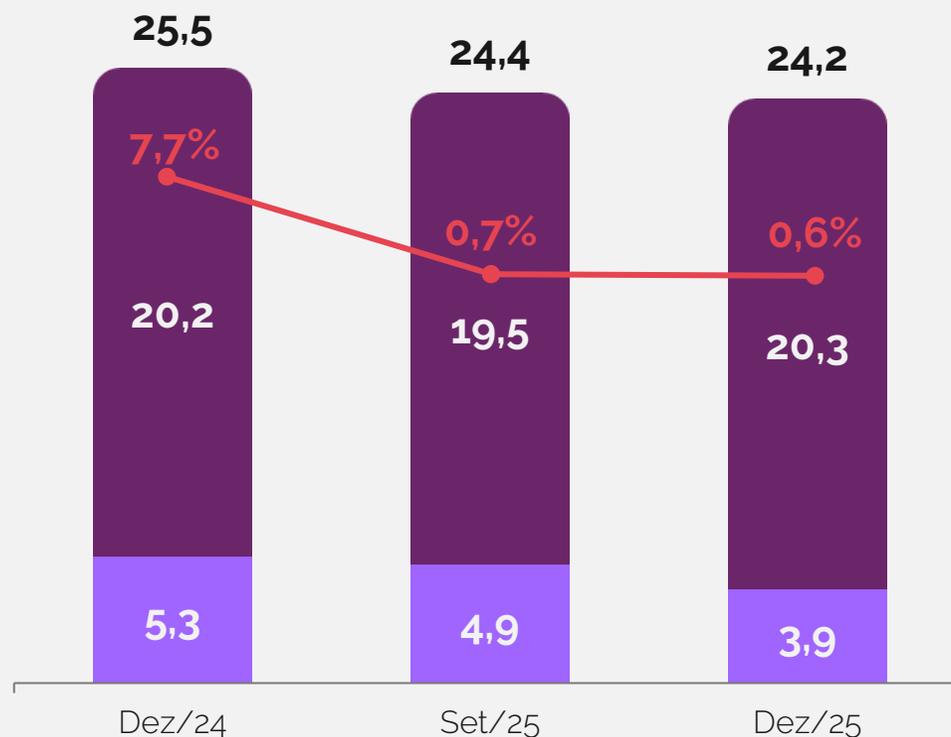
# Receita Recorrente Mensal (MRR)

Iniciativas para acelerar crescimento sustentável

Crescimento (YoY)  
Segmentos CPG e  
Eletro no Brasil

Segmentos CPG e  
Eletro no Brasil

Demais  
Segmentos



## Evoluções da atuação comercial

Iniciativas em andamento



### Cliente no Centro

Atuação mais próxima e alinhamento de incentivos



### Expansão do Perfil (ICP)

Ampliar para novos segmentos e verticais



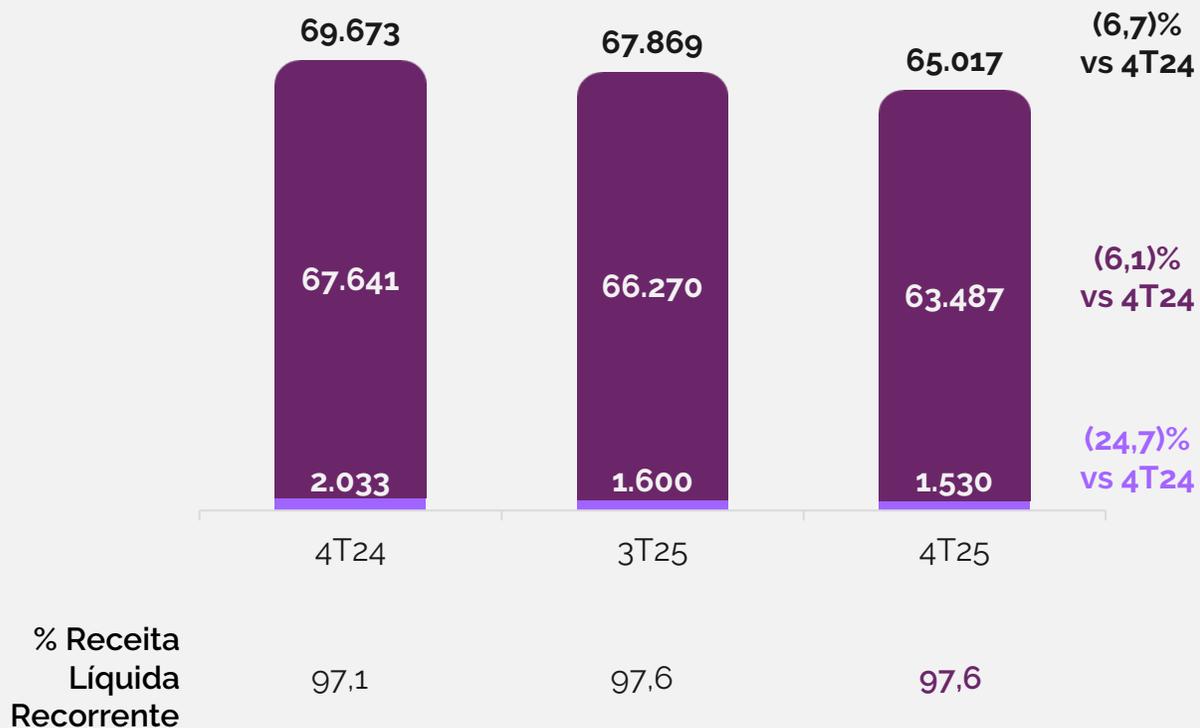
### Crescimento Internacional

Busca ativa por expansão em mercados globais

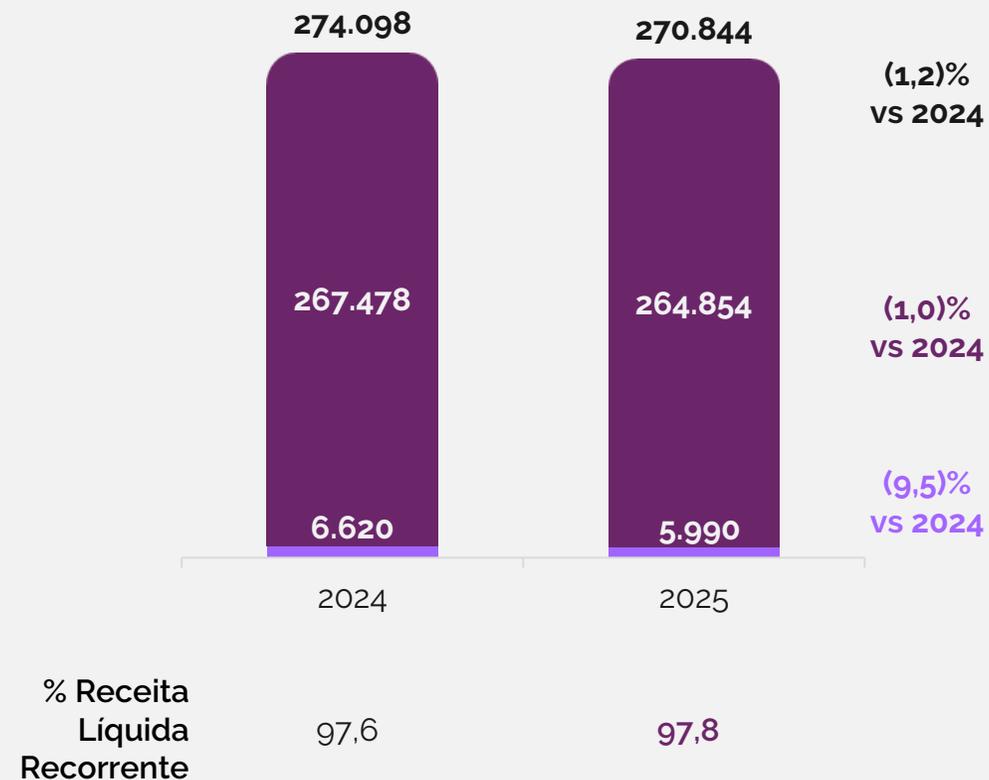
# Receita líquida

(em milhares de R\$ e %)

