



KEPLERWEBER[®]

INSTITUTIONAL PRESENTATION

December 2025

KEPLERWEBER®

KEPLER WEBER OVERVIEW



<https://www.youtube.com/watch?v=KrxfWh-TyyA&t=1s>



WE HAVE AN IMPORTANT LOGISTICS INFRASTRUCTURE

KEPLERWEBER



A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

PHASE 1

FROM FOUNDATION TO IPO



QUALITY



PEOPLE

PHASE 2

IPO AND AGRIBUSINESS GROWTH



RELATIONSHIPS



PORTS

PHASE 3

SUSTAINABLE GROWTH AND RETURNS



OPERATIONAL EXCELLENCE



DIVERSIFICATION

1925
FOUNDATION OF KEPLER IRMÃOS,
A SMALL BLACKSMITH SHOP



1975
OPENING OF NEW INDUSTRIAL
COMPLEX IN PANAMBI – STATE OF
RIO GRANDE DO SUL



1992
FIRST PORT PROJECT IN
SANTOS, STATE OF SÃO
PAULO



2015
LEAN MANUFACTURING E
SAP IMPLEMENTATION



2022
ANNOUNCEMENT OF
PRO CER ACQUISITION



1950
BEGINNING OF PRODUCTION
OF CLEANING MACHINES AND
GRAIN EQUIPMENT



1980
KEPLER (KEPL3) IPO



2004
OPENING OF MANUFACTURING
PLANT IN CAMPO GRANDE,
STATE OF MATO GROSSO DO SUL



2016
OPENING OF FIRST
DISTRIBUTION CENTER



2025
100-YEARS
MILESTONE



OVERVIEW OF KEPLER WEBER

Kepler is a leading supplier of Storage Equipment and Post-harvest Solutions for Grains, with presence throughout Brazil.

Financial and Operational Highlights



Gains



Market



Operations



People



BRL 1.49 bn

USD 266.8 mm⁽¹⁾

Net Revenues

[2025]



15.6%

EBITDA Margin

[2025]



23.0%

ROIC

[2025]



Post-Harvest Leader
in LATAM



Presence in
54 countries, with
168 sales
representatives



207% appreciation
of KEPL3 shares over
the last 5 years⁽²⁾



9 Distribution
Centers in Brazil



3 factories
strategically located
in Brazil



Ability to manage
260 projects
simultaneously



1,870

[4Q25]



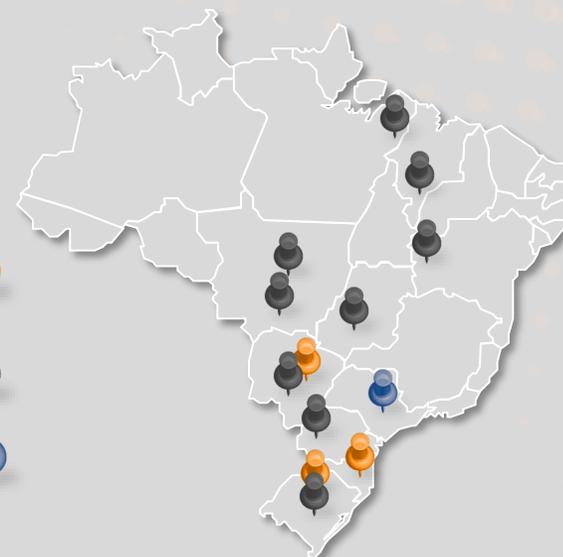
71,629

Training Hours

[12M25]

GREAT
PLACE
TO
WORK®

Present at Strategic Locations:



Production Facilities

Distribution Centers

Head office



+ 2,975 clients served in 2025



The company recorded 90% on-time deliveries during 2025



12,337 silos connected with Procer technology at the end of 4Q25

[1] Considers the average USD/BRL exchange rate of 5.59 as of 2025. Revenue CAGR (2020-2025) in USD: 15.57%.

[2] Adjusted for dividends; Reference Date: 12/31/2025.

Sources: KW Market Intelligence, Abimaq

OUR FACTORIES

Panambi, RS
(55 thousand sqm)

Silos



Conveyors



Elevators



Cleaning Machines



Bulk Products



End-to-End

From equipment to technology, Kepler provides comprehensive solutions across the entire grain storage and handling chain.

Campo Grande, MS
(33 thousand sqm)

Dryers



Safety Equipment



Pipes



Procer, SC
(1.5 thousand sqm)

Data Management



Dryer Management

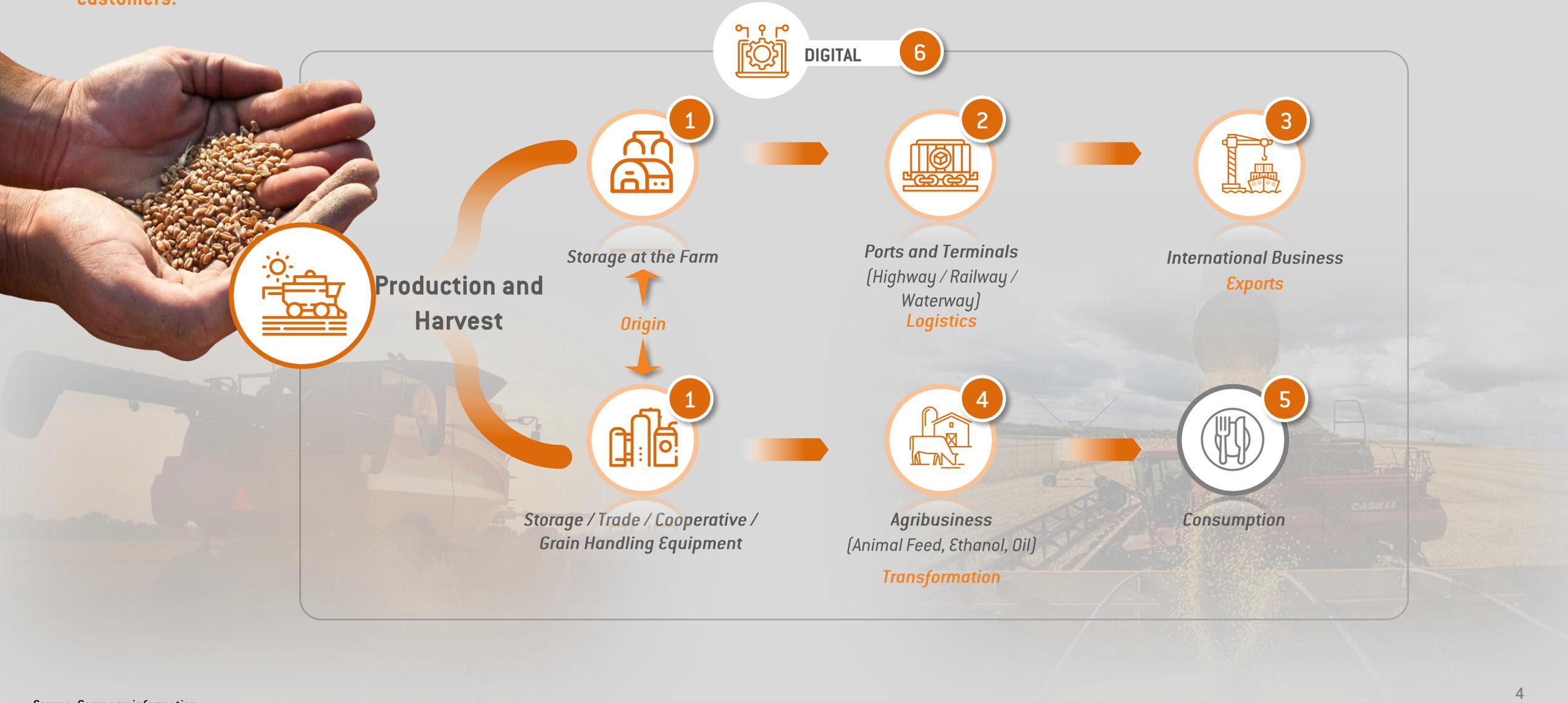


Storage Control



END-TO-END SOLUTIONS: KEPLER'S BROAD REACH IN THE AGRICULTURAL ECOSYSTEM

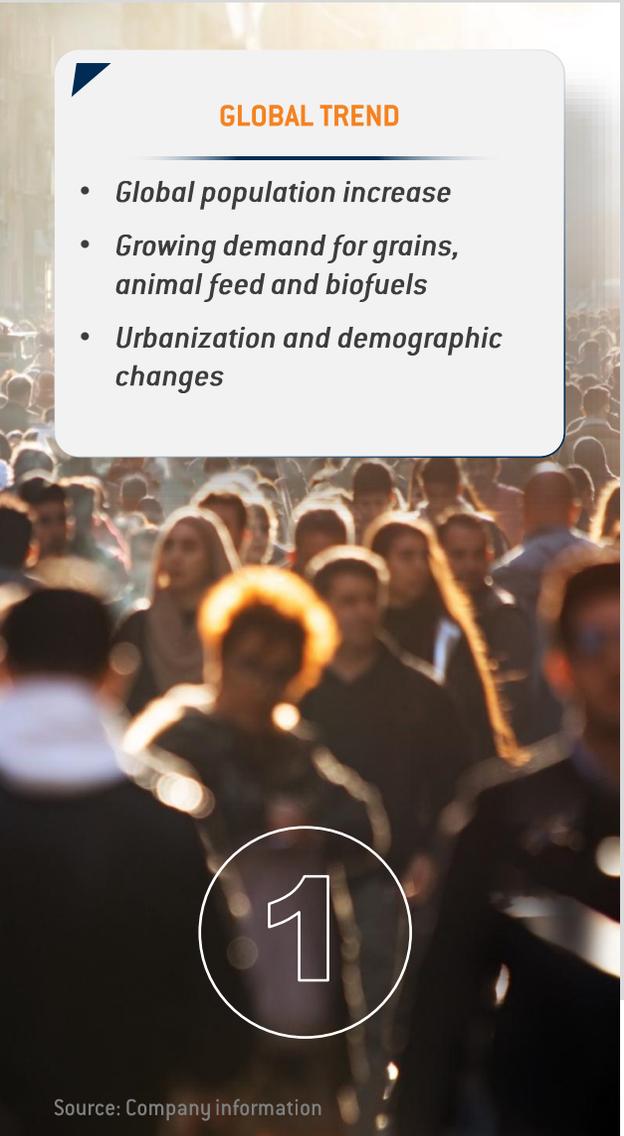
Kepler Weber plays a crucial role in the main stages of the agricultural supply chain, delivering efficiency, reliability, and creation of sustained value for its customers.



KEPLERWEBER®

BRAZILIAN AGRIBUSINESS

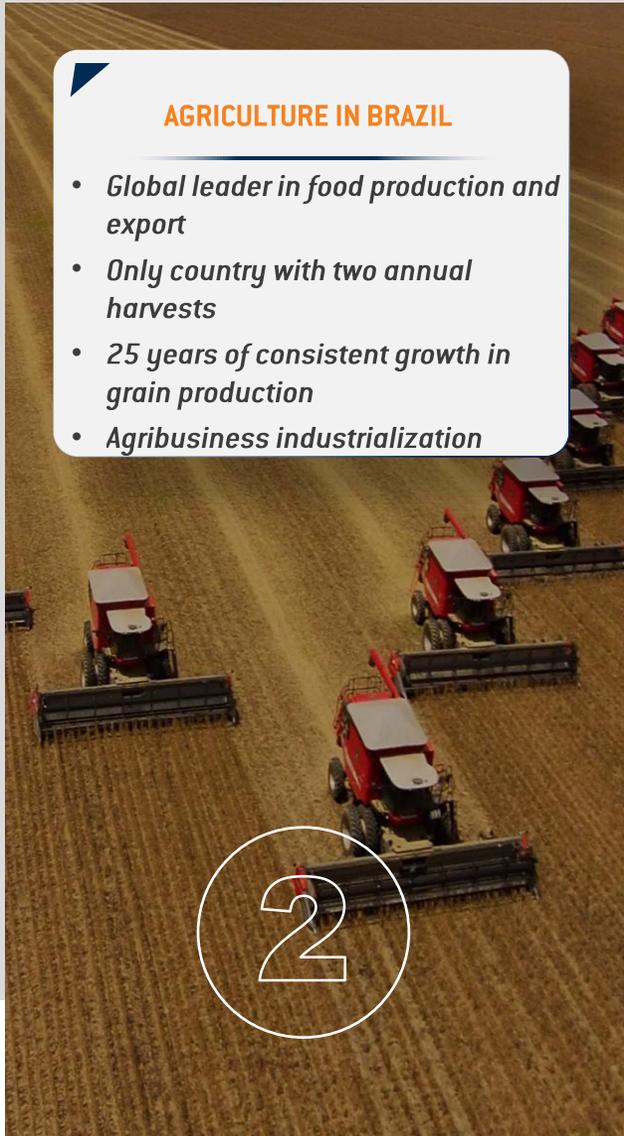
KEY DRIVERS OF KEPLER WEBER GROWTH: EXPANDING HORIZONS IN AGRIBUSINESS



GLOBAL TREND

- *Global population increase*
- *Growing demand for grains, animal feed and biofuels*
- *Urbanization and demographic changes*

