

A2Z Cust2Mate



# A2Z Cust2Mate Solutions Corp.

Investors Meeting  
December 16<sup>th</sup>, 2025

Nasdaq: AZ

[www.cust2mate.com](http://www.cust2mate.com)



# Forward Looking Statement & Risk Factors

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Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, those indicated in our filings with the U.S. Securities and Exchange Commission (the "SEC"), including our annual report for the year ended December 31, 2024, and as supplemented by subsequent reports on Form 6-K, and including, but not limited to the following:

- **Market Volatility:** The value of investments in A2Z may fluctuate due to market conditions, including economic downturns, industry trends, and geopolitical events. Investors should be prepared for potential volatility in the stock price and the possibility of losses.
- **Competitive Landscape:** A2Z operates in a highly competitive market with numerous players offering similar products and services. Intense competition may impact the company's market share, pricing power, and profitability. Failure to effectively differentiate itself or respond to competitive pressures could negatively affect A2Z's financial performance.
- **Technology and Innovation:** A2Z's success relies on its ability to develop and maintain innovative technologies, products, and services. Rapid technological advancements, changing consumer preferences, or failure to adapt to emerging trends may render A2Z's offerings less attractive or obsolete, potentially impacting its competitive position and financial results.
- **Regulatory and Legal Compliance:** A2Z operates in a regulated environment and must comply with various laws, regulations, and industry standards. Non-compliance with these requirements, including data protection, privacy, and intellectual property laws, could lead to legal actions, fines, reputational damage, or disruption of business operations.
- **Dependence on Key Customers:** A2Z's revenue may be concentrated among a few key customers, making the company vulnerable to the loss of any significant customer relationship. Changes in customer preferences, business decisions, or financial instability of key customers could adversely impact A2Z's financial performance.
- **Supply Chain and Manufacturing Risks:** A2Z relies on third-party suppliers for components and manufacturing processes. Disruptions in the supply chain, such as delays, quality issues, or inability to secure necessary materials, could impact product availability, delivery schedules, and customer satisfaction.
- **Intellectual Property Protection:** A2Z's success depends on its ability to protect its intellectual property rights, including patents, trademarks, and trade secrets. Unauthorized use or infringement by competitors could harm A2Z's market position and competitiveness.

# Forward Looking Statement & Risk Factors

- **Financial Performance and Capital Requirements:** A2Z's financial performance may fluctuate due to various factors, including changes in market demand, pricing pressures, operating costs, and macroeconomic conditions. Additionally, the company may require additional capital to fund research and development, expansion plans, or other strategic initiatives, which could dilute existing shareholders' interests.
- **Cybersecurity and Data Privacy:** A2Z collects and processes sensitive customer data, making it susceptible to cyber threats, data breaches, or unauthorized access. Failure to adequately protect customer information or comply with data protection regulations could result in financial losses, reputational damage, or legal liabilities.
- **Macroeconomic Factors:** A2Z's financial performance may be influenced by macroeconomic factors, such as inflation, interest rates, currency exchange rates, and global economic conditions. Economic downturns or adverse economic events could impact consumer spending, business investments, and demand for A2Z's products and services.

The Company files annual and other reports with the SEC. You may obtain these documents for free by visiting EDGAR on the SEC's website at [www.sec.gov](http://www.sec.gov).

Any discussion or forecast contained in this presentation regarding past or proposed outcomes is solely for illustrative purposes and should not be relied upon as a guarantee or indication of future outcomes, industry trends, financial performance, development, executional or growth performance. The actual results and trends may vary and are subject to a variety of factors, including market conditions, competition, regulatory changes, and other unforeseen circumstances. The forward-looking statements contained in this presentation are based on management's good faith and assumptions made at the time of the statement, and A2Z and Cust2Mate assume no obligation to update or revise any forward-looking statements, except as required by applicable securities laws. Investors are cautioned not to rely excessively on any forward-looking statements and should consult their own professional advisers for advice on the specific facts and circumstances of their investment decisions.

