

Neogrid S.A.

(Free translation from the original issued in Portuguese. In the event of any discrepancies, the Portuguese-language version shall prevail.)

Report on the review of quarterly financial information as of March 31, 2026

Re.: Report No. 264OP-005-EN



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(Free translation from the original issued in Portuguese. In the event of any discrepancies, the Portuguese-language version shall prevail. See Note 27 to the financial statements.)

Report on the review of quarterly financial information

Grant Thornton Auditores Independentes Ltda.

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To the Shareholders, Board Members, and Officers of
Neogrid S.A.
Joinville – SC

Introduction

We have reviewed the individual and consolidated interim financial information of Neogrid S.A. (“Company”), in the Quarterly Information Form (QFI), for the quarter ended March 31, 2026, which comprise the statement of financial position as of March 31, 2026, and the statement of profit and loss, statement of comprehensive income, statement of changes in equity, and statement of cash flows for the three-month period then ended, and notes to the financial information.

The management is responsible for the preparation of the individual and consolidated interim financial information in accordance with NBC TG 21 – Interim Financial Reporting, IAS 34 – Interim Financial Reporting, issued by the *International Accounting Standards Board (IASB)*, as well as for the presentation of this information in compliance with standards issued by the Brazilian Securities Commission, applicable to the preparation of the Quarterly Financial Information (ITR). Our responsibility is to express a conclusion on this condensed interim financial information based on our review.

Scope of review

We conducted our review in accordance with Brazilian and international standards on review of interim financial information (NBC TR 2410 “Revisão de Informações Intermediárias Executada pelo Auditor da Entidade” and ISRE 2410 “Review of Interim Financial Information Performed by the Independent Auditor of the Entity”, respectively). The review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the standards on auditing. Accordingly, a review does not provide assurance that we would become aware of all significant matters that might be identified in an audit. Therefore, we do not express an audit opinion thereon.

Conclusion on the individual and consolidated interim financial information

Based on our review, nothing has come to our attention that causes us to believe that the individual and consolidated interim financial information included in quarterly information mentioned above are not prepared, in all material respects, in accordance with NBC TG 21 and IAS 34 applicable to the preparation of the Quarterly Financial Information (ITR), and presented in compliance with the standards issued by the Brazilian Securities Commission.

Other matters

Statement of value added

The quarterly financial information mentioned above include the individual and consolidated Statements of Value Added (SVA), referring to the three-month period ended March 31, 2026, prepared under the Company's management, and presented as complementary information for the purposes of IAS 34. These statements were submitted to review procedures performed together with the review of quarterly financial information, aiming to conclude if they are reconciled with the interim financial information and accounting records, as applicable, and whether their form and substance are in accordance with criteria defined in NBC TG 09 – Statement of Value Added. Based on our review, we are not aware of any fact that leads us to believe that these statements of value added were not prepared, in all material aspects, according to criteria defined in this Standard, consistent with the individual and consolidated interim financial information taken as a whole.

Audit and review of the amounts for the comparative year and period

The amounts for the year ended December 31, 2025, and the three-month period ended March 31, 2025, presented for comparison purposes were respectively audited and reviewed by another independent auditor, whose audit and review reports were respectively issued on March 23, 2026 and May 15, 2025, unmodified.

Joinville, May 12, 2026

Grant Thornton Auditores Independentes Ltda.
CRC SC-000381/F-0



Ricardo Engel
Accountant CRC 1PR-052.941/O-5

Company Data / Capital Composition

Quantity of shares (unit)	Current Quarter 03/31/2026
Paid-in Capital	
Ordinary - Paid-in Capital	9,140,944
Preferred - Paid-in Capital	0
Total - Paid-in Capital	9,140,944
In Treasury	
Ordinary - In Treasury	185,696
Preferred - In Treasury	0
Total - In Treasury	185,696

Individual Financial Statements / Assets Balance Sheet

(Thousand Reais)

Account Code	Account Description	Current Quarter 03/31/2026	Previous Year 12/31/2025
1	Total Assets	441,413	449,293
1.01	Current Assets	33,110	36,198
1.01.01	Cash and Cash Equivalents	6,273	6,624
1.01.02	Financial Investments	24,912	26,516
1.01.02.03	Financial Investments Valued at Amortized Cost	24,912	26,516
1.01.06	Recoverable Taxes	1,842	2,927
1.01.06.01	Current Taxes to be Recovered	1,842	2,927
1.01.07	Prepaid Expenses	83	131
1.02	Non-Current Assets	408,303	413,095
1.02.01	Long-Term Assets	4,080	3,571
1.02.01.07	Deferred Taxes	1,653	1,995
1.02.01.07.01	Deferred Income Tax and Social Contribution	1,653	1,995
1.02.01.10	Other Non-Current Assets	2,427	1,576
1.02.01.10.04	Recoverable Taxes	2,427	1,576
1.02.02	Investments	404,223	409,524
1.02.02.01	Ownership Interest	404,223	409,524
1.02.02.01.02	Interest in Subsidiaries	404,223	409,524

Individual Financial Statements / Liabilities Balance Sheet

(Thousand Reais)

Account Code	Account Description	Current Quarter 03/31/2026	Previous Year 12/31/2025
2	Total Liabilities	441,413	449,293
2.01	Current Liabilities	2,856	2,502
2.01.01	Social and labor obligations	365	253
2.01.01.01	Social Obligations	365	253
2.01.02	Suppliers	291	82
2.01.02.01	National suppliers	291	82
2.01.03	Tax Obligations	95	76
2.01.03.01	Federal Tax Obligations	95	76
2.01.04	Loans and Financing	2,105	2,091
2.01.04.01	Loans and Financing	2,105	2,091
2.01.04.01.01	In National Currency	2,105	2,091
2.02	Non-current Liabilities	4,000	4,489
2.02.01	Loans and Financing	4,000	4,489
2.02.01.01	Loans and Financing	4,000	4,489
2.02.01.01.01	In National Currency	4,000	4,489
2.03	Shareholders' Equity	434,557	442,302
2.03.01	Realized Share Capital	440,109	440,109
2.03.01.01	Subscribed share capital	469,908	469,908
2.03.01.02	Expenses with share issues	-29,799	-29,799
2.03.02	Capital reserves	-28,367	-28,367
2.03.02.05	Treasury shares	-4,973	-4,973
2.03.02.07	Special Reserve for Goodwill on Merger	-23,394	-23,394
2.03.04	Profit Reserves	24,711	24,359
2.03.04.01	Legal Reserve	3,142	3,142
2.03.04.05	Profit Retention Reserve	21,569	21,217
2.03.05	Accumulated Profits/Losses	-5,199	0
2.03.07	Cumulative Conversion Adjustments	3,303	6,201

Individual Financial Statements / Income Statement

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
3.04	Operating expenses/income	-5,749	-1,580
3.04.02	General and administrative expenses	-1,294	-1,792
3.04.05	Other operating expenses	-1,700	-11
3.04.06	Equity income	-2,755	223
3.05	Income (loss) before financial income and taxes	-5,749	-1,580
3.06	Financial income (loss)	892	1,078
3.06.01	Financial income	1,055	1,257
3.06.02	Financial expenses	-163	-179
3.07	Income (loss) before income tax	-4,857	-502
3.08	Income and social contribution taxes	-342	-254
3.08.02	Deferred	-342	-254
3.09	Net income (loss) of continued operations	-5,199	-756
3.11	Net Income/loss for the period	-5,199	-756
3.99	Earnings per Share - (Reais / Share)	0	0
3.99.01	Basic Earnings per Share	0	0
3.99.01.01	ON	-0.5806	-0.0855
3.99.02	Diluted Earnings per Share	0	0
3.99.02.01	ON	-0.5798	-0.0855

Individual Financial Statements / Comprehensive Income Statement

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
4.01	Net Income for the Period	-5,199	-756
4.02	Other Comprehensive Results	-2,898	-3,740
4.03	Comprehensive Income for the Period	-8,097	-4,496

Individual Financial Statements / Cash Flow Statement - Indirect Method

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
6.01	Net cash from operating activities	-2,199	-1,493
6.01.01	Cash provided by operating activities	-2,724	-1,554
6.01.01.01	Income (loss) before income tax	-4,857	-502
6.01.01.06	Equity income or loss	2,755	-223
6.01.01.09	Interest and Exchange and Monetary Variations, Net	140	158
6.01.01.10	Income from financial investments	-762	-987
6.01.02	Changes in assets and liabilities	622	183
6.01.02.02	Recoverable Taxes	234	142
6.01.02.04	Other assets	48	-328
6.01.02.05	Social and Labor Obligations	112	79
6.01.02.06	Accounts Payable	209	351
6.01.02.08	Taxes to Pay	19	-61
6.01.03	Other	-97	-122
6.01.03.01	Interest paid	-97	-122
6.02	Net cash used in investing activities	2,366	4,505
6.02.12	Short-term financial investments	2,366	4,505
6.03	Net cash provided by (used in) financing activities	-518	-1,934
6.03.01	Payment of loans and financing	-518	-505
6.03.07	Purchase of shares	0	-1,429
6.05	Increase/(decrease) in cash and cash equivalents	-351	1,078
6.05.01	Opening balance of cash and cash equivalents	6,624	8,115
6.05.02	Closing balance of cash and cash equivalents	6,273	9,193

Individual Financial Statements / Statement of Changes in Equity - 01/01/2026 to 03/31/2026

(Thousand Reais)

Account Code	Account Description	Capital	Capital Reserves, Options Awarded and Treasury Shares	Earnings Reserve	Profits (losses) accumulated	Other Comprehensive Income	Shareholder's Equity
5.01	Opening Balances	440,109	-28,367	24,359	0	6,201	442,302
5.03	Adjusted Opening Balances	440,109	-28,367	24,359	0	6,201	442,302
5.04	Capital Transactions with Partners	0	0	352	0	0	352
5.04.08	Restricted Stock Plan	0	0	352	0	0	352
5.05	Total Comprehensive Income	0	0	0	-5,199	-2,898	-8,097
5.05.01	Net Income for the Period	0	0	0	-5,199	0	-5,199
5.05.02	Other Comprehensive Income	0	0	0	0	-2,898	-2,898
5.05.02.04	Foreign exchange variation of subsidiary located abroad	0	0	0	0	-2,898	-2,898
5.07	Closing Balances	440,109	-28,367	24,711	-5,199	3,303	434,557