## Visão Trimestral<sup>1</sup>



## Visão Acumulada<sup>1</sup>

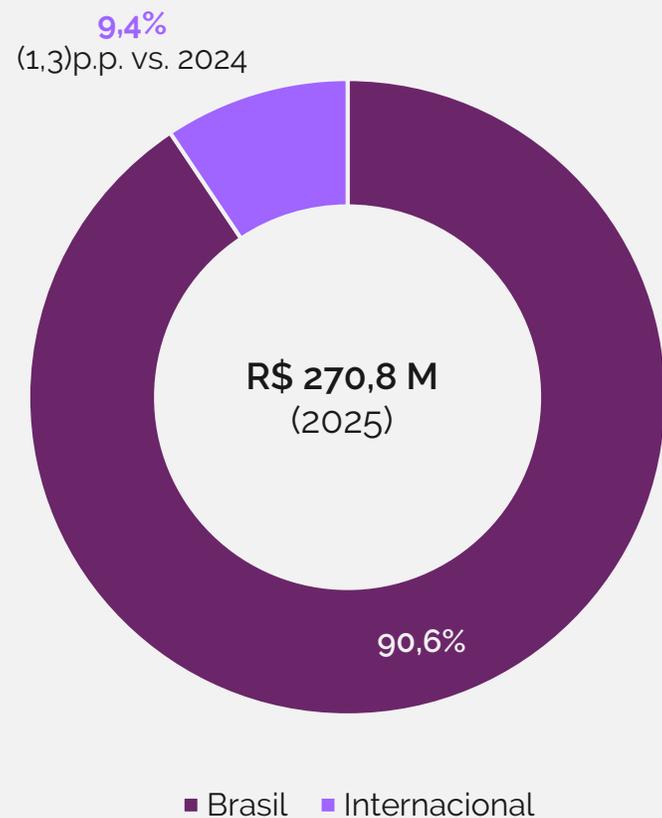


■ Receita líquida recorrente ■ Receita líquida de serviços

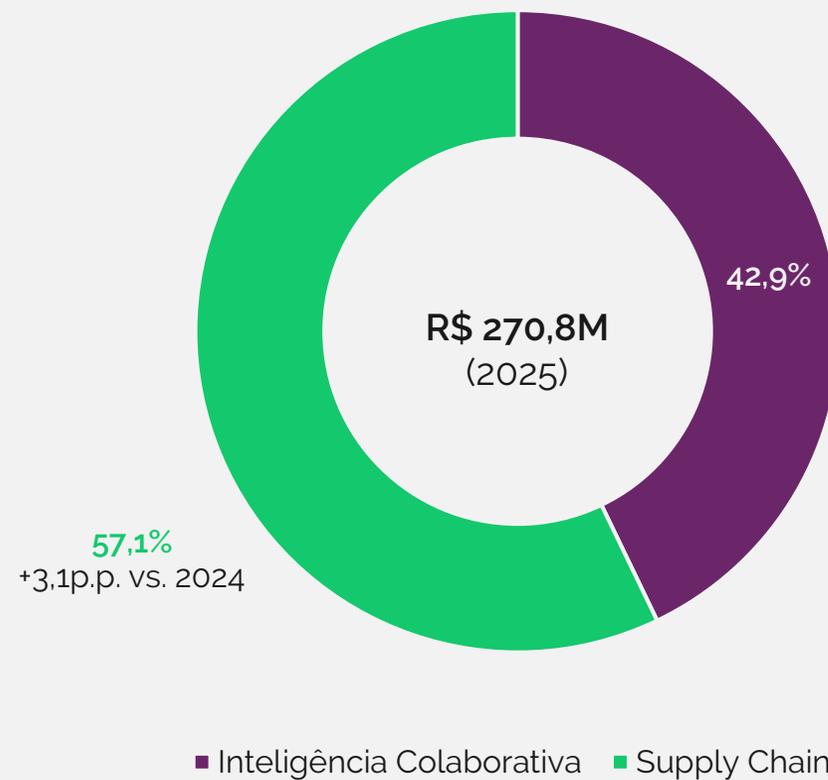
<sup>1</sup>Retrações explicadas por não renovação de contratos internacionais, conforme comunicada nos exercícios anteriores.

# Receita líquida

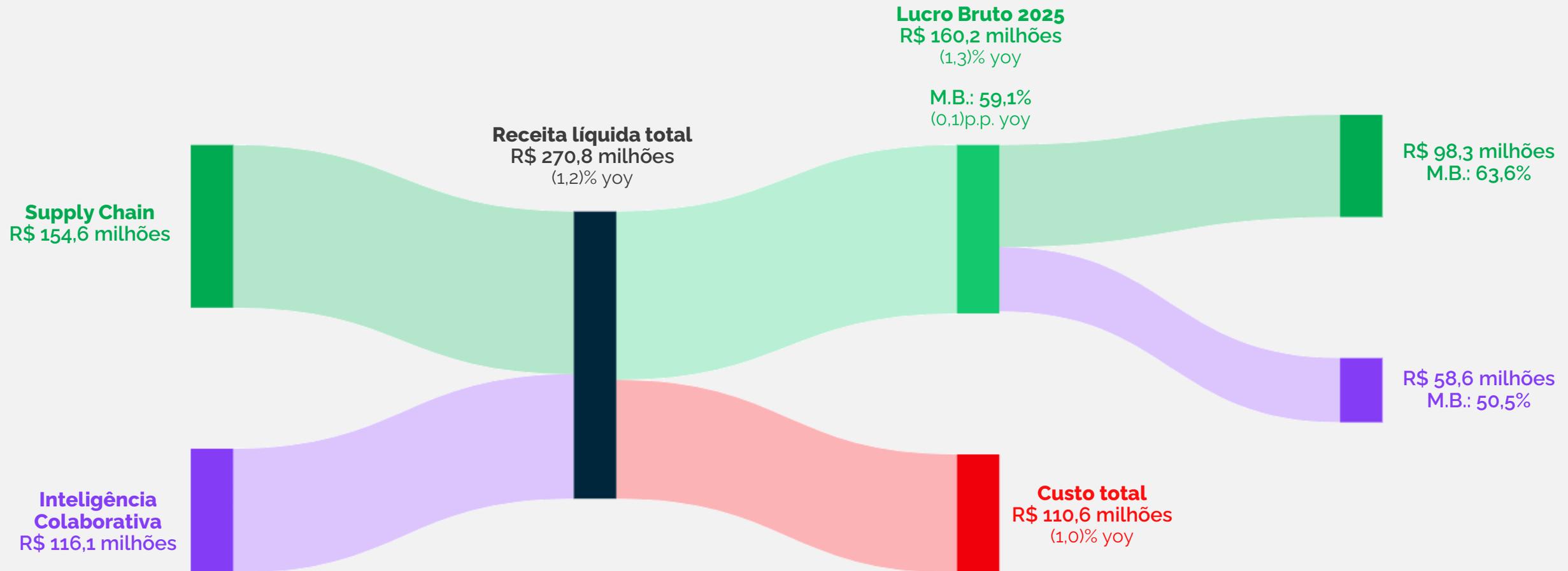
## Receita Líquida por região



## Receita Líquida por Unidade de Negócio



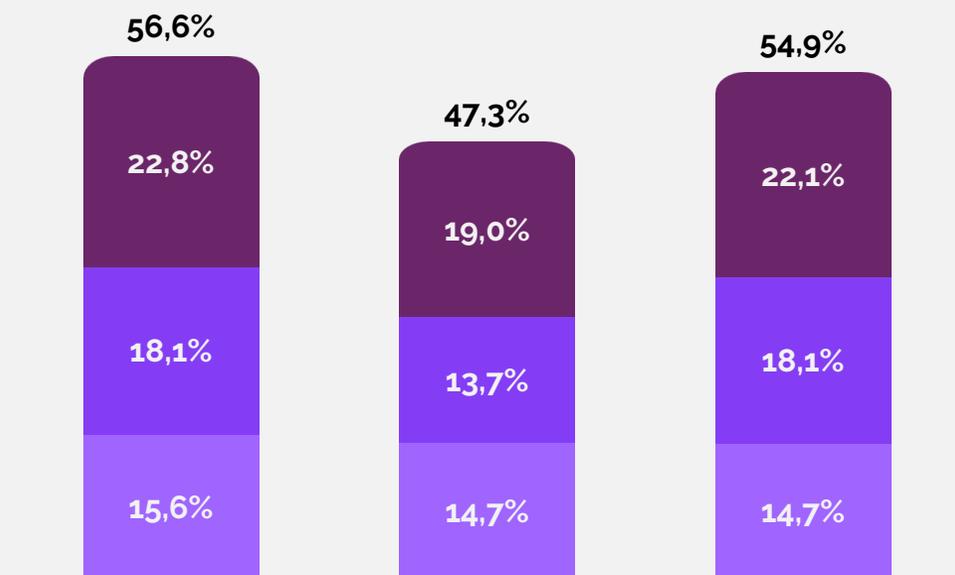
# Resultado por Unidade de Negócio 2025



# Despesas Operacionais

(não considera depreciação e amortização)

## Visão Trimestral



Ex-Capex

% P&D

% Despesas Op.