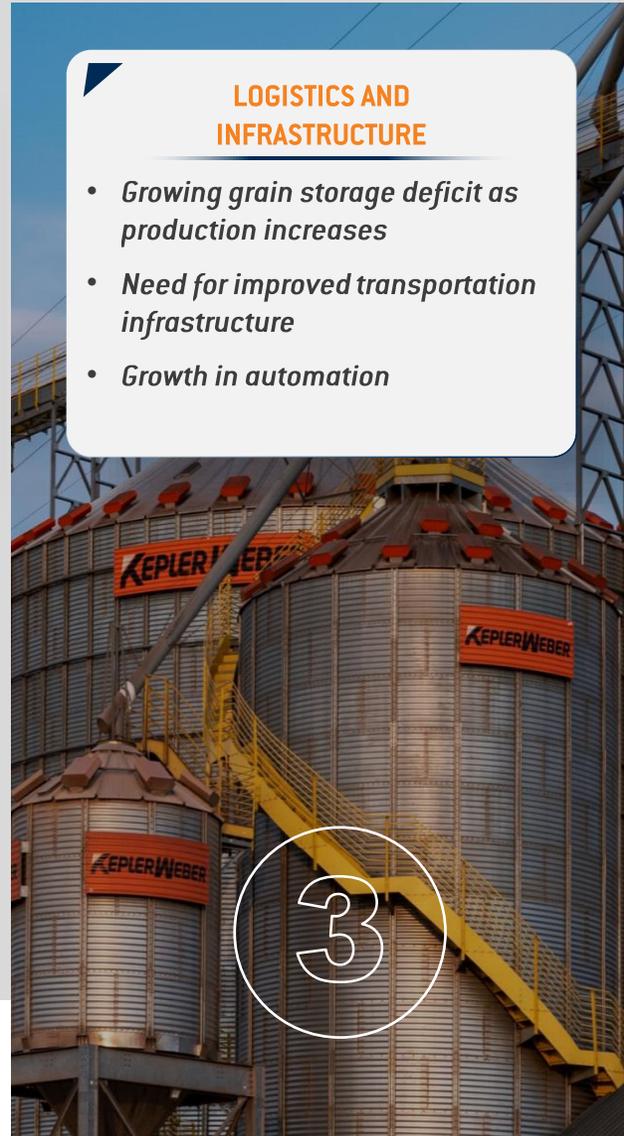
1



AGRICULTURE IN BRAZIL

- *Global leader in food production and export*
- *Only country with two annual harvests*
- *25 years of consistent growth in grain production*
- *Agribusiness industrialization*

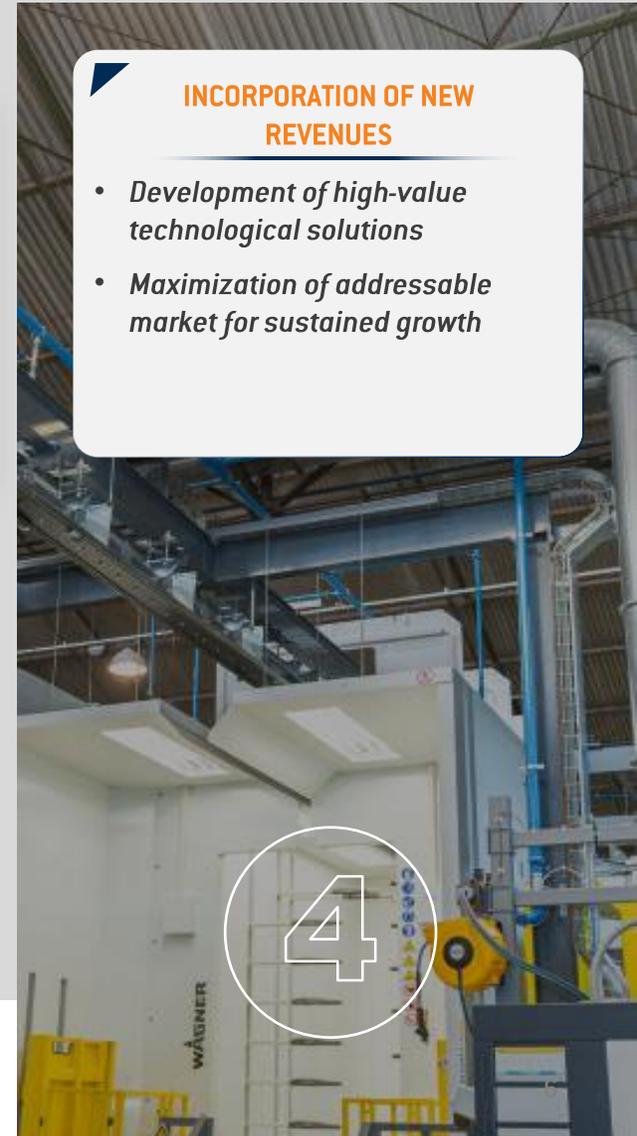
2



LOGISTICS AND INFRASTRUCTURE

- *Growing grain storage deficit as production increases*
- *Need for improved transportation infrastructure*
- *Growth in automation*

3



INCORPORATION OF NEW REVENUES

- *Development of high-value technological solutions*
- *Maximization of addressable market for sustained growth*

4

BRAZIL'S AGRICULTURAL LEADERSHIP IN GLOBAL MARKETS

Two harvests enhance Brazil's leadership and resilience throughout the year in agricultural production

Brazil's leading position in global food production and exports

Commodity	Soybean 	Corn 	Ethanol (Sugarcane) 	Coffee 	Sugar 	Rice 	Beef 	Poultry 	Pork 	Orange Juice 	Cotton 
Production	1st 	3rd 	2nd 	1st 	1st 	9th 	2nd 	3rd 	4th 	1st 	3rd 
Exports	1st 	3rd 	2nd 	1st 	1st 	7th 	1st 	1st 	4th 	1st 	1st 
% of Global Exports	60%	22%	8%	27%	55%	3%	32%	36%	12%	73%	31%
Kepler's Presence										-	

Brazil stands as the only country with two annual harvests, with its second crop surpassing European Unions total corn production.

Agricultural Calendar before 2000

Corn or Soybeans (150-day cycles)

	Out of Season (May – September)			Season / Precipitation (October – April)									
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
													

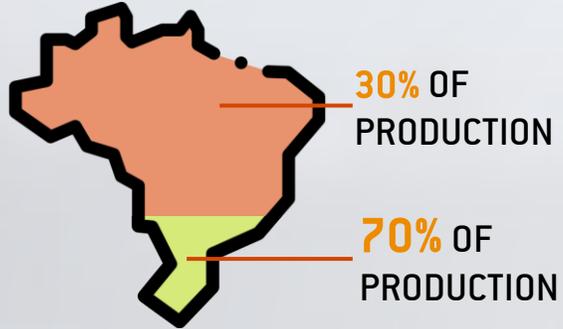
Agricultural Calendar from 2020

Soybeans (100-120 day cycles; can be as low as 90 days)

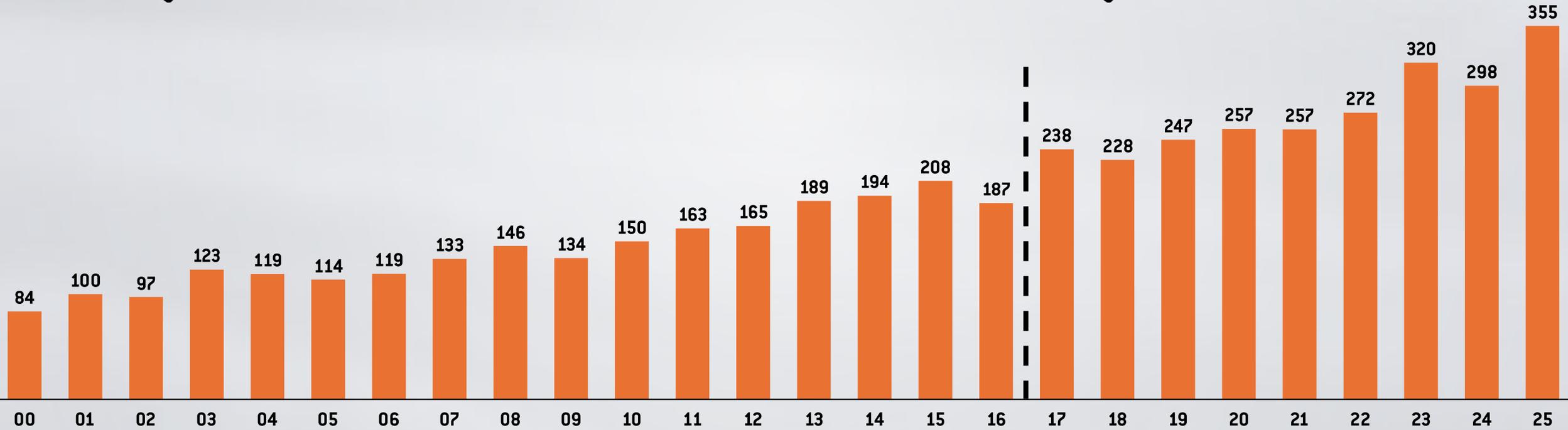
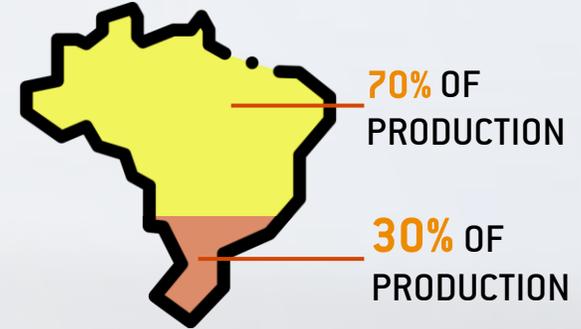
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1 st Crop (Soybeans)												
2 nd Crop (Corn)												

AGRIBUSINESS GROWTH AND 6.2% CAGR (2000-2025)

PHASE 2



PHASE 3



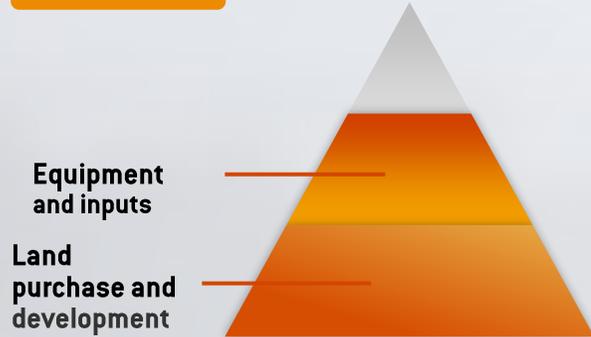
BRAZILIAN GRAIN HARVEST

Amounts in millions of tons

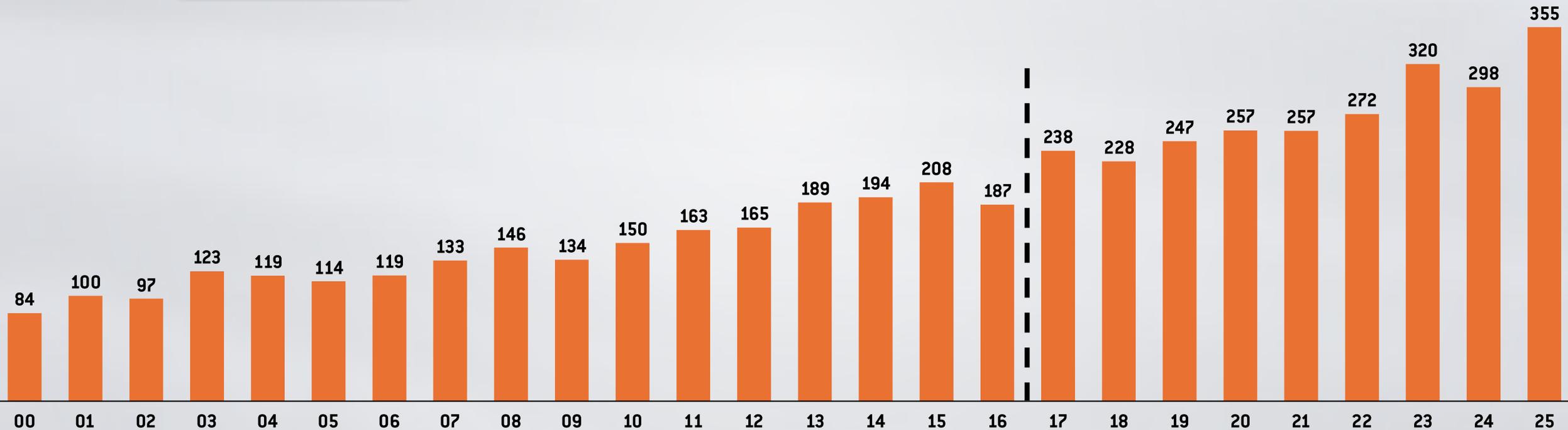
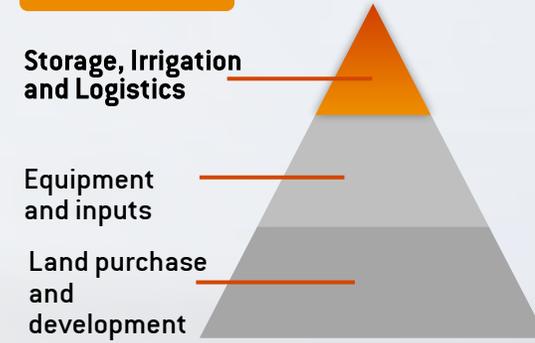
Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 6.2% CAGR (2000-2025)

PHASE 2



PHASE 3



GRAIN HARVEST IN BRAZIL

Amounts in millions of tons

Source: Cogo Inteligência em Agronegócio

EVOLUTION OF GRAIN HARVEST IN BRAZIL

PHASE 3

2000-2015

- The average storage deficit was 10%
- The average annual increase in static capacity was 5%

Impacts of storage deficit:



Infrastructure Collapse



Freight Inflation

2016-2025

- The average storage deficit increased to 27%
- The average annual increase in static capacity remained at 5 mm t

CAGR for the Period:

Static Capacity

2.54%

Grain Production

7.41%

2026-2033 - Projection

- The projected average storage deficit is 42%
- The average annual increase in static capacity is expected to be 6.0 mm t.

