4Q25 EARNINGS RELEASE

"In its centennial year, Kepler Weber ends 4Q25 with strategic consistency and record-breaking revenues in International Business"

HIGHLIGHTS

- Consolidated **Net Revenues** of R$398.7 million in 4Q25 and R$1.5 billion in 2025, with the third highest volume sold in the last 10 years, evidencing the strength of demand, despite a more adverse environment for investments.

- **International Business** reached an all-time record in Net Revenues in 4Q25, of R$102.6 million, up 31% from 4Q24. Argentina accounted for 23% of international revenues in 2025, with a growth of 16x compared to the same period of the previous year, reinforcing the importance of that market within the segment's strategy.

- **Discipline of costs and operating efficiency,** with a reduction of 5.1% in general and administrative expenses (G&A) in 4Q25 and 4.3% in 2025, reflecting our discipline in cost management and operational efficiency gains.

- **Net Income** grew 28.5% in 4Q25, reaching a net margin of 16.2%, an increase of 5.2 p.p. compared to 4Q24, with the quarter accounting for 41% of annual Net Income.

- **Significant return to shareholders**, with distribution of R$145 million in dividends in 2025, corresponding to a payout of 92.8% on the cash basis, showing the strength of cash generation and our commitment to value creation.

IDIVERSA B3 | SMLL B3 | ITAG B3 | INDX B3 | IAGRO-FFS B3 | KEPL B3 LISTED NM
IGC-NM B3 | IDIV B3 | IBRA B3 | IGC B3 | IGPTW B3

São Paulo, February 25, 2025 – Kepler Weber S/A (B3: KEPL3), the parent company of the Kepler Weber Group, a leader in grain storage equipment and post-harvest solutions in Latin America, announces its consolidated results for the 4th quarter, ended December 31, 2025 ("4Q25"). The individual and consolidated financial statements were prepared in accordance with the accounting practices adopted in Brazil (BR GAAP) and also in accordance with the International Financial Reporting Standards ("IFRS") issued by the *International Accounting Standards Board* ("IASB"). We inform that Ernst & Young Auditores Independentes is responsible for the audit of our financial statements. We emphasize that any discrepancies in the totals presented are due to rounding.

MESSAGE FROM MANAGEMENT

4Q25 ends an emblematic year for Kepler Weber, in which the celebration of its centennial coincided with a more challenging macroeconomic environment for the agribusiness industry. In a scenario of high interest rates and greater selectivity in investment decisions, the Company showed its operational resilience and performance discipline, both supported by a diversified portfolio and a consistent long-term strategy.

In this context, the Company has also reinforced its institutional presence throughout the quarter with important recognitions, such as the awards received at the 23rd ABMRA - Agro Communication Exhibition; the 1st place in Innovation in the "Mechanical and Metallurgical" category of Época Negócios 360º and the 5th place in the general ranking; and the Transparency Trophy granted by ANEFAC. These milestones are in addition to the 5th edition of "Kepler Day" and the centennial celebration, with the bell ringing at B3, reinforcing the Company's trajectory, its governance and commitment to the capital market.

Regarding the quarter's operating performance, consolidated Net Revenues decreased by 13.3% compared to 4Q24, mainly reflecting the lower volume in the Farms, Agribusiness, and Ports and Terminals segments, due to the profile of contract performance, and the postponement of investments in an environment of greater caution. This movement was partially offset by the 31.4% growth in International Business, which recorded the highest Net Revenues and volume sold in the history of the segment for a quarter, in addition to the resilience of the Replacement & Services segment, which remained at a stable level.

In 2025, Net Revenues totaled R$1.5 billion, a decrease of 7.3% compared to 2024, reflecting the more cautious dynamics of investments. Even so, the year recorded the third highest volume of tons shipped in the last 10 years, evidencing the strength of our demand. In this scenario, the advances in International Business, with growth of 19.4%; and the highest Net Revenues in the segment's history, as well as in the Replacement & Services segment, with an increase of 10.1%, reinforce the effectiveness of our diversification strategy, which is supported by the performance of higher value-added solutions.

Throughout 2025, the Company maintained discipline in the management of costs and expenses, adjusting the expense structure to the level of activities, a position reinforced in 4Q25. As a result, Net Income grew 28.5% in 4Q25, with an expansion of 5.2 percentage points in net margin, reflecting operational advances and one-off effects of tax efficiency. Year-to-date, our performance was influenced by a more cautious environment for investments, evidencing the Company's ability to preserve profitability in a more challenging context.

From the point of view of capital allocation, in 2025 the Company adopted a more intense policy of return to shareholders, due to the definition of the new dividend taxation regime in effect as from 2026, with distribution of approximately R$145 million in dividends and interest on equity. This decision resulted in a reduction in net cash compared to 2024, without compromising our financial strength, operating liquidity or investment.

In the strategic scope, the year consolidated the International Business segment as one of the Company's main vectors of diversification, driven by the resumption of the Argentine market, expansion in countries such as Bolivia and Paraguay, and the performance of larger projects, reinforcing Kepler Weber's position in the storage and logistics infrastructure of the agribusiness industry in South America. Simultaneously, the Replacement & Services segment showed stable revenues and healthy margins, contributing to sustaining results throughout the period.

For 2026, the Company is considering the continuity of a still challenging macroeconomic scenario, marked by greater credit restrictions with potential impacts on profitability and trading, particularly in the Farms segment. In this context, market conditions may influence the dynamics among the segments, with possible reduction in Farms and greater participation of Agribusiness, without this representing a performance estimate.

Throughout the year, factors such as the evolution of commodity prices, especially soybeans, corn and rice, and financial conditions should influence the business environment. In addition, exchange rate fluctuations may generate additional pressure on clients' margins, especially in International Business, depending on market conditions. Given this scenario, the Company will maintain a focus on operational efficiency, consistent discipline of costs and performance, in line with the Lean culture and the KW 2030 strategic plan, preserving operational flexibility and the sustainability of results throughout the cycle.

Table 1 | **Key Result Indicators (R$ million)**

	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	398.7	460.1	**-13.3%**	423.3	**-5.8%**	1,490.3	1,607.3	**-7.3%**
EBITDA	67.5	82.1	**-17.7%**	73.6	**-8.2%**	231.9	328.7	**-29.4%**
EBITDA Margin	16.9%	17.8%	**-0.9 p.p.**	17.4%	**-0.5 p.p.**	15.6%	20.4%	**-4.8 p.p.**
Net Income	64.8	50.4	**28.5%**	51.6	**25.6%**	156.3	199.2	**-21.5%**
Net Margin	16.2%	11.0%	**5.2 p.p.**	12.2%	**4.0 p.p.**	10.5%	12.4%	**-1.9 p.p.**
Earnings per Share (EPS)	0.3736	0.2855	**30.9%**	0.2975	**25.6%**	0.9017	1.1329	**-20.4%**
Return on Invested Capital (*)	23.0%	34.2%	**-11.1 p.p.**	21.0%	**2.1 p.p.**	23.0%	34.2%	**-11.1 p.p.**

(*) LTM ROIC for the last 12 months

ABOUT KEPLER WEBER

Founded in 1925, Kepler Weber is a Brazilian company, leader in Latin America in complete solutions for processing, conservation, storage and handling of seeds, grains, biofuels, feed and food.

With administrative headquarters in São Paulo (SP), factories in Panambi (RS), Campo Grande (MS) and Criciúma (SC), the company has a highly qualified team to plan projects, manufacture equipment, implement complete infrastructure, train operators and monitor the operation of customers in units in 54 countries and on 5 continents using technology.

The brand is present throughout the agribusiness chain, with projects implemented on farms that produce commodities, companies that transform commodities into high value-added products, as well as road-rail, maritime and river terminals that move international productive logistics.

Strategically positioned in all agricultural regions of the market, with 9 distribution centers and more than 150 commercial agents in Brazil, in addition to 18 representatives abroad, the company stands out for its exclusive advantages. These include the ability to manage more than 300 simultaneous projects and provide specialized training to 3,000 clients annually. These training courses are aimed at updating, expanding and modernizing the installed units, with the objective of reducing labor, increasing efficiency and ensuring compliance with current legislation. In addition, the company offers continuous services and support, providing solutions that meet the specific needs of each client.

With innovative DNA, the company has an engineering team made up by approximately 100 professionals capable of developing, testing, validating and launching products continuously, with 46% of revenues coming from new products or versions last year. These products are manufactured with the highest technology and within the largest built area in the sector, with three factories that together have 89,500 m², operating 100% under *a* lean manufacturing system, with ISO 9001, ISO 14001 and ISO 45001 certifications.

CONTRACTED FINANCIAL VOLUME (COMMERCIAL PIPELINE)

On December 31, 2025, the Company's contracted portfolio (financial backlog) showed single-digit percentage growth compared to the same period in 2024, driven by the evolution of the Agribusiness portfolio.

The composition of the portfolio shows a change in the mix, with a reduction of approximately 40% in the Farms segment, due to greater caution of producers and more limited access to credit, and growth of about 55% in the Agribusiness segment, which concentrates larger projects and longer performance cycles. This profile may influence the pace of recognition of revenues and margins, depending on project performance conditions and the market environment, and it should not be construed as an estimate of future performance.

We highlight that the financial backlog corresponds to the contractual amount already signed up to the cut-off date, expressing commercial commitments with future performance. This amount is subject to variations due to performance schedules, weather conditions, delivery logistics and other operational factors. As such, it should not be construed as a revenue forecast or a guarantee of future performance.