Individual Financial Statements / Statement of Changes in Equity - 01/01/2025 to 03/31/2025

(Thousand Reais)

Account Code	Account Description	Capital	Capital Reserves, Options Awarded and Treasury Shares	Earnings Reserve	Profits (losses) accumulated	Other Comprehensive Income	Shareholder's Equity
5.01	Opening Balances	440,109	-27,097	28,225	0	11,737	452,974
5.03	Adjusted Opening Balances	440,109	-27,097	28,225	0	11,737	452,974
5.04	Capital Transactions with Partners	0	-4,360	3,857	0	0	-503
5.04.03	Recognized Granted Options	0	-5,450	5,450	0	0	0
5.04.04	Treasury Shares Acquired	0	-1,429	0	0	0	-1,429
5.04.08	Restricted Stock Plan	0	0	926	0	0	926
5.04.10	Treasury Shares Discharged	0	2,519	-2,519	0	0	0
5.05	Total Comprehensive Income	0	0	0	-756	-3,740	-4,496
5.05.01	Net Income for the Period	0	0	0	-756	0	-756
5.05.02	Other Comprehensive Income	0	0	0	0	-3,740	-3,740
5.05.02.04	Foreign exchange variation of subsidiary located abroad	0	0	0	0	-3,740	-3,740
5.07	Closing Balances	440,109	-31,457	32,082	-756	7,997	447,975

Individual Financial Statements / Statement of Added Value

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
7.02	Inputs acquired from third-parties	-2,131	-871
7.02.02	Materials, energy, third party services and other	-470	-860
7.02.04	Others	-1,661	-11
7.03	Gross value added	-2,131	-871
7.05	Net value added produced	-2,131	-871
7.06	Value added received in transfer	-1,700	1,480
7.06.01	Equity income	-2,755	223
7.06.02	Financial income	1,055	1,257
7.07	Total value added to be distributed	-3,831	609
7.08	Distribution of value added	-3,831	609
7.08.01	Personnel	863	932
7.08.01.01	Direct remuneration	863	840
7.08.01.02	Benefits	0	92
7.08.02	Taxes, fees and contributions	342	254
7.08.02.01	Federal	342	254
7.08.03	Remuneration of third party capital	163	179
7.08.03.01	Interest	163	179
7.08.04	Remuneration of own capital	-5,199	-756
7.08.04.03	Retained earnings	-5,199	-756

Consolidated Financial Statements / Assets Balance Sheet

(Thousand Reais)

Account Code	Account Description	Current Quarter 03/31/2026	Previous Year 12/31/2025
1	Total Assets	553,982	564,284
1.01	Current Assets	201,819	204,217
1.01.01	Cash and Cash Equivalents	81,457	81,318
1.01.02	Financial Investments	48,312	49,362
1.01.02.01	Financial Investments Valued at Fair Value Through Profit or Loss	48,312	49,362
1.01.02.01.03	Financial Investments Valued at Amortized Cost	48,312	49,362
1.01.03	Accounts Receivable	62,043	62,935
1.01.03.01	Trade Receivables	61,379	61,869
1.01.03.02	Other Accounts Receivable	664	1,066
1.01.06	Recoverable Taxes	4,877	5,617
1.01.06.01	Current Taxes Recoverable	4,877	5,617
1.01.07	Prepaid Expenses	5,055	4,910
1.01.08	Others Current Assets	75	75
1.01.08.03	Others	75	75
1.02	Non-Current Assets	352,163	360,067
1.02.01	Long-Term Assets	14,760	14,837
1.02.01.04	Accounts Receivable	27	133
1.02.01.04.02	Other Accounts Receivable	27	133
1.02.01.07	Deferred Taxes	1,653	1,995
1.02.01.07.01	Deferred Income Tax and Social Contribution	1,653	1,995
1.02.01.08	Prepaid Expenses	1,540	2,021
1.02.01.10	Other Non-Current Assets	11,540	10,688
1.02.01.10.03	Recoverable Taxes	11,540	10,688
1.02.03	Property, Plant and Equipment	10,111	11,467
1.02.03.01	Fixed Assets in Operation	2,158	2,539
1.02.03.02	Rental Right of Use	7,953	8,928
1.02.04	Intangibles Assets	327,292	333,763
1.02.04.01	Intangibles Assets	59,200	65,671
1.02.04.02	Goodwill	268,092	268,092

Consolidated Financial Statements / Liabilities Balance Sheet

(Thousand Reais)

Account Code	Account Description	Current Quarter 03/31/2026	Previous Year 12/31/2025
2	Total Liabilities	553,982	564,284
2.01	Current Liabilities	62,846	61,865
2.01.01	Social and labor obligations	17,487	15,309
2.01.01.01	Social Obligations	17,487	15,309
2.01.02	Suppliers	28,883	26,763
2.01.02.01	National suppliers	28,883	26,763
2.01.03	Tax Obligations	5,234	6,617
2.01.03.01	Federal Tax Obligations	5,234	6,617
2.01.04	Loans and Financing	6,413	7,057
2.01.04.01	Loans and Financing	2,105	2,091
2.01.04.01.01	In National Currency	2,105	2,091
2.01.04.03	Lease Financing	4,308	4,966
2.01.05	Other Obligations	4,829	6,119
2.01.05.02	Others	4,829	6,119
2.01.05.02.04	Obligations for Acquisition of Investments	1,987	2,446
2.01.05.02.05	Other liabilities	2,842	3,673
2.02	Non-current Liabilities	56,579	60,117
2.02.01	Loans and Financing	8,253	8,746
2.02.01.01	Loans and Financing	4,000	4,489
2.02.01.01.01	In National Currency	4,000	4,489
2.02.01.03	Lease Financing	4,253	4,257
2.02.02	Other Obligations	1,482	1,725
2.02.02.02	Others	1,482	1,725
2.02.02.02.04	Other liabilities	1,482	1,725
2.02.03	Deferred Taxes	45,542	48,431
2.02.03.01	Deferred Income Tax and Social Contribution	45,542	48,431
2.02.04	Provisions	1,302	1,215
2.02.04.01	Civil and Labor and Social Security Tax Provisions	1,302	1,215
2.02.04.01.02	Social Security and Labor Provisions	1,302	1,215
2.03	Shareholders' Equity	434,557	442,302
2.03.01	Realized Share Capital	440,109	440,109
2.03.01.01	Subscribed share capital	469,908	469,908
2.03.01.02	Expenses with share issues	-29,799	-29,799
2.03.02	Capital reserves	-28,367	-28,367
2.03.02.05	Treasury shares	-4,973	-4,973
2.03.02.08	Special Reserve for Goodwill on Merger	-23,394	-23,394
2.03.04	Profit Reserves	24,711	24,359
2.03.04.01	Legal Reserve	3,142	3,142
2.03.04.05	Profit Retention Reserve	21,569	21,217
2.03.05	Accumulated Profits/Losses	-5,199	0
2.03.07	Cumulative Conversion Adjustments	3,303	6,201

Consolidated Financial Statements / Income Statement

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
3.01	Income from sales of goods and/or services	65,867	69,324
3.02	Cost of goods and/or services sold	-28,713	-29,194
3.03	Gross income	37,154	40,130
3.04	Operating expenses/income	-48,134	-44,980
3.04.01	Sales expenses	-9,352	-12,778
3.04.02	General and administrative expenses	-35,093	-34,860
3.04.05	Other operating expenses	-3,689	2,658
3.05	Income (loss) before financial income and taxes	-10,980	-4,850
3.06	Financial income (loss)	3,426	3,097
3.06.01	Financial income	4,294	4,498
3.06.02	Financial expenses	-868	-1,401
3.07	Income (loss) before income tax	-7,554	-1,753
3.08	Income and social contribution taxes	2,355	997
3.08.01	Current	-192	-1,076
3.08.02	Deferred	2,547	2,073
3.09	Net income (loss) of continued operations	-5,199	-756
3.11	Net Income/loss for the period	-5,199	-756
3.11.01	Attributed to Controlling Company Partners	-5,199	-756

Consolidated Financial Statements / Comprehensive Income Statement

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
4.01	Net Income for the Period	-5,199	-756
4.02	Other Comprehensive Results	-2,898	-3,740
4.03	Comprehensive Consolidated Income for the Period	-8,097	-4,496
4.03.01	Attributed to Controlling Company Partners	-8,097	-4,496

Consolidated Financial Statements / Cash Flow Statement - Indirect Method

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
6.01	Net cash from operating activities	2,053	5,555
6.01.01	Cash provided by operating activities	1,015	2,836
6.01.01.01	Income (loss) before income tax	-7,554	-1,753
6.01.01.02	Depreciation and amortization	8,420	7,727
6.01.01.04	Loss (gain) on Asset write-off	0	-1
6.01.01.05	Provision for impairment of trade receivables	1,441	743
6.01.01.07	Provision for Contingencies	87	266
6.01.01.09	Interest and Exchange and Monetary Variations, Net	-229	-623
6.01.01.11	Income from financial investments	-1,539	-1,584
6.01.01.14	Restricted Stock Plan	352	926
6.01.01.16	Remeasurement earnout obligation for acquisition of investments	0	-3,482
6.01.01.17	Adjustment to present value of obligation for acquisition of investments	0	508
6.01.01.18	Provision of interest on obligations for the acquisition of investments	37	109
6.01.02	Changes in assets and liabilities	1,622	4,238
6.01.02.01	Accounts Receivable	-951	-191
6.01.02.02	Recoverable Taxes	-112	131
6.01.02.04	Other assets	844	-1,666
6.01.02.05	Social and Labor Obligations	2,178	3,320
6.01.02.06	Accounts Payable	2,120	3,342
6.01.02.07	Deferred Revenues	-831	-169
6.01.02.08	Taxes to Pay	-1,626	-529
6.01.03	Other	-584	-1,519
6.01.03.01	Interest paid	-392	-415
6.01.03.02	Income Tax and Social Contribution Paid	-192	-1,076
6.01.03.03	Contingencies Payments	0	-28
6.02	Net cash used in investing activities	1,966	-2,085
6.02.03	Increase in Intangibles	-268	-2,762
6.02.04	Value on Sale of Fixed Assets	166	1
6.02.06	Increase in Property, Plant and Equipment	-25	-15
6.02.07	Payment of obligations for acquisition of investments	-496	-4,205
6.02.12	Short-term financial investments	2,589	4,896
6.03	Net cash provided by (used in) financing activities	-1,646	-3,031
6.03.01	Payment of loans and financing	-518	-505
6.03.04	Payment of leasing installments	-1,128	-1,097
6.03.07	Purchase of shares	0	-1,429
6.04	Exchange Rate Variation on Cash and Cash Equivalents	-2,234	-2,666
6.05	Increase/(decrease) in cash and cash equivalents	139	-2,227
6.05.01	Opening balance of cash and cash equivalents	81,318	91,238
6.05.02	Closing balance of cash and cash equivalents	81,457	89,011