4T24

3T25

4T25

31,9

20,5

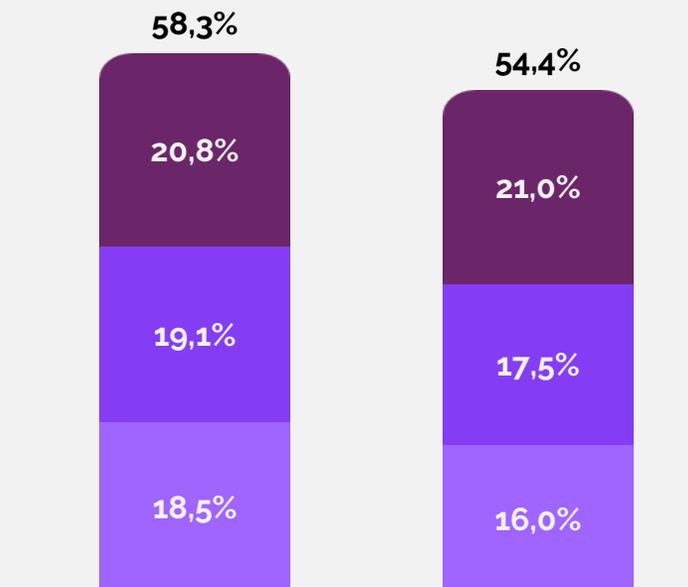
22,8

65,7

48,9

55,5

## Visão Acumulada



Ex-Capex

% P&D

% Despesas Op.

2024

2025

29,1

23,4

66,6

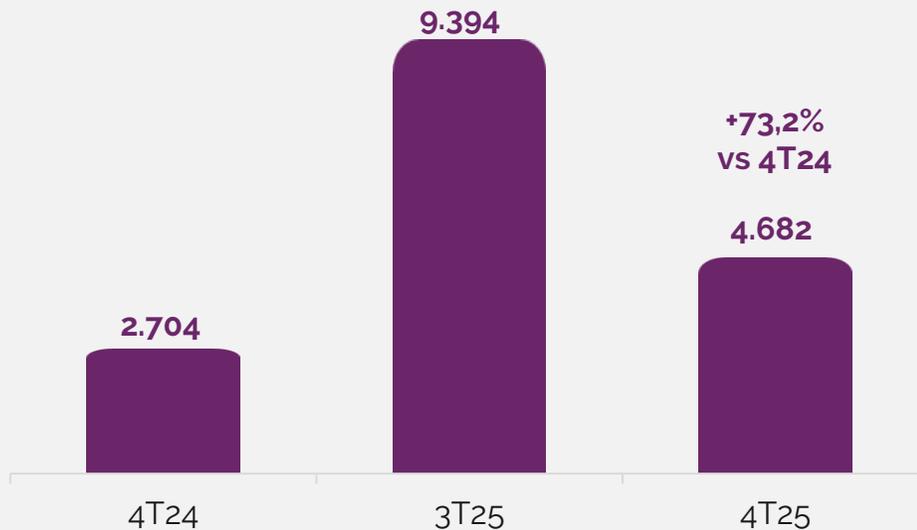
56,8

■ P&D ■ G&A ■ Despesas com Vendas

# EBITDA e Margem Ajustadas

(em milhares de R\$ e %)

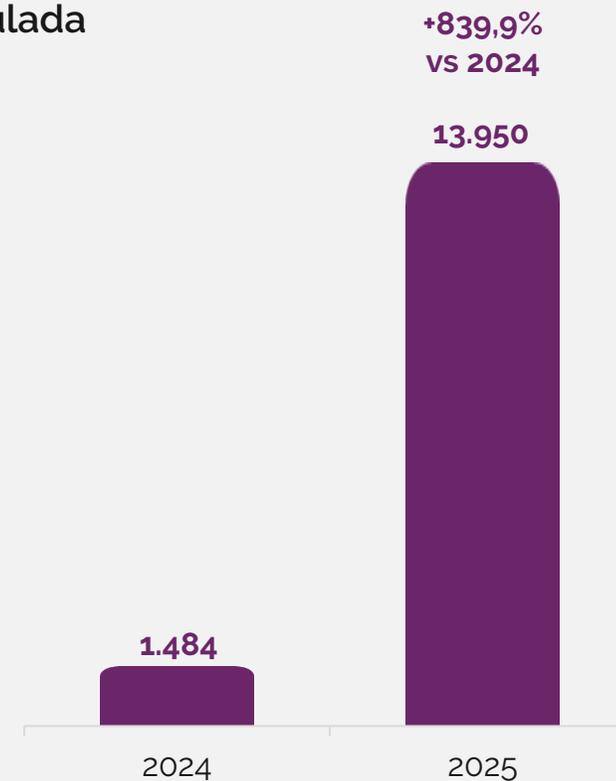
## Visão Trimestral



Margem EBITDA Ajustada: (% Receita Líquida)

Período	Margem EBITDA Ajustada (%)
4T24	3,9
3T25	13,8
4T25	7,2

## Visão Acumulada

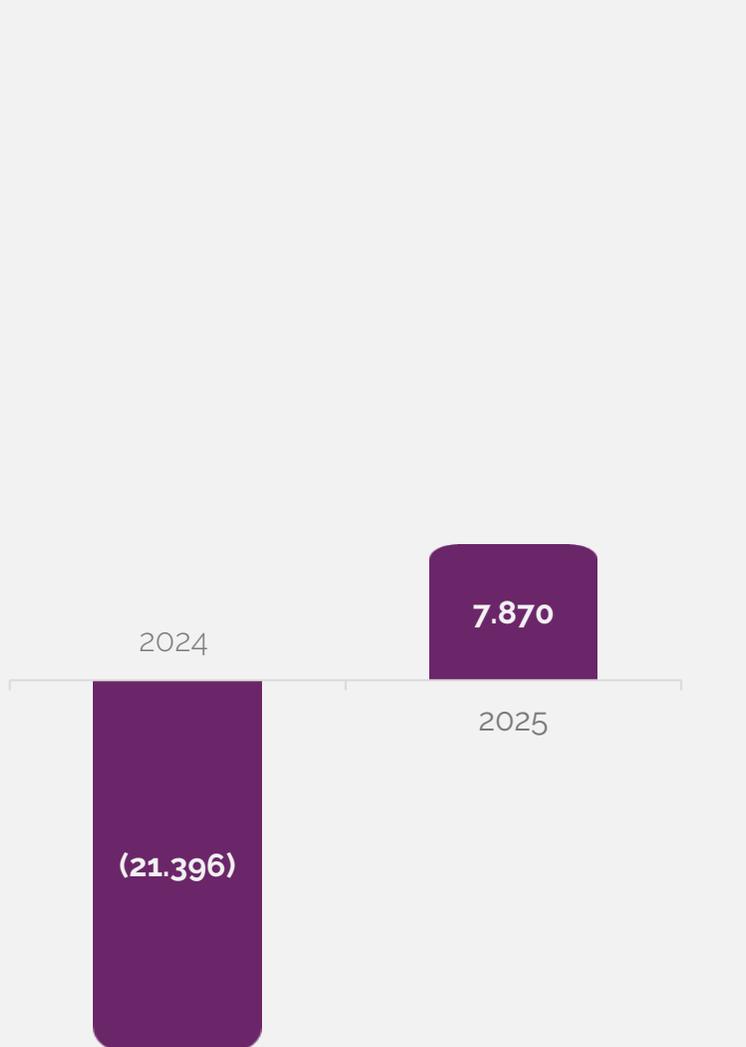


Margem EBITDA Ajustada: (% Receita Líquida)