NET OPERATING REVENUES

Table 2 | **Net Operating Revenues (R$ million)**

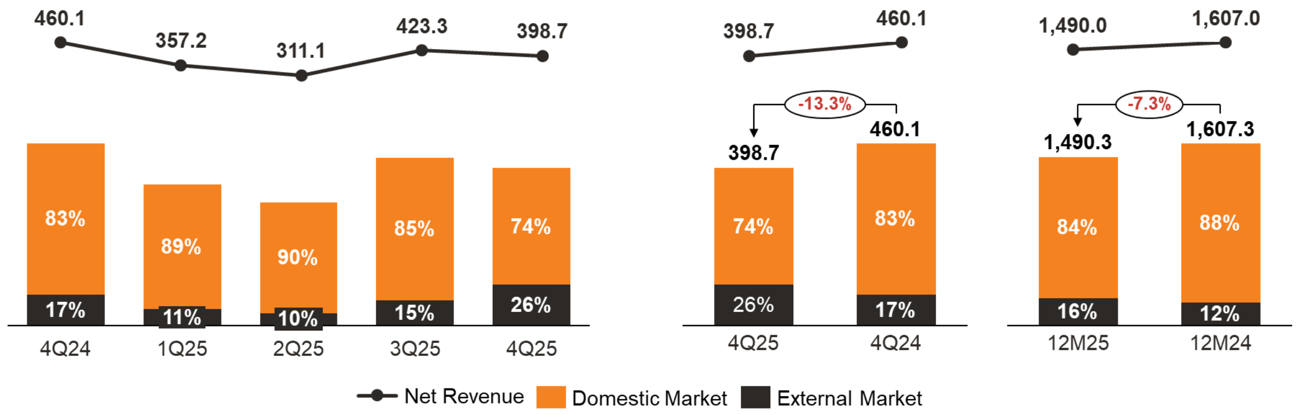
Net Operating Revenue (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Farms	105.0	142.6	**-26.4%**	137.1	**-23.4%**	469.7	519.9	**-9.7%**
Agribusiness	88.4	131.7	**-32.9%**	108.7	**-18.6%**	405.1	492.6	**-17.8%**
International Business	102.6	78.0	**31.4%**	63.3	**62.0%**	237.7	199.0	**19.4%**
Ports and Terminals	7.3	12.0	**-38.9%**	34.3	**-78.7%**	66.9	113.4	**-41.0%**
Replacement & Services	95.3	95.8	**-0.4%**	79.9	**19.4%**	310.9	282.4	**10.1%**
Total	**398.7**	**460.1**	**-13.3%**	**423.3**	**-5.8%**	**1,490.3**	**1,607.3**	**-7.3%**

In 4Q25, the Company's consolidated **Net Revenues** amounted to R$398.7 million, representing a decrease of 13.3% compared to 4Q24. The performance mainly reflects the lower contribution of the Farms, Agribusiness, and Ports and Terminals segments, partially offset by the strong growth of International Business and the stability of Replacement & Services.

In 2025, Net Revenues reached R$1.5 billion, a decrease of 7.3% compared to 2024. The result highlights the greater importance of International Business and Replacement & Services, which partially offset the retractions observed in the segments most exposed to the domestic investment cycle. This movement reinforces the evolution of the portfolio towards a more balanced composition and less dependent on rural credit.

Of the total Net Revenues, 74% in 4Q25 and 84% in 2025 came from the domestic market, while 26% and 16%, respectively, corresponded to the foreign market, in line with the Company's geographic diversification and international expansion strategy.

Figure 1 | **Net Operating Revenues by Market (R$ million)**



Below, we present the detailed performance of each of the Company's five segments.

Farms

Farms (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	105.0	142.6	**-26.4%**	137.1	**-23.4%**	469.7	519.9	**-9.7%**
Participation in Net Operating Revenue	26.3%	31.0%	**-4.7 p.p.**	32.4%	**-6.1 p.p.**	31.5%	32.3%	**-0.8 p.p.**
Gross Margin	**20.5%**	**21.8%**	**-1.3 p.p.**	**21.0%**	**-0.5 p.p.**	**20.8%**	**28.7%**	**-7.9 p.p.**

The **Farms** segment offers complete solutions for the processing, conservation and storage of agricultural commodities, serving small, medium and large rural producers. These solutions involve the design, manufacture, installation and operational training relating to silos, dryers, cleaning machines, conveyors and digital systems for managing stored products. The objective is to preserve and optimize the quality of grains and generate efficiency gains in production, allowing producers to market their crops at the most favorable time, in addition to reducing costs with third parties and freight in periods of high demand.

In 4Q25, the segment's Net Revenues amounted to R$105.0 million, down 26.4% from 4Q24, and 23.4% from 3Q25. In the year, Net Revenues reached R$469.7 million, representing a reduction of 9.7% compared to 2024.

Both in 4Q25 and in 2025, the performance of the Farms segment was impacted by a more challenging environment for rural producers, marked by more compressed margins, higher financial costs and greater selectivity in investment decisions. In this context, part of the clients chose to postpone new projects, giving priority to renewals and expansions of existing structures. This movement contributed to the segment's retraction and influenced the dynamics of Replacement & Services, whose revenues remained stable in the quarter and grew throughout the year, particularly supported by the increase of approximately 20% in the renewals and expansions lines.

Gross margin was 20.5% in 4Q25, down 1.3 p.p. from 4Q24, and 20.8% in 2025, down 7.9 p.p. from 2024, reflecting the more restrictive investment environment and the profile of the projects contracted over the period.

In 4Q25, the Company signed contracts in the Farms segment worth approximately R$90.2 million, distributed across different regions of the country, increasing the visibility of the pipeline for the coming periods.

For 2026, the Company will continue to closely monitor the investment environment in the Farms segment, which remains challenging. The current context points to pressure on volumes and profitability, partially reduced by the contribution of the other segments of the portfolio, without changing the Company's long-term strategy.

Agribusiness

Agribusiness (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	88.4	131.7	**-32.9%**	108.7	**-18.6%**	405.2	492.6	**-17.8%**
Participation in Net Operating Revenue	22.2%	28.6%	**-6.4 p.p.**	25.7%	**-3.5 p.p.**	27.2%	30.6%	**-3.4 p.p.**
Gross Margin	**16.2%**	**23.6%**	**-7.4 p.p.**	**23.2%**	**-7.0 p.p.**	**19.2%**	**26.6%**	**-7.4 p.p.**

The **Agribusiness** segment covers cereals, cooperatives and grain processing industries, with a focus on project development, equipment manufacturing, implementation of complete infrastructure and operational support. The solutions are aimed at the production of food, feed, biofuels and flour, promoting industrialization in the field and contributing to the strengthening of production chains, increased logistics efficiency and value generation in the main agricultural regions of the country.

In 4Q25, Net Revenues from the Agribusiness segment amounted to R$88.4 million, down 32.9% from 4Q24, and 18.6% from 3Q25. In 2025, Net Revenues reached R$405.2 million, a reduction of 17.8% compared to 2024.

Both in the quarter and in the year, the segment's performance reflected a more challenging environment for investments, high cost of capital and greater selectivity in investment decisions. The industrialization of rice was especially impacted by the sharp drop in prices observed in the second half of 2025, reducing the appetite for new projects.

In 2025, the Agribusiness Segment had the lowest profitability, due, among other factors, to the increase in the installed production capacity of silos and agricultural machinery incorporated into the market during the commodity boom cycle between 2020 and 2023, which increased supply and intensified competitive pressure in a context of more restricted demand.

In this context, the segment's revenues maintained a dispersed profile, with a significant participation of agro-industrial cooperatives, trading companies and customers with integrated operations in biofuels, exports and cereal ethanol projects, reinforcing the diversity of the customer base and the Company's positioning in strategic agribusiness production chains.

The segment's gross margin was 16.2% in 4Q25, a decrease of 7.4 p.p. compared to 4Q24, and 19.2% in 2025, a reduction of 7.4 p.p. compared to 2024. The compression of margins mainly reflects the lower volume of projects, which limited the dilution of fixed costs, in addition to a more competitive commercial environment and adjustments in commercial conditions.

In 4Q25, the Company signed contracts in the Agribusiness segment worth approximately R$151.4 million, covering grain storage, processing and transformation projects for grain dealers, cooperatives and industries in the South and Midwest regions of Brazil, increasing the visibility of the pipeline for the coming periods.

For 2026, the Agribusiness segment should operate in a still challenging environment, with growth in activity levels supported by a gradual resumption of investments in chains related to bioenergy, animal feed and grain industrialization. Even so, the context remains pressured from the point of view of margins, reinforcing the need for financial discipline and rigor in the performance of projects.

International Business

International Business (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	102.6	78.0	**31.4%**	63.4	**61.7%**	237.7	199.0	**19.4%**
Participation in Net Operating Revenue	25.7%	17.0%	**8.7 p.p.**	15.0%	**10.7 p.p.**	15.9%	12.4%	**3.5 p.p.**
Gross Margin	**23.5%**	**33.8%**	**-10.2 p.p.**	**20.4%**	**3.1 p.p.**	**23.5%**	**34.4%**	**-10.9 p.p.**

The **International Business** segment comprises the sale and delivery of the Company's products on five continents, with exports to 54 countries throughout its history. Most of the sales are directed to rural producers and agribusinesses, especially in Latin America, where the Company maintains a consolidated leadership position. This global presence reinforces the competitiveness of our solutions, our technological adaptability in the face of different agricultural realities, and our commitment to delivering efficiency on an international scale.

In 4Q25, the segment's Net Revenues amounted to R$102.6 million, up 31.4% from 4Q24, and 61.7% from 3Q25. In 2025, Net Revenues reached R$237.7 million, an increase of 19.4% compared to 2024, marking the best annual performance in the history of the segment in the last 10 years, in value, and in volume sold in tons, reinforcing its strategic importance for the Company.

Both in the quarter and in the year, the performance reflected the combination of favorable structural and cyclical factors in international markets. The increase in activity in Argentina, Bolivia and Paraguay stands out, in addition to the significant increase in revenues in other continents, which concentrated the main contributions to the result of the period. The strengthening of operations in these markets, combined with competitive price adjustments and the higher volume contracted, supported the evolution of performance throughout the period.