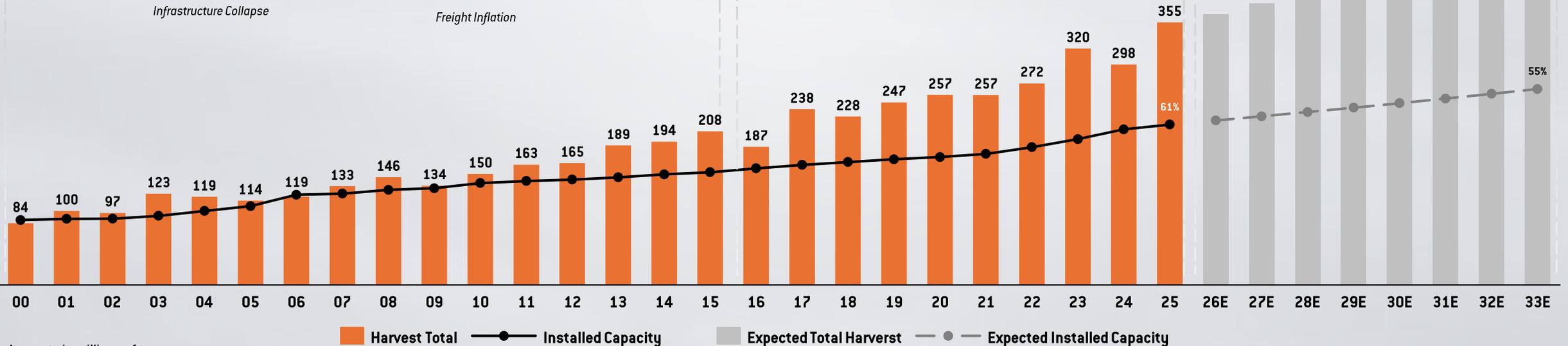
Expected CAGR:

Static Capacity

2.90%

Grain Production

4.42%



Amounts in millions of tons

Source: Cogo Inteligência em Agronegócio

STORAGE DEFICIT SENSITIVITY TO DIFFERENT STATIC CAPACITY GROWTH RATES

Scenario analysis: Even with CAGR growing 1 percentage point above 4.4%, it would take 52 years to eliminate the storage deficit in Brazil

		CAGR Static Capacity							
		2.5%	4.2%	4.8%	5.4%	6.0%	6.6%	7.2%	7.8%
Years: 2026-2090	26	39%	39%	39%	39%	39%	39%	39%	39%
	30	44%	40%	38%	37%	36%	34%	33%	31%
	35	49%	40%	37%	34%	30%	27%	23%	19%
	40	53%	41%	36%	31%	25%	19%	12%	5%
	45	57%	41%	35%	27%	19%	10%	0%	-12%
	50	61%	42%	33%	24%	13%	0%	-15%	-31%
	55	65%	43%	32%	20%	6%	-11%	-31%	-54%
	60	68%	43%	31%	16%	-2%	-23%	-49%	-80%
	65	71%	44%	30%	12%	-10%	-37%	-70%	-112%
	70	73%	44%	28%	8%	-18%	-52%	-94%	-148%
	78	77%	45%	26%	0%	-34%	-79%	-140%	-221%
	80	78%	45%	25%	-2%	-38%	-87%	-153%	-242%
	85	80%	46%	24%	-6%	-49%	-108%	-189%	-302%
	87	80%	46%	23%	-9%	-53%	-116%	-205%	-328%
90	81%	46%	23%	-12%	-61%	-130%	-230%	-372%	

SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST DEMAND

Storage Deficit by Region in Brazil

[mm t, 2025]



120 mm t
Total Deficit



Installed Storage Capacity at the Farm

[% , 2025]



Canada

85%



United States

65%



European Union

50%



Argentina

40%



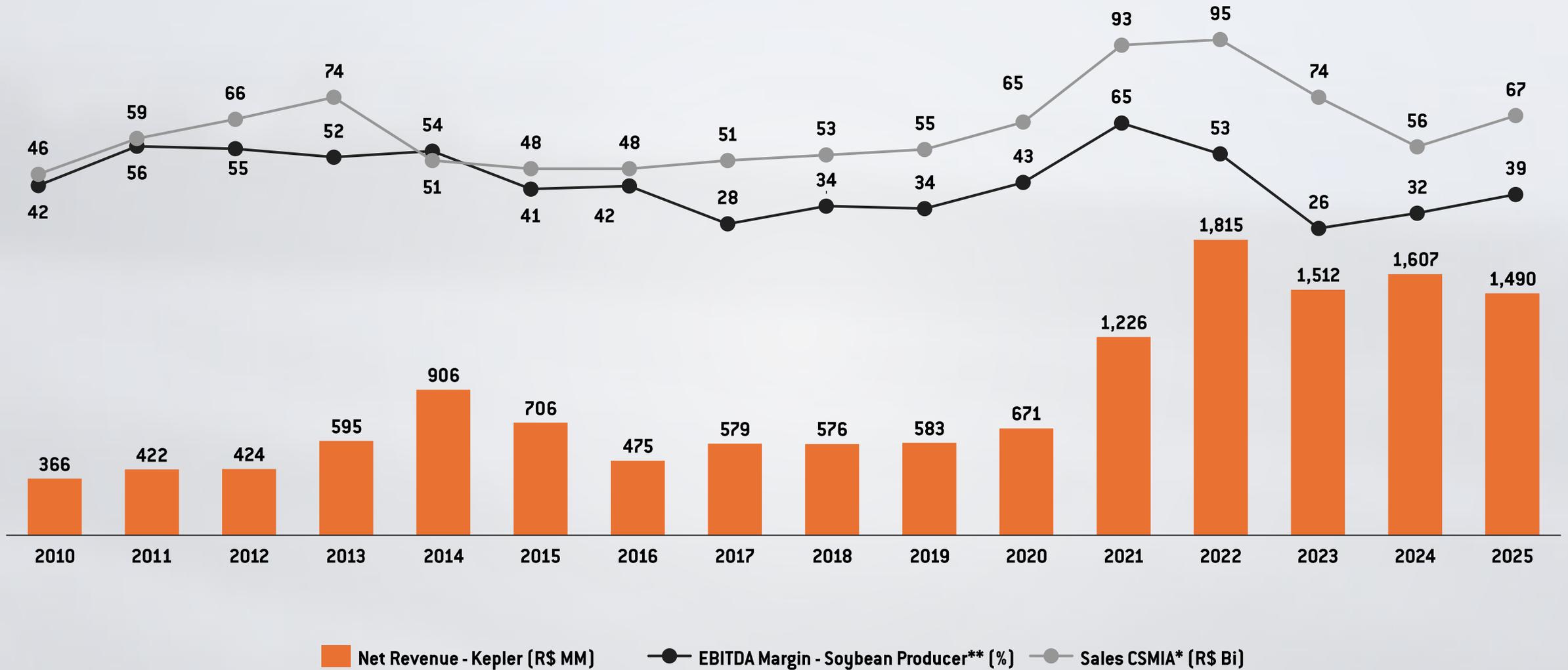
Brazil

17%

Virtuous Cycle of Agricultural Chain



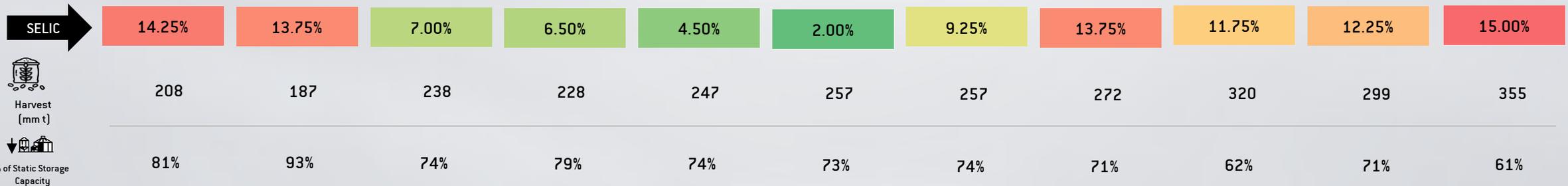
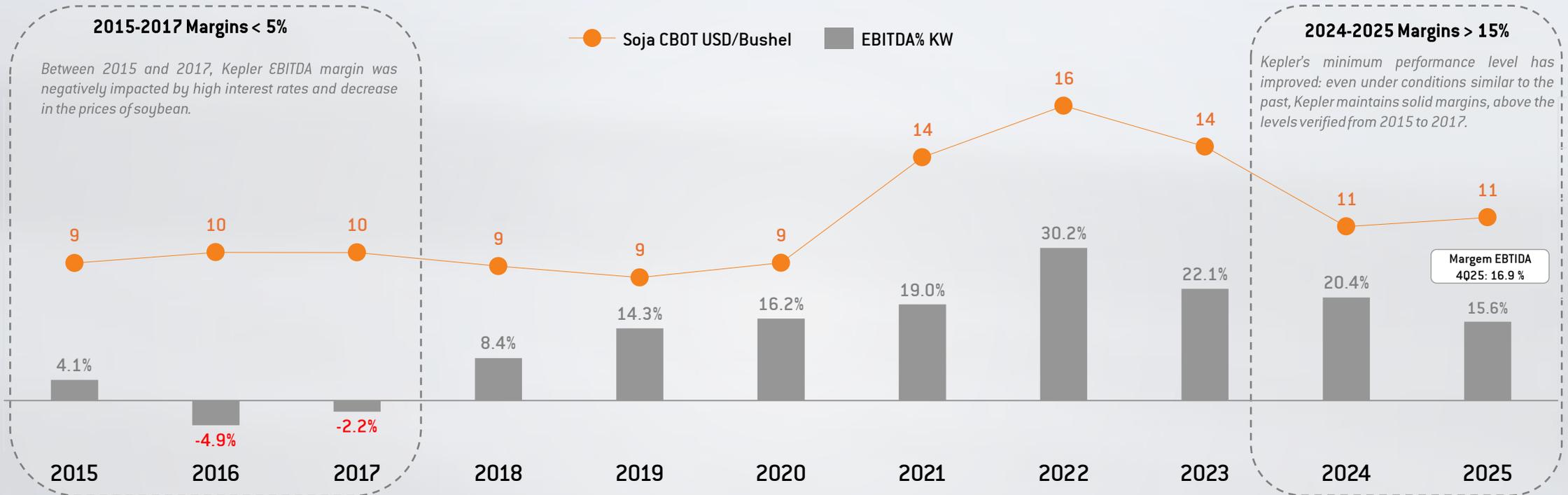
CORRELATION BETWEEN MARKET CYCLES KEPLER RESULTS



*CSMIA: Sector Chamber for Agricultural Machinery and Implements;
 Source: Cogo Inteligência em Agronegócio; ABIMAQ

NEW PROFITABILITY LEVEL FOR KEPLER

Storage demand, strategic initiatives, and strong management have raised current margins to levels far above those observed in the 2015–2017 period



Note: Brazil's storage capacity covers 64% of its total grain production, while in the United States, for example, it reaches 108%.

[*] As of September 30, 2025; Source: Central Bank of Brazil (Selic), Reference Date: 12/10/2025; Cogo Inteligência (Soybean CBOT)