Consolidated Financial Statements / Statement of Changes in Equity - 01/01/2026 to 03/31/2026

(Thousand Reais)

Account Code	Account Description	Capital	Capital Reserves, Options Awarded and Treasury Shares	Earnings Reserve	Profits (losses) accumulated	Other Comprehensive Income	Shareholder's Equity	Participation of Non-Controlling Shareholders	Consolidated Shareholders' Equity
5.01	Opening Balances	440,109	-28,367	24,359	0	6,201	442,302	0	442,302
5.03	Adjusted Opening Balances	440,109	-28,367	24,359	0	6,201	442,302	0	442,302
5.04	Capital Transactions with Partners	0	0	352	0	0	352	0	352
5.04.08	Restricted Stock Plan	0	0	352	0	0	352	0	352
5.05	Total Comprehensive Income	0	0	0	-5,199	-2,898	-8,097	0	-8,097
5.05.01	Net Income for the Period	0	0	0	-5,199	0	-5,199	0	-5,199
5.05.02	Other Comprehensive Income	0	0	0	0	-2,898	-2,898	0	-2,898
5.05.02.04	Foreign exchange variation of subsidiary located abroad	0	0	0	0	-2,898	-2,898	0	-2,898
5.07	Closing Balances	440,109	-28,367	24,711	-5,199	3,303	434,557	0	434,557

Consolidated Financial Statements / Statement of Changes in Equity - 01/01/2025 to 03/31/2025

(Thousand Reais)

Account Code	Account Description	Capital	Capital Reserves, Options Awarded and Treasury Shares	Earnings Reserve	Profits (losses) accumulated	Other Comprehensive Income	Shareholder's Equity	Participation of Non-Controlling Shareholders	Consolidated Shareholders' Equity
5.01	Opening Balances	440,109	-27,097	28,225	0	11,737	452,974	0	452,974
5.03	Adjusted Opening Balances	440,109	-27,097	28,225	0	11,737	452,974	0	452,974
5.04	Capital Transactions with Partners	0	-4,360	3,857	0	0	-503	0	-503
5.04.03	Recognized Granted Options	0	-5,450	5,450	0	0	0	0	0
5.04.04	Treasury Shares Acquired	0	-1,429	0	0	0	-1,429	0	-1,429
5.04.08	Restricted Stock Plan	0	0	926	0	0	926	0	926
5.04.10	Treasury Shares Discharged	0	2,519	-2,519	0	0	0	0	0
5.05	Total Comprehensive Income	0	0	0	-756	-3,740	-4,496	0	-4,496
5.05.01	Net Income for the Period	0	0	0	-756	0	-756	0	-756
5.05.02	Other Comprehensive Income	0	0	0	0	-3,740	-3,740	0	-3,740
5.05.02.04	Foreign exchange variation of subsidiary located abroad	0	0	0	0	-3,740	-3,740	0	-3,740
5.07	Closing Balances	440,109	-31,457	32,082	-756	7,997	447,975	0	447,975

Consolidated Financial Statements / Statement of Added Value

(Thousand Reais)

Account Code	Account Description	Accumulated of the Current Period	Accumulated of the Previous Period
		01/01/2026 to 03/31/2026	01/01/2025 to 03/31/2025
7.01	Revenues	70,246	78,591
7.01.01	Sales of goods, products and services	71,431	75,688
7.01.02	Other revenues	256	3,646
7.01.04	Reversal/Allowance for doubtful accounts	-1,441	-743
7.02	Inputs acquired from third-parties	-27,263	-23,289
7.02.01	Cost of products, goods and services sold	-8,403	-7,745
7.02.02	Materials, energy, third party services and other	-16,917	-15,223
7.02.04	Others	-1,943	-321
7.03	Gross value added	42,983	55,302
7.04	Retentions	-8,420	-7,727
7.04.01	Depreciation and amortization	-8,420	-7,727
7.05	Net value added produced	34,563	47,575
7.06	Value added received in transfer	4,294	4,498
7.06.02	Financial income	4,294	4,498
7.07	Total value added to be distributed	38,857	52,073
7.08	Distribution of value added	38,857	52,073
7.08.01	Personnel	39,706	45,848
7.08.01.01	Direct remuneration	33,147	37,590
7.08.01.02	Benefits	4,501	5,921
7.08.01.03	Government Severance Indemnity Fund for Employee (FGTS)	2,058	2,337
7.08.02	Taxes, fees and contributions	3,209	5,367
7.08.02.01	Federal	1,896	3,931
7.08.02.03	Municipal	1,313	1,436
7.08.03	Remuneration of third party capital	1,141	1,614
7.08.03.01	Interest	868	1,401
7.08.03.02	Rentals	273	213
7.08.04	Remuneration of own capital	-5,199	-756
7.08.04.03	Retained earnings	-5,199	-756

NEOGRID PARTICIPAÇÕES S.A.

Management's explanatory notes to the interim financial statements

as of March 31, 2026

(All amounts in thousands of Reais, unless otherwise stated)

1. General information

1.1. Operational context

Neogrid Participações S.A. ("Neogrid Participações", "Parent Company" or "Controlling"), is a publicly held corporation, with its principal offices in the city of Joinville, State of Santa Catarina, is engaged in investing in other companies or partnerships, businesses and undertakings of any nature, as permitted by the provisions in its Bylaws. The Company has shares traded on the Brazilian Stock Exchange (B3 S.A.).

The corporate objectives of the Company and its subsidiaries (jointly, "the Group") include the development, licensing and implementation of customized software for the management and synchronization of supply chains; the provision of related technical advisory and training services; and the provision of technical IT support services, installation, configuration and maintenance of software and databases.

Neogrid Participações has the following subsidiaries:

Subsidiaries	Domicile	Note	Subsidiaries			
			Direct interest		Indirect interest	
			03/31/2026	12/31/2025	03/31/2026	12/31/2025
Neogrid Informática Ltda	BRA	(a)	100.00%	100.00%		
Neogrid Netherlands B.V.	HOL	(b)			100.00%	100.00%
Neogrid North America LLC.	EUA	(c)	100.00%	100.00%		
GRG Inovações e Tecnologia S.A.	BRA	(d)			100.00%	100.00%

(a) Neogrid Informática Ltda ("Neogrid Informática")

Neogrid Informática is engaged in the development, licensing and implementation of customized software for the management and synchronization of the supply chain; the provision of related technical advisory and training services; the provision of technical IT support services, installation, configuration and maintenance of software and databases; and participation in other commercial or civil companies, whether in Brazil or abroad, as partner, shareholder or quotaholder.

(b) Neogrid Netherlands B.V. ("Netherlands")

Company that provides SCS – SupplyChain Synchronization solutions, operating in the European market.

(c) Neogrid North America LLC. ("Neogrid N.A.")

Company that provides SCS – Supply Chain Synchronization solutions, operating in the North American market.

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(d) GRG Inovações e Tecnologia S.A. ("Horus")

Company that operates in the market intelligence sector, with a consumer data platform including prices, products, brands, categories, volume, and presence at the point of sale.

1.2. Basis of preparation

The Company's interim financial information, contained in the Quarterly Information Form - ITR for the quarter ended March 31, 2026, comprises the interim financial information, prepared in accordance with Technical Pronouncement "CPC 21 – Interim Statements", approved by the Brazilian Securities and Exchange Commission ("CVM") and with the international accounting standard "IAS 34 – Interim Financial Reporting", issued by the International Accounting Standard Board (IASB).

The preparation of interim financial information requires the use by the Company's Management of estimates and assumptions that affect asset and liability balances and other transactions. Since Management's judgment involves determining estimates related to the probability of future events, actual results may eventually differ from these estimates.

All relevant information specific to the interim financial information, and only this information, is being highlighted and corresponds to that used by the Company in its management.

The individual and consolidated interim financial information should be analyzed together with the complete financial statements for the year ended December 31, 2025.

We list below the explanatory notes that were presented in the annual financial statements as of December 31, 2025, which are not being included or presented in the same level of detail in this individual and consolidated interim financial information, given the absence of relevant changes in this quarter:

- (i) Summary of significant accounting policies – note 2
- (ii) Consolidation – note 4
- (iii) Estimates and critical judgments – note 5

The issuance of this interim financial information was authorized by the Board of Directors on May 12, 2026.

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1.3. Main events that occurred in the last fiscal year

(a) Consumption Tax Reform

On December 20, 2023, Constitutional Amendment ("EC") No. 132 was enacted, establishing the Tax Reform ("Reform") on consumption. The Reform model is based on VAT divided ("dual VAT") into two jurisdictions, one federal (Contribution on Goods and Services - CBS), which will replace PIS and COFINS, and one sub-national (Tax on Goods and Services - IBS), which will replace ICMS and ISS.

A Selective Tax ("IS") was also created under federal jurisdiction, which will be levied on the production, extraction, marketing or import of goods and services that are harmful to health and the environment, under the terms of a complementary law.

On December 17, 2024, the National Congress concluded the approval of Complementary Bill No. 68/2024, which regulated relevant aspects of the Tax Reform. This bill was sanctioned with vetoes by the President of the Republic on January 16, 2025, becoming Complementary Law No. 214 of January 16, 2025 ("LC No. 214/2025"), which establishes general rules applicable to the CBS, IBS, and Selective Tax, including rules of incidence, non-cumulativeness, crediting, and specific regimes, in addition to general guidelines regarding the creation, structure, and competences of the IBS Management Committee, determining its establishment by December 31, 2025, as the entity responsible for the administration of said tax.

The regulation of the IBS Management Committee was originally addressed in Complementary Bill No. 108/2024, which was sanctioned on January 14, 2026, becoming Complementary Law 227/2026 ("LC 227/2026"). This law regulates fundamental points of the Consumption Tax Reform, establishing the IBS Management Committee (CGIBS), disciplining the tax administrative process, defining criteria for the distribution of revenue among States, the Federal District, and Municipalities, regulating the offsetting of ICMS credit balances, and establishing general rules relating to ITCMD, among other topics.