The segment's gross margin was 23.5% in 4Q25, down 10.2 p.p. from 4Q24, and 23.5% in 2025, down 10.9 p.p. from 2024. The margin compression reflected a more competitive international environment, which required tactical price adjustments to preserve competitiveness, in addition to a mix of projects with a greater share of larger contracts, especially in markets essential for our regional presence.

In 4Q25, the Company signed important contracts in the international market, totaling approximately R$20.1 million, driven by the offer of complete solutions for soybeans and corn in countries such as Paraguay, Argentina and Venezuela, as well as rice processing equipment in Ecuador and Colombia. These contracts reinforce Kepler Weber's global footprint and extend pipeline visibility for the coming periods.

For 2026, the International Business segment operates in a context of greater competitiveness, with traditional competitors looking for alternatives to the Brazilian market, in addition to a more challenging exchange rate, which maintains pressure on margins. In this scenario, the Company adopts a more selective performance in the origination of projects, focusing on the balance between volume and profitability.

Ports and Terminals

Ports and Terminals (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	7.3	12.0	**-38.9%**	34.3	**-78.7%**	66.9	113.4	**-41.0%**
Participation in Net Operating Revenue	1.8%	2.6%	**-0.8 p.p.**	8.1%	**-6.3 p.p.**	4.5%	7.1%	**-2.6 p.p.**
Gross Margin	**38.9%**	**34.9%**	**4.0 p.p.**	**27.4%**	**11.5 p.p.**	**31.2%**	**27.0%**	**4.2 p.p.**

The **Ports and Terminals** segment encompasses multimodal logistic projects, offering complete solutions for solid bulk handling in road-rail, maritime and river terminals. Acting as an essential link in export logistics and in the flow of national agricultural production, the segment consolidates Kepler Weber as a reference in engineering, manufacturing and implementation of highly complex enterprises. With more than 120 projects delivered since 1992, the Company reinforces its strategic relevance for the competitiveness and integration of Brazilian agribusiness.

The dynamics of this market are characterized by longer sales cycles, high-value contracts, and performance in extended terms, which concentrates the recognition of revenues in specific quarters. This structure explains the variations in short-term comparisons, without representing a loss of commercial traction, and highlights the structurally predictable and resilient nature of the business.

In 4Q25, the segment's Net Revenues was R$7.3 million, a decrease of 38.9% compared to 4Q24, reflecting the dynamics of long-term projects, with revenue recognition concentrated in specific performance phases.

In 2025, revenues were mostly associated with large contracts and high technical complexity, reinforcing the Company's position in providing solutions for agribusiness logistics infrastructure. The gross margin in the period was above the historical profile of the segment, influenced by one-off effects associated with the performance of specific renewals, characterizing a margin performance above the historical level.

The Company maintained the performance of ongoing contracts, which amounted to approximately R$52.5 million, and ended 4Q25 with a consistent pipeline, reflecting the dynamics of long-term contracts in the Ports and Terminals segment, with revenues recognition distributed throughout the different phases of performance. This pipeline reinforces operational visibility over ongoing contracts and commitments already signed, without indicating evolution in the level of activity or forecast of future results. As the projects progress, segment margins may vary according to the project mix, and may or may not reach the levels observed in previous periods, without constituting a performance forecast or a guarantee of return to historical levels.

Replacement & Services (R&S)

Replacement & Services (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operating Revenue	95.3	95.8	**-0.4%**	79.9	**19.4%**	310.9	282.4	**10.1%**
Participation in Net Operating Revenue	23.9%	20.8%	**3.1 p.p.**	18.9%	**5.0 p.p.**	20.9%	17.6%	**3.3 p.p.**
Gross Margin	**38.3%**	**39.9%**	**-1.6 p.p.**	**36.5%**	**1.8 p.p.**	**35.5%**	**36.1%**	**-0.6 p.p.**

The **Replacement & Services** segment consolidate the Company's strategy of generating recurring revenues and strengthening the long-term relationship with the installed base. The portfolio brings together parts, modernizations, capacity expansions, adjustments to safety standards and specialized services, such as training, gauging, assisted operation (including digital thermometry monitoring) and technical support, forming a continuous value cycle that extends the useful life of assets in the field. The Company has nine Distribution Centers located in strategic regions, which optimizes logistics, ensures agility and excellence in services.

The merger of Procer, a company specializing in technology and connectivity solutions for remote monitoring of storage systems, in March 2023, strengthened our after-sales technical standards and expanded regional coverage, driving the expansion of recurring revenues in strategic markets. This combination of capillarity and technological specialization has sustained a solid growth trajectory for the segment.

In 4Q25, the segment's Net Revenues amounted to R$95.3 million, with a slight decrease of 0.4% compared to 4Q24, and growth of 19.4% compared to 3Q25. The quarter's performance mainly reflected the evolution of the average ticket, driven by higher value-added orders, in addition to the growth of renewals, which increased 9% in the period. These factors contributed to reduce the slight retraction in revenues.

In 2025, Net Revenues reached R$310.9 million, a growth of 10.1% compared to 2024. The result was supported by the expansion of the customer base, which increased 7% and, mainly, by renewals, which registered an increase of 11%. This movement reflects the greater demand for modernization, flow improvements and higher value-added solutions at the existing units, consolidating the strategy of expanding performance throughout the life cycle of customers' assets.

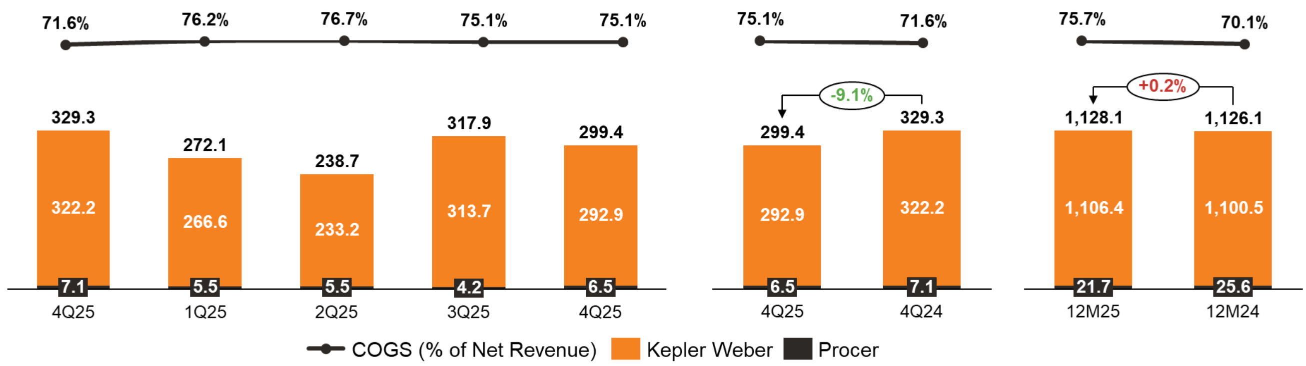
In 4Q25, the segment maintained a consistent pace of sales of technological solutions and equipment, with emphasis on Seletron machines, which ended 2025 with a sales volume approximately 50% higher than in 2024, and SIG, an auxiliary equipment for cleaning lines, whose sales grew about 4 times compared to the previous year, reinforcing the attractiveness and growing demand for higher value-added solutions in the segment's portfolio.

Gross margin was 38.3% in 4Q25, down 1.6 p.p. compared to 4Q24, and 35.5% in 2025, down 0.6 p.p. compared to 2024. The variation in margins reflects one-off pressures in the quarter, partially offset by a more favorable mix of products and services, with a greater share of renewals, modernizations and higher value-added equipment.

For 2026, the Replacement & Services segment continues to be supported by important structural fundamentals, such as the expansion of the portfolio and the evolution of technology solutions, without representing an indication of future performance. This set of factors contributes to the maintenance of a more stable profitability profile, reinforcing the importance of the segment in the composition of consolidated results, especially in a context of greater margin pressure observed in the other segments of the portfolio.

COST OF GOODS SOLD (COGS)

Figure 2 | **Cost of Goods Sold (R$ million)**

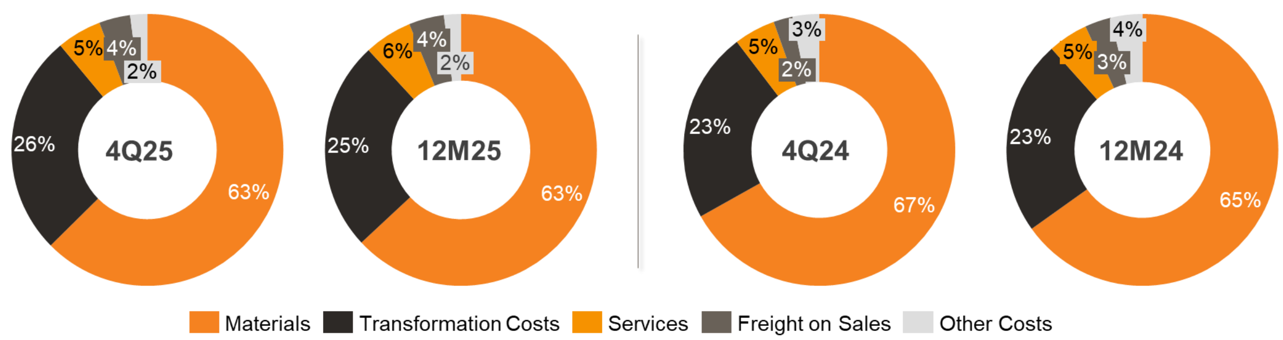


Cost of Goods Sold (COGS) totaled R$299.4 million in 4Q25, corresponding to 75.1% of Net Revenues for the period. Compared to 4Q24, COGS recorded a decrease of 9.1%.