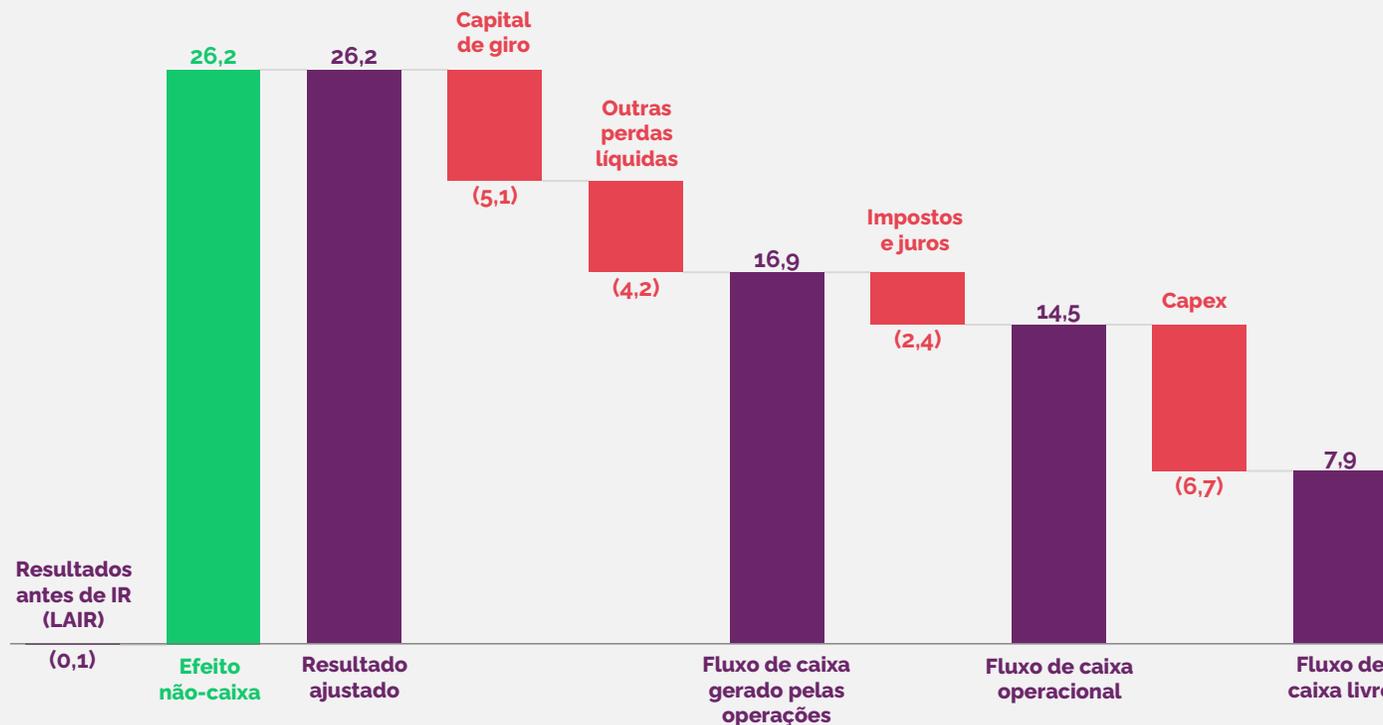
Ano	Margem EBITDA Ajustada (%)
2024	0,5
2025	5,2

# Fluxo de Caixa Livre

(em milhões de R\$)



2025



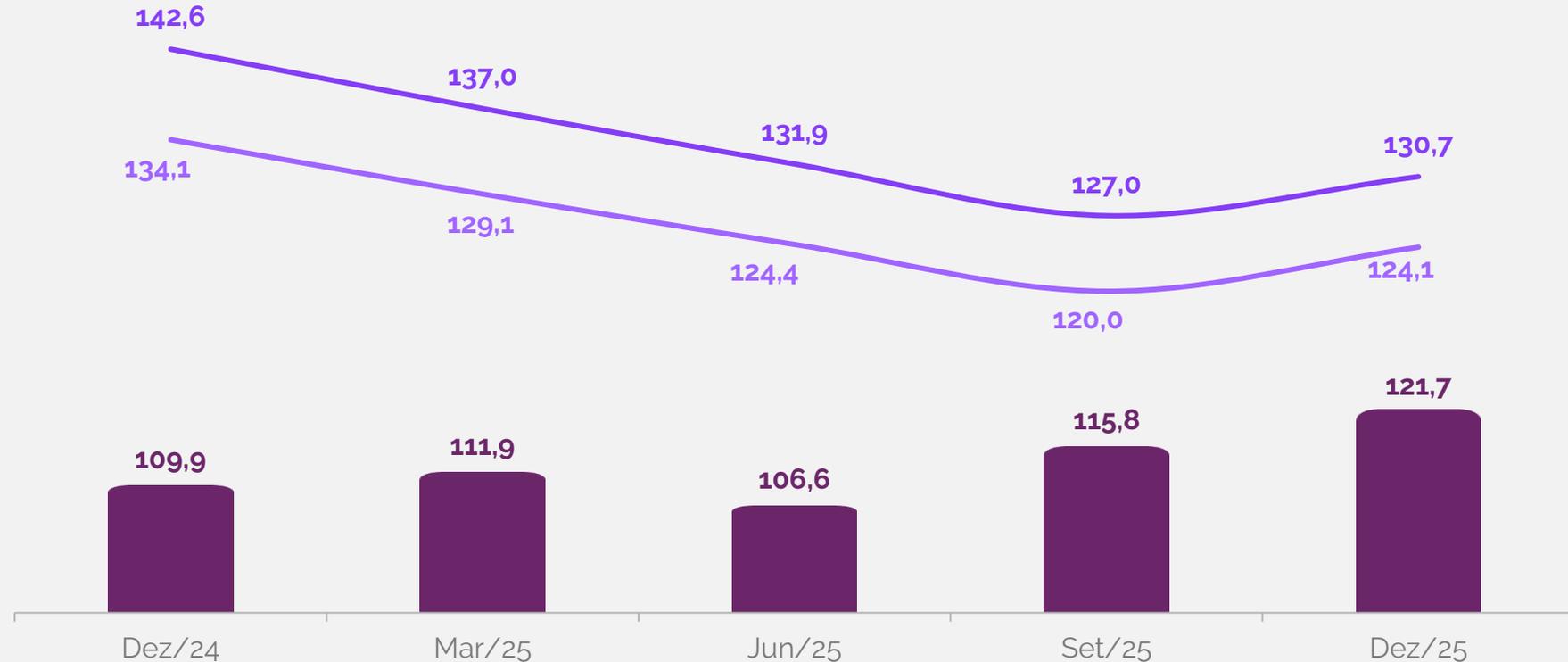
# Posição de Caixa ao final do período

(em milhões de R\$)

Disponibilidades

Caixa líquido<sup>1</sup>

Caixa líquido  
ex-obrigações  
com adquiridas



<sup>1</sup>Caixa líquido corresponde as disponibilidades, subtraídas das obrigações de empréstimo de curto e longo prazo

# Oferta Pública de Aquisição de Ações



# Q&A

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Nicolás  
Simone

**CEO**



Augusto  
Vilela

**CFO & DRI**



# Earnings Presentation 4Q25



Neogrid

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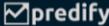
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# Legal Notice



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The information contained in this presentation and any statements that may be made during the conference call regarding Neogrid's business prospects, projections and operational and financial goals constitute beliefs and assumptions of the Company's Management, as well as are based on information currently available. Future considerations are not guarantees of performance. They involve risks, uncertainties, and assumptions, as they refer to future events and, therefore, depend on circumstances that may or may not occur. Investors should understand that general economic conditions, market conditions and other operational factors may affect Neogrid's future performance and may lead to results that differ materially from those expressed in such forward-looking considerations.