The Tax Reform foresees a transition period extending from 2026 to 2032, during which the currently existing taxes and the new taxes will coexist progressively, according to a schedule established in the Federal Constitution and applicable complementary legislation.

The effects of the Tax Reform on the Company's operations and on the calculation of taxes will depend on the full regulation of the constitutional and legal provisions still pending, as well as the consolidation of operational procedures to be defined by the competent entities. Thus, until March 31, 2026, no material impacts resulting from the Tax Reform have been identified in the Company's interim financial statements.

NEOGRID PARTICIPAÇÕES S.A.

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(b) Payroll tax relief

On September 16, 2024, Federal Law No. 14,973/2024 was published, providing for the maintenance of the payroll tax exemption until December 31, 2024 with the collection of the Social Security Contribution on Gross Revenue (CPRB) replacing the Employer Social Security Contribution (CPP).

On the other hand, in the period from 2025 to 2027, there will be a gradual transition of the payroll tax re-taxation, with a gradual reduction in the CPRB rate, until its complete extinction in 2028. Consequently, there will be a gradual increase in the CPP rate. The effect on the interim information as of March 31, 2026, is a reduction in revenue deductions, in exchange for an increase in personnel costs and expenses.

1.4. Period performance

In the first quarter of 2026, the Company recorded a net loss, reflecting transitory factors, which include: (i) extraordinary costs related to the Public Offering; (ii) one-off connectivity costs due to some environment migrations that should be offset throughout the year; (iii) the impact of the second stage of the payroll tax reinstatement, provided for by law and already incorporated into management's planning; and (iv) the continued transition of the international business model, with a contraction in revenue resulting from the non-renewal of contracts communicated to the market throughout 2025.

Management emphasizes that the negative result for the quarter does not represent a reversal of the consolidated operational improvement trajectory throughout 2025, a year in which the Company made significant progress in efficiency, cash generation, and operational profitability.

2. Changes in accounting policies and disclosures

There are no new standards and amendments issued by the IASB and CPC effective from January 1, 2026, which, in the opinion of Management, may have a significant impact on the interim financial information prepared by the Management of the Company and its subsidiaries.

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3. Financial risk management

3.1. Financial risk factors

The Company and its subsidiaries' activities expose them to a variety of financial risks: market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk. The overall risk management program focuses on the unpredictability of financial markets and aims to minimize potential adverse effects on the Group's financial performance.

The Company and its subsidiaries have financial instruments, such as financial investments, receivables and borrowings. The management of these instruments is made through operating strategies and internal controls, aimed at assuring liquidity, profitability and security. The control policy consists of ongoing monitoring of the contracted conditions in comparison with the existing market conditions. The amounts of financial assets and liabilities in the interim financial statements as of March 31, 2026 were determined in accordance with the accounting criteria and practices disclosed in specific notes.

(a) Market risk

Market risk is the risk that changes in market prices, such as exchange rates and interest rates, could affect the gains of the Company and its subsidiaries or the value of their interests in financial instruments. The aim of market risk management is to manage and keep exposure to market risk within acceptable parameters, while optimizing the returns. All these transactions are carried out in accordance with the guidelines established by the Company's Management.

(i) Foreign exchange risk

Foreign exchange rate risks arise from the possibility of losses due to fluctuations in exchange rates, which increase liabilities from borrowings and purchase commitments in foreign currency or which reduce assets arising from receivables in foreign currency.

Some of the Company's subsidiaries operate internationally and are exposed to foreign exchange risk arising from exposures in certain currencies such as the US Dollar (USD) and Euro (EUR). The Company assures that its net exposure is maintained at an acceptable level within limits defined by Management.

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The table below presents the hypothetical effects from changes in significant risk variables to which the Company is exposed at the end of the year. The relevant risk variables are the exposure to foreign currency volatility, substantially the USD and EUR. Management considered as a probable base scenario the exchange rates forecasted by the Central Bank of Brazil for the year 2026 and stressed by factors of 10% and 20%.

The balances of the corresponding accounts in the sensitivity analysis, such as cash and cash equivalents, trade receivables and payables, may fluctuate due to the normal activities of the Company and its subsidiaries.

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	Foreign Currencies		Reais		Risk	Probable	10%	20%	-10%	-20%
	03/31/2026	12/31/2025	03/31/2026	12/31/2025						
Assets						5.50	6.05	6.60	4.95	4.40
Cash and Cash Equivalents	7,149	6,199	37,316	34,112	Dollar					
Trade Receivables	353	1,117	1,841	6,144	Dollar					
	7,502	7,316	39,157	40,256		2,104	6,230	10,356	(2,022)	(6,148)
Liabilities										
Trade Payables	376	364	1,960	2,001	Dollar					
	376	364	1,960	2,001		108	315	522	(99)	(306)
Net Effect	7,126	6,952	37,197	38,255		1,996	5,915	9,834	(1,923)	(5,842)
Assets						6.33	6.96	7.60	5.70	5.06
Cash and Cash Equivalents	530	1,048	3,186	6,779	Euro					
Trade Receivables	217	228	1,306	1,472	Euro					
	747	1,276	4,492	8,251		236	707	1,185	(234)	(712)
Liabilities										
Trade Payables	155	898	933	5,810	Euro					
	155	898	933	5,810		48	146	245	(49)	(149)
Net Effect	592	378	3,559	2,441		188	561	940	(185)	(563)
Overall Net Effect						2,184	6,476	10,774	(2,108)	(6,405)

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(ii) Cash flow and fair value interest rate risk

Financial assets and liabilities

Financial instruments include cash and cash equivalents, financial investments, accounts receivable, accounts payable, loans and borrowings and debentures that are linked to the variation of the CDI, and IPCA, which are recorded at cost, plus accrued interest or charges incurred, or at fair value when applicable, on March 31, 2026 and December 31, 2025.

The main risks comprise:

- (i) Interbank Deposit Certificate (CDI) for financial investments and fixed income investment funds; and
- (ii) IPCA for financing from FINEP - Financier of Studies and Projects.

Sensitivity analysis of financial assets

With the intent of verifying the sensitivity of the index to financial investments, to which the Company and its subsidiaries were exposed on March 31, 2026, three different scenarios were defined to cover the risk of a decrease in the CDI. The probable base scenario (I) was the rate of 12.50% for the year to March 2026; this was stressed by 10% (scenario II) and 20% (scenario III).

			03/31/2026		
	Balances	Risk	Probable Scenario (I)	Scenario (II)	Scenario (III)
Consolidated financial revenue	R\$ 88,892	Decrease CDI (year)	12.50%	10.0%	20.0%
<i>Financial income</i>			<i>R\$ 11,112</i>	<i>R\$ 10,000</i>	<i>R\$ 8,889</i>

Sensitivity analysis of financial liabilities

In order to verify the sensitivity of the indexer in the debts to which the Company is exposed on the base date of March 31, 2026, three different scenarios were defined. Based on the values of the IPCA indicators in effect on March 31, 2026, the probable scenario (scenario I) for the year 2026 was defined and, from it, variations of 10% (scenario II) and 20% (scenario III) were calculated. For each scenario, the gross financial expense was calculated without taking into account the incidence of taxes and the flow of maturities of each contract scheduled for 2026.

The base date used for financing was March 31, 2026, projecting the indexes for one year and checking their sensitivity in each scenario.

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026***(All amounts in thousands of Reais, unless otherwise stated)*

				03/31/2026	
	Balances	Risk	Probable Scenario (I)	Scenario (II)	Scenario (III)
		Increase		10.0%	20.0%
FINEP borrowings	R\$ 6,105	TJLP + 4.5% p.a.	9.00%	9.90%	10.80%
<i>Estimated finance costs</i>			<i>R\$ 549</i>	<i>R\$ 604</i>	<i>R\$ 659</i>

(b) Credit risk

This arises from the possibility of losses as a result of default by counterparties or financial institutions that are depositaries of funds or financial investments. To mitigate these risks, the Company and its subsidiaries analyze the customers' financial positions. The carrying amounts of the main financial assets exposed to credit risk at the reporting dates are as follows:

	Consolidated	
	03/31/2026	12/31/2025
Cash and cash equivalents	81,457	81,318
Short term investment	48,312	49,362
Trade receivables	61,379	61,869
Total	191,148	192,549

(c) Liquidity risk

Liquidity risk arises from the possibility of insufficiency of funds for payment of debts.

Management monitors rolling forecasts of the Company and its subsidiaries' liquidity requirements to ensure they have sufficient cash to meet operational needs. Additionally, the Company and its subsidiaries also hold financial investments redeemable at any time to cover mismatches between the maturity date of their contractual obligations and their cash generation.

The Group invests the excess cash in interest-earning financial assets, choosing instruments with appropriate maturities or sufficient liquidity to provide adequate margin as determined by these forecasts.

The cash equivalents held by the Company and its subsidiaries at March 31, 2026 have immediate liquidity and are considered sufficient for managing liquidity risk.

The table below analyzes the Group's non-derivative financial liabilities into relevant maturity groupings through to contractual maturity. The amounts in the table are the undiscounted contracted cash flows.

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

	Parent company			
	Less than one year	Between 1 and 2 years	Between 2 and 5 years	Over five years
At March 31, 2026				
Borrowings	2,374	2,456	1,852	-
Trade payables and other obligations	291	-	-	-
At December 31, 2025				
Borrowings	2,381	2,463	2,392	-
Trade payables and other obligations	82	-	-	-
	Consolidated			
	Less than one year	Between 1 and 2 years	Between 2 and 5 years	Over five years
At March 31, 2026				
Borrowings	2,374	2,456	1,852	-
Trade payables and other obligations	28,883	-	-	-
Lease liabilities	5,075	3,355	1,319	-
At December 31, 2025				
Borrowings	2,381	2,463	2,392	-
Trade payables and other obligations	26,763	-	-	-
Lease liabilities	5,833	3,236	1,513	-

3.2. Capital management

The Group's objectives when managing capital are to safeguard their ability to continue as a going concern in order to provide returns for stockholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure of the Company, management can make, or may propose to the stockholders when their approval is required, adjustments to the policies on the amount of dividends paid to stockholders, return capital to stockholders, issue new shares or sell assets to reduce, for example, debt.