KEPLERWEBER®

KW2030 STRATEGY

KW 2030 STRATEGIES



Strategy 1

Strengthen leadership



Market Intelligence and Coverage

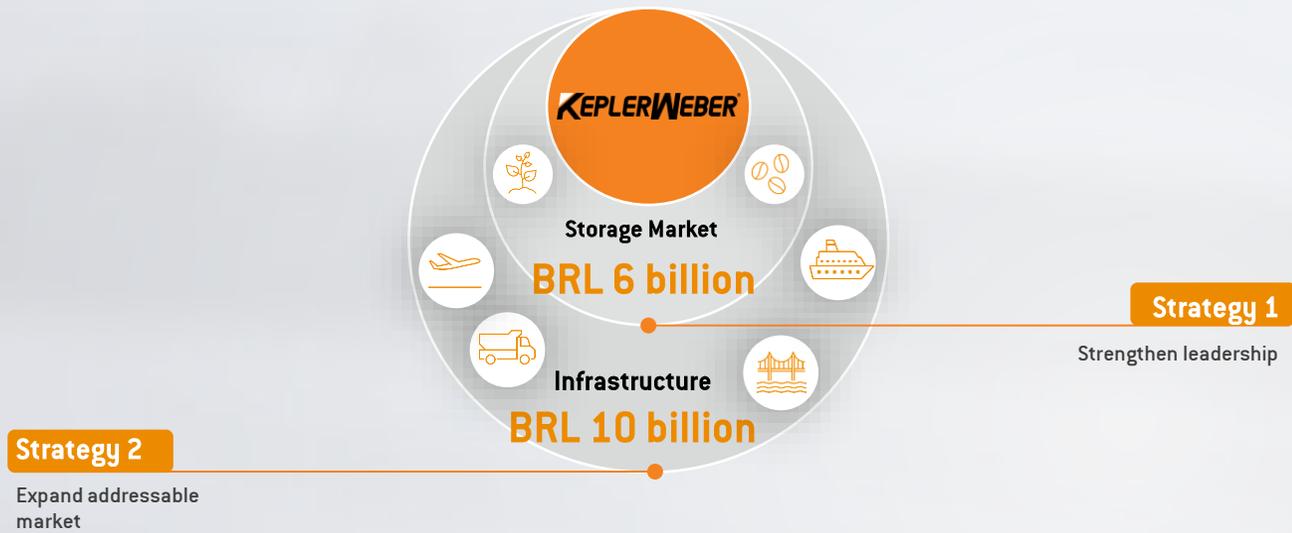


Research & Development



Excellence in Service

KW 2030 STRATEGIES



New markets

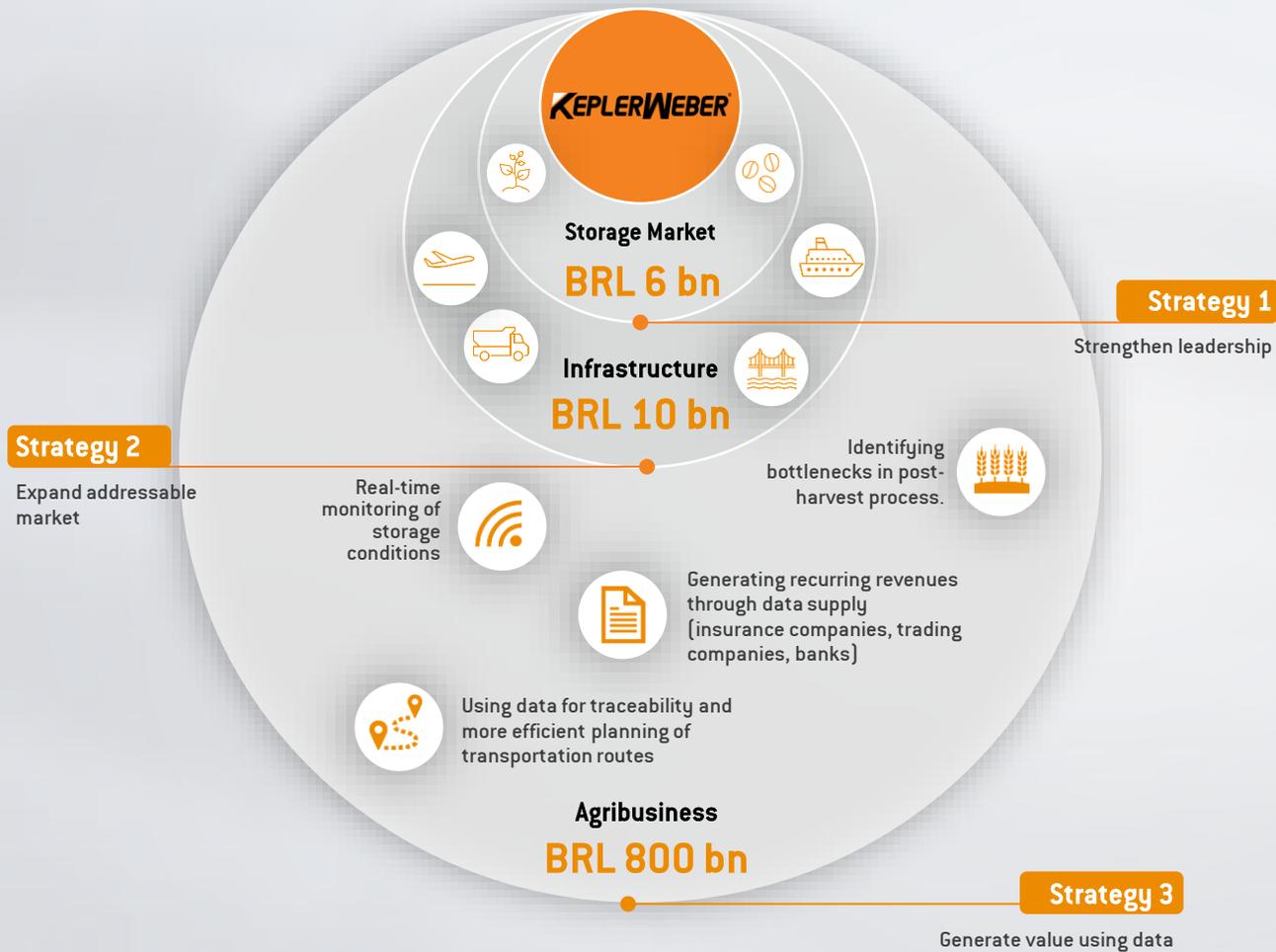


New business models



Modernization of units

KW 2030 STRATEGIES



THESIS, STRATEGY AND MANAGEMENT

Storage demand, diversification, and efficient management support consistent results even in challenging scenarios

Investment Thesis

Storage Deficit

Storage deficit sustains demand for Kepler solutions, ensuring revenue resilience and continuity in the commercial pipeline.

Highlights:

- Record Harvest expected in 2026 [359 million tons]¹.
- Despite the challenging environment, the backlog orders carried into 2026 posted single-digit percentage growth compared to 2025.

Industrialization of the Agribusiness

The industrialization of the agribusiness sector boosts the demand for complete solutions, strengthening the presence of Kepler as a partner in the modernization of the sector.

Highlight:

- Commercial progress in projects within the biofuels segment, with highlights including clients such as São Martinho (corn ethanol), Be8 (wheat) and COCAMAR (soybean oil).

Strategy

Business Diversification

The expansion and diversification of Kepler's business portfolio reinforces a strategy that ensures resilience in more challenging cycles.

Highlights:

- International Business reached record net revenue in 2025, reflecting the highest export volume in the last 10 years.
- R&S net revenue increased 10.1% in 2025, with a CAGR of 25.4% between 2020 and 2025.

Connection and Value Creation in the Post-Harvest Stage

Kepler sees the monetization of data as a strategic lever, integrating digital solutions to the agribusiness sector.

Highlight:

- In 2025, PROCER monitored 75 million tons and connected R\$ 135 billion in grains, reinforcing data monetization as a strategic driver in the post-harvest segment.

Efficient Management

Control of Expenses

In recent years, the efficient management of costs and expenses has ensured the preservation of margins.

Highlight:

- Decline in G&A: a 5.1% decrease in 4Q25 (vs. 4Q24) and a 4.3% reduction in 2025 compared to the prior year.

Client Relationship

Kepler maintains a close relationship with its clients, who demonstrate high levels of satisfaction with the quality of services provided.

Highlights:

- In 2025, the 22nd edition of Jornadas Épicas strengthened Kepler's relationship with customers across Brazil.
- NPS remained in the Trust Zone for the fifth consecutive year.

KEPLERWEBER[®]

FINANCIAL INDICATORS

KEPLER WEBER BUSINESS CYCLE

Macroeconomic factors, including harvest size, commodities prices and interest rates shape the cyclical nature of agribusiness.

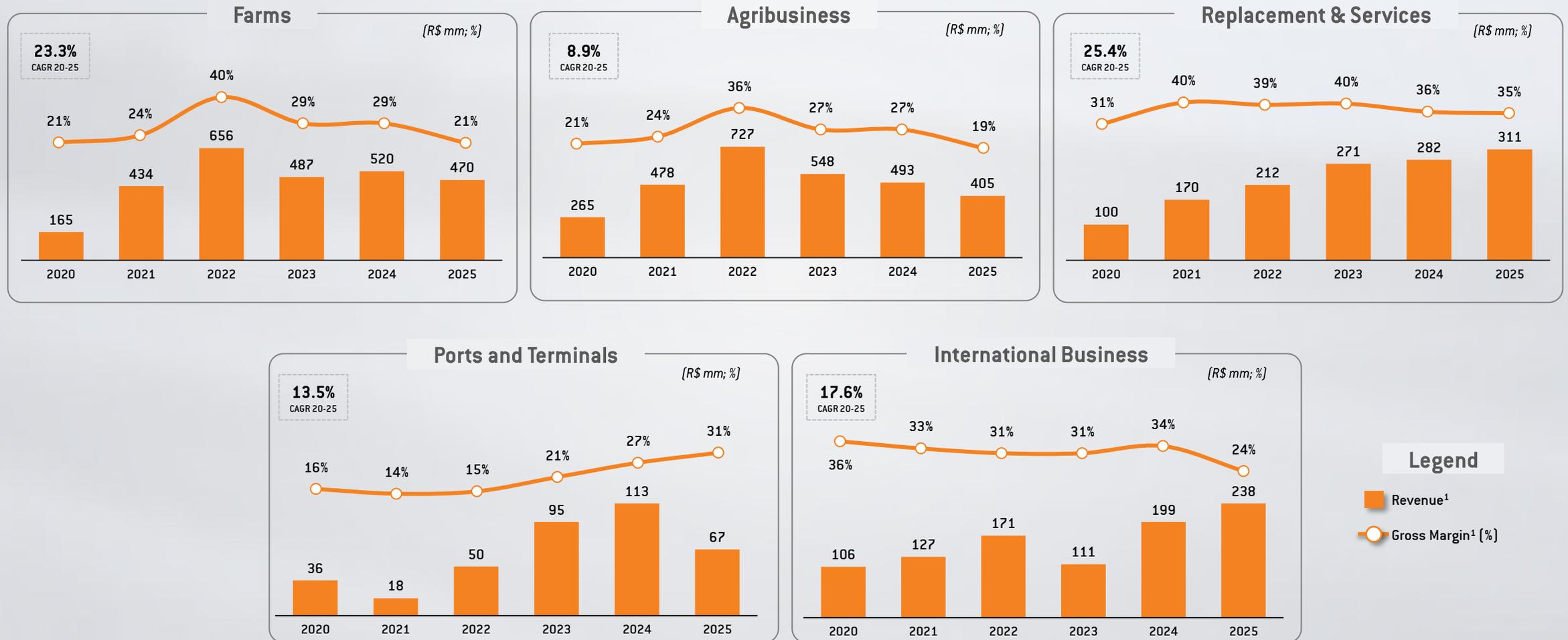
 Harvest	 Negotiation Period	 Net Revenues*
<p>2023 – 320 mm t</p> <ul style="list-style-type: none"> • Soybean: USD 14.83 • Corn: USD 5.83 • Interest 3Q23 (BRL): 12.75% 	<p>Apr/23 – Oct/2023</p>	<p>3Q23, 4Q23, 1Q24 and 2Q24</p>
<p>2024 – 298 mm t</p> <ul style="list-style-type: none"> • Soybean: USD 11.51 • Corn: USD 3.97 • Interest 3Q24 (BRL): 10.75% 	<p>Apr/24 – Oct/24</p>	<p>3Q24, 4Q24, 1Q25 and 2Q25</p>
<p>2025 – 355 mm t</p> <ul style="list-style-type: none"> • Soybean: USD 11.25 • Corn: USD 4.24 • Interest 4Q25 (BRL): 15.00% 	<p>Apr/25 – Oct/25</p>	<p>3Q25, 4Q25, 1Q26 and 2Q26</p>

[*] There is a gap of three to nine months between negotiations with customers and the recognition of Net Revenues, which takes place upon product delivery.

Source: Central Bank of Brazil (Interest), Reference date: 12/10/2025; Cogo Inteligência (Soybean and Corn CBOT USD/bushel), Reference date: December 31, 2025.

KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN VARIOUS MARKETS

Kepler's activities in diversified segments enables growth across different cycles, ensuring consistent profitability and a balanced contribution of revenues across business units.