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**IGC-NM B3**

**ITAG B3**



**OPERATIONAL  
HIGHLIGHTS**  
**4Q25**



**Nicolás Simone**

**CEO**

**#NGRD3 [B]<sup>3</sup>**

# 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;

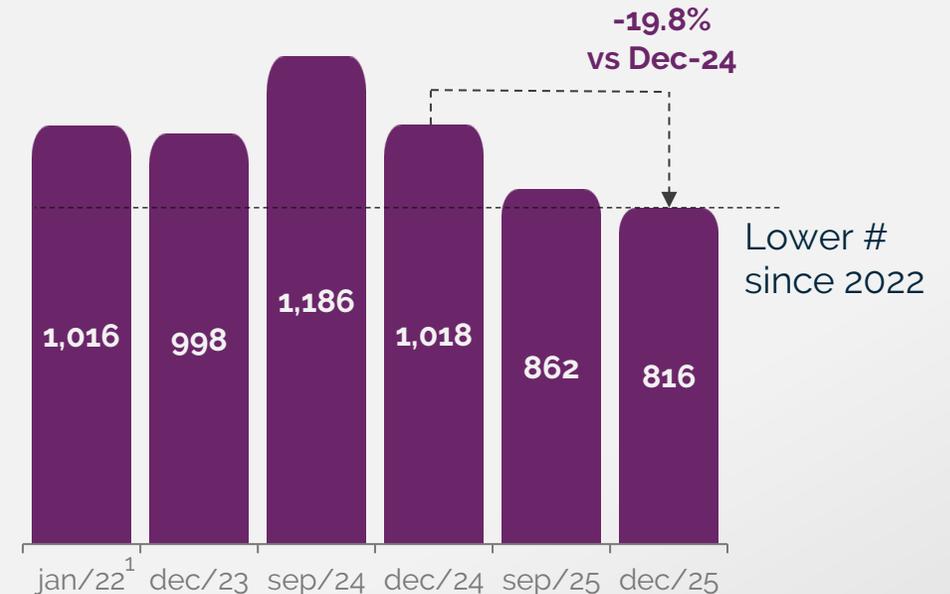
 **Cash Generation:** Positive Free Cash Flow of R\$7.9M in 2025, reversing -R\$21.4M in 2024

 **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:



<sup>1</sup>Considers 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.**

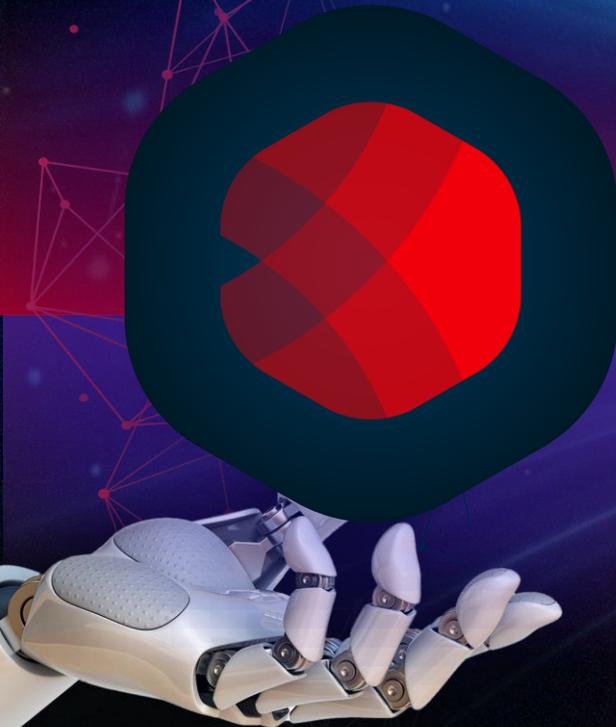


**Speed** of  
ROI capture

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)

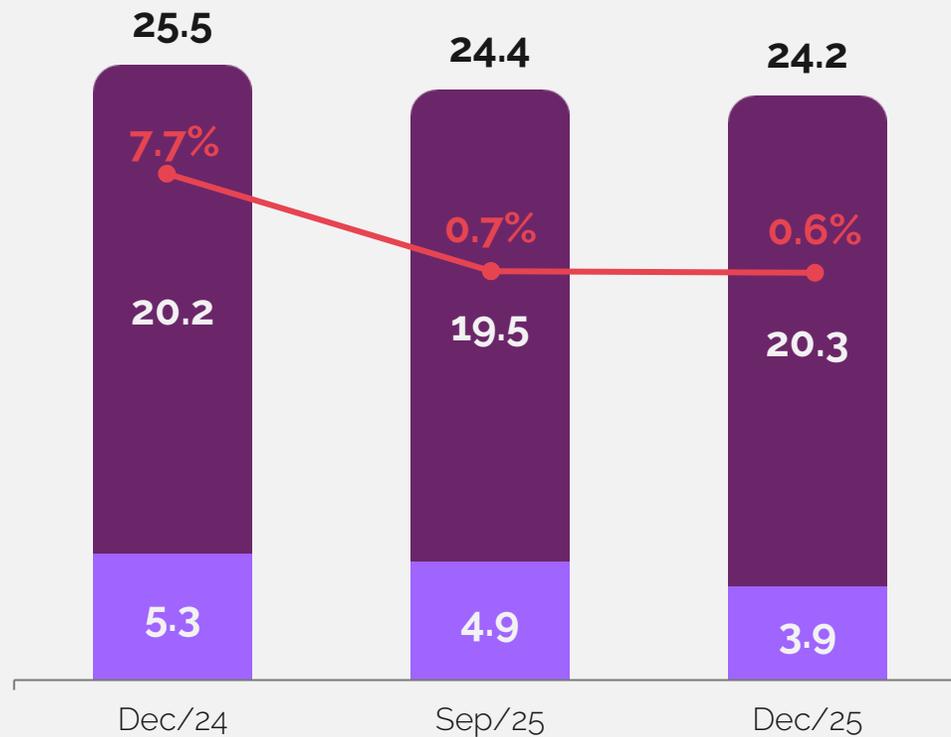


Initiatives to accelerate sustainable growth

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

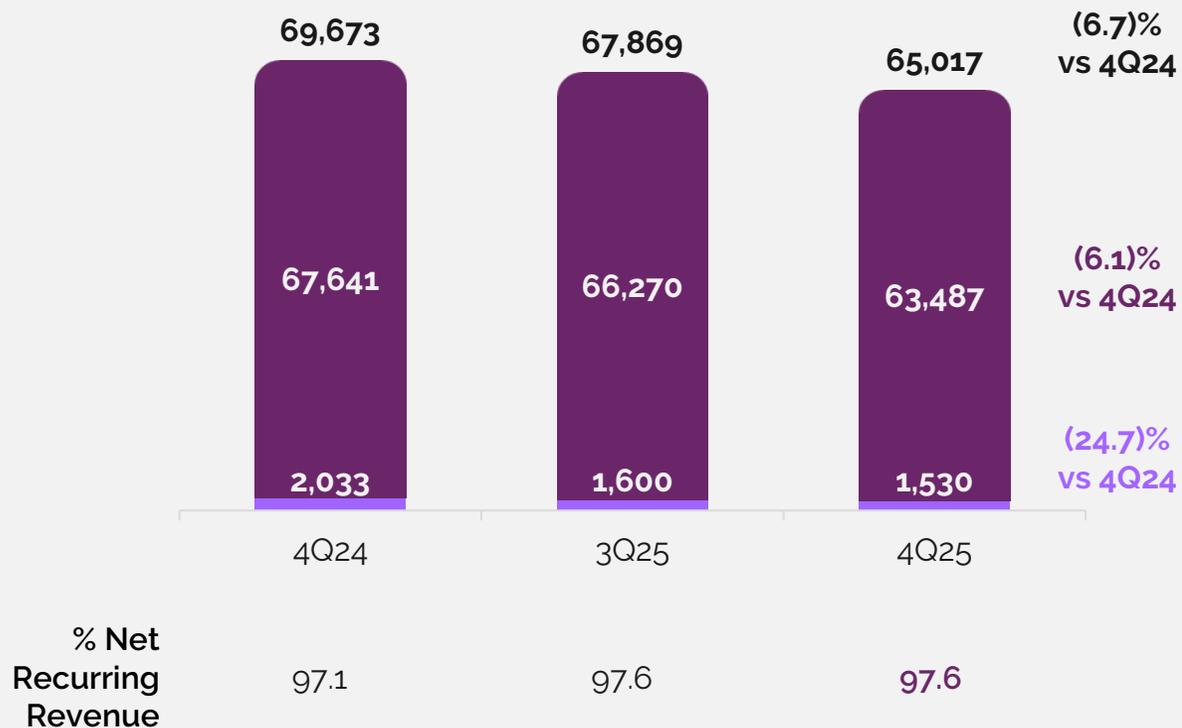
Active search for expansion in global markets