Consistent with others in the industry, the Company monitors capital based on the financial leverage ratio. This ratio corresponds to the net debt expressed as a percentage of total capitalization. Net debt is calculated as total borrowings (including current and non-current borrowings as shown in the consolidated balance sheet) less cash and cash equivalents. Total capitalization is calculated as equity as shown in the consolidated balance sheet plus net debt.

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Financial leverage ratios as of March 31, 2026 and December 31, 2025 were as follows:

	Parent company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Total borrowings (Note 13)	6,105	6,580	6,105	6,580
(-) Cash and cash equivalents (Note 6.1)	(6,273)	(6,624)	(81,457)	(81,318)
(-) Short-term financial investments (Note 6.2)	(24,912)	(26,516)	(48,312)	(49,362)
Net surplus	(25,080)	(26,560)	(123,666)	(124,100)
Total equity	434,557	442,302	434,557	442,302
Total capitalization	409,477	415,742	310,891	318,202
Financial leverage - %	-6%	-6%	-40%	-39%

Capital is managed at the consolidated level, not at the Parent Company level.

3.3. Fair value estimation

Accounts receivable from customers and accounts payable to suppliers at book value, less impairment in the case of accounts receivable, are close to their fair values.

The Group measures financial instruments at fair value on each balance sheet closing date. Fair value is the price that would be received for the sale of an asset or paid for the transfer of a liability in an unforced transaction between market participants on the measurement date.

The measurement of fair value is based on the assumption that the transaction to sell the asset or transfer the liability will occur: (i) in the principal market for the asset or liability; or (ii) in the absence of a principal market, in the most advantageous market for the asset or liability.

All assets and liabilities for which fair value is measured or disclosed in the interim financial statements are categorized within the fair value hierarchy described below, based on the lowest level information that is significant to the measurement of fair value as a whole:

- Level 1 - Prices quoted (unadjusted) in active markets for identical assets or liabilities to which the entity may have access on the measurement date;
- Level 2 - Valuation techniques for which the lowest and most significant information for measuring fair value is directly or indirectly observable;

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- Level 3 - Valuation techniques for which the lowest and most significant information for measuring fair value is not available.

The table below presents the Group's assets and liabilities measured at fair value on March 31, 2026:

	Level 1	Level 2	Level 3	Consolidated Total
Liabilities				
Financial liabilities at fair value through profit or loss				
Contingent consideration	-	-	1,987	1,987
Total liabilities	-	-	1,987	1,987

The table below presents the Group's assets and liabilities measured at fair value on December 31, 2025:

	Level 1	Level 2	Level 3	Consolidated Total
Liabilities				
Financial liabilities at fair value through profit or loss				
Contingent consideration	-	-	2,446	2,446
Total liabilities	-	-	2,446	2,446

For assets and liabilities recognized in the interim financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels of the hierarchy, reassessing the categorization (based on the lowest and most significant information for measuring the fair value as a whole) at the end of each disclosure period.

4. Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, responsible for allocating resources and assessing performance of the operating segments, is the Executive Board. The Executive Board makes its operating and strategic decisions observing the consolidated results, that is, it has a single operating segment, the software.

Within the software segment, operations are multinational, with part of these conducted by subsidiaries abroad. Further information on the assets and revenues of these subsidiaries can be found in Note 5.2.

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The operating strategy is to offer Neogrid automatic synchronization of supply chain solutions through a single integrated platform. This is the Company's main competitive advantage. Offering SaaS solutions is the primary source of revenue generation through subscription to the Neogrid solution platform.

5. Investments

5.1. Balance of investments

	Parent company	
	03/31/2026	12/31/2025
Investments accounted for under the equity method	404,223	409,524
Investments	404,223	409,524

5.2. Summary of financial information

The table below provides summarized financial information on the Company's subsidiaries (principal significant non-controlling interests).

(i) Summarized balance sheet

	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	03/31/2026	03/31/2026	03/31/2026	03/31/2026
Current				
Assets	126,339	39,351	4,529	1,171
Liabilities	(53,976)	(3,649)	(2,137)	(2,908)
Working Capital	72,363	35,702	2,392	(1,737)
Non-current				
Assets	350,575	15,735	17	133
Liabilities	(70,152)	-	-	(2,567)
Non-current Assets Net	280,423	15,735	17	(2,434)
Equity	352,786	51,437	2,409	(4,171)

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	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	<u>12/31/2025</u>	<u>12/31/2025</u>	<u>12/31/2025</u>	<u>12/31/2025</u>
Current				
Assets	125,187	40,506	8,689	1,545
Liabilities	(53,375)	(3,708)	(6,878)	(3,310)
Working Capital	<u>71,812</u>	<u>36,798</u>	<u>1,811</u>	<u>(1,765)</u>
Non-current				
Assets	358,087	16,365	10	305
Liabilities	(73,538)	-	-	(2,666)
Non-current Assets Net	<u>284,549</u>	<u>16,365</u>	<u>10</u>	<u>(2,361)</u>
Equity	<u>356,361</u>	<u>53,163</u>	<u>1,821</u>	<u>(4,126)</u>

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

(ii) Condensed statement of income

	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	03/31/2026	03/31/2026	03/31/2026	03/31/2026
Revenues	61,826	1,889	2,973	767
Profit (loss) before income tax and social contribution	(6,655)	1,028	924	(45)
Income tax and social contribution expense	2,890	(18)	(176)	-
Profit (loss)	(3,765)	1,010	748	(45)

	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	03/31/2025	03/31/2025	03/31/2025	03/31/2025
Revenues	61,487	1,066	5,774	997
Profit (loss) before income tax and social contribution	(2,866)	761	4,501	(872)
Income tax and social contribution expense	2,328	-	(1,076)	-
Profit (loss)	(538)	761	3,425	(872)

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

(iii) Condensed statement of comprehensive income

	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	<u>03/31/2026</u>	<u>03/31/2026</u>	<u>03/31/2026</u>	<u>03/31/2026</u>
Profit (loss)	(3,765)	1,010	748	(45)
Other comprehensive income	(162)	(2,736)	(162)	-
Total comprehensive income	<u>(3,927)</u>	<u>(1,726)</u>	<u>585</u>	<u>(45)</u>

	Directs		Subsidiaries	
	Neogrid Informática	Neogrid N. A.	Netherlands	Horus*
	<u>03/31/2025</u>	<u>03/31/2025</u>	<u>03/31/2025</u>	<u>03/31/2025</u>
Profit (loss)	(538)	761	3,425	(872)
Other comprehensive income	13	(3,753)	13	-
Total comprehensive income	<u>(526)</u>	<u>(2,992)</u>	<u>3,438</u>	<u>(872)</u>

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

(iv) Reconciliation of financial information on investments

	Parent company		
	03/31/2026		
	Neogrid Informática	Neogrid N. A.	Investments Total
Share in voting capital %	100%	100%	
Paid-up capital	350,000	39,331	389,331
Equity	352,786	51,437	404,223
Profit (loss) for the year	(3,765)	1,010	(2,755)
Changes in investment balances:			
At the beginning of the year	356,361	53,163	409,524
Restricted stock grant plan (Notes 17.1 and 18.5)	352	-	352
Equity in the earnings of investees	(3,765)	1,010	(2,755)
Cumulative translation adjustments	(162)	(2,736)	(2,898)
At the end of the year	352,786	51,437	404,223
Investments	352,786	51,437	404,223
	352,786	51,437	404,223

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	Parent company		
	12/31/2025		
	Neogrid Informática	Neogrid N. A.	Investments Total
Share in voting capital %	100%	100%	
Paid-up capital	350,000	39,331	389,331
Equity	356,361	53,163	409,524
Profit (loss) for the year	(7,247)	7,541	294
Changes in investment balances:			
At the beginning of the year	361,740	51,350	413,090
Restricted stock grant plan (Notes 17.1 and 18.5)	1,676	-	1,676
Equity in the earnings of investees	(7,247)	7,541	294
Cumulative translation adjustments	192	(5,728)	(5,536)
At the end of the year	356,361	53,163	409,524
Investments	356,361	53,163	409,524
	356,361	53,163	409,524

* Horus is the trade name corresponding to the corporate name GRG Inovações e Tecnologia S.A.

Investments in subsidiaries and associates are accounted for using the equity method.

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)**6. Cash, cash equivalents and Short-term investment****6.1. Cash and cash equivalents**

	Parent company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Cash and cash equivalents	23	4	5,731	8,673
Short-term bank deposits	6,250	6,620	75,726	72,645
Total	6,273	6,624	81,457	81,318

The Company has financial investment policies orienting the concentration of investments in low risk securities and at first tier financial institutions, which are remunerated based on the fluctuation of the Interbank Deposit Certificate (CDI), whose average yield to March 31, 2026 was 102.0% of the CDI rate (99.2% in December 31, 2025).

6.2. Short-term investment

	Parent company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
CDB	19,190	20,987	42,590	43,833
Letra Financeira	5,722	5,529	5,722	5,529
Total	24,912	26,516	48,312	49,362

Short-term financial investments are maintained for the purpose of meeting investment commitments. They are remunerated at an average of 101.6% of the CDI rate (101.8% in December 31, 2025).