# Gadi Graus

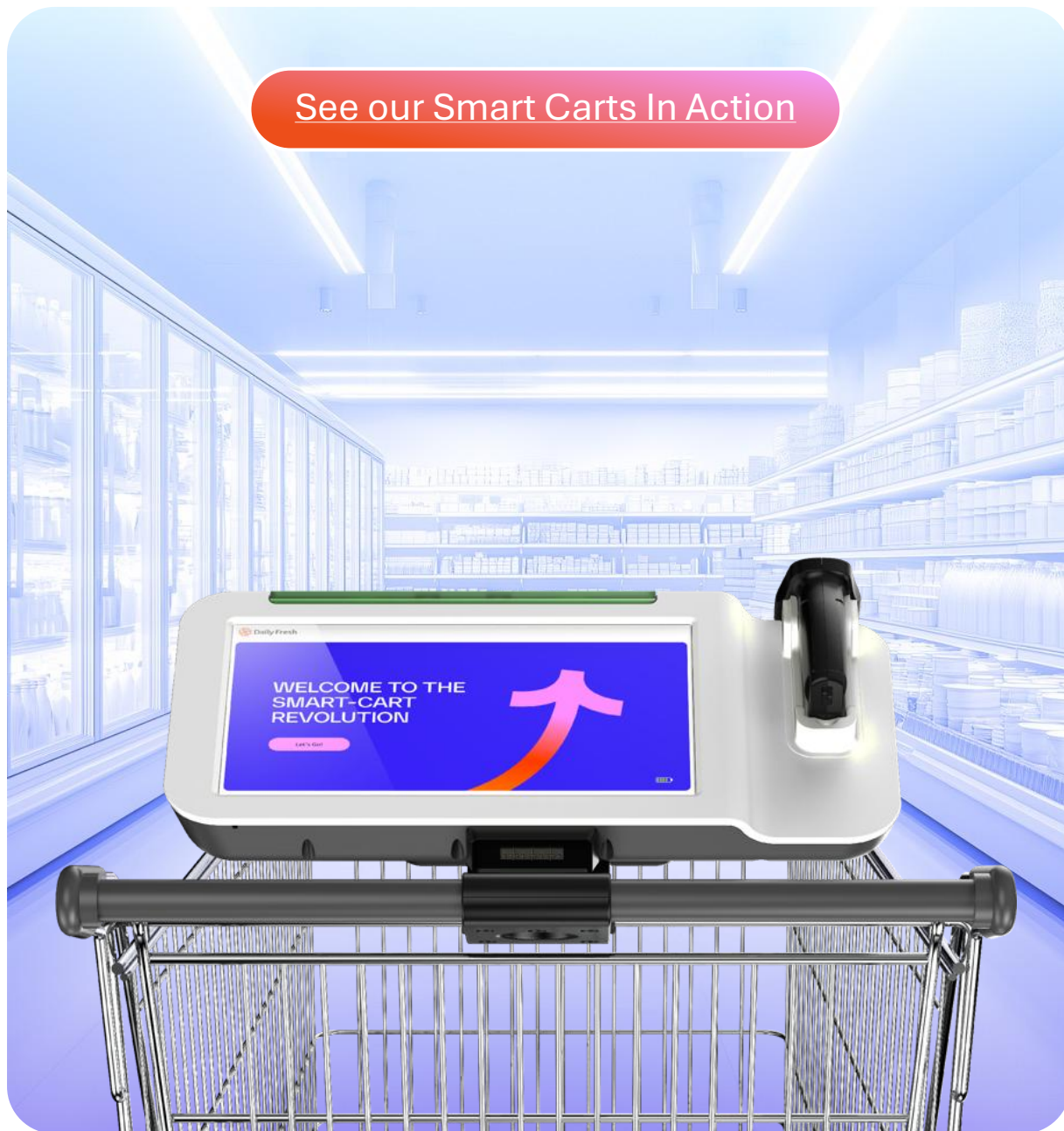
## CEO

- Solution Intro
- Vision & strategy
- The opportunity
- Business model
- Momentum
- Scaling