# Net revenue

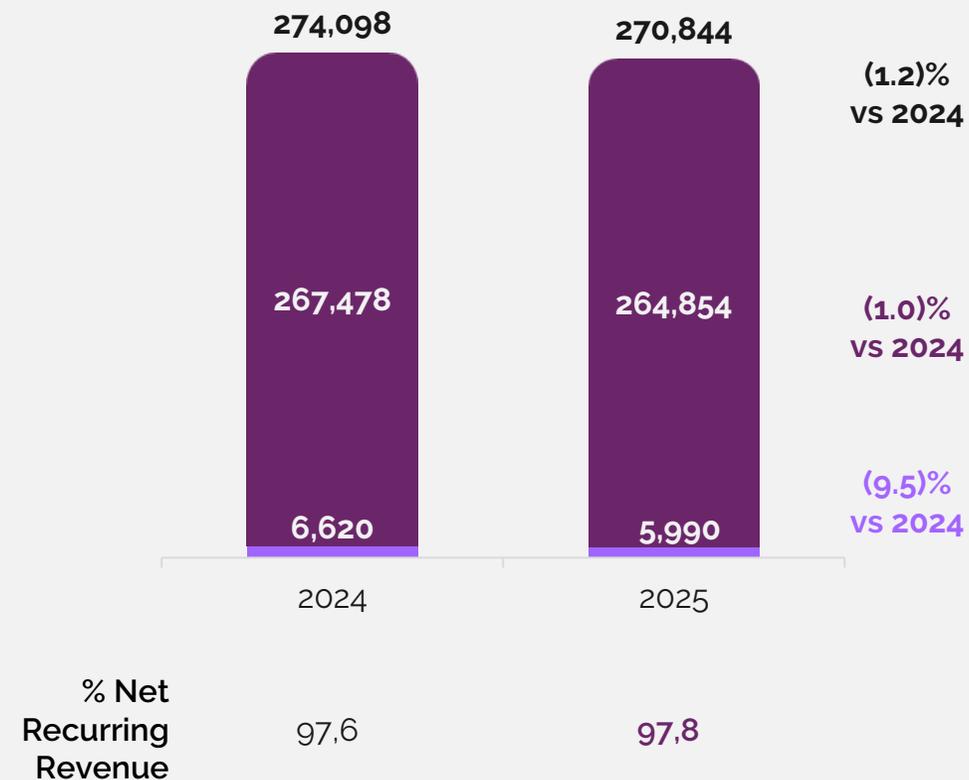


(in thousands of R\$ and %)

## Quarterly Overview<sup>1</sup>



## Accumulated View<sup>1</sup>

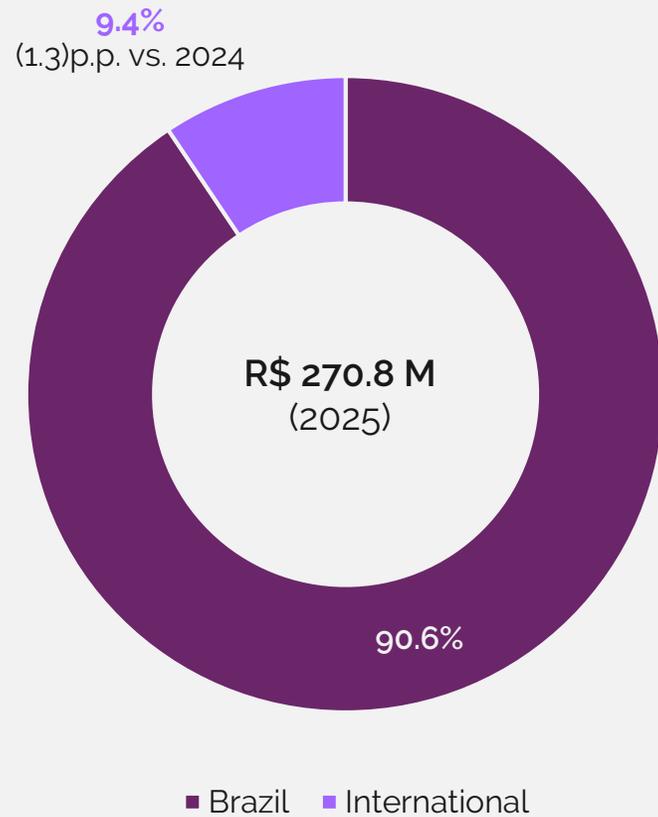


■ Net Recurring Revenue    ■ Net Revenue from Service

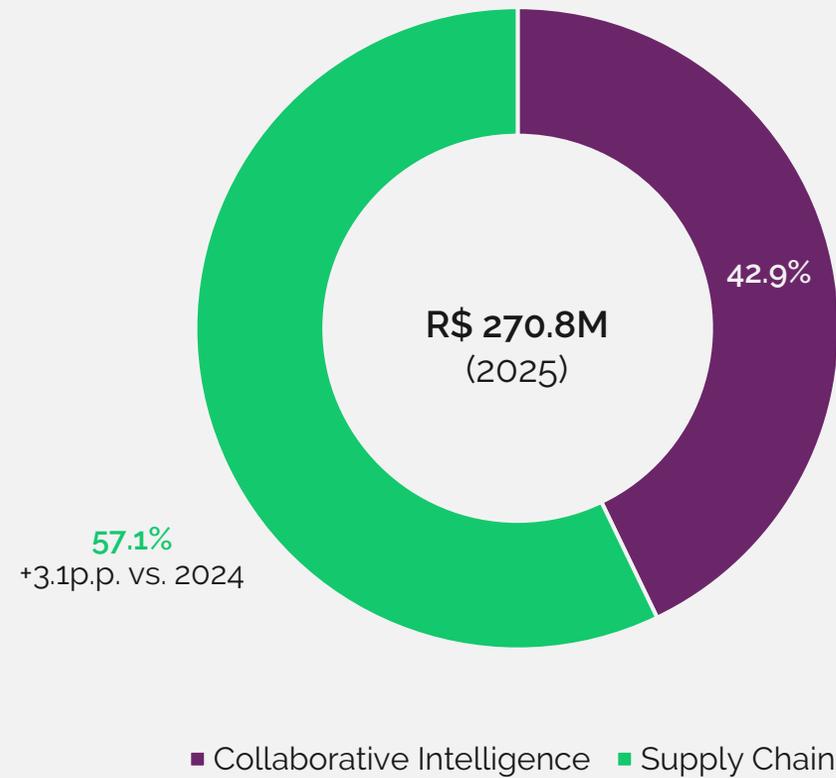
<sup>1</sup>Retractions explained by non-renewal of international contracts, as reported in previous results.