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)**Changes in short-term investments**

The following table shows changes in balances:

	Parent company	Consolidated
Balance as of December 31, 2024	31,309	51,330
(+) Income	3,858	7,042
(+) Investments	-	4,299
(-) Redemptions	(7,661)	(11,831)
(-) Withholding income tax	(990)	(1,478)
Balance as of December 31, 2025	26,516	49,362
(+) Income	762	1,539
(+) Investments	1	1
(-) Redemptions	(2,359)	(2,363)
(-) Withholding income tax	(8)	(227)
Balance as of March 31, 2026	24,912	48,312

7. Trade receivables

	03/31/2026	Consolidated 12/31/2025
Trade receivables - domestic	65,455	65,327
Trade receivables - abroad	3,099	3,477
Provision for impairment of trade receivables	(7,175)	(6,935)
	61,379	61,869

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

Below are the amounts receivable by maturity age (aging list), on March 31, 2026:

	03/31/2026		12/31/2025	
Falling due	51,085	74.52%	53,080	77.15%
Overdue				
Up to 30 days	4,136	6.03%	4,356	6.33%
31 to 60 days	2,343	3.42%	1,732	2.52%
61 to 90 days	1,440	2.10%	1,010	1.47%
91 to 120 days	952	1.39%	778	1.13%
121 to 150 days	1,073	1.57%	581	0.84%
151 to 180 days	700	1.02%	749	1.09%
Over 181 days	6,825	9.96%	6,518	9.47%
Total overdue	17,469	25.48%	15,724	22.85%
Grand total (falling due and overdue)	68,554		68,804	

The Company and its subsidiaries record provisions for losses based on a statistical analysis of the past trade receivable losses, including notes. Changes in the provision for impairment of trade receivables were as follows:

	Consolidated	
	03/31/2026	12/31/2025
Opening balance	(6,935)	(6,019)
Provisions	(2,241)	(3,917)
Reversals	800	1,119
Write-off due to realization	1,201	1,882
Closing balance	(7,175)	(6,935)

The Company and its subsidiaries' trade and other receivables are denominated in the following currencies:

	Consolidated	
	03/31/2026	12/31/2025
Real	65,455	65,327
US Dollar	1,768	1,942
Euros	1,331	1,535
	68,554	68,804

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)**8. Deferred income tax and social contribution**

The deferred income tax and social contribution amounts arise from temporary differences in the parent company and subsidiaries. For certain subsidiaries, the balance of deferred taxes on carryforward tax losses was also recognized. The amounts are shown below:

	Consolidated	
	03/31/2026	12/31/2025
Neogrid Participações	1,653	1,995
Deferred taxes on losses of subsidiaries abroad	1,653	1,995
Neogrid Informática Ltda	(45,542)	(48,431)
Temporary differences	5,739	5,844
Tax loss and negative basis for social contribution	22,051	19,066
Tax amortization of goodwill	(71,848)	(71,542)
Deferred taxes on capital gains - Horus	(5,337)	(5,754)
Deferred taxes - adjustment to present value (AVP)	2,064	2,277
Deferred taxes - restricted stock unit (RSU)	580	13
Deferral of exchange rate variation – cash basis	627	912
Other deferrals	582	753

Reconciliation of income tax and social contribution

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Profit / (loss) before income tax and social contribution	(4,857)	(502)	(7,554)	(1,753)
Income tax and social contribution at the statutory rate of 34%	1,651	171	2,568	596
Equity in the earnings of investees	(936)	76	(697)	943
Tax impact generated by subsidiaries abroad (i)	(342)	(254)	(342)	(254)
Non-deductible expenses	-	-	(7)	(8)
Tax loss without constitution of provision	(711)	(257)	(711)	(257)
Other permanent differences	(4)	10	1,544	(23)
Income tax and social contribution expense	(342)	(254)	2,355	997
Current income tax and social contribution	-	-	(192)	(1,076)
Deferred income tax and social contribution	(342)	(254)	2,547	2,073
Effective rate %	(7.04)	(50.60)	31.18	56.87

(i) Addition of profits generated by subsidiaries abroad in the calculation of taxable income in Brazil.

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9. Leases

9.1. Balances recorded in the balance sheet

The balance sheet presents the following amounts relating to leases:

	03/31/2026	Consolidated 12/31/2025
Right-of-use assets		
Machinery and equipment	4,611	4,763
Software	2,072	2,311
Lease of properties	1,270	1,854
	7,953	8,928
Lease liabilities		
Current	4,308	4,966
Non-current	4,253	4,257
	8,561	9,223

Additions to right-of-use assets in the period in 2026 totaled R\$ 466 (2025: R\$ 1,280), see item 9.3.

9.2. Balances recorded in the statement of income

The statement of income presents the following amounts relating to leases:

	03/31/2026	Consolidated 03/31/2025
Amortization charge for the right-of-use assets (included in costs and expenses - total depreciation charges - Note 20)		
Machinery and equipment	618	606
Software	240	440
Lease of properties	583	556
	1,441	1,602
Interest expense (included in finance costs - Note 22)	295	293

Lease payments in the period in 2026 totaled R\$ 1,128 (2025: R\$ 1,097).

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9.3. Additional disclosures required by the CVM

The Company estimated the discount rates, based on the risk-free interest rates observed in the Brazilian market, for the terms of its contracts, adjusted to its reality ("credit spread"). The "spreads" were obtained by surveying potential investors of the Company's debt securities. The table below shows the rates practiced taking into account the terms of the contracts:

Contracts by term and discount rate

Contract term	Rate % p.a.
1 year	14.49% to 14.83%
2 years	14.49%
3 years	14.83%
4 years	13.63% to 14.60%
5 years	11.41%

Right-of-use assets

The change in the balances of the right-of-use assets is shown below:

At December 31, 2024	10,087
Additions due to new contracts	7,317
Contract cancellation	(2,528)
Amortization expenses	(5,948)
At December 31, 2025	8,928
Additions due to new contracts	466
Amortization expenses	(1,441)
Balance of right-of-use assets as of March 31, 2026	7,953

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(All amounts in thousands of Reais, unless otherwise stated)

Lease liabilities

Changes in lease liabilities:

At December 31, 2024	9,569
Interest provided	1,266
Interest paid	(1,266)
Additions due to new contracts	7,317
Contract cancellation	(2,528)
Payments	(5,135)
At December 31, 2025	9,223
Interest provided	295
Interest paid	(295)
Additions due to new contracts	466
Payments	(1,128)
Lease liabilities at March 31, 2026	8,561

The Company and its subsidiaries' analysis of their contracts based on their maturity dates is presented below; amounts are not discounted to present value:

Contract maturity dates**Installment maturity dates**

Less than 1 year	5,075
Between 1 and 2 years	3,355
Between 2 and 5 years	1,319
Undiscounted amounts	9,749
Embedded interest	(1,188)
Lease liabilities at September 30, 2025	8,561

In compliance with Circular Letter/CVM/SNC/SEP/ no. 02/2019, the Company presents the comparative balances of lease liabilities, right of use, financial expenses and depreciation expenses, considering the effect of projected future inflation on flows from lease contracts, discounted at the nominal rate:

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	2026	2027	2028	After 2028
Lease liability				
Accounting – IFRS 16/ CPC 06(R2)	8,561	1,656	380	11
Flow with inflation projection	8,916	1,725	396	11
Variation	4.15%	4.17%	4.21%	0.00%
Net right of use – final balance				
Accounting – IFRS 16/ CPC 06(R2)	7,953	1,811	313	8
Flow with inflation projection	8,306	1,890	326	9
Variation	4.44%	4.36%	4.15%	3.61%
Financial expense				
Accounting – IFRS 16/ CPC 06(R2)	915	423	124	21
Flow with inflation projection	952	440	129	22
Variation	4.04%	4.02%	4.03%	4.76%
Amortization expense				
Accounting – IFRS 16/ CPC 06(R2)	5,035	2,548	1,498	304
Flow with inflation projection	5,260	2,661	1,564	317
Variation	4.47%	4.43%	4.41%	4.28%

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)**10. Property and equipment**

	03/31/2026			Consolidated 12/31/2025			
	Rates of Depreciation p.a. %	Cost	Depreciation accumulated	Net	Cost	Depreciation accumulated	Net
IT equipment	20%	31,157	(30,169)	988	31,142	(30,020)	1,122
Furniture and fittings	10%	3,385	(2,677)	708	3,385	(2,645)	740
Leasehold improvements	25%	6,411	6,034	377	6,411	(5,977)	434
Others	20%	172	(87)	85	328	(85)	243
		41,125	(38,967)	2,158	41,266	(38,727)	2,539

NEOGRID PARTICIPAÇÕES S.A.

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(All amounts in thousands of Reais, unless otherwise stated)

	IT equipment	Furniture and fittings	Leasehold improvements	Others	Consolidated Total property and equipment
Balances in December 31, 2024	1,671	884	581	274	3,410
Additions	89	4	-	52	145
Transfers	-	-	79	(79)	-
Disposal of property and equipment	(5)	(8)	-	-	(13)
Depreciation for the year	(633)	(140)	(226)	(4)	(1,003)
Balances in December 31, 2025	1,122	740	434	243	2,539
Additions	15	-	-	10	25
Disposal of property and equipment	-	-	-	(166)	(166)
Depreciation for the year	(149)	(32)	(57)	(2)	(240)
Balances in March 31, 2026	988	708	377	85	2,158
Annual average depreciation rate	20%	10%	25%	20%	

The Company's management analyzed the depreciation for the remaining economic useful economic life of property and equipment, and concluded that there is no need to modify the depreciation rates.

Impairment test of property and equipment: Property and equipment are tested for impairment annually or whenever there is an indication of impairment. For the period ended March 31, 2026 no provision was required.

Guarantees: At March 31, 2026, there were no property and equipment items linked to guarantees for bank borrowings.

NEOGRID PARTICIPAÇÕES S.A.

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as of March 31, 2026

(All amounts in thousands of Reais, unless otherwise stated)

11. Intangible assets

	Rates of Amortization p.a. %	03/31/2026			Consolidated 12/31/2025		
		Cost	Accumulated amortization	Net	Cost	Accumulated amortization	Net
Finite useful life							
Software	20%	15,199	(14,102)	1,097	15,178	(13,922)	1,256
Development Assets (d)	20% to 25%	26,586	(7,151)	19,435	23,121	(5,450)	17,671
Appreciation of customer (a)	10% to 14.12%	26,570	(23,375)	3,195	26,570	(22,971)	3,599
Appreciation of technology (a)	17.39% to 20%	107,623	(86,516)	21,107	107,623	(82,162)	25,461
Appreciation of trademarks (a)	5.26% to 6.63%%	8,853	(3,416)	5,437	8,853	(3,316)	5,537
Trademarks and patents	10%	51	(16)	35	51	(16)	35
Intangible assets in progress (e)		5,894	-	5,894	9,112	-	9,112
Indefinite useful life							
Commercial rights (c)		3,000	-	3,000	3,000	-	3,000
Goodwill (b)		268,092	-	268,092	268,092	-	268,092
		461,868	(134,576)	327,292	461,600	(127,837)	333,763

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)**Changes in cost and amortization**

	Annual average amortization rate	Balance in December 31, 2024	Additions	Transfers	Amortization in the year	Balance in December 31, 2025
Software	20%	2,027	19	-	(790)	1,256
Development assets (d)	20% to 25%	9,422	-	12,868	(4,619)	17,671
Appreciation of customer (a)	10% to 100%	5,215	-	-	(1,616)	3,599
Appreciation of technology (a)	17.39% to 25%	42,875	-	-	(17,414)	25,461
Appreciation of trademarks (a)	5.13% to 33.33%	5,937	-	-	(400)	5,537
Trademarks and patents	10%	9	24	6	(4)	35
Intangible assets in progress (e)		15,480	6,506	(12,874)	-	9,112
Commercial rights (c)		3,000	-	-	-	3,000
Goodwill (b)		268,092	-	-	-	268,092
Total intangible assets		352,057	6,549	-	(24,843)	333,763

NEOGRID PARTICIPAÇÕES S.A.**Management's explanatory notes to the interim financial statements****as of March 31, 2026**(All amounts in thousands of Reais, unless otherwise stated)

	Annual average amortization rate	Balance in December 31, 2025	Additions	Transfers	Amortization in the year	Balance in March 31, 2026
Software	20%	1,256	-	21	(180)	1,097
Development assets (d)	20% to 25%	17,671	-	3,465	(1,701)	19,435
Appreciation of customer (a)	10% to 14.12%	3,599	-	-	(404)	3,195
Appreciation of technology (a)	17.39% to 20%	25,461	-	-	(4,354)	21,107
Appreciation of trademarks (a)	5.26% to 6.63%	5,537	-	-	(100)	5,437
Trademarks and patents	10%	35	-	-	-	35
Intangible assets in progress (e)		9,112	268	(3,486)	-	5,894
Commercial rights (c)		3,000	-	-	-	3,000
Goodwill (b)		268,092	-	-	-	268,092
Total intangible assets		333,763	268	-	(6,739)	327,292

NEOGRID PARTICIPAÇÕES S.A.