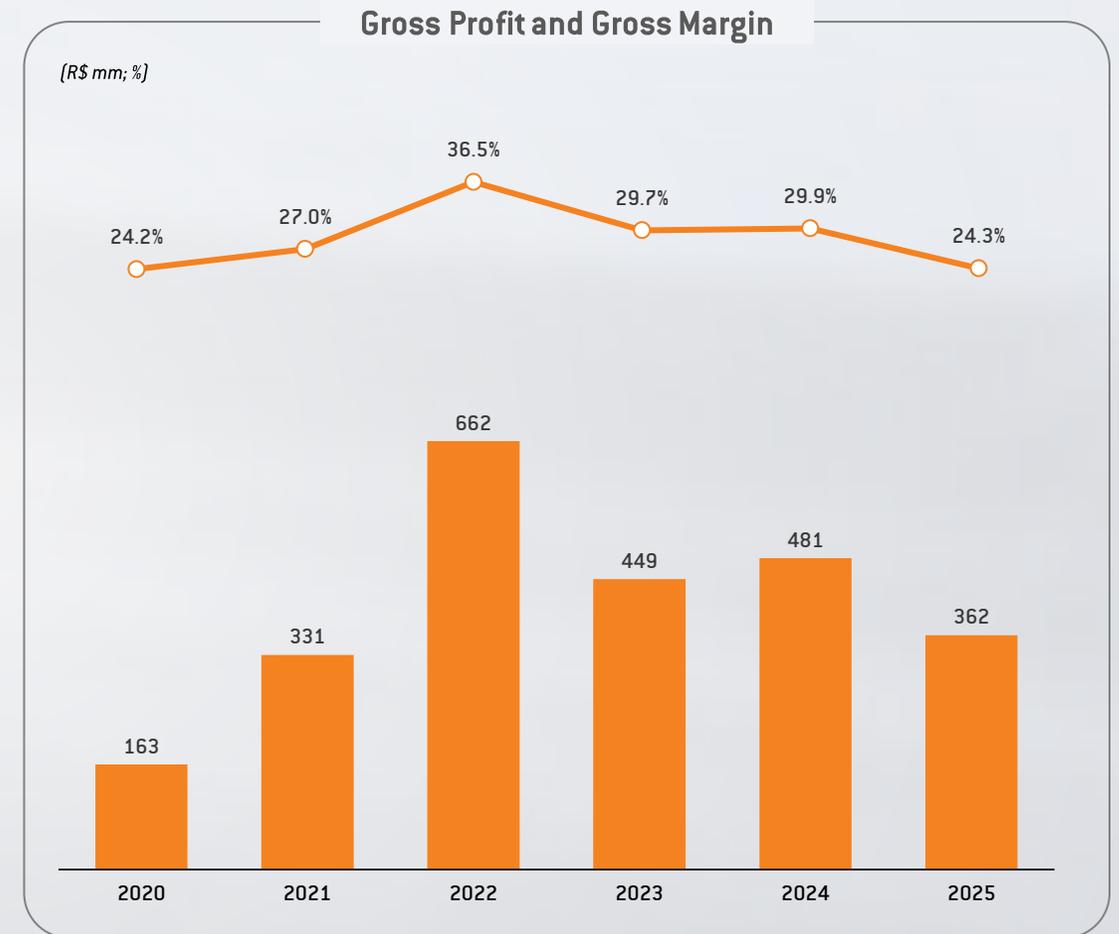
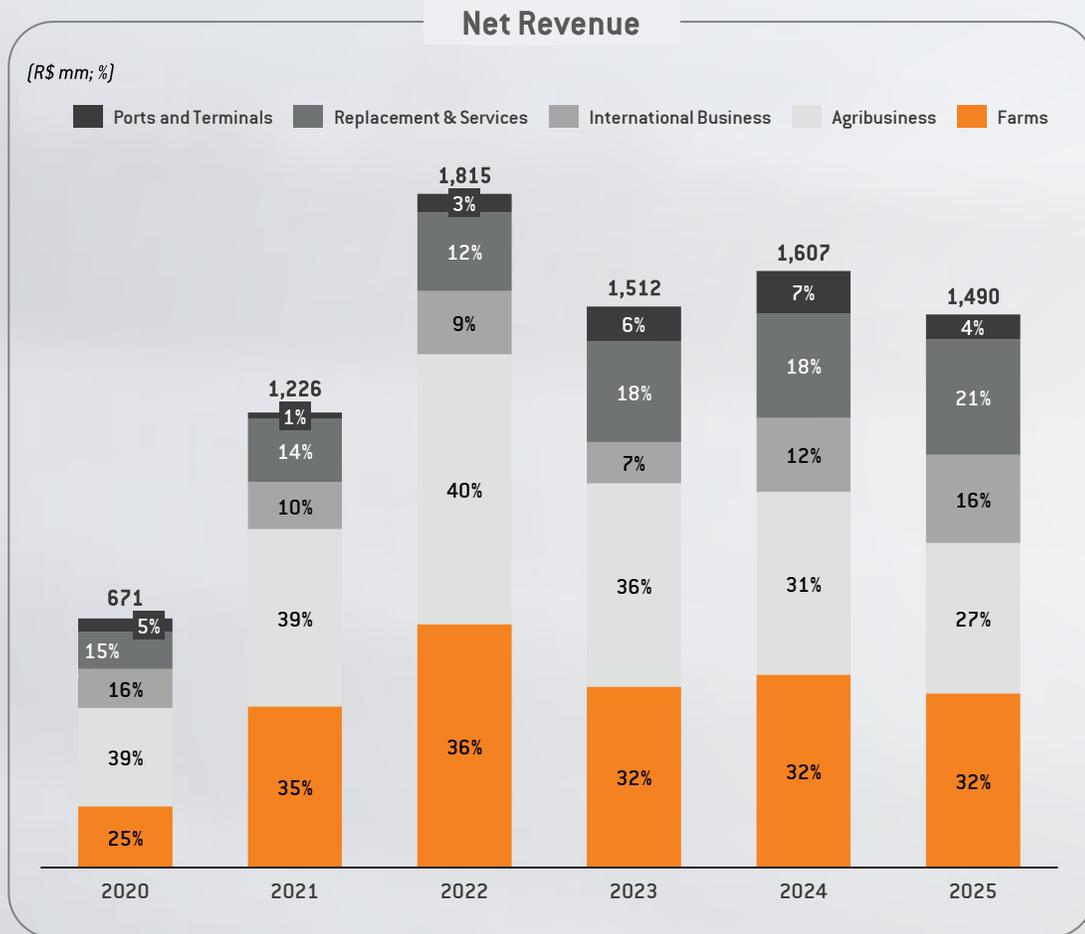


Notes: (1) Related to each business unit, 2025.

Source: Company information

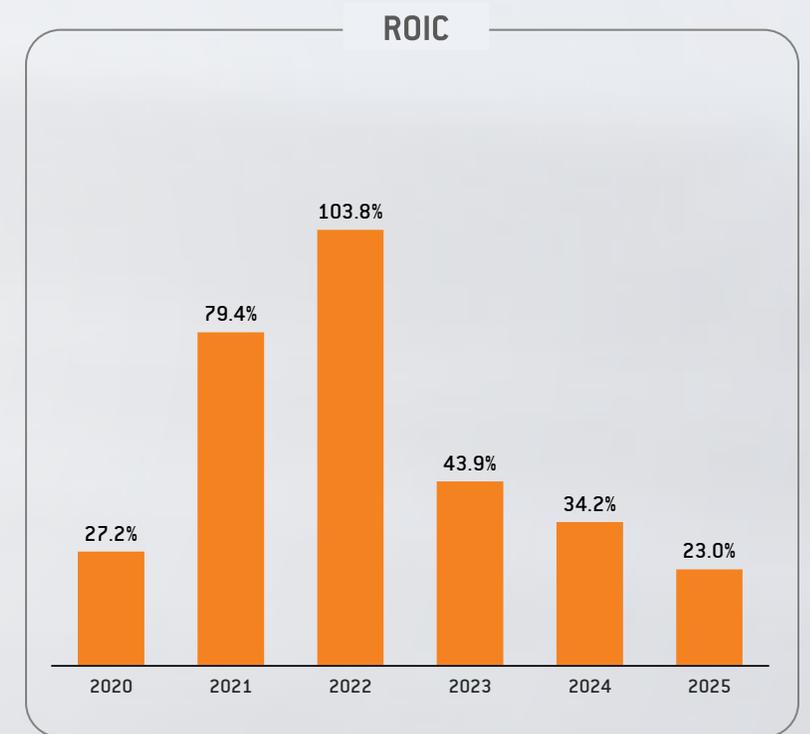
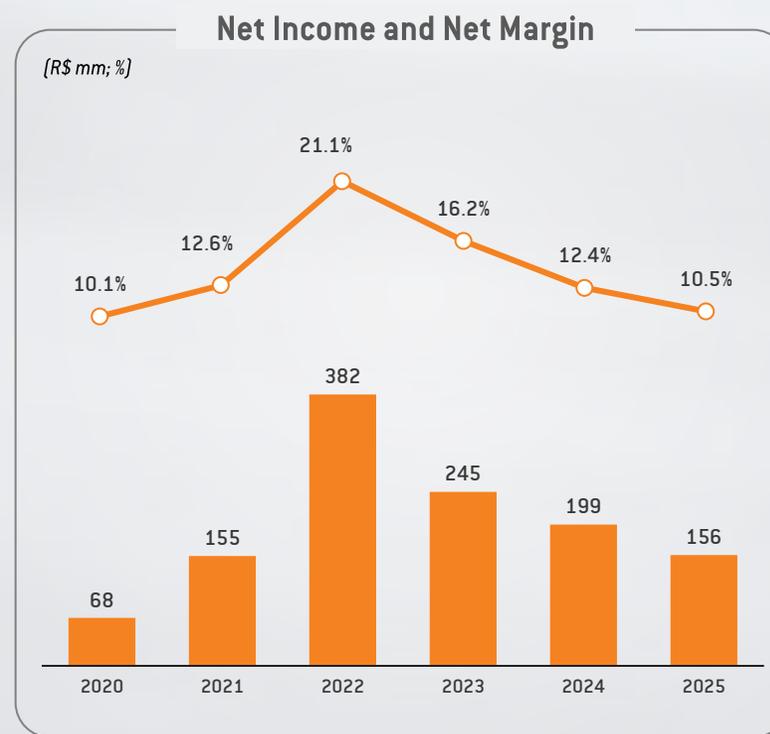
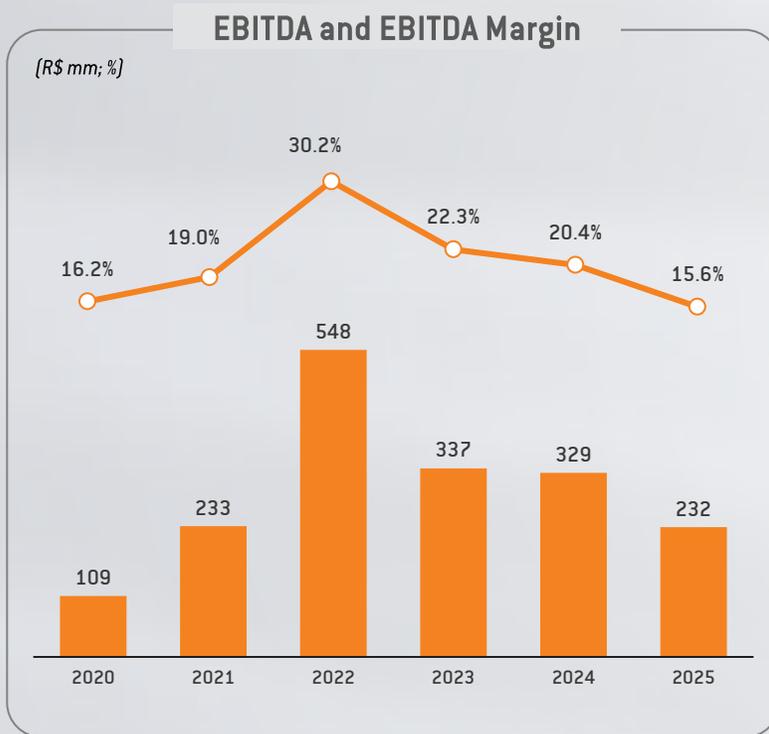
KEPLER'S CONSISTENT MARGINS AND EXPANDING FLOWS OF REVENUES

Increased diversification of revenues, expanding multiple flows of revenues, while maintaining consistent profitability with stable margins.



CONSISTENT MARGINS, RESILIENT REVENUE AND HIGH ROIC AT KEPLER

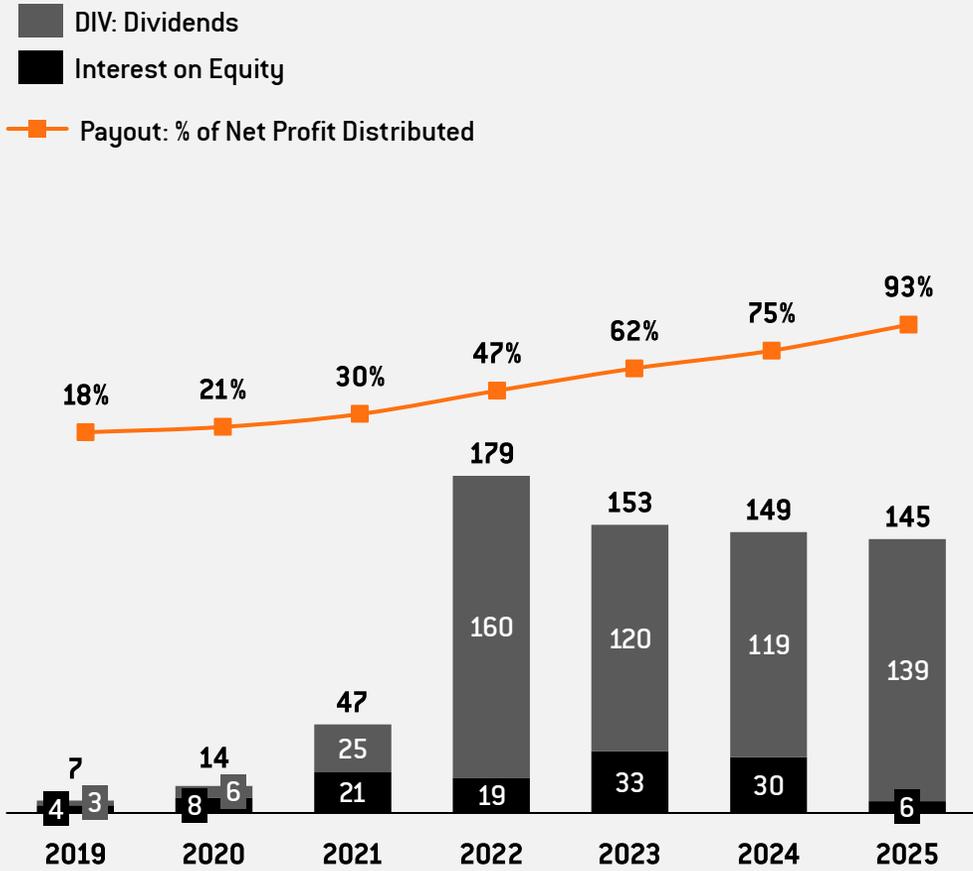
Increased revenue diversification, expanding multiple flows of revenues, while maintaining consistent profitability, stable margins and resilient ROIC.



RETURN TO SHAREHOLDERS AND PROSPECTS FOR 2025

Increasing shareholder returns with financial strength

Dividends History (Cash Basis - R\$ MM)



Outlook for 2026



Disciplined capital allocation, prioritizing higher-return projects and sustainable value creation for shareholders.