# Net revenue

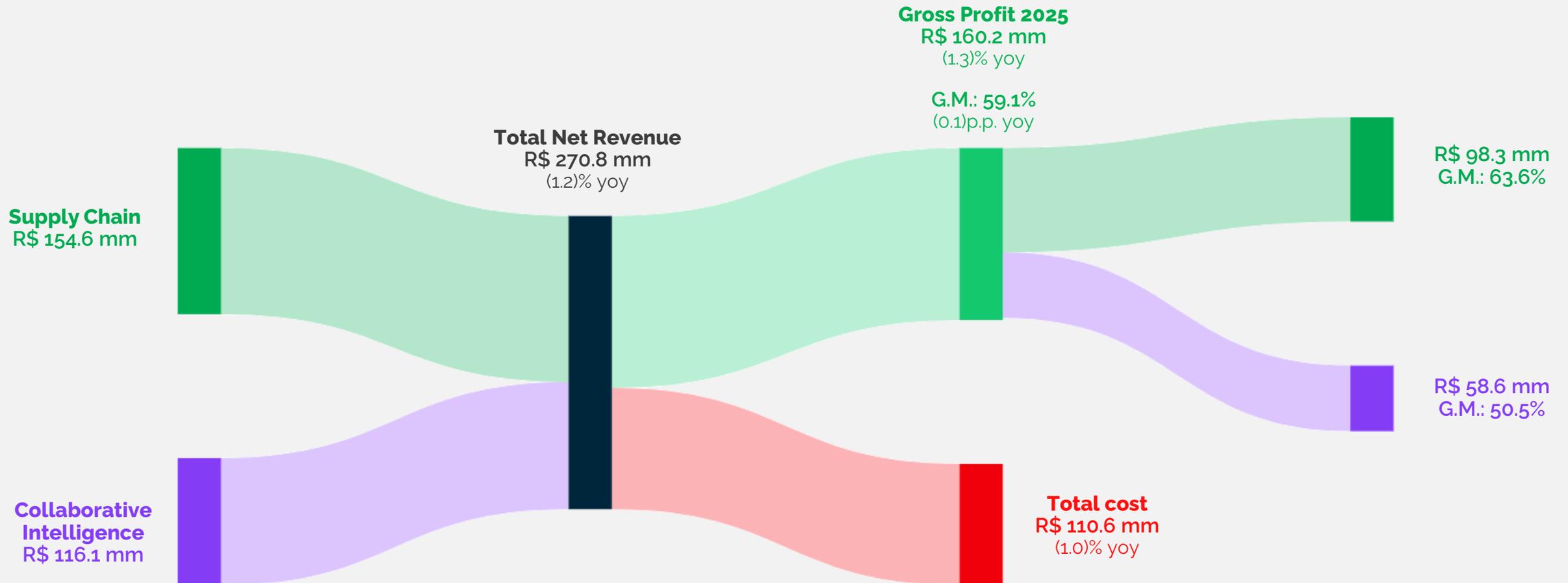
## Net Revenue by region



## Net Revenue by Business Unit



# Result by Business Unit 2025

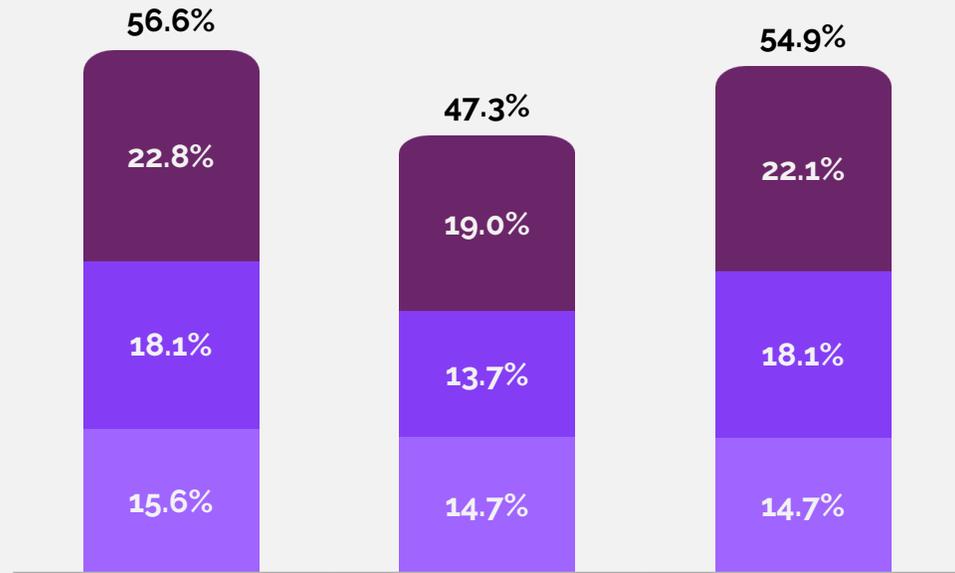


# Operating Expenses

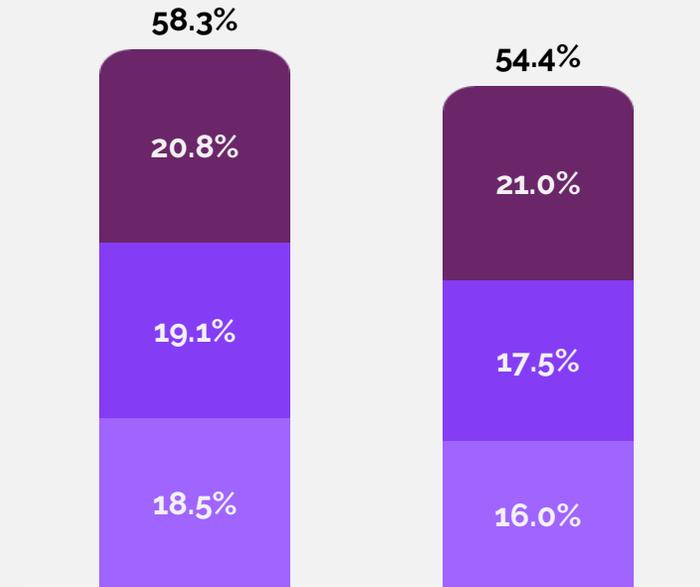


(does not consider depreciation and amortization)

## Quarterly View



## Accumulated View



	4Q24	3Q25	4Q25
Ex-Capex			
% R&D	31.9	20.5	22.8
% Op. Expenses	65.7	48.9	55.5

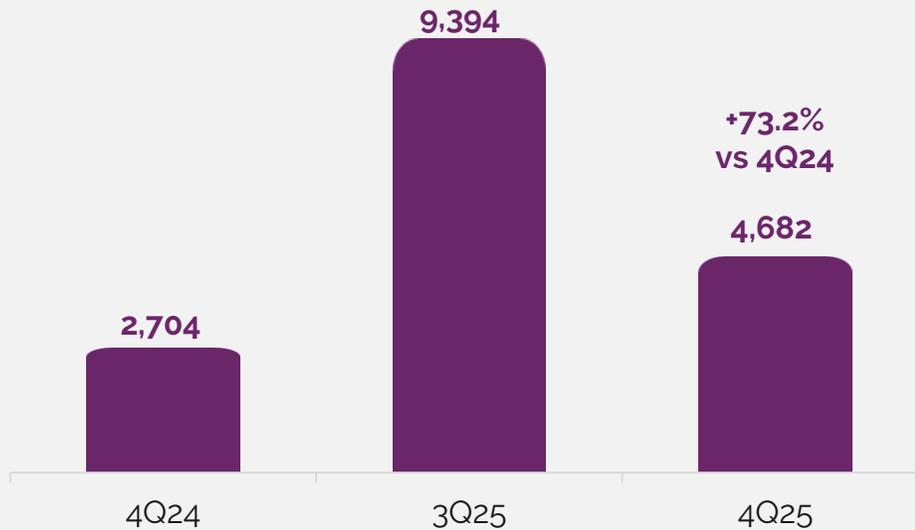
	2024	2025
Ex-Capex		
% R&D	29.1	23.4
% Op. Expenses	66.6	56.8

■ R&D ■ G&A ■ Sales Expenses

# Adjusted EBITDA and Margin

(in thousands of R\$ and %)