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as of March 31, 2026

(All amounts in thousands of Reais, unless otherwise stated)

(a) The appreciation of intangible assets refers to Software, IT, Customers Relationship and Trademarks, generated on the acquisition of equity interest in the following companies:

- G2KA Sistemas Ltda in 2013, with incorporation in March 2014;
- Trade Force Serviços em Tecnologia Ltda: acquisition by Accera in December 2017, with incorporation in August 2018;
- Accera Sistemas Estratégicos Ltda in October 2018, with incorporation in September 2019;
- Smarket Solutions Software de Apoio a Gestão Ltda in March 2021, with incorporation in January 2022;
- Arker Tecnologia e Desenvolvimento de Software Ltda in September 2021, with incorporation in May 2022;
- Lett Serviços de Informação S.A. in September 2021, with incorporation in April 2022;
- Predify Tech Ltda in December 2021, with incorporation in January 2024;
- GRG Inovações e Tecnologia S.A. in July 2021 and December 2023

(b) Goodwill on investments arose on the acquisition of equity interest in the following companies, subsequently merged:

- Mercador S.A. in 2007 and 2008, with merger in November 2008;
- Newchain Business Solutions Ltda. in 2008, with merger in April 2014;
- Expert-Easy Consultoria em Informática Ltda. in 2008, with merger in April 2014;
- Neogrid North America LLC in 2008;
- G2KA Sistemas Ltda, in 2013, with merger in March 2014;
- Bis Participações Ltda.: acquisition and merger in 2014;
- Trade Force Serviços em Tecnologia Ltda.: acquisition by Accera in December 2017; merger in August 2018;
- Accera Sistemas Estratégicos Ltda in October 2018, with merger in September 2019;
- Smarket Solutions Software de Apoio a Gestão Ltda in March 2021, with merger in January 2022;
- Arker Tecnologia e Desenvolvimento de Software Ltda in September 2021, with merger in May 2022;
- Lett Serviços de Informação S.A. in September 2021, with merger in April 2022;
- Predify Tech Ltda in December 2021, with merger in January 2024;
- GRG Inovações e Tecnologia S.A. in July 2021 and December 2023.

(c) In June 2010, Neogrid Informática signed a Private Software Distribution Partnering Agreement with TOTVS S.A., which licensed Neogrid Informática as its sole and exclusive supplier of the "TOTVS COLABORAÇÃO" Solution, for which it paid R\$ 3,000 over 30 months. The agreement has an indefinite term and its recoverability is tested annually.

The contract has an indefinite term of validity, being classified as having an indefinite useful life and its recoverability being tested annually.

NEOGRID PARTICIPAÇÕES S.A.

Management's explanatory notes to the interim financial statements as of March 31, 2026

(All amounts in thousands of Reais, unless otherwise stated)

(d) Development capitalization corresponds, for the most part, to projects aimed at the Group's strategic plan. Amortization of development assets begins when development is completed and the asset is available for use or sale.

(e) Intangible assets in progress refer to assets that are not yet available for use or sale. Upon completion, they are transferred to their respective groups and amortization begins.

Analysis of the recoverable value of intangible assets with an indefinite useful life

From January 1, 2026 to March 31, 2026, no significant events occurred that changed the estimated recoverable amount and/or required a new assessment for that base date.

12. Suppliers and other obligations

	Note	Parent company		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Domestic suppliers		263	82	12,950	9,408
Domestic suppliers - related parties	17.2	-	-	70	96
Foreign suppliers		-	-	643	126
Advances from customers		-	-	1,341	1,059
Third party services		27	-	9,676	11,762
Commissions		-	-	2,299	2,335
Other payables		-	-	1,904	1,977
		290	82	28,883	26,763

13. Borrowings

Bank borrowings mature until 2029 and accrue an average charge of 0.55% per month (p.m.). Total borrowings of R\$ 6,105 (R\$ 6,580 in December 31, 2025) include guaranteed obligations (guaranteed bank borrowings).

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Type	Currency	2026 charges	Year of maturity	Parent company		Consolidated	
				03/31/2026	12/31/2025	03/31/2026	12/31/2025
FINEP	Real	TJLP+4,5% p.a.	2029	6,105	6,580	6,105	6,580
				6,105	6,580	6,105	6,580
Current liabilities				2,105	2,091	2,105	2,091
Non-current liabilities				4,000	4,489	4,000	4,489

Guarantees

The Company is in compliance with all contractual obligations for these borrowings. The guarantees presented are detailed below:

Operation	Parent company	Consolidated
Bank sureties	8,087	8,087
	8,087	8,087

Changes in the period

Changes in the balances were:

	Controladora	Consolidado
At December 31, 2024	8,440	8,440
(-) Principal paid	(2,039)	(2,039)
(-) Interest paid	(452)	(452)
(+) Interest and foreign exchange gains/losses	631	631
At December 31, 2025	6,580	6,580
(-) Principal paid	(518)	(518)
(-) Interest paid	(97)	(97)
(+) Interest and foreign exchange gains/losses	140	140
At March 31, 2026	6,105	6,105

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14. Payables for acquisition of investments

They are recorded in liabilities, as follows:

	Consolidated	
	03/31/2026	12/31/2025
Current liabilities		
Arker	1,134	1,122
Lett	853	1,324
	1,987	2,446

Changes in the period

Changes in balances:

	Arker	Lett	Predify	Total
At December 31, 2024	13,157	8,499	2,613	24,269
(+) Interest	45	92	-	137
(-) Payment	(8,834)	(3,676)	(1,800)	(14,310)
(-) Earn out adjustments	(5,111)	(3,591)	(1,200)	(9,902)
(+) Present Value appropriation	1,865	-	387	2,252
At December 31, 2025	1,122	1,324	-	2,446
(+) Interest	12	25	-	37
(-) Payment	-	(496)	-	(496)
At March 31, 2026	1,134	853	-	1,987

15. Deferred revenue

	Consolidated	
	03/31/2026	12/31/2025
Current liabilities		
Subscription revenue (recurring)	2,079	2,639
Revenue from services	763	1,034
	2,842	3,673

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16. Provision for contingencies

Composed as follows:

	Consolidated	
	03/31/2026	12/31/2025
Labor	455	224
Civil	26	170
Fiscal	821	821
	1,302	1,215

Changes in provision for contingencies:

	Consolidated			
	Labor	Civil	Fiscal	Total
At December 31, 2024	337	128	821	1,286
(+) Complement of provision	543	42	-	585
(-) Reversal of provision	(458)	-	-	(458)
(-) Settlements	(198)	-	-	(198)
At December 31, 2025	224	170	821	1,215
(+) Complement of provision	231	1	-	232
(-) Reversal of provision	-	(145)	-	(145)
At March 31, 2026	455	26	821	1,302

Contingencies with possible risk of losses

Management estimates that contingencies with a possible risk of loss totaled R\$ 1,512 as of March 31, 2026, with R\$ 1,256 of a civil nature, R\$ 254 of a labor nature and R\$ 2 of an administrative nature (in December 31, 2025: R\$ 1,237 of a civil nature, R\$ 571 of a labor nature and R\$ 2 of an administrative nature, totaling R\$ 1,810 that year).

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17. Related parties

The Company has transactions with related parties, which were carried out as follows:

17.1. Key management compensation

The amounts related to the remuneration of key management personnel, represented by its board of directors and statutory officers, were R\$ 2,410 in the period in 2026 (R\$ 3,163 in the same period in 2025). This amount includes the remuneration of board members who have an indirect interest in the Company's controlling shareholder.

There are also expenses with a restricted stock plan granted to directors in the amount of R\$ 478 in the period in 2026 (R\$ 6 in the same period in 2025). This amount includes expenses with a restricted stock plan granted to one of the directors who has an indirect interest in the Company's controlling shareholder.

The restricted stock grant plan (RSU Plan) approved in 2022 was granted to statutory directors and employees considered strategic, who are registered with the subsidiary Neogrid Informática Ltda., and will be formalized through the delivery of shares issued by the Company.

17.2. Other related-party transactions

	Consolidated	
Trade and other payables (Note 12)	03/31/2026	12/31/2025
M. Abuhab Participações S.A.	67	92
Camerite Sistemas S.A.	3	4
	70	96

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The table below shows the balances of other transactions with related parties affecting the statement of income:

	Consolidated	
	03/31/2026	03/31/2025
M. Abuhab Participações S.A. (a)	284	243
Camerite Sistemas S.A. (b)	7	8
	291	251

Notes:

(a) Neogrid Joinville common area maintenance fee;

(b) Cameras for internal security of the office;

18. Equity

18.1. Share capital

The shareholding structure of the Company as of March 31, 2026 and December 31, 2025 is as follows:

	03/31/2026		12/31/2025	
	Shares	%	Shares	%
Outstanding shares	8,955,248	97.97%	8,955,248	97.97%
Shares in Treasury	185,696	2.03%	185,696	2.03%
Total in units	9,140,944	100.00%	9,140,944	100.00%

18.2. Shares issue costs

Pursuant to CPC 08 (R1) / IAS39 - Costs of Transactions and Premiums on the Issuance of Bonds and Securities, the transaction costs for raising equity funds are recorded as a deduction from capital. In 2020, the Company incurred costs for the initial public offering of R\$ 29,799.