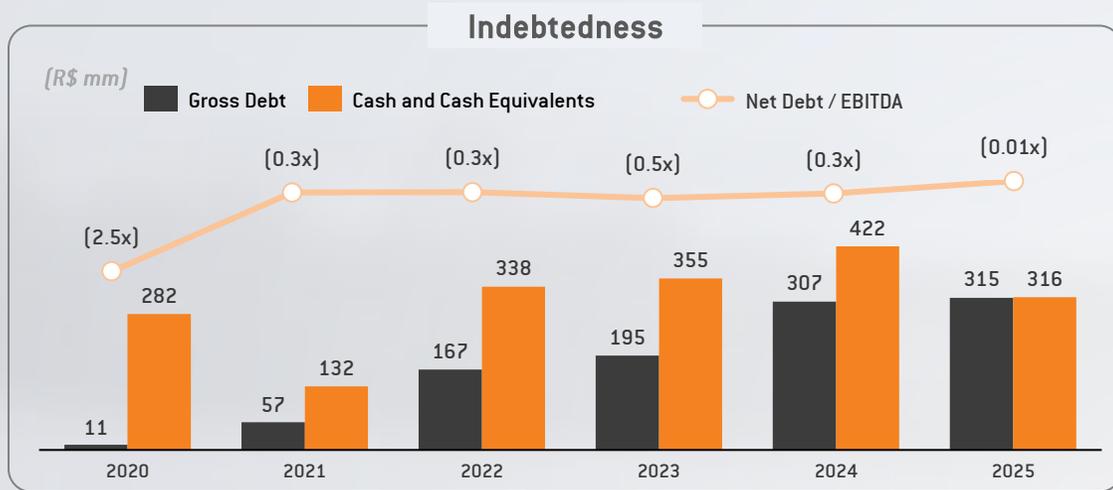


Focus on executing the KW2030 plan, driving efficiency through a LEAN culture, market expansion and the strategic use of data.



Expectation of another record harvest in 2026, sustaining solid demand across the segments.

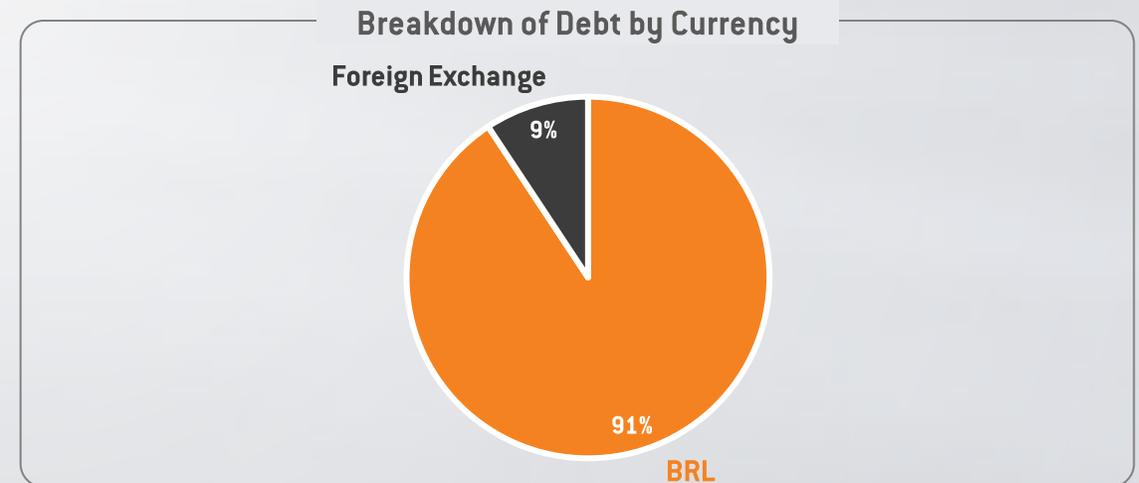
SOLID BALANCE SHEET AND ROBUST NET CASH POSITION



Kepler has recorded **net cash position** in all quarters reported since 2015



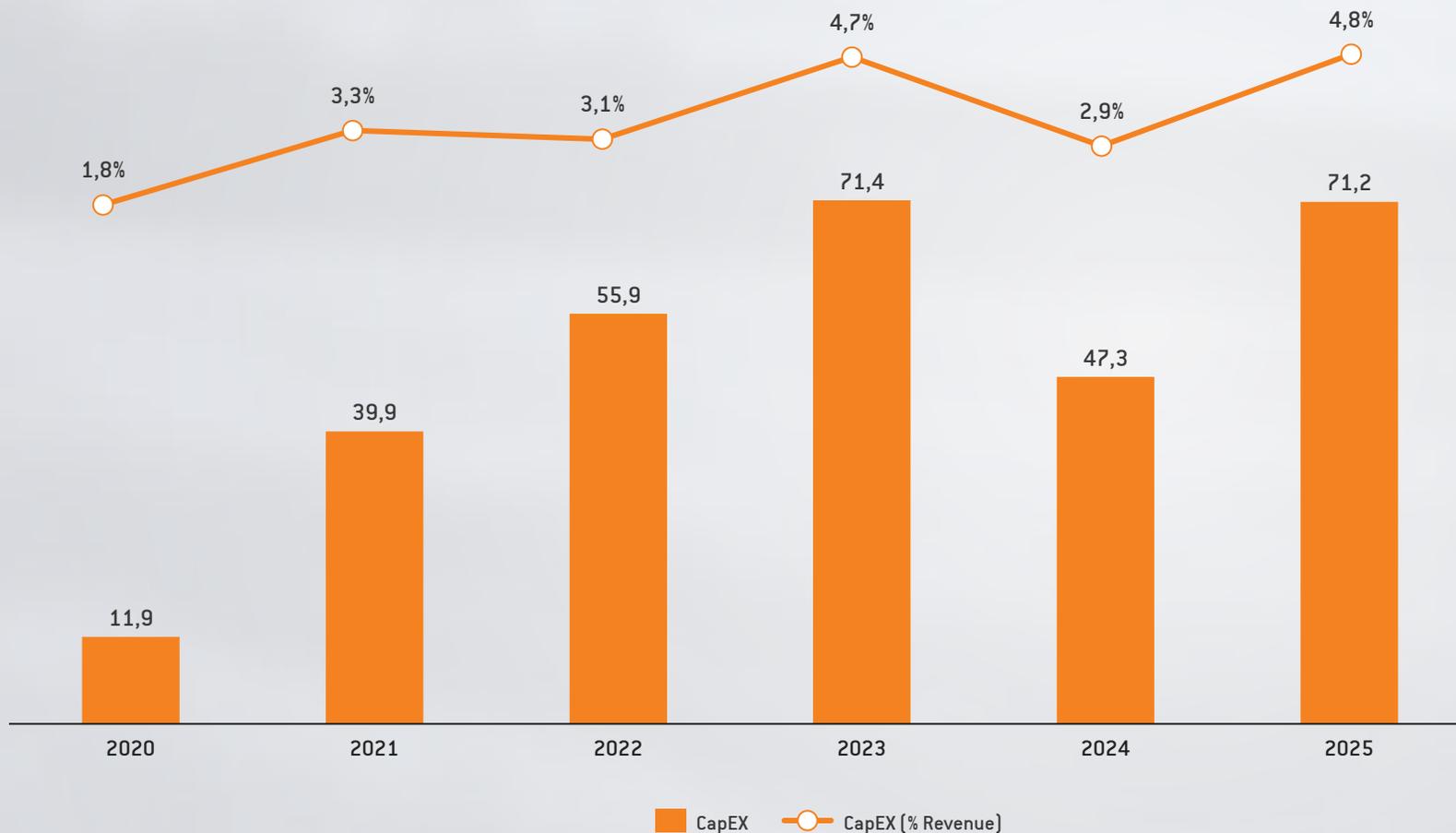
Current debt duration is **2.1 years**



INVESTMENTS - CAPEX

Capex and Capex as a percentage of Net Revenues

(in BRL million)



CAPEX 2025

Distribution of BRL 71.2 mm:



21.6%

Aiming to increase manufacturing capacity



20.7%

Aiming to develop new products



21.3%

Intended for Information Technology Development



36.4%

For Reforms and Legislation (NR)

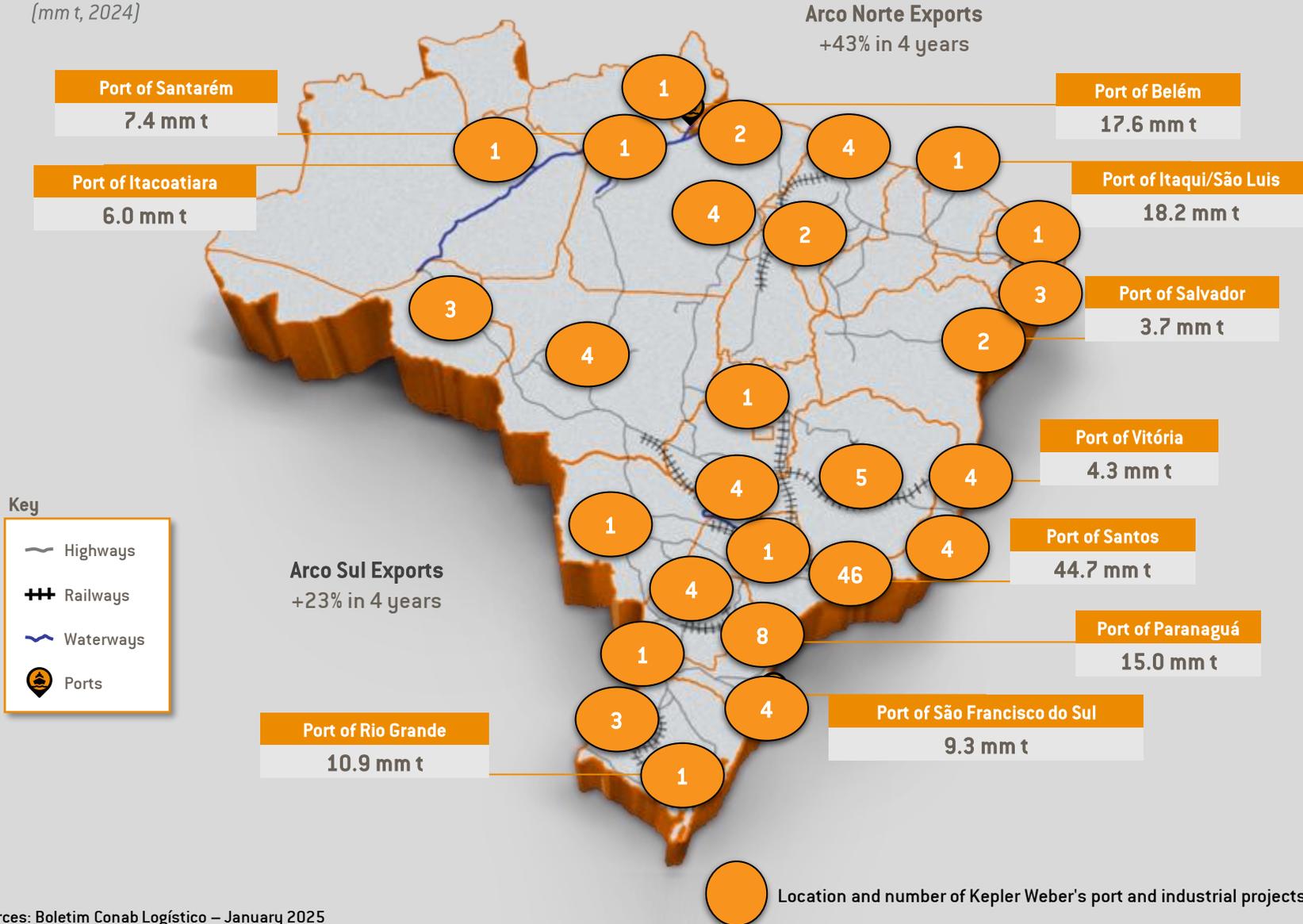
KEPLERWEBER®

APPENDIX

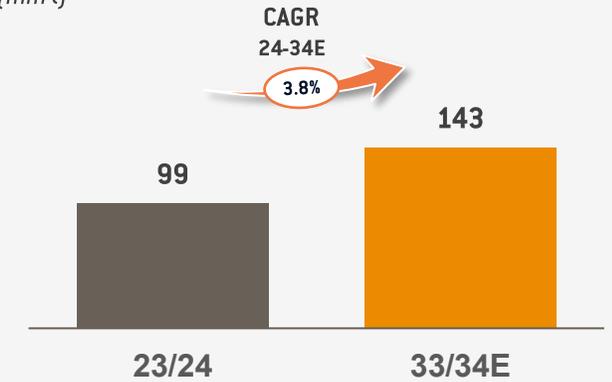
BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

Exports of Soybean and Corn

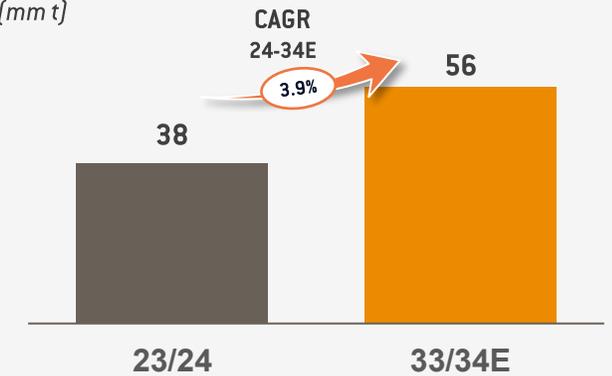
(mm t, 2024)



Exports of Soybeans in Brazil (mm t)



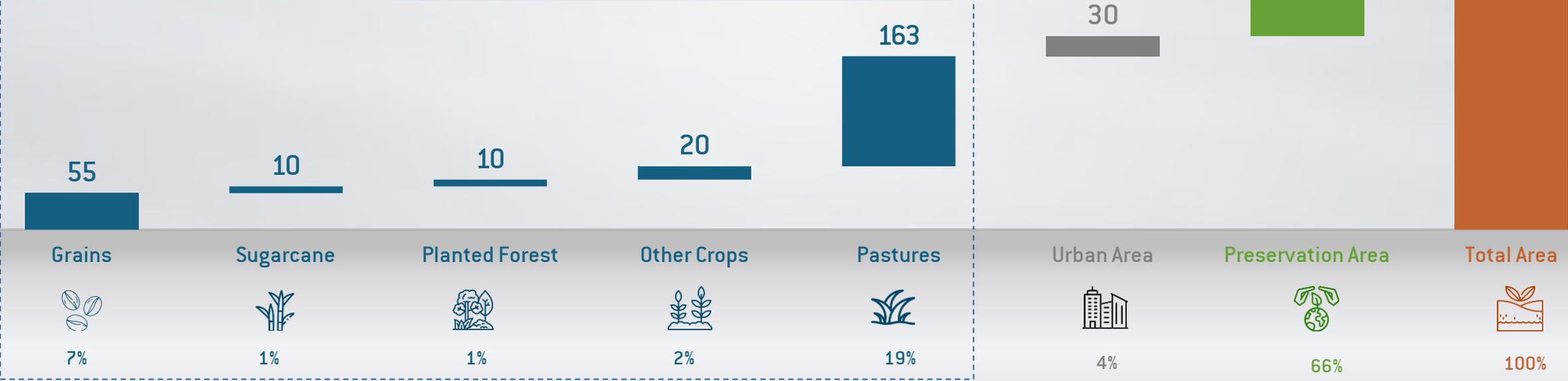
Exports of Corn in Brazil (mm t)



LAND USE IN BRAZIL (MILLION HA) – 2025

Brazil is not only the world’s breadbasket; it is also a gateway for long-term, ESG-aligned land investments.