See our Smart Carts In Action



# We Bring Many Benefits To Retailers

Increase revenue and profit

Engage shoppers on a personalized level

Improve customer satisfaction & loyalty

Influence shopper's decision at the point-of-purchase

Enhance in-store operational efficiency,

Redeploy labor

Mitigate shrinkage

Bring the online experience to the physical store

Deliver unique data insights

Drive new business models



# Smart Cart Platform

All-in-One platform

Best-of-breed technologies

Modular smart kit design

Retrofitting existing fleets of carts

A detachable smart panel

Smart docking stations

Large 13.3" touchscreen, friendly UI

Digital real-estate for media & content

On-cart payment

Multiple layers of security

AI-based system

360 management system

Retail Media campaign management system

Open platform simple integrations





# A Rich Set of Shoppers Features

Multiple login options

Real-time running totals

Smart dynamic shopping lists

Product search & locate

Loyalty club integration

Personalized offers, promotions and ads

Rich product info

Get-in-line/Queue management

Coupons

Multiple payment methods





# Vision and Strategy

# A2Z Cust2Mate Vision and Strategy

**We provide the digital infrastructure powering the in-store shopping experience**

## **Engineered for Mass Deployment**

Smart Cart platform and a business model designed to scale fast.

## **Designed for Multi-Layered Revenue**

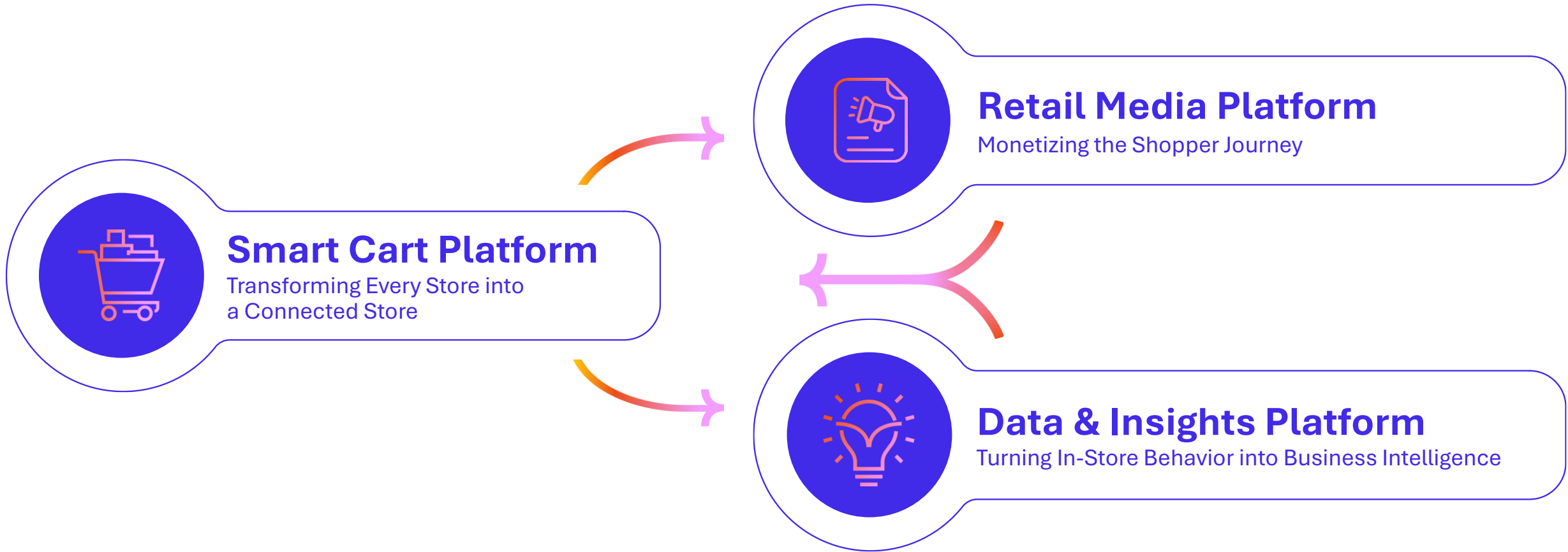
A smart cart that generates media and data-level multiples. A true revenue-producing asset.

## **Built for Financial Strength**

High growth markets, strong value proposition, strong fundamentals and capital efficiency.