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18.3. Legal reserve

The legal reserve is constituted annually by an appropriation of 5% of the net income for the year and cannot exceed 20% of the capital stock. The purpose of the legal reserve is to preserve the integrity of the capital stock and it can only be used to offset losses and increase capital. In fiscal year 2025 there was no allocation due to the generation of losses.

18.4. Retention of earnings reserve

Refers to the allocation of the remaining balance of net income for the year, after the constitution of a legal reserve, the proposal for the distribution of dividends and interest on own capital, constituted for investments, expansion and reinforcement of working capital.

In 2025, reserves totaling -R\$ 1,899 were used, of which R\$ 1,676 related to the RSU Plan (Note 18.5), R\$ 3,642 related to the write-off of the cost of treasury shares for the RSU Plan exercise (Note 18.5), R\$ 5,450 for the write-off of the share grant plan, and -R\$ 5,383 related to the result of the exercise.

18.5. Options granted

The Company and its subsidiaries record transactions settled with shares with their managers and employees, based on the fair value of the equity instruments on the grant date.

The Company has the following share-based compensation plans:

(i) Restricted Stock Plan (RSU Plan)

The Restricted Share Plan (RSU Plan) was approved at the Board of Directors' Meeting on June 21, 2022 and at the Extraordinary General Meeting on July 13, 2022, in the maximum amount of 3.9% of the Company's total capital stock on the date of approval of the Plan, for concession to the members of the Company's Board of Directors, statutory directors, employees considered strategic and candidates for critical positions with the Company or of its investees.

The Company has no legal or constructive obligation to repurchase or settle the restricted shares in cash.

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Restricted shares have a contractual exercise term. The outstanding number and their corresponding weighted average prices are presented below:

	Shares (in thousands)
At December 31, 2024	357
Expired on 02/2025	(31)
Granted on 03/2025	30
Expired on 03/2025	(35)
Exercised in 03/2025	(94)
Expired on 06/2025	(52)
Exercised in 06/2025	(20)
Expired on 09/2025	(9)
Exercised in 09/2025	(22)
Cancelled on 10/2025	(30)
Granted on 10/2025	87
At December 31, 2025	181
At March 31, 2026	181

Restricted shares outstanding at the end of the period have the following expiration dates and cost per share:

Maturity Date	Cost per share on the grant date (in Reais)	03/31/2026
09/01/2026	45.75	10
05/01/2027	25.75	52
05/01/2027	25.59	44
09/01/2027	45.75	6
10/01/2027	25.59	19
05/01/2028	25.75	17
05/01/2028	25.59	16
05/01/2029	25.75	9
05/01/2029	25.59	8
		181

The calculation for accounting for the RSU Plan considers it to be a "Share-based and share-settled payment transaction" with the measurement of the value of the products or services received and the corresponding increase in equity indirectly, that is, based on the fair value (market price) of the instruments on the date of grant, in accordance with CPC 10 - Share-Based Payment.

Expenses with the restricted shares granted to Eligible Persons were R\$ 562 as of March 31, 2026 (R\$ 926 as of March 31, 2025).

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18.6. Treasury shares

Treasury shares comprise preferred shares, acquired by the Company for subsequent cancellation, sale or maintenance in treasury, recorded at cost.

The following changes occurred in the treasury shares of Neogrid Participações S.A:

	Number of Ordinary Shares (thousands)	Value	
	Ordinary	Treasury Shares	Accumulated Profits and Losses
At December 31, 2024	254	(7,186)	-
Acquisition of shares	68	(1,429)	-
Exercise of shares - RSU plan	(136)	3,642	-
At December 31, 2025	186	(4,973)	-
At March 31, 2026	186	(4,973)	-

On July 11, 2024, the Share Buyback Program was approved at a meeting of the Board of Directors, up to the limit of 406,120 common shares issued by the Company itself, for subsequent cancellation, sale or maintenance in treasury, or even use for compliance with share compensation plans.

On July 11, 2025, the Buyback Program was terminated, after the acquisition of 321,692 shares for the value of R\$ 8,615.

As of March 31, 2026, the Company has 185,696 common shares in treasury (185,696 common shares as of December 31, 2025).

18.7. Share premium

This refers to the goodwill arising from the acquisition of an additional equity stake in the subsidiary Neogrid North America, after Neogrid Participações already held controlling interest in this company, in the amount of R\$ 16,016, the partial impairment of this goodwill in the amount of -R\$ 1,967, and the goodwill arising from the acquisition of an additional equity stake in the indirect subsidiary Predify, after the direct subsidiary Neogrid Informática already held controlling interest in this company, in the amount of R\$ 9,345.

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The reconciliation between gross and net revenue is as follows:

	03/31/2026	Consolidated 03/31/2025
Recurring subscription	70,182	74,787
Services	1,710	1,826
(-) Cancellations	(461)	(925)
(-) PIS / COFINS	(2,449)	(2,496)
(-) INSS	(1,802)	(2,432)
(-) ISS	(1,313)	(1,436)
Net sales revenue	65,867	69,324

20. Operating costs and expenses by nature

	03/31/2026	Consolidated 03/31/2025
<u>By nature</u>		
Employee salaries and benefits	(39,203)	(45,912)
Third party expenses and commissions	(19,049)	(17,206)
Advisory and third party services	(238)	(228)
Selling and marketing expenses	(1,261)	(1,911)
Depreciation and amortization	(8,420)	(7,727)
Indirect personnel expenses	(4,294)	(3,106)
Lease expenses	(273)	(213)
General administrative expenses	(300)	(399)
Other expenses	(120)	(130)
	(73,158)	(76,832)
<u>By function</u>		
Cost of sales	(28,713)	(29,194)
Selling expenses	(9,352)	(12,778)
General and administrative expenses	(18,276)	(19,306)
Research and expenses on software	(16,817)	(15,554)
	(73,158)	(76,832)

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In the period ended March 31, 2026, costs and expenses involving related parties amounted to R\$ 291 (R\$ 251 as of March 31, 2025). Note 17.2.

21. Other income (expenses), net

	Parent company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Extraordinary income	-	-	256	16
Provision for contingencies	-	-	(194)	(265)
Provision for recoverable tax losses	-	-	(30)	(45)
Provision for doubtful debts	-	-	(1,441)	(738)
Tax recovery	-	-	-	148
M&A expenses	(1,700)	(11)	(1,719)	(11)
Earn out adjustments (Note 14)	-	-	-	3,482
Other operating income and (expenses)	-	-	1	-
	(1,700)	(11)	(3,127)	2,587

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	Parent company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Finance income				
Income from financial investments	925	1,137	3,113	3,165
Late payment interest received	-	-	125	54
Discounts and rebates obtained	3	-	53	1
Other finance income	127	120	215	199
	1,055	1,257	3,505	3,419
Finance costs				
Interest on borrowings	(140)	(158)	(215)	(246)
Tax on financial transactions (IOF) expenses	(1)	-	(96)	(44)
Discounts and rebates granted	-	-	(44)	(77)
Interest and late payment/ fine	(2)	(2)	(106)	(34)
Interest on payables for the acquisition of investments	-	-	(37)	(109)
Property lease charges - IFRS 16	-	-	(295)	(293)
Finance costs (PV adjustment)	-	-	-	(508)
Share Bookkeeping	(17)	(17)	(17)	(17)
Other Financial Expenses	(3)	(2)	(59)	(73)
	(163)	(179)	(868)	(1,401)
Foreign exchange				
Foreign exchange gain	-	-	1,176	1,390
Foreign exchange loss	-	-	(387)	(311)
	-	-	789	1,079
	892	1,078	3,426	3,097

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23. Results per share

	Basic		Diluted	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Number of shares (in thousands)	8,955	8,913	8,955	8,913
Weighted average number of shares (in thousands)	8,955	8,846	8,955	8,846
Stock options (in thousands)	-	-	12	-
Weighted average number of shares for basic and diluted earnings per share (in thousands)	8,955	8,846	8,967	8,846
Result for the year	(5,199)	(756)	(5,199)	(756)
Results per share (in Reais)	(0.5806)	(0.0855)	(0.5798)	(0.0855)

24. Other cash flows disclosures**24.1. Sale of property and equipment**

In the statement of cash flows, the profit (loss) on sale of property and equipment comprises:

	03/31/2026	03/31/2025
Net carrying amount (Note 10)	166	-
Profit (loss) on disposal of property and equipment	-	1
Proceeds from disposal of property and equipment	166	1

24.2. Net debt reconciliation

	Consolidated	
	03/31/2026	12/31/2025
Short-term borrowings (Note 13)	(2,105)	(2,091)
Long-term borrowings (Note 13)	(4,000)	(4,489)
Total debt	(6,105)	(6,580)
Cash and cash equivalents (Note 6.1)	81,457	81,318
Short-Term Financial investments (Note 6.2)	48,312	49,362
Net surplus	123,666	124,100

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25. Insurance coverage - unaudited

The Company's Management insures assets exposed to risks for amounts considered sufficient (unaudited) to cover potential losses, taking into consideration the nature of its activities. The risk assumptions adopted are not part of the scope the review of the financial statements and, therefore, were not examined by the independent auditors.

Nature	Coverage	Sum insured
Virtual security	Cyber Attack / E&O	R\$ 50,000
Virtual security	Cyber Attack / E&O	US\$ 10,000
Virtual security	Cyber Attack / E&O	€\$ 2,500
Property and equipment and leased building	Fire, lightning, other	R\$ 7,200
Administrative	Civil liability (D&O)	R\$ 30,000
Administrative	Civil liability (D&O)	US\$ 2,000

26. Subsequent events

On May 7, 2026, the Company received notification that the registration of the Unified Public Offer for the Acquisition of Control and Cancellation of Registration of Neogrid ("OPA") was approved by the Securities and Exchange Commission ("CVM"). The share acquisition auction will be held on May 27, 2026, at 3:00 PM.

27. Explanation added to the English version

The accompanying interim financial statements were translated into English from the original Portuguese version prepared for local purposes. Certain accounting practices applied by the Company that conform to those accounting practices adopted in Brazil may not conform to the generally accepted accounting principles in the countries where these interim financial statements may be used.