This movement mainly reflects a retraction in the level of activities, which reduced the dilution of fixed costs, combined with a change in the mix of products and segments. Throughout the year, there was a greater share of solutions of higher technical complexity and International Business, typically associated with larger projects.

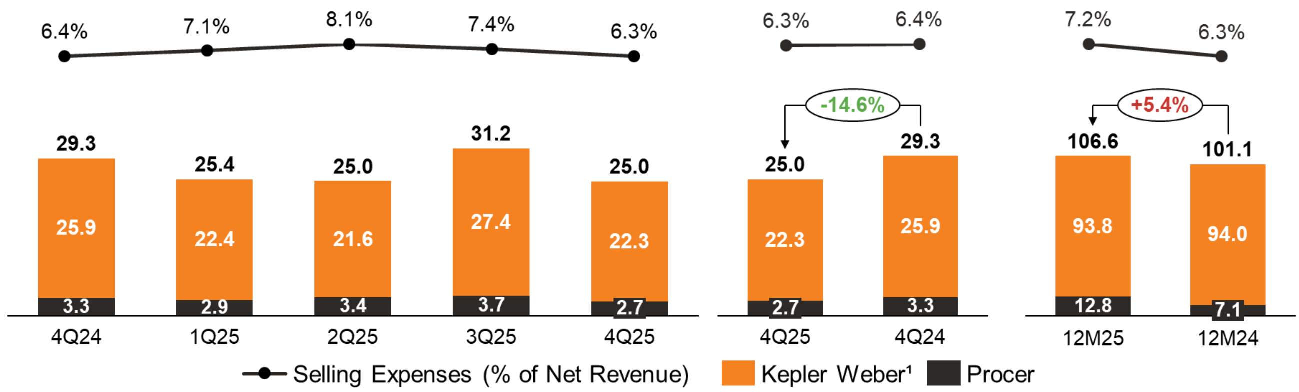
This behavior shows the sensitivity of COGS to the level of activity and the mix, without indicating a loss of operational efficiency or structural changes in the Company's cost base.

Figure 3 | **Composition of COGS**



SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

Figure 4 | **Selling Expenses[1] (R$ million)**



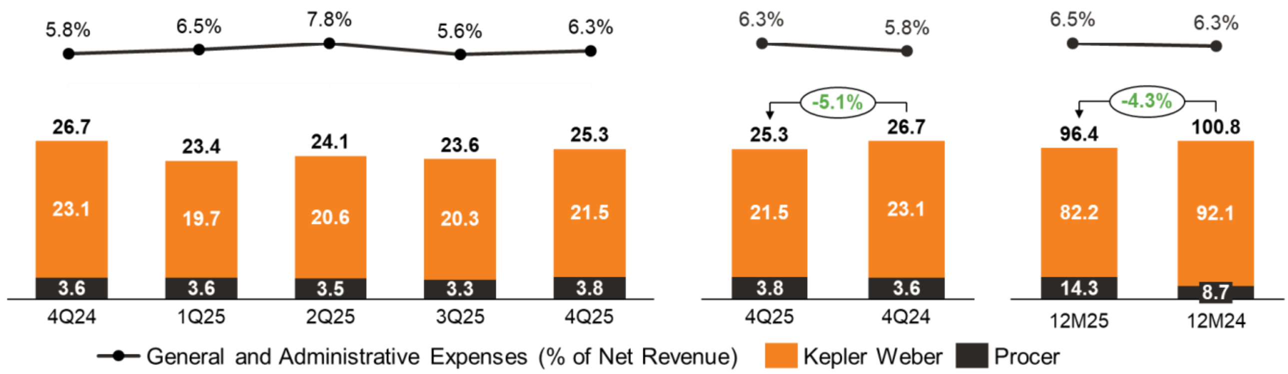
Selling Expenses totaled R$25.0 million in 4Q25, corresponding to 6.3% of Net Revenues for the period, down 14.6% compared to 4Q24. In the quarter, the share of expenses in revenues remained stable, reflecting the disciplined conduct of commercial spending in a context of lower sales volume.

In 2025, Selling Expenses totaled R$106.6 million, registering a growth of 5.4% compared to 2024. As a percentage of Net Revenues, expenses totaled 7.2%, up from 6.3% in the previous year, mainly reflecting the lower volumes recorded throughout the year.

This dynamic is due to the combination of discipline in the allocation of expenses, and selective investments aimed at expanding commercial operations, including initiatives relating to Procer, in addition to the increase in variable expenses, such as commissions, in the International Business and Replacement and Services segments, in line with the greater participation of these segments in revenues.

On a consolidated basis, the behavior of Selling Expenses shows the Company's ability to adjust the level of expenses to the activity environment, with control of the growth of expenses and strategic direction of commercial investments, without compromising the performance of the long-term strategy.

Figure 5 | **General and Administrative Expenses (R$ million)**



General and Administrative Expenses totaled R$25.3 million in 4Q25, down 5.1% compared to 4Q24, corresponding to 6.3% of Net Revenues in the period, or 0.5 percentage point higher than in the previous quarter. In 2025, these expenses totaled R$96.4 million, down 4.3% compared to 2024, equivalent to 6.5% of the year's Net Revenues, or 0.2 percentage point above the percentage recorded in the previous year.

[1]Selling expenses include amounts related to the allowance for doubtful accounts (PCLD), according to the line 'Losses due to the non-recoverability of financial assets' presented in the Income Statement.

The reduction in expenses in absolute terms reflects the Company's discipline in the management of administrative expenses, supported by the strengthening of the control, monitoring and review of expenses, including the use of management tools such as GMD (Matrix Management of Expenses), with a focus on travel, vehicles and contracted services categories.

The increase in this indicator as a percentage of revenues is mainly due to the retraction of revenues in the period, since a significant part of administrative expenses does not vary proportionally to revenues in the short term. Even so, the level of G&A remains compatible with the size and complexity of operations, with potential for dilution as the administrative structure is absorbed by a higher level of activities.

OTHER NET OPERATING REVENUES AND EXPENSES

Table 3 | **Other Net Operating Revenues and Expenses (R$ million)**

	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Other Net Operating Revenues and Expenses	8.6	(2.7)	**-413.9%**	13.7	**-37.0%**	34.7	9.9	**249.9%**

Other Net Operating Revenues and Expenses amounted to R$8.6 million in revenues in 4Q25 and R$34.7 million in 2025. These amounts arise from the recognition of tax credits relating to recoverable taxes as a result of tax reviews and the consolidation of applicable legal understandings.

Compared to 4Q24, the negative percentage variation is exclusively due to the negative basis of comparison in that period, reflecting a reversal of expenses to revenues in 4Q25, without indicating operational deterioration.

The effects include credits relating to Complementary Law 160, regarding the regularization of tax incentives, in addition to PIS/COFINS and social security contributions recognized according to the progress of administrative offsetting procedures.

FINANCIAL RESULT

Table 4 | **Financial Result (R$ million)**

Financial Result (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Financial Revenues	**19.8**	**18.5**	**6.9%**	**21.0**	**-5.8%**	**76.6**	**63.1**	**21.3%**
% Net Revenue	-5.0%	-4.0%	1.0 p.p.	-5.0%	0.0 p.p.	-5.1%	-3.9%	1.2 p.p.
Financial Expenses	**(20.1)**	**(20.4)**	**-1.4%**	**(18.6)**	**7.8%**	**(81.9)**	**(64.5)**	**26.9%**
% Net Revenue	5.0%	4.4%	0.6 p.p.	4.4%	0.6 p.p.	5.5%	4.0%	1.5 p.p.
Total Financial Result	**(0.3)**	**(1.9)**	**-82.7%**	**2.3**	**-113.9%**	**(5.3)**	**(1.4)**	**275.4%**

The **Financial Result** was negative by R$0.3 million in 4Q25, compared to a negative result of R$1.9 million in 4Q24. In 2025, the financial result was negative by R$5.3 million, compared to negative R$1.4 million in 2024.

In the quarter, the reduction in income from financial investments due to the lower average balance invested, was offset by the positive impact of the exchange rate variation, mainly related to the monetary adjustment of tax credits recognized in the period.

In the year, the financial result was pressured by the increase in financial expenses in an environment of high interest rates. This effect was partially offset by the growth in financial revenues and the positive contribution of the exchange rate variation. The Company maintains a balanced and conservative capital structure, with diversified indebtedness and exchange rate hedging instruments. Although the net cash position has remained close to balance at the end of 2025, a disciplined financial management has contributed to reduce the impacts of higher financial costs in the period.

EBITDA

Table 5 | **EBITDA (R$ million)**

EBITDA (R$ MM)	4Q25	4Q24	Δ%	3Q25	Δ%	12M25	12M24	Δ%
Net Operation Revenues	**398.7**	**460.1**	**-13.4%**	**423.3**	**-5.8%**	**1,490.3**	**1,607.3**	**-7.3%**
Net Profit	**64.8**	**50.4**	**28.5%**	**51.6**	**25.6%**	**156.3**	**199.2**	**-21.5%**
(+) Provision for current and deferred income and social contribution taxes	(7.5)	19.9	-137.6%	15.1	-149.6%	32.4	88.6	-63.5%
(-) Financial Revenue	(19.8)	(18.5)	6.9%	(21.0)	-5.8%	(76.6)	(63.1)	21.3%
(+) Financial Expenses	20.1	20.4	-1.4%	18.6	7.8%	81.9	64.5	26.9%
(+) Depreciation and Amortization	9.9	9.9	0.3%	9.3	7.3%	38.0	39.5	-3.7%
EBITDA	**67.5**	**82.1**	**-17.7%**	**73.6**	**-8.2%**	**231.9**	**328.7**	**-29.4%**
EBITDA Margin	16.9%	17.8%	-0.9 p.p.	17.4%	-0.5 p.p.	15.6%	20.4%	-4.8 p.p.