 **TOTAL AGRICULTURAL LAND: 258M HA**
 With only 30% of its land dedicated to agriculture, Brazil maintains a leading role in global food production.



Sources: EMBRAPA, IBGE, INPE, CAR

SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

Soybeans and Corn Harvests

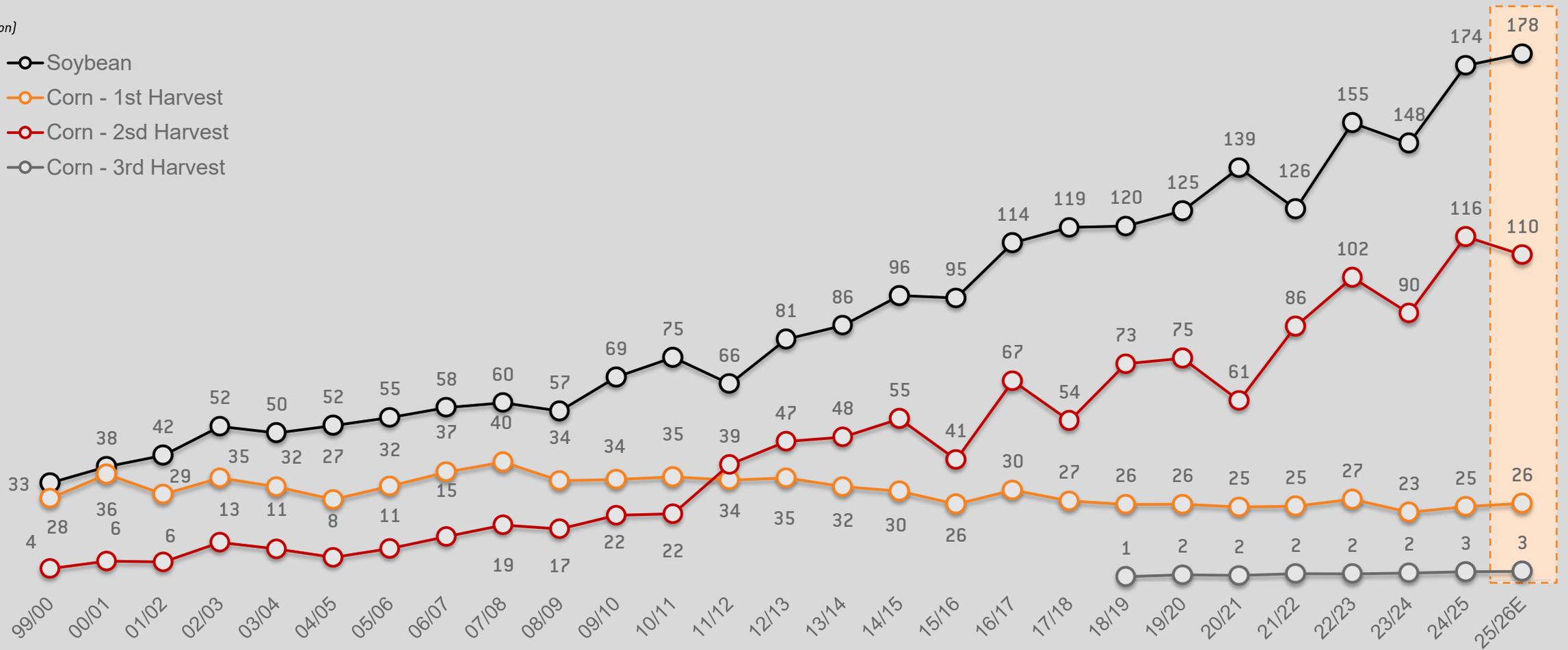
(mi ton)

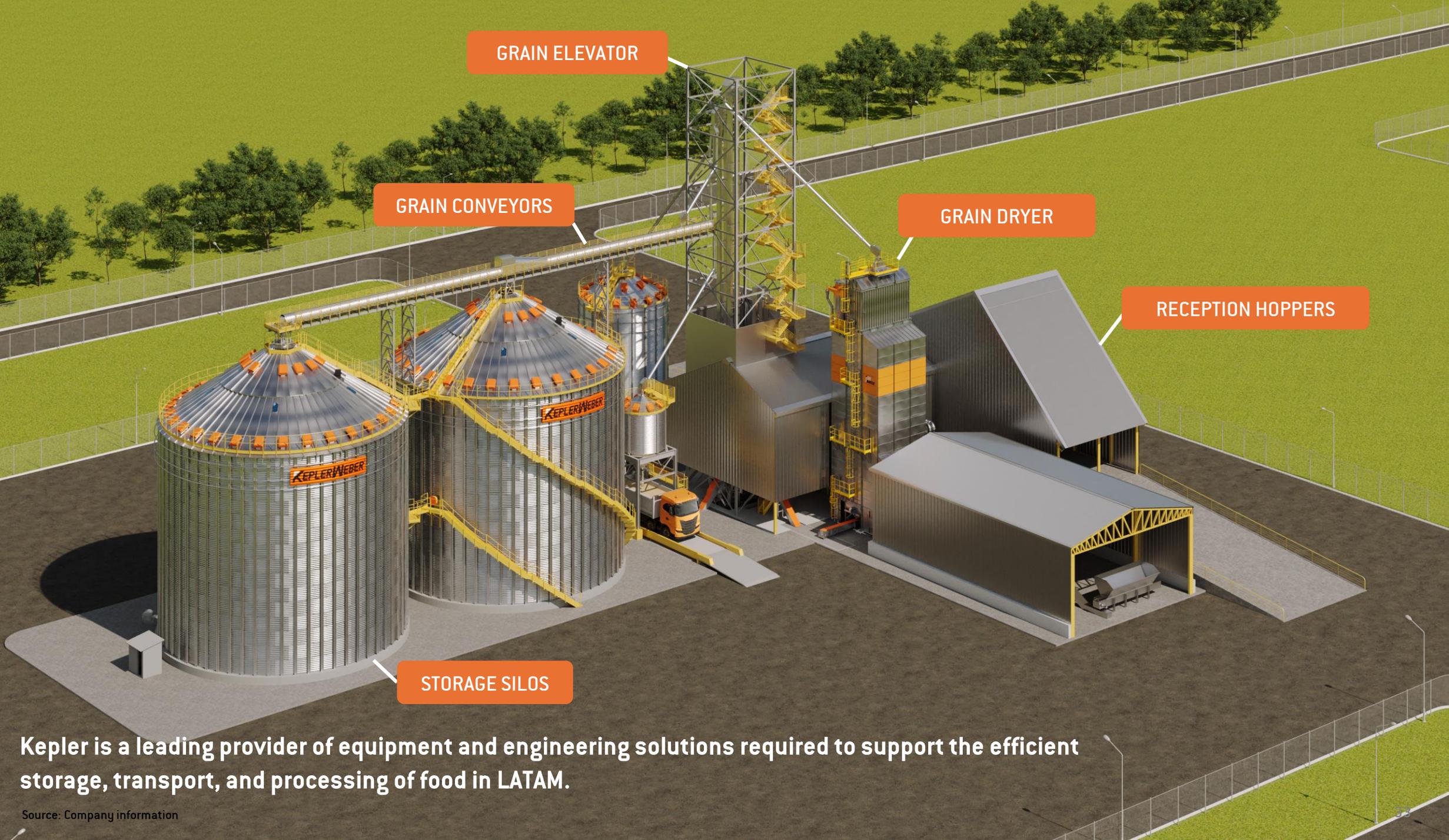
○ Soybean

○ Corn - 1st Harvest

○ Corn - 2sd Harvest

○ Corn - 3rd Harvest





GRAIN ELEVATOR

GRAIN CONVEYORS

GRAIN DRYER

RECEPTION HOPPERS

STORAGE SILOS

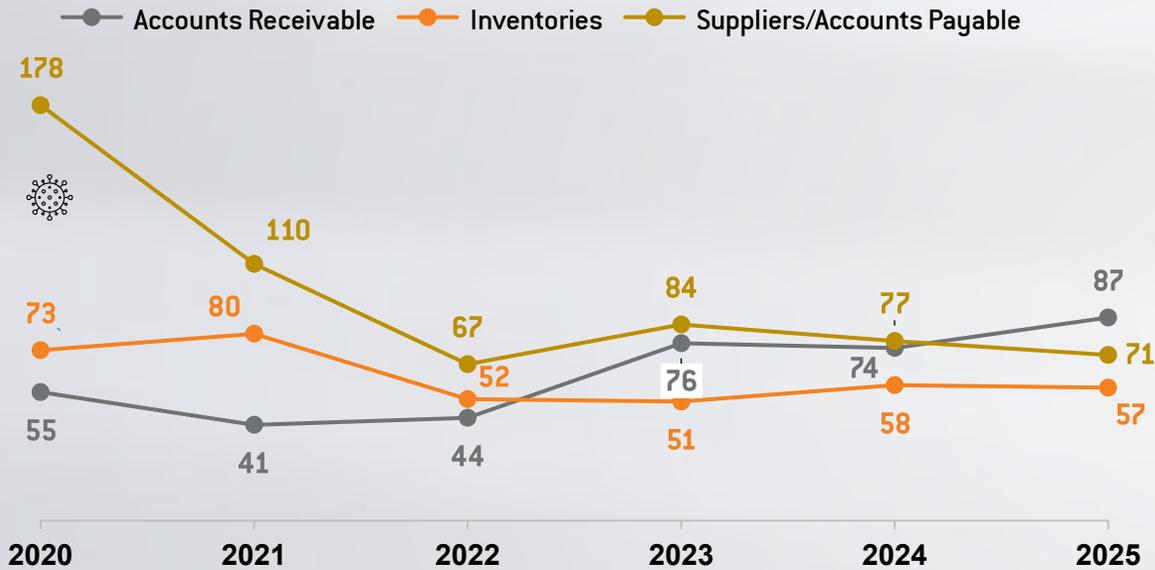
Kepler is a leading provider of equipment and engineering solutions required to support the efficient storage, transport, and processing of food in LATAM.