**A2Z Cust2Mate redefines retail - making physical stores the most engaging, connected, media-rich and data-driven channel.**

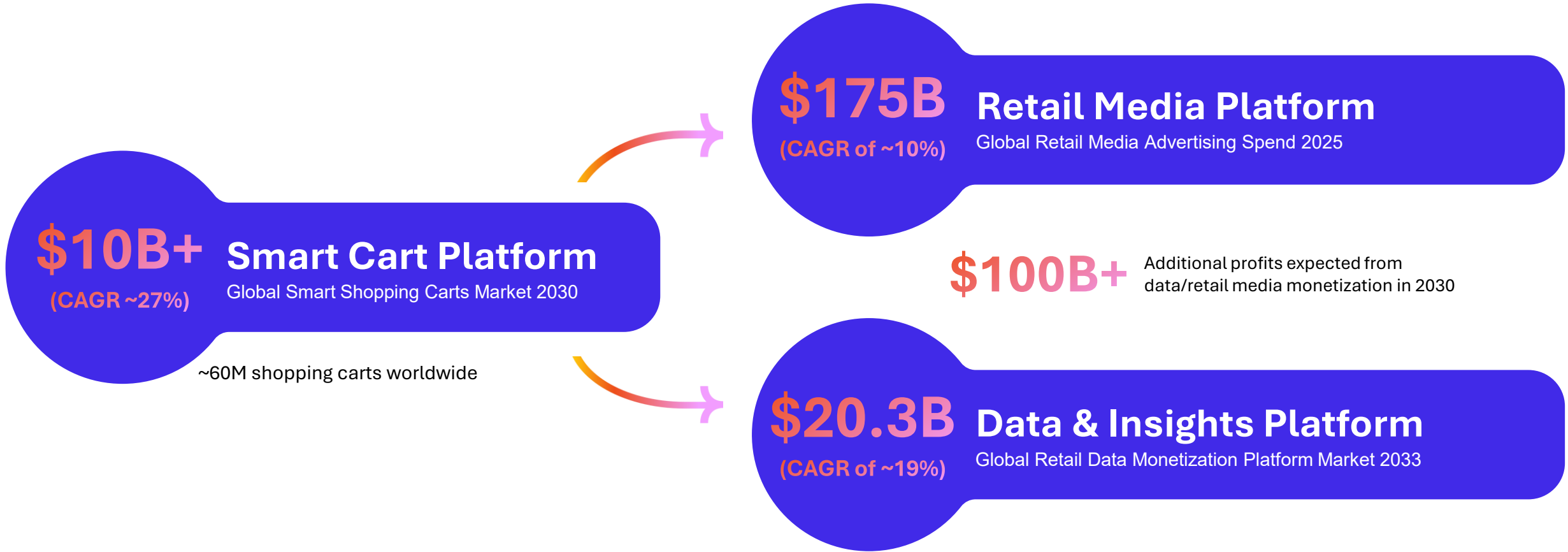
# Strategic Focus: Three Synergistic Growth Engines



**A flywheel of:** shopper engagement → adoption → broader deployments → more engagements → more opportunities for advertising → more data → increased monetization



# Market Opportunity: Large, Fast-Growing Global Markets



Sources: Global Smart Shopping Cart Market. June 2024, 360i Research. | Global Retail Media Market 2025 = \$170B (CAGR ~10%) World Advertising Research Center (WARC) and GroupM, Retail Media Ad Spending Forecast 2024 | Global Data and Retail Media Monetization = \$100B+ McKinsey | The global Retail Data Monetization Platform market was valued at USD 4.8 billion and is projected to grow at a CAGR of 19.2% between 2025 and 2033, reaching an estimated USD 20.3 billion by 2033. by Growth Market Reports

# Business Models with High Recurring Revenue



## **Smart Cart Platform**

Subscription / Cart-as-a-Service



## **Retail Media Platform**

Revenue Share / Sales of Media Inventory



## **Data & Insights Platform**

Data-as-a-Service

Multi-year agreements create recurring revenues with high predictability and visibility

# Smart Cart Platform

## Subscription / Cart-as-a-Service



### Business Model

Selling hardware, software and services to retail chains.

### Revenue Model

Minimal upfront fee + recurring monthly subscription; Multi-year agreements.