The **Company's EBITDA** totaled R$67.5 million in 4Q25, down 17.7% compared to 4Q24. Despite the retraction in results, the EBITDA margin remained at a resilient level, reaching 16.9% in the period, a reduction of 0.9 p.p.

In 2025, EBITDA was R$231.9 million, down 29.4% compared to 2024, with a margin of 15.6%. Even in the face of a scenario of inflationary pressure, with a negative impact on profitability and a slight retraction in the volume of shipments, the Company maintained a resilient EBITDA margin. This performance was mainly supported by the composition of the mix of embedded equipment and the timely recognition of extemporaneous tax credits, which contributed to reduce the adverse effects on operating results for the period.

NET INCOME

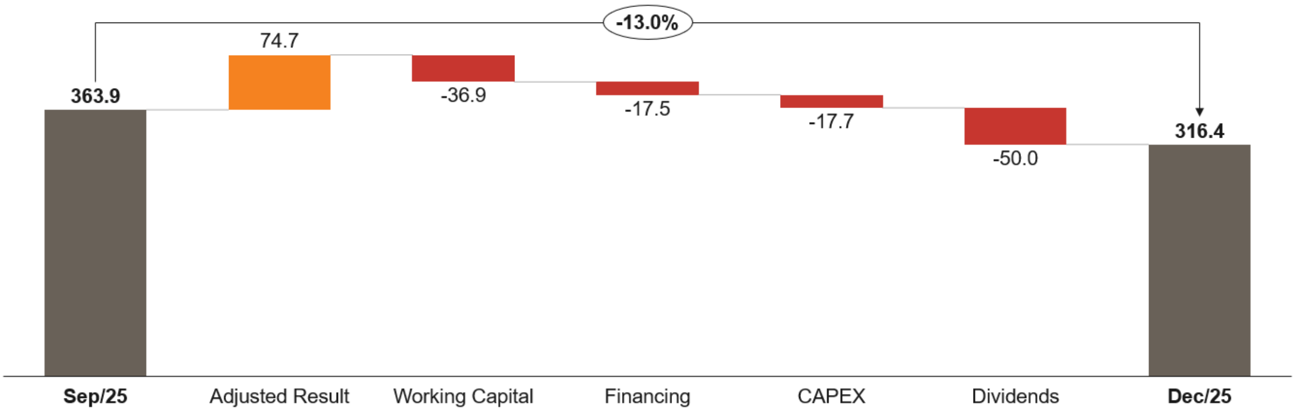
In 4Q25, the Company's **Net Income** reached R$64.8 million, with net margin of 16.2%, compared to R$50.4 million and 11.0% in 4Q24, which represents an increase of 5.2 p.p. in the quarterly comparison. The increase in the absolute result reflects the combination of higher operational efficiency in the quarter and the contribution of other operating revenues linked to tax credits of a non-recurring nature.

In 2025, Net Income totaled R$156.3 million, with net margin of 10.5%, compared to R$199.2 million and 12.4% in 2024, corresponding to a decrease of 1.9 p.p. The year-on-year reduction reflects a more challenging environment for investments, marked by lower cost dilution and pressure on margins, especially in the segments most sensitive to the investment cycle, such as Farms and Agribusiness, partially offset by the contribution of other operating revenues of a tax nature.

The Company ended the period with positive net income and preserved operating margins, showing financial discipline, operational resilience and the ability to adapt in a scenario of lower activity, without structural dependence on non-recurring effects.

CASH FLOW

Figure 6 | **Cash flow reconciliation (R$ million)**



The Company maintained a healthy cash position in 4Q25, even after the payment of R$50.0 million in dividends in the period. Operating cash generation, net of depreciation, amortization and income tax, totaled R$74.7 million, evidencing the capacity to generate earnings in a more challenging environment.

Working capital posted a negative position of R$36.9 million, mainly reflecting a reduction in the "Suppliers" item and the one-off effect on recoverable taxes, without compromising the Company's operating liquidity.

Within the scope of financing, the Company made interest payments regarding the International Finance Corporation (IFC) and Rural Product Notes (CPRs) to Banco BBM S.A., in addition to the amortization of CPR principal and interest contracted with Itaú Unibanco, which have contributed to the reduction of indebtedness throughout the quarter.

Investments made in the quarter totaled R$17.7 million, of which R$16.1 million was allocated to Kepler and R$1.6 million to Procer. Investments were allocated to maintenance and development of operations.

This set of factors reinforces the Company's financial discipline and its capacity to generate cash, supporting a resilient business model with preservation of liquidity and continuous strengthening of the capital structure, in line with long-term value creation.

RETURN ON INVESTED CAPITAL (ROIC)

In 4Q25, **Return on Invested Capital (ROIC)** reached 23.0%, representing an increase of 2.1 percentage points compared to 3Q25. This movement is mainly due to the increase in Operating Income after taxes (NOPAT), which grew 15.7% in the period, totaling R$160.6 million, combined with variations in invested capital, which expanded 5.3%, reaching R$697.2 million.

The evolution of ROIC in the quarter was influenced by specific factors. On the results side, NOPAT incorporated non-recurring effects from the recognition of tax credits. On the invested capital side, temporary movements in working capital were observed, including atypical variations in supplier accounts and recoverable taxes. Thus, the level observed in 4Q25 reflects a combination of improvement in the results for the period with cyclical effects, not characterizing, by itself, a structural change in the profitability of capital invested.

INVESTMENTS (CAPEX)

Figure 7 | **Quarterly Evolution of CAPEX (R$ million)**

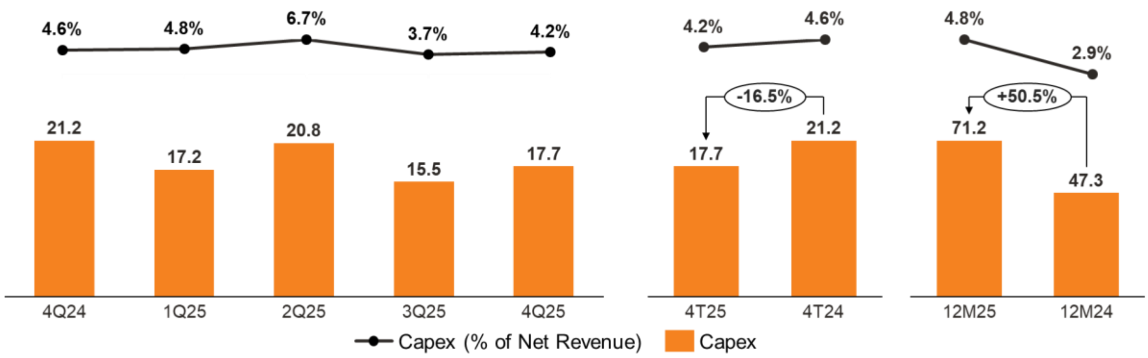
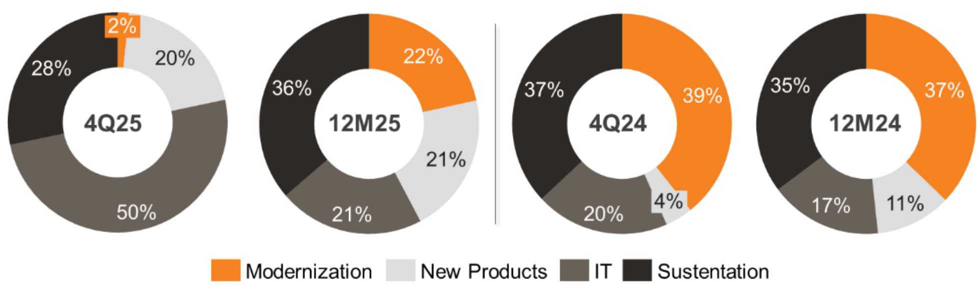


Figure 8 | **Capex Distribution**



In 4Q25, investments totaled R$17.7 million, or 4.2% of Net Revenues, down 16.5% compared to 4Q24. In 2025, the Company allocated R$71.2 million to CAPEX, an increase of 50.5% compared to 2024, with an increase in the share of Net Revenues from 2.9% to 4.8%. This move reflects the Company's focus on operational expansion, innovation and modernization of its infrastructure.

Modernization (Manufacturing Capacity)

Investments aimed at expanding manufacturing capacity decreased in 4Q25 compared to 4Q24, representing 2% of total Capex for the quarter, compared to 39% in the same period of the previous year.

In 2025, the share of this item in total Capex was 22%, down from 37% recorded in 2024, reflecting the completion of the most capital-intensive stages of plant expansion projects carried out in previous periods.

In 4Q25, disbursements were mainly concentrated on the continuity of projects already started, including the adaptation of the industrial complex to current regulations, the modernization of physical and technological infrastructure and the strengthening of information security, with a focus on the Company's operational and digital resilience.

In 2025, investments were directed to the continuity of the expansion and modernization of the production structure, with emphasis on advances in the BIOCAV production line, implementation of a robotic welding cell for sweeping threads, structuring of the assembly line for conveyor bodies, and improvements in industrial infrastructure.

New Products

Investments in the development of new products increased in Q4 2025 compared to Q4 2024, now representing 20% of the total Capex for the quarter, compared to 4% in the same period of the previous year.

In 2025, the share of this item in total Capex was 21%, up from 11% recorded in 2024, reflecting the prioritization of initiatives aimed at innovation and portfolio diversification.

In 4Q25, investments were mainly focused on continuing the development of the new ML Select cleaning machine, the heat generator and the agro-industrial line. Throughout 2025, these initiatives aimed at increasing operational efficiency and improving equipment performance.

This move is in line with the Company's expansion strategy and reinforces innovation as a strategic pillar, contributing to strengthening competitiveness and expanding the offer of more efficient and sustainable solutions to meet market needs.