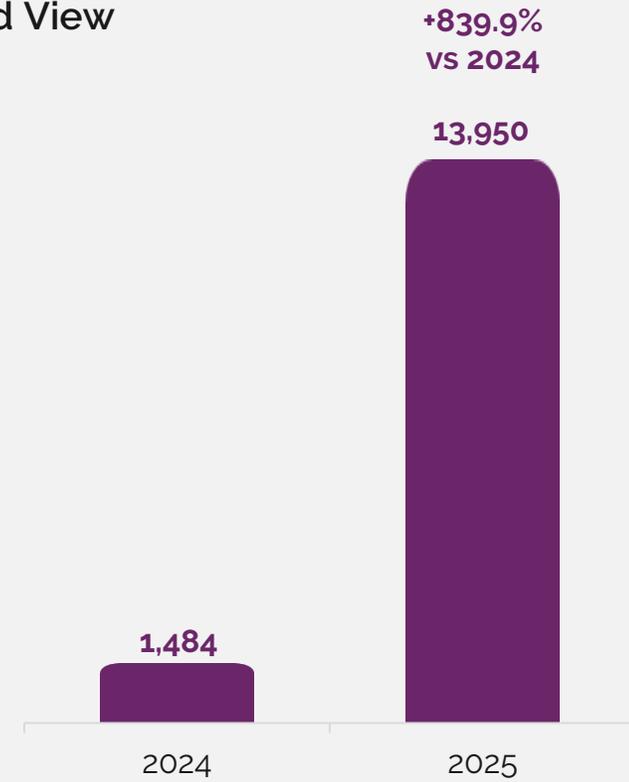
## Quarterly View



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

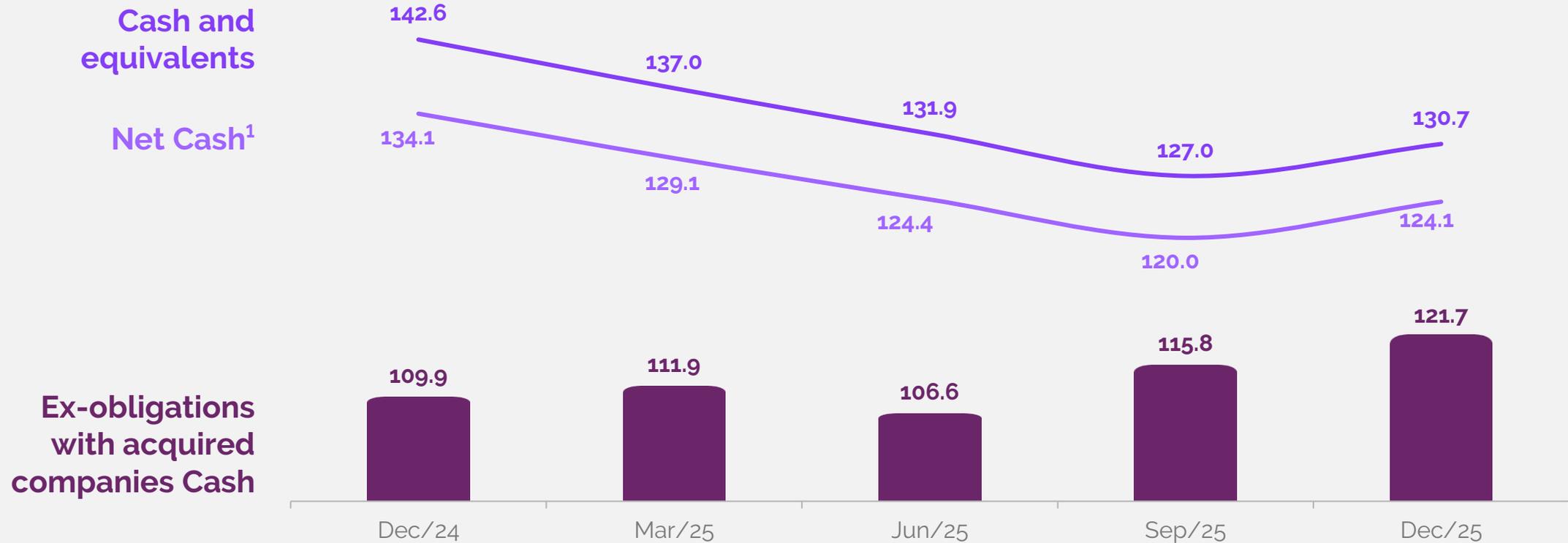
# Free Cash Flow

(in millions of R\$)



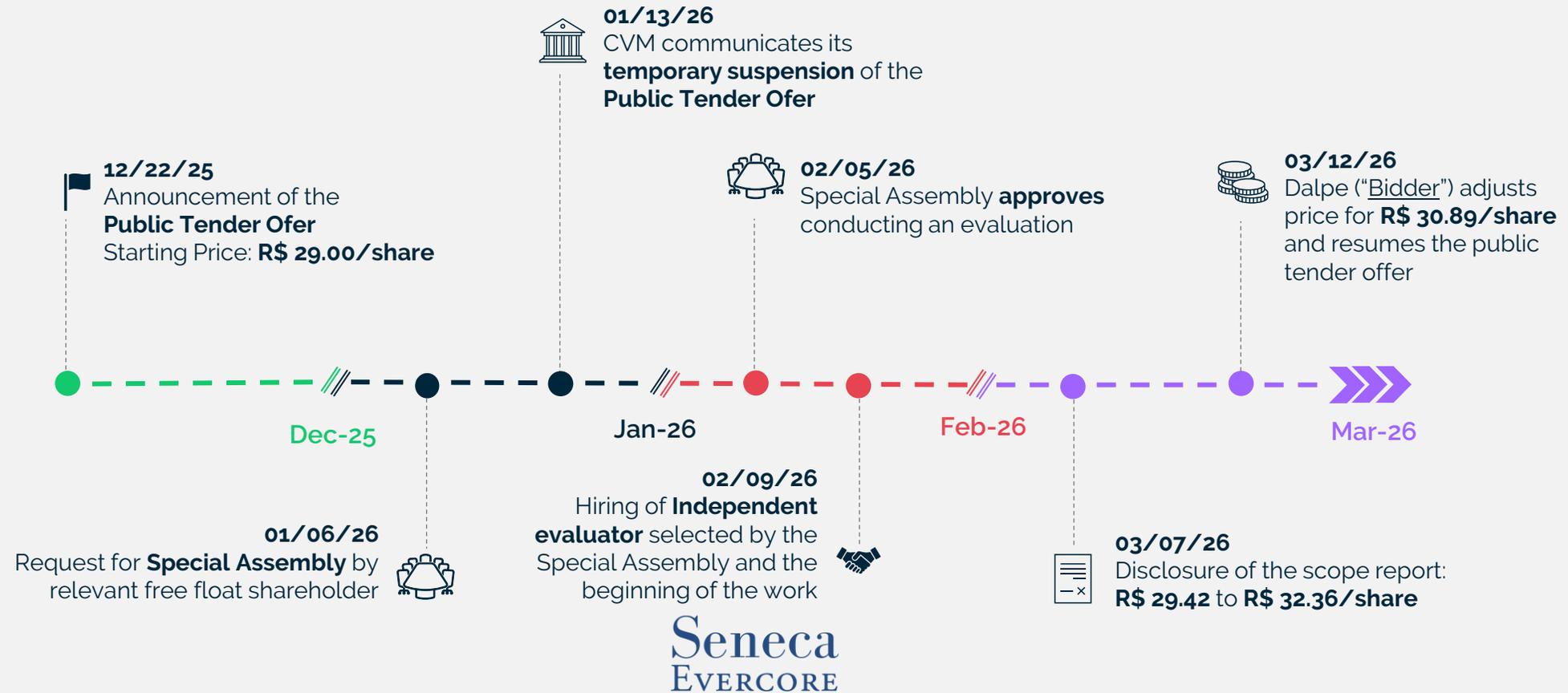
# Cash Flow and Position

(in millions of R\$)



<sup>1</sup>Net cash corresponds to cash equivalents, less short- and long-term loan obligations

# Public Tender Offer



# Q&A

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Nicolás  
Simone

**CEO**



Augusto  
Vilela

**CFO & IRO**