### Highlights

#### Subscription model

A minimal upfront + a monthly fee, per-cart.

#### Covers all:

Subscription covers hardware, software, updates, deployment and full support.

#### Recurring Revenue

Multi-year subscription ensures recurring revenue.

#### Professional Services add-ons

planning, supervision, optimization, software customization



# Retail Media Platform

## Revenue Share / Sales of Media Inventory



### Business Model

- Retail Media Enablement – selling retail media activation capability to retail chains.
- Retail Media Network - selling media inventory on our Smart Carts to 3rd party advertisers.

### Revenue Model

- Revenue Share from advertising/media income
- Recurring revenue from sales of media inventory

### Highlights

#### Revenue Share with Retailers

a share of advertising income generated by the smart carts.

#### Retail Media Network

Revenue from advertisers/ brands via CPM, CPC, and commission-per-sale.

#### Long-Term Agreements

Multi-year contracts with guaranteed minimums and recurring income.

#### Add-Ons

Sponsored content, PL promotions, and 3rd party marketplace integrations

# Retail Media Platform

## Turning Every Cart Into a Connected Ad Channel

### Real-Time Personalization

Ads, offers, and branded content adapt dynamically to shopper behavior, history, cart contents, and in-store location.

### Closed-Loop Attribution

Every impression, interaction, and purchase is tracked – providing full visibility from exposure to conversion.

### Omnichannel Integration

Links in-store media with digital campaigns, loyalty programs, and e-commerce initiatives.



Bringing the multi billion \$ Retail Media opportunity into the physical store

[See our Retail Media in Action](#)

# Data & Insights Platform

## Data-as-a-Service



### Business Model

Selling data, analytics and insights to retailers, CPGs, data houses, research companies, and more.

### Revenue Model

Subscription and project-based access to anonymized, aggregated analytics and insights.

### Highlights

#### AI & BI Subscriptions

Retailers and CPGs pay for access to dashboards, analytics, and insights.

#### Custom Analytics Projects

Tailored reports for specific planning and optimization needs.

#### Third-Party Partnerships

Data-driven collaborations with agencies, brands, and market researchers.



# Data and Insights Monetization

## Turning Every Engagement on the Cart Into Valuable Insights

### Retailers

Understand key points in the shopper journey and decision making

### CPGs

See when their product was considered but lost to a competitor

### Other 3<sup>rd</sup> Parties

Build predictive models of shopper intent



## Strong Momentum (as of December 16, 2025)



\* A2Z Cust2Mate Solutions (AZ) Secures Rights to Monetize Smart Cart Retail Media and Data

\*\* A2Z Cust2Mate Signs Toys "R" Us and The Red Pirate in Landmark Retail Media Deals

# Financially and Business Sound

## Latest financing rounds

**Raised  
\$75 million\***

in January 2025  
via an underwritten public offering  
and a concurrent registered  
direct offering at \$6.40/share.

in September 2025  
an oversubscribed equity  
financing round at \$8.00/share,  
**including institutional investors.**

Cash, cash  
equivalents,  
deposits and short-  
term  
investments

**> \$70  
million**

(as of September 30, 2025)

\* in gross proceeds, before deducting discounts, commissions and other offering related expenses

Additional financial information can be found in the latest A2Z Cust2Mate quarterly and annual reports.



# Built to Deploy and Scale Globally

Building upon a successful 2025, 2026 is set to become the year we scale every part of the organization: product, sales, production and deployment

## Solution

Our technology, infrastructure, and organization are built to **enable large-scale deployments** while **unlocking long-term, high-margin growth**.

## Manufacturing

Dedicated high-capacity manufacturing at turnkey contract manufacturers facilities **ready to produce tens of thousands of carts per month**.

## Sales

Global team and network of partners are in place, gearing up to drive a pipeline of 8 customers in 2026 and **creating demand for tens of thousands of carts** in 2027.

## Deployment

We've built the operational engine to reliably **turn signed customers into scaled deployments**, with local partners — region by region, retailer by retailer.