Information Technology (IT)

IT investments increased 110% in 4Q25 compared to 4Q24, representing 50% of the quarter's total Capex, compared to 20% in the same period of the previous year.

In 2025, the share of this item in total Capex was 21%, compared to 17% in 2024, reflecting the continuity of investments in digitalization and modernization of processes.

In the period, the increase is mainly associated with the evolution of the SAP S/4HANA implementation project, improvements in the CRM system, adoption of new management solutions and purchase of information technology equipment. In addition, investments were made in cybersecurity and data protection, strengthening the resilience and security of the Company's digital environment.

These investments have contributed to greater operational agility, increased information reliability and improved decision-making support, reinforcing the Company's competitiveness in an increasingly digital environment.

Sustaining Capex

Investments in sustaining Capex decreased in 4Q25 compared to 4Q24, representing 28% of the quarter's total Capex, compared to 37% in the same period of the previous year.

In 2025, the share of this item in total Capex was 35%, practically in line with the 36% recorded in 2024.

In the period, investments were allocated to the continuity of the initiatives to modernize and adapt the industrial complex started throughout the year, including the revitalization of the administrative area of Panambi, internal paving, improvements in physical and technological infrastructure, in addition to the reinforcement of information security.

These investments contribute to strengthening the Company's operational and digital resilience, ensuring a more robust structural foundation prepared to support future growth.

CASH AND CASH EQUIVALENTS, AND INDEBTEDNESS

Table 6 | **Cash and Cash Equivalents, and Indebtedness (R$ million)**

Indebtedness (R$ MM)	Dec/25		Dec/24		Dec/23	
FINAME	-		-		52.2	
IFC	32.2		3.7		-	
Export Credit Note	-		13.0		14.5	
RPC - Rural Producer Certificate	95.0		62.9		12.3	
Agribusiness Credit Rights Certificate	21.1		10.7		50.4	
FINEX	5.0		-		-	
Short Term	**153.3**	**49%**	**90.3**	**29%**	**129.5**	**66%**
IFC	121.6		148.6		-	
Export Credit Note	-		20.0		30.0	
RPC - Rural Producer Certificate	12.0		24.0		36.0	
Senior Shares - FIDC KWI	28.2		24.2		-	
Long Term	**161.9**	**51%**	**216.8**	**71%**	**66.0**	**34%**
Total Indebtedness	**315.2**	**100%**	**307.1**	**100%**	**195.5**	**100%**
Cash and Cash Equivalents	316.4		421.5		355.2	
Net Debt	**1.3**		**114.4**		**159.7**	

INDEBTEDNESS

The **Company's total indebtedness** ended 4Q25 at R$315.2 million, maintaining a diversified composition in line with the financial strategy. Of the total, 48.7% corresponds to the financing agreement with the International Finance Corporation (IFC), 30.1% to the Financial Rural Product Note (CPR), 8.9% to senior shares in FIDC KWI, 6.1% to Finex, and 6.2% to Agribusiness Credit Rights Certificates (CDCA).

In 4Q25, interest payments were made to the International Finance Corporation (IFC), the Rural Product Note (CPR) with Banco BBM S.A. (BBM Bocom), as well as the amortization of principal and interest regarding the CPR contracted with Itaú Unibanco, which contributed to the reduction of gross debt in the period.

The Company has been giving priority to the scheduled settlement of short-term obligations, combining operating cash generation and efficient use of cash equivalents, without prejudice to financial flexibility. As a result of this active capital management strategy, the net cash position decreased at the end of 2025, getting closer to the break-even point, reflecting the combination of amortizations of financial liabilities and the capital allocation policy adopted throughout the period.

In addition, the Company continuously analyzes alternatives for refinancing and extending maturities, especially regarding liabilities with less competitive financial costs, always in line with market conditions, preserving a balanced and adequate capital structure to support its operations and strategic plans.

DIVIDENDS AND INTEREST ON EQUITY (JCP)*

Table 7 | **Earnings (R$ million)**

Cash Basis	2025	2024	2023	Δ% 2025/2024
Mandatory Dividends	18.5	27.9	77.7	-33.6%
Interest on Equity	6.2	29.6	32.7	-78.9%
Interim dividend (from current-year profits)	43.4	-	-	0.0%
Additional dividends	51.5	47.0	-	9.6%
Interim dividend (from retained earnings / profit reserves)	25.4	44.2	42.3	-42.7%
Total Bruto	**145.0**	**148.7**	**152.7**	**-2.5%**
Net Profit	156.3	199.2	245.2	-21.5%
Payout (*)	**92.8%**	**74.7%**	**62.3%**	**18.1 p.p.**

(*) Calculated on a cash basis, considering dividends and interest on equity actually paid each year.

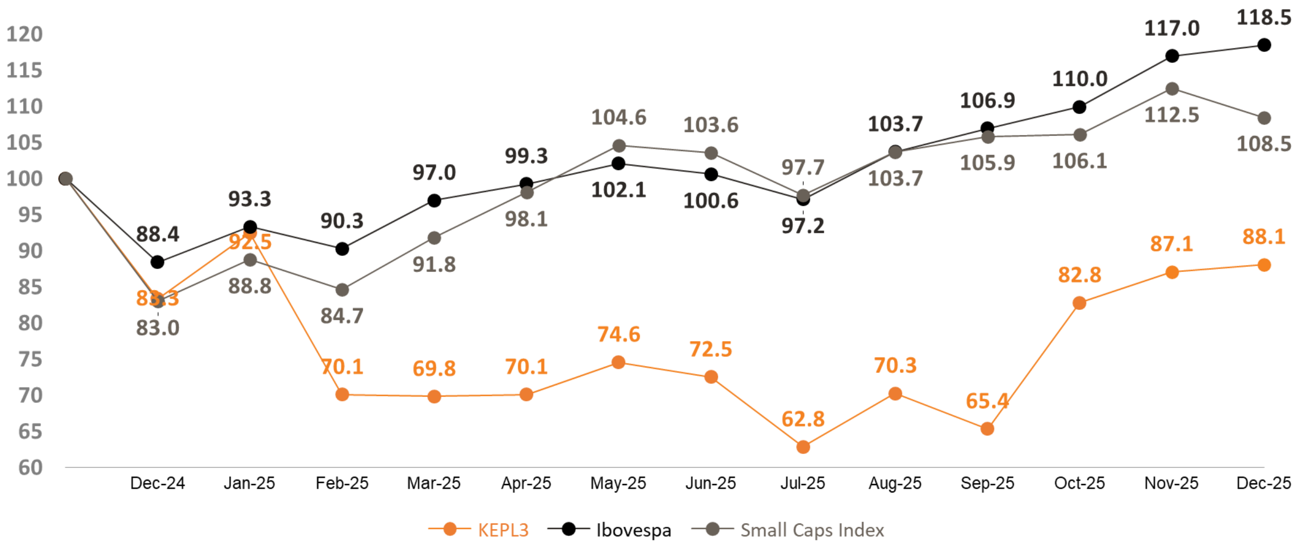
In 4Q25, Kepler Weber distributed R$50.0 million in dividends, equivalent to R$0.288464 per share, reinforcing the Company's commitment to shareholder returns.

In 2025, dividends totaled R$145.0 million. According to the cash criterion, this amount corresponds to a payout of 92.8%, representing an increase of 18.1 percentage points compared to 2024. On an accrual basis, the payout was 48.0%.

The high level of distribution reflects the strong cash generation over the period and the discipline in capital allocation, even in a more challenging macroeconomic environment.

PERFORMANCE OF SHARES

Figure 9 | **Kepler *vs.* Market | Base 100 | Base date: 12/31/2025**



In December 2025, Kepler Weber's shares (KEPL3) fell 11.9% year-on-year, a lower performance compared to the Ibovespa index (+18.5%) and the Small Cap index (+8.5%) in the same period.

Despite the devaluation in the annual comparison, the average daily liquidity of shares reached R$19.5 million in December 2025, or an increase of 175% compared to December 2024. The traded volume remained at a high level, in line with peers of the Small Caps segment, indicating greater interest and monitoring of the market, even in an environment of volatility.

OWNERSHIP STRUCTURE

Figure 10 | **Ownership Structure (KEPL3)**

ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE)

In 4Q25, Kepler Weber reaffirms its commitment to transparency, corporate governance and sustainability, conducting its operations with ethics, responsibility and integrity. The information presented in this release was selected based on criteria of relevance and materiality for the Company, reflecting its continuous effort to communicate clearly and consistently. For detailed historical data on performance and initiatives, please visit: https://ri.kepler.com.br.

Governance and Strategic Management

The Company is managed by two deliberative bodies: the Executive Board, the Board of Directors (BoD), which has three advisory committees that strengthen decision-making and strategic supervision, in addition to the Fiscal Council, which is responsible for supervising the actions of management, according to Law 6404/76.

ESG Commitment

Since 2022, Kepler Weber has set up committees dedicated to governance, sustainability, and compliance. The ESG Commission, made up of representatives from different areas, works to define projects with positive environmental and social impact, aligned with the UN Sustainable Development Goals (SDGs). The Company also joined B3's Novo Mercado segment on June 26, 2023, reinforcing its commitment to the highest standards of corporate governance.

Corporate Governance Structure

It is made up by the following bodies and instances:

Board of Directors: This body is responsible for the long-term planning strategy and oversight of the performance of executive officers.

Fiscal Council: Acts independently, inspecting the financial statements and promoting transparency and integrity in management.

Support Committees: Audit and Risk Committee; Strategy, Investment and Finance Committee; and People, Compliance and Sustainability Committee, which contribute to corporate governance and advise the Board of Directors.

Thematic committees: Created to address specific and strategic topics, such as ESG, privacy, and disciplinary ethics, ensuring the deepening and application of best practices in these topics.