An experienced management team driving global scale-up through a well-structured, international organization with deep retail and technology expertise



# Elkana Porag

## Deputy CEO and CTO

### Solution and Manufacturing



# Platform Built for Global Scale

Platform architected to support:  
Large-scale, multi-region deployments

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Built to support long-term growth without  
platform re-architecture

Modular architecture design built around an  
established engineering discipline

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Secure-by-design, compliant with  
global retail and data standards



A scalable, secure platform designed for Mass Deployment

# Organization Built for Deployment at Scale

Structured to support simultaneous multi-retailer multi region deployments

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Optimized agile methodology to align Hardware–Software–AI development

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Integration expertise, ready for retailer systems : POS, loyalty, payments, media

Ongoing support for:  
Deployments, rollouts, upgrades,  
and performance optimization

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Deliver custom features and configurations without slowing scale



An organization designed to support mass rollouts

# Manufacturing Capability & Infrastructure at Global Scale

Production with Tier-1  
Contract Manufacturers,  
led by In-house engineering

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Dedicated production lines  
for A2Z Cust2Mate

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Design for mass manufacturing  
and assembly

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A standardized, production model that  
scales quickly across regions


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Built and ready to ship globally at scale

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Highly experienced team:  
Engineering, Manufacturing, Hardware,  
Supply Chain, NPI, V&V, Purchasing

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Built to meet demand with large-scale, reliable monthly production  
of tens of thousands of carts



See our production plant



Welcome to A2Z's factory in China

# Robust and Resilient Supply Chain Strategy

Built to ensure continuity and support rapid scaling

Network of Tier-1 suppliers  
across Asia, EMEA, and US

No reliance on single suppliers

Lead-time optimization

Centralized supply chain planning

Supplier quality management

# Fraser Neil

## Chief Sales Officer



# A Sales Organization Ready to Materialize the Opportunity

## A large market entering the execution phase, with relationships converting into real programs

Senior, experienced global sales leadership with deep retail relationships

- CSO, Head of Sales Americas, Head of Sales Europe, and Head of Partnerships and ROW.
- Team will build out further throughout 2026

Partner-led go-to-market model enabling fast geographic expansion without linear headcount growth

Structured sales process supported: Qualification → early-stage deployment → expansion → mass rollout

Partners integrated across the sales cycle

Predictable expansion path post early-phase deployment : store clusters, then regional and national scaling.

Tight alignment between sales, operations, and manufacturing to ensure execution readiness

Sales infrastructure, systems and governance in place to support predictable, repeatable growth



# Elkana Porag

## Deputy CEO and CTO

### Deployment readiness



# Operational Readiness for Scale

Operations ready to support immediate and accelerating demand

Prepared to support multi customer deployments simultaneously in the near term

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Deployment, service, and supply planning aligned directly with the active sales pipeline

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Operational capacity designed to scale as rollouts expand

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Clear execution readiness across hardware, logistics, partners, and customer success

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Development of local operational hubs to support regional scale and responsiveness

# A Global Deployment Model That Scales

A standardized global deployment playbook refined through real-world rollouts

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Close operational collaboration with regional and global partners

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Supported by field representatives and proprietary tools ensuring quality, consistency, and accountability

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HQ-led initial deployments followed by partner-led scaling

Structured customer success model:  
onboarding → deployment → adoption → expansion

# Gadi Graus

## CEO

### Summary





# A2Z Cust2Mate – Built to Win at Scale

## Compelling Vision & Platform

- A proven high value smart cart platform
- Market leadership and competitive edge
- Three scalable, recurring growth engines: Subscriptions, Retail Media, Data & Insights

## A Large Market Materializing Now

- Massive global markets
- Retailers under pressure to evolve
- 2026 marks the inflection point
- POs validate and serve as global reference

## We are Built to Deliver the Opportunity

- Signed contracts >\$110M + expanding global pipeline
- Scalable manufacturing & deployment
- A strong, experienced global team
- Financial strength and organizational readiness

Our vision is clear, the market is ready, and the company is built to execute - Cust2Mate is positioned to scale into a category-defining platform



Fewer queues. Bigger baskets. Richer data. Connected channels. Happier shoppers.

Nasdaq: AZ

[www.cust2mate.com](http://www.cust2mate.com)

**THANK YOU**

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# Q&A