Executive Board: Responsible for operational management and the execution of strategic guidelines, aligning the company with its objectives.

Risk Management and Internal Controls

In 2025, Kepler made consistent progress by strengthening its risk management structure and consolidating practices that increase the Company's safety, regulatory compliance, and operational efficiency.

During this period, we also began reviewing the indicators of the risk matrix, with a special focus on strategic risks classified as priorities, reinforcing our commitment to more preventive and integrated actions in line with our organizational objectives.

Social

The Company continuously reinforces its commitment to social, cultural and human development, recognizing the strategic role of its more than 1,800 employees. Currently, 73% of the staff is made up of men, and 27% of women. In leadership positions, 25% are held by women, representing an increase of 3 percentage points compared to 3Q25, which shows the gradual evolution of diversity in strategic positions.

In line with the purpose of Caring for Life and an integrated ESG strategy, the Company maintains a consistent agenda of social impact actions, focusing on education, culture, sports, well-being and community engagement. In the quarter, social investments totaled approximately R$200 thousand, allocated to projects carried out in regions where the Company operates, reinforcing its contribution to sustainable local development.

Continuous social investment in communities

In 4Q25, Kepler Weber continued its social and sustainable initiatives aimed at transforming the communities where it operates. The actions have children and adolescents as a priority audience, promoting values such as sustainability, human development, independence and access to culture, sports and education.

The ongoing projects include initiatives in the areas of environmental education, sports and cultural education, with direct impact on the municipalities of Panambi (RS) and Campo Grande (MS). The “Judô para a Vida” project serves about 140 children weekly. “Sapatilhas e Laços” benefited more than 90 children in Panambi, ending the quarter with the presentation "The Power of Desires", held in the city's Municipal Park, bringing together approximately 300 people.

The “Semente Mágica” project, which serves more than 240 children weekly, was recognized in the period with the Top Citizenship 2025 Award – ABRH-RS, reinforcing its importance as an initiative with high social impact. The set of these actions consolidates Kepler Weber as a reference in community transformation in the municipalities where it operates, reflecting its commitment to the generation of shared value in the long term.

Future of Social Actions

In order to further expand our positive impact on the communities, Kepler Weber approved in December the allocation of more than R$1.4 million for new social projects. These funds reinforce our commitment to creating sustainable value for society.

People management recognition - Best Companies to Work for in Rio Grande do Sul

Reinforcing its organizational culture and focus on employee well-being, Kepler Weber was certified, for the fourth consecutive year, as one of the 20 Best Companies to Work for in Rio Grande do Sul, in the “large companies” category, according to the Great Place to Work (GPTW) ranking.

Environment

Constantly improving, the Company's Environmental Management System aims to ensure the robustness, operational efficiency and regulatory compliance of its processes. The environmental strategy is structured around four priority thematic axes: Water and Effluents; Solid Waste; Atmospheric Emissions and Greenhouse Gases (GHG); and Energy, reinforcing our commitment to sustainability and reduction of environmental impacts.

Water and wastewater

The Company treats 100% of the effluents generated in its operations, both industrial and sanitary, ensuring full compliance with the current environmental legislation. The effluents are directed to the Effluent Treatment Plant (ETE), where they undergo specific processes to remove contaminants before disposal.

In 2025, approximately 22 million liters of water were treated, evidencing the Company's commitment to the preservation of water resources, responsible management and reduction of environmental impacts associated with its activities

Solid Waste

In 2025, the Company disposed of 7,093 tons of waste, 85% of which was sent for recycling. This practice directly contributes to the reuse of materials, reduction in consumption of natural resources, and reduction of environmental impacts.

Reducing the sending of waste to landfills is a strategic guideline of the Company, in line with the principles of circular economy and the adoption of environmentally responsible practices throughout the waste management chain.

Atmospheric Emissions and Greenhouse Gases (GHG)

Kepler conducts an annual inventory of greenhouse gas (GHG) emissions. The data are disclosed in the Company's biennial Sustainability Report, being used as basis for guiding the mitigation strategy and continuous evolution of environmental management practices.

Energy

The Company monitors energy consumption on a monthly basis, using this information as a management tool to identify opportunities for reduction and gains in energy efficiency. Projects and operational improvements consider, whenever possible, sustainable solutions aimed at reducing the use of natural resources.

The initiatives in progress include the gradual replacement of conventional lamps with LED technology, which is more efficient and has lower energy consumption. Currently, no fluorescent lamps are used, reinforcing the commitment to environmentally responsible practices and the transition to more sustainable solutions.

For more information, visit: https://ri.kepler.com.br/governanca-corporativa/sustentabilidade-esg/

RELATIONSHIP WITH INDEPENDENT AUDITORS

Pursuant to CVM Resolution No. 162, of July 13, 2022, the Company informs that its policy for contracting services not related to independent auditing is based on the principles that preserve the auditor's independence.

In compliance with CVM Resolution No. 162/22, we inform that, in the year 2025, Ernst & Young Auditores Independentes S.S. Ltda., was hired to perform independent audit services in the amount of R$421.6 thousand.

Composition of Governance Bodies

BOARD OF DIRECTORS

Luiz Tarquínio Sardinha Ferro
Chairman

Maria Gustava Brochado Heller Britto
Vice-President

Sitting Members

Arthur Heller Britto

Daniel Alves Ferreira

Doris Beatriz França Wilhelm

Ricardo Doria Durazzo

Ruy Flaks Schneider

Werner Ferreira dos Santos

FISCAL COUNCIL

Sitting Members

Francisco Eduardo de Queiroz Ferreira

Reginaldo Ferreira Alexandre

Túlia Brugali

Alternate Members

Emílio Otranto Neto

Maria Elvira Lopes Gimenez

Rosângela Costa Süffert

EXECUTIVE BOARD

Bernardo Osborn Gomes Nogueira
Chief Executive Officer

Renato Arroyo Barbeiro
Chief Financial and Investor Relations Officer

Fabiano Schneider
Chief Industrial and Product Officer

Diego Wenningkamp
Chief Projects Implementation and Digital Services Officer

Jean Felizardo de Oliveira
Chief Commercial Officer

Simone dos Santos Lisboa
Chief People & Management Officer

Marcos Henrique Schwarz
Chief Supply Chain Officer

STRATEGY, INVESTMENT AND FINANCE COMMITTEE

Ricardo Doria Durazzo
Coordinator

Members:

Arthur Heller Britto

Luiz Tarquínio Sardinha Ferro

Werner Ferreira dos Santos

AUDIT AND RISK COMMITTEE

Antônio Edson Maciel dos Santos
Coordinator

Members:

Doris Beatriz França Wilhelm

Luiz Tarquínio Sardinha Ferro

Valmir Pedro Rossi

PEOPLE, COMPLIANCE AND SUSTAINABILITY COMMITTEE

Members:

Daniel Alves Ferreira

Maria Gustava Brochado Heller Brito

Ruy Flaks Schneider

4Q25 FINANCIAL STATEMENTS
Earnings Videoconference

EARNINGS VIDEOCONFERENCE

On February 26, 2026 (Thursday), Kepler will hold its earnings videoconference in Portuguese, with simultaneous translation into English, at the following time:

- 11:00 a.m. – Brazil Time
- 09:00 a.m. – United States Time

The access link for the Videoconference is available on the Investor Relations website:

Webinar Registration – Zoom

Participants:

- **Bernardo Nogueira** | Chief Executive Officer
- **Renato Arroyo** | Chief Financial and IR Officer

Investor Relations:

- **Sandra Vieira |** IR Coordinator
- **Rickson Ramalho** | IR Analyst
- **Thalles Morelli** | IR Analyst

Contact: ri.kepler@kepler.com.br

The presentation will also be available on our website, in the Investor Relations (ri.kepler.com.br) area. Please connect approximately 10 minutes before the Videoconference time.

FORWARD-LOOKING STATEMENTS

The statements contained in this report regarding Kepler's business prospects, earnings and estimates, as well as the Company's growth potential, are mere forecasts and have been based on management's expectations regarding Kepler's future. These expectations are highly dependent on market changes, the general economic performance of the country, the sector and international markets, and are subject to change.

EXHIBIT I - CONSOLIDATED INCOME STATEMENT | Quarterly

(In thousands of Reais, except for percentages)	4Q25 (A)	AV%	3Q25 (B)	AV%	4Q24 (C)	AV%	AH% (A)/(C)	AH% (A)/(B)
Net Operating Revenue	**398,662**	100.0%	**423,335**	100.0%	**460,100**	100.0%	-13.4%	-5.8%
Cost of Goods Sold	**(299,382)**	-75.1%	**(317,915)**	-75.1%	**(329,258)**	-71.6%	-9.1%	-5.8%
Gross Profit	**99,280**	24.9%	**105,420**	24.9%	**130,842**	28.4%	-24.1%	-5.8%
Selling Expenses	(25,576)	-6.4%	(26,732)	-6.3%	(29,392)	-6.4%	-13.0%	-4.3%
Losses on Impairment of Financial Assets	583	0.1%	(4,429)	-1.0%	137	0.0%	325.5%	-113.2%
General and Administrative Expenses	(25,315)	-6.3%	(23,643)	-5.6%	(26,688)	-5.8%	-5.1%	7.1%
Other Income (Expenses), Net Expenses	8,622	2.2%	13,695	3.2%	(2,747)	-0.6%	-413.9%	-37.0%
Operating Income (Loss)	**57,594**	14.4%	**64,311**	15.2%	**72,152**	15.7%	-20.2%	-10.4%
Financial Expenses	(20,090)	-5.0%	(18,643)	-4.4%	(20,381)	-4.4%	-1.4%	7.8%
Financial Revenues	19,764	5.0%	20,991	5.0%	18,492	4.0%	6.9%	-5.8%
Profit Before Income Tax and Social Contribution	**57,268**	14.4%	**66,659**	15.7%	**70,263**	15.3%	-18.5%	-14.1%
Income And Social Contribution Taxes - Current	1,488	0.4%	(20,893)	-4.9%	(21,131)	-4.6%	-107.0%	-107.1%
Income And Social Contribution Taxes - Deferred	5,996	1.5%	5,804	1.4%	1,250	0.3%	379.7%	3.3%
Income And Social Contribution Taxes	**7,484**	1.9%	**(15,089)**	-3.6%	**(19,881)**	-4.3%	-137.6%	-149.6%
Net Income	**64,752**	16.2%	**51,570**	12.2%	**50,382**	11.0%	28.5%	25.6%

EXHIBIT I - CONSOLIDATED INCOME STATEMENT | YTD

(In thousands of Reais, except for percentages)	12M25 (A)	AV%	12M24 (B)	AV%	AH% (A)/(B)
Net Operating Revenue	**1,490,300**	100.0%	**1,607,297**	100.0%	-7.3%
Cost of Goods Sold	**(1,128,089)**	-75.7%	**(1,126,092)**	-70.1%	0.2%
Gross Profit	**362,211**	24.3%	**481,205**	29.9%	-24.7%
Selling Expenses	(102,651)	-6.9%	(101,427)	-6.3%	1.2%
Losses on Impairment of Financial Assets	(3,933)	-0.3%	290	0.0%	-1456.2%
General and Administrative Expenses	(96,429)	-6.5%	(100,807)	-6.3%	-4.3%
Other Income (Expenses), Net Expenses	34,722	2.3%	9,923	0.6%	249.9%
Operating Income (Loss)	**193,920**	13.0%	**289,184**	18.0%	-32.9%
Financial Expenses	(81,885)	-5.5%	(64,544)	-4.0%	26.9%
Financial Revenues	76,600	5.1%	63,136	3.9%	21.3%
Profit Before Income Tax and Social Contribution	**188,635**	12.7%	**287,776**	17.9%	-34.5%
Income And Social Contribution Taxes - Current	(27,337)	-1.8%	(73,192)	-4.6%	-62.7%
Income And Social Contribution Taxes - Deferred	(5,028)	-0.3%	(15,401)	-1.0%	-67.4%
Income And Social Contribution Taxes	**(32,365)**	-2.2%	**(88,593)**	-5.5%	-63.5%
Net Income	**156,270**	10.5%	**199,183**	12.4%	-21.5%

EXHIBIT II – CONSOLIDATED BALANCE SHEET

(In thousands of Reais, except for percentages)	Dec/25		Dec/24		HA%	
	(A)	VA%	(B)	VA%	(A)/(B)	(A)/(C)
ASSETS						
Current assets	**987,373**	**65.3%**	**1,070,027**	**67.1%**	**-7.7%**	**-7.7%**
Cash and cash equivalents	316,431	20.9%	389,817	24.5%	-18.8%	-18.8%
Financial investments with no immediate liquidity	-	-	31,683	2.0%	-100.0%	-100.0%
Trade accounts receivable	258,235	17.1%	277,679	17.4%	-7.0%	-7.0%
Inventories	279,302	18.5%	296,377	18.6%	-5.8%	-5.8%
Taxes recoverable	108,389	7.2%	48,599	3.1%	123.0%	123.0%
Other credits	25,016	1.7%	25,872	1.6%	-3.3%	-3.3%
Non-current assets	**525,033**	**34.7%**	**524,003**	**32.9%**	**0.2%**	**0.2%**
Trade accounts receivable	31,695	2.1%	33,996	2.1%	-6.8%	-6.8%
Taxes recoverable	22,100	1.5%	33,460	2.1%	-34.0%	-34.0%
Deferred taxes	34,212	2.3%	42,359	2.7%	-19.2%	-19.2%
Other credits	5,115	0.3%	11,100	0.7%	-53.9%	-53.9%
Investments	218	0.0%	110	0.0%	98.2%	98.2%
Investment property	1,260	0.1%	1,329	0.1%	-5.2%	-5.2%
Property, plant and equipment	277,309	18.3%	259,525	16.3%	6.9%	6.9%
Intangible assets	137,317	9.1%	121,433	7.6%	13.1%	13.1%
Right of use in progress	15,807	1.1%	20,691	1.3%	-23.6%	-23.6%
TOTAL ASSETS	**1,512,406**	**100.0%**	**1,594,030**	**100.0%**	**-5.1%**	**-5.1%**
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current liabilities	**504,840**	**33.4%**	**541,088**	**33.9%**	**-6.7%**	**-6.7%**
Suppliers	81,948	5.4%	100,100	6.3%	-18.1%	-18.1%
Financing and loans	153,288	10.1%	90,340	5.7%	69.7%	69.7%
Social and labor obligations	42,096	2.8%	49,743	3.1%	-15.4%	-15.4%
Advances from customers	166,265	11.0%	195,642	12.3%	-15.0%	-15.0%
Taxes recoverable	2,884	0.2%	6,823	0.4%	-57.7%	-57.7%
Recoverable income tax and social contribution	2,206	0.2%	4,039	0.3%	-45.4%	-45.4%
Commissions payable	15,737	1.0%	15,018	0.9%	4.8%	4.8%
Dividends payable	2,100	0.1%	21,881	1.4%	-90.4%	-90.4%
Provision for guarantees	11,406	0.8%	30,759	1.9%	-62.9%	-62.9%
Put option	4,819	0.3%	-	-	-	-
Lease Financing	4,551	0.3%	4,109	0.3%	10.8%	10.8%
Other accounts payable	17,540	1.2%	22,634	1.4%	-22.5%	-22.5%
Non-current liabilities	**233,335**	**15.4%**	**312,161**	**19.6%**	**-25.3%**	**-25.3%**
Financing and loans	161,871	10.7%	216,787	13.6%	-25.3%	-25.3%
Provisions	12,497	0.8%	11,884	0.8%	5.2%	5.2%
Put option	43,696	2.9%	63,391	4.0%	-31.1%	-31.1%
Lease Financing	13,452	0.9%	17,986	1.1%	-25.2%	-25.2%
Other accounts payable	1,819	0.1%	2,113	0.1%	-13.9%	-13.9%
Shareholders' Equity	**774,231**	**51.2%**	**740,781**	**46.5%**	**4.5%**	**4.5%**
Capital stock	344,694	22.8%	344,694	21.6%	0.0%	0.0%
Actions in treasury	(59,084)	-3.9%	(58,748)	-3.7%	0.6%	0.6%
Capital reserves	8,926	0.6%	8,079	0.5%	10.5%	10.5%
Revaluation reserves	158	0.0%	158	0.0%	0.0%	0.0%
Equity valuation adjustments	21,050	1.4%	22,675	1.4%	-7.2%	-7.2%
Profit reserve	458,487	30.3%	423,923	26.6%	8.2%	8.2%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**1,512,406**	**100.0%**	**1,594,030**	**100.0%**	**-5.1%**	**-5.1%**

EXHIBIT III – STATEMENT OF CASH FLOWS

CONSOLIDATED CASH FLOW	2025	2024
(In thousands of reais)		
Cash flows from operating activities		
NET INCOME (LOSS)	**188,635**	**287,776**
Adjustments for:		
Depreciation and amortization	38,000	39,479
Provisions for Tax, Civil, and Labor Risks	1,711	92
Inventory provisions	2,149	1,451
Guarantee provisions	(19,353)	3,816
Credit provisions for expected losses	3,933	(290)
Provisions	283	856
Cost of property, plant and equipment /intangible assets written off	2,595	4,951
Financial result	32,023	13,779
Interest incurred on leases	2,926	3,452
	252,902	**355,362**
Changes in assets and liabilities		
Trade accounts receivable	17,812	8,520
Inventories	14,926	(43,681)
Taxes recoverable	(48,430)	(441)
Other credits	20,199	(401)
Brazilian and foreign suppliers	(17,968)	(20,287)
Salaries and vacation pay	(7,647)	4,899
Taxes recoverable	3,673	(5,058)
Advances from customers	(29,377)	(2,350)
Other accounts payable	(4,616)	(1,533)
Cash flow from operating activities	**201,474**	**295,030**
Interest paid on loans	(44,342)	(26,315)
Income and social contribution taxes paid	(36,782)	(74,815)
Net cash provided by (used in) operating activities	**120,350**	**193,900**
Cash flow from investments		-
Acquisition of property, plant and equipment and intangible assets	(69,242)	(41,009)
Financial investments with non-immediate liquidity	31,683	2,312
Opção de venda	(5,702)	-
Net cash provided by investing activities	**(43,261)**	**(38,697)**
Cash flow from financing		
Treasury Shares	(923)	(38,625)
Loans repaid	(102,000)	(122,000)
Loans raised	104,500	210,000
Senior shares - FIDC KWI	4,031	24,200
Financing arrangement fees	340	(2,223)
Dividends and Interest on equity paid	(149,351)	(152,651)
Payment of operating leases	(7,072)	(7,010)
Net cash used in financing activities	**(150,475)**	**(88,309)**
Net increase (decrease) in cash and cash equivalents	**(73,386)**	**66,894**
Statement of cash and cash equivalents increase		
Cash at the beginning of the period	389,817	322,923
Cash at the end of the period	316,431	389,817
Variation in cash and cash equivalents in the period	**(73,386)**	**66,894**

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The financial and operational information in this document, except when otherwise indicated, is presented on a consolidated basis, in thousands of reais (R$ thousands), in accordance with the accounting practices adopted in Brazil, including Corporate Law and convergence with IFRS international standards. Growth rates and other comparisons are, unless otherwise indicated, made in relation to the same period of the previous year. It is important to note that the non-financial and non-accounting figures were not reviewed by the independent auditors.