Source: Company information

GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

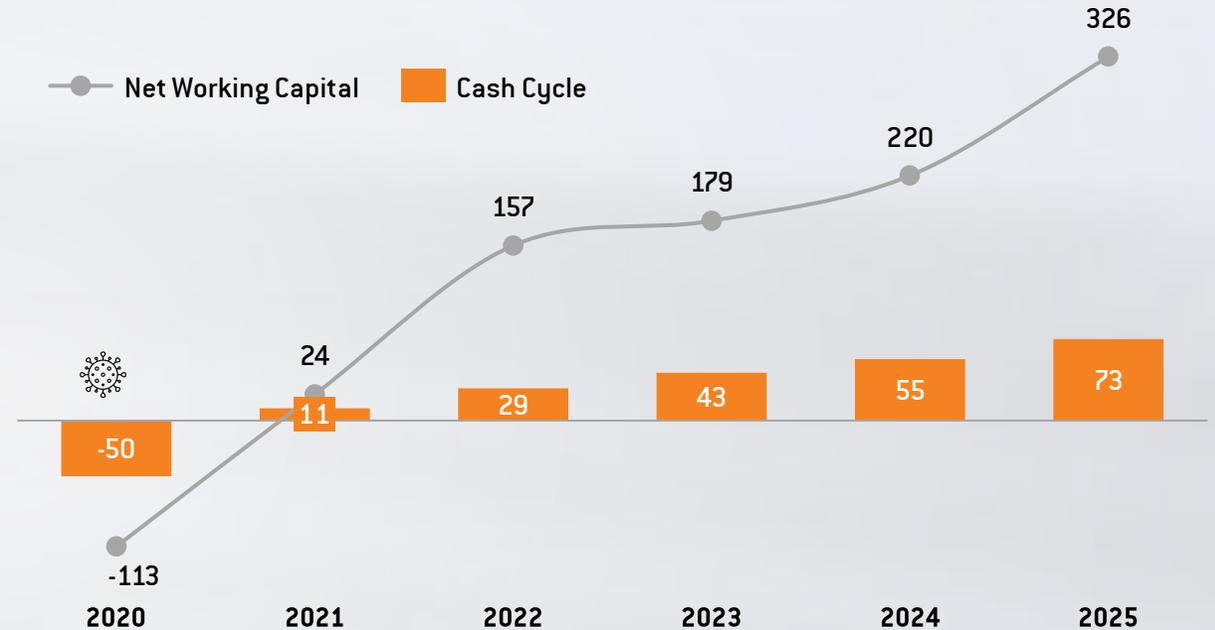
Focus on working capital optimization

Accounts Receivable, Inventories and Suppliers Turnover (# of days)



GREATER INTERNAL FOCUS ON MANAGEMENT DSO, DIO, DPO AT OPERATIONAL LEVELS

Net Working Capital and Cash Cycle (BRL mm, # of days)



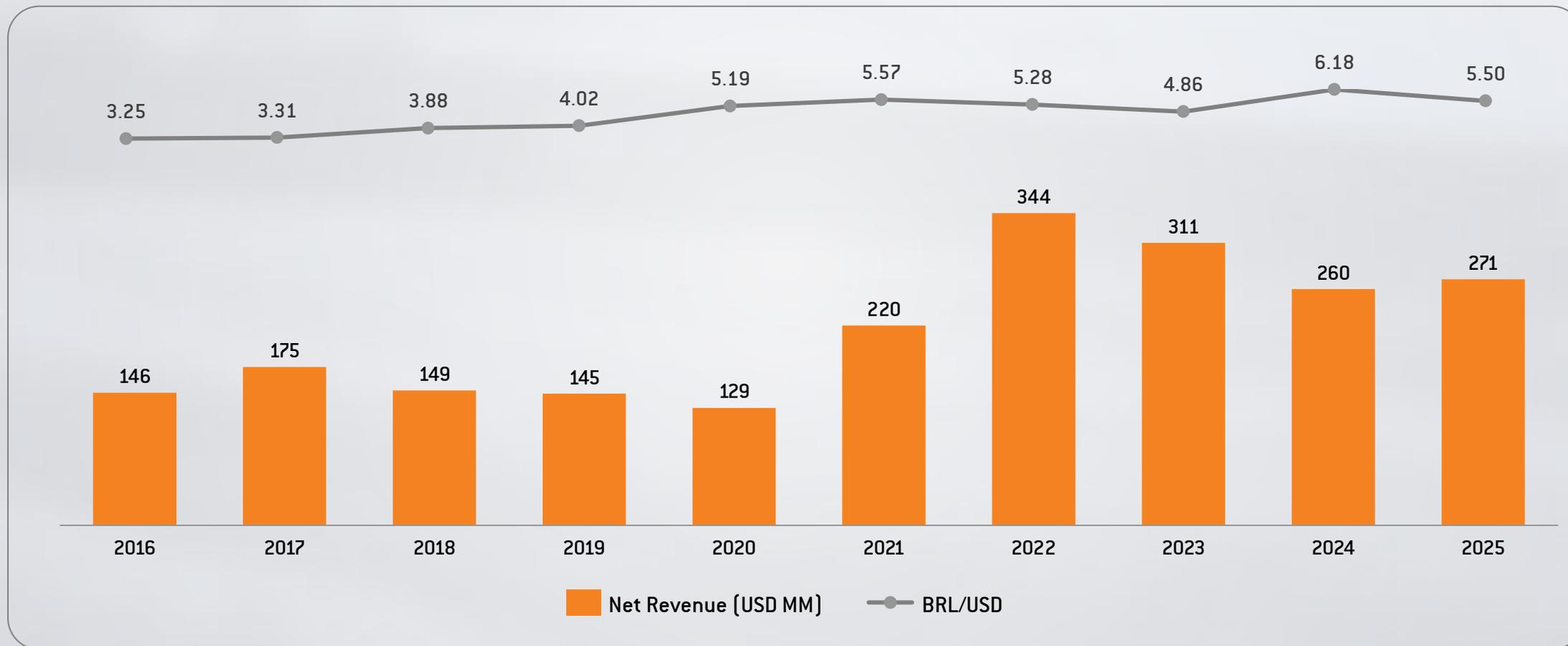
GREATER INVENTORY COVERAGE TO ENSURE ON-TIME DELIVERY OF CONSTRUCTION PROJECTS

Notes: [1] DSO (Customers/Accounts Receivable) = Amount of balance of "Trade Accounts Receivable", "Taxes Recoverable", "Prepaid Expenses" and "Other Accounts Receivable"; [2] DIO (Inventories) = Amount of Inventories balance"; [3] DPO (Suppliers/Accounts Payable) = Balance for "Suppliers", "Salaries", "Customers Ad. Customers", "Taxes Payable", "Commissions" and "Other Accounts Payable"

Source: Company information

NO INFLUENCE OF US DOLLAR FLUCTUATION ON OPERATION

US DOLLAR AND NET REVENUES KEPLER (USD)

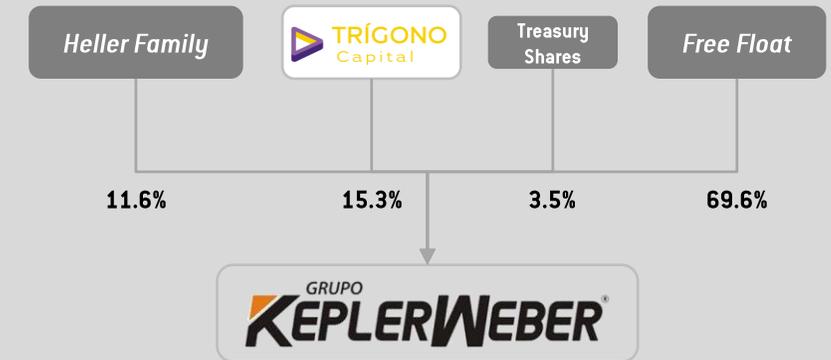


BOARD AND SHAREHOLDING STRUCTURES

Board of Directors



Shareholding Structure⁽¹⁾



Support Structure



Fiscal Council



Strategy,
Investment and
Finance Committee



Audit
Committee



People,
Compliance and
Sustainability
Committee

Remarks: (1) Shareholding structure as of December 31, 2025
Source: CVM, Company information

KEPLERWEBER[®]

PROCER



PROCER

AGROINTELIGÊNCIA DE PÓS-COLHEITA



Founded in 2011



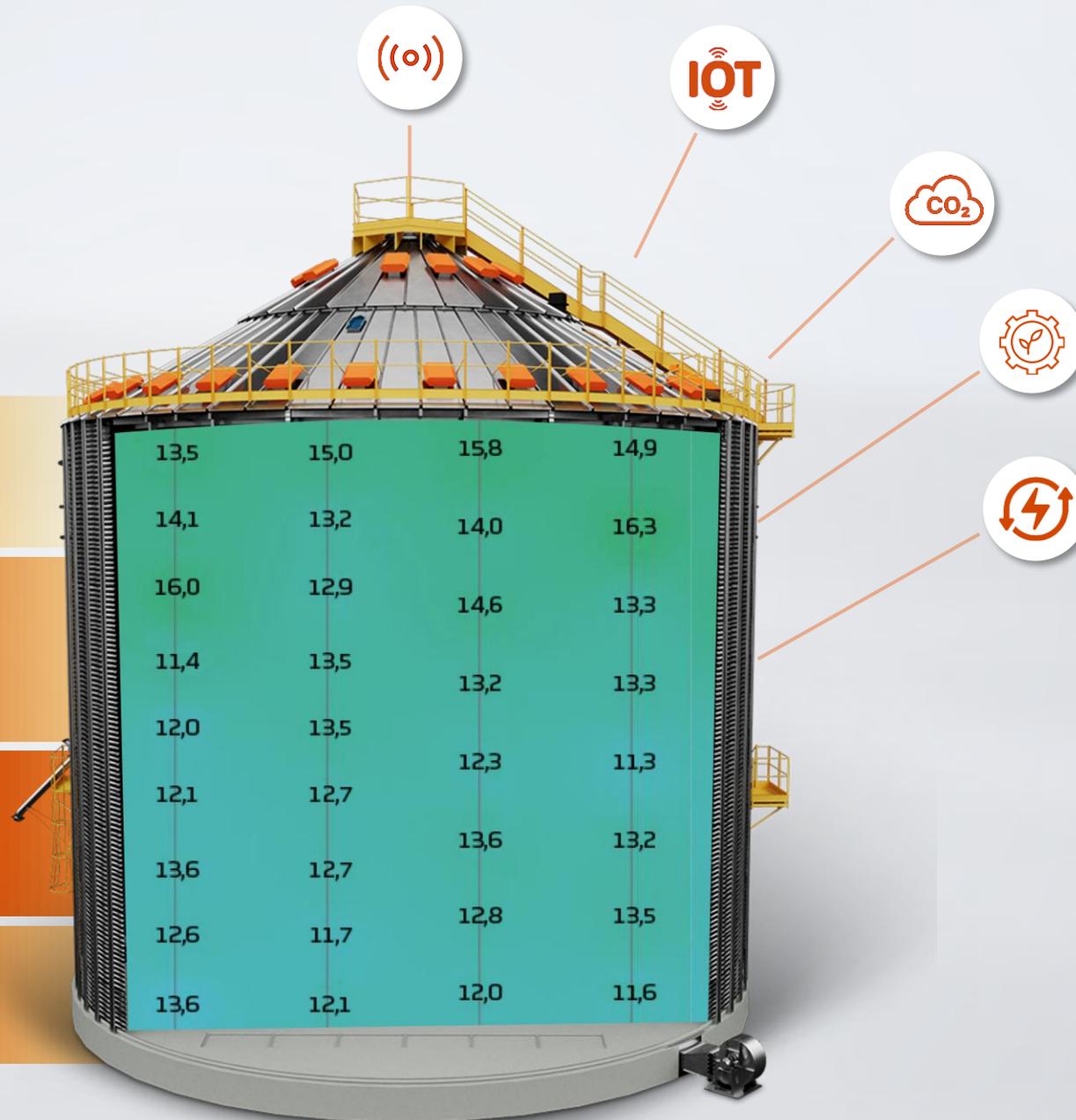
Technology 4.0
Applied to storage units



Commitment to grain
quality
Preserve crop profit



Connect post harvest



OUR NUMBERS

+ 2 thousand
Active Clients

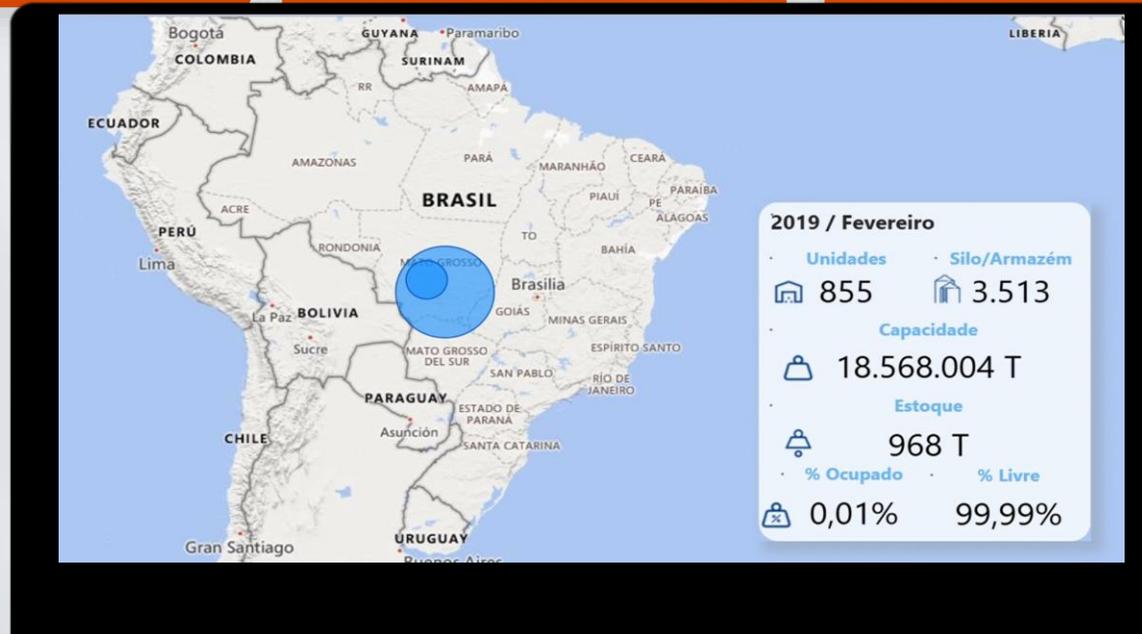


+ 2.6 thousand
Storage Units connected
in December, 25



75 million tons
Monitored in December, 25

BRL 135 billion
Amount of connected grains



PROCER KEEPS ON Innovating



MANAGEMENT OF UNITS



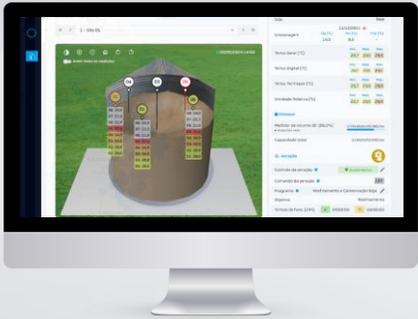
Operational



Quality



Financial



Ceres
ORION 2.0



CERES ORION
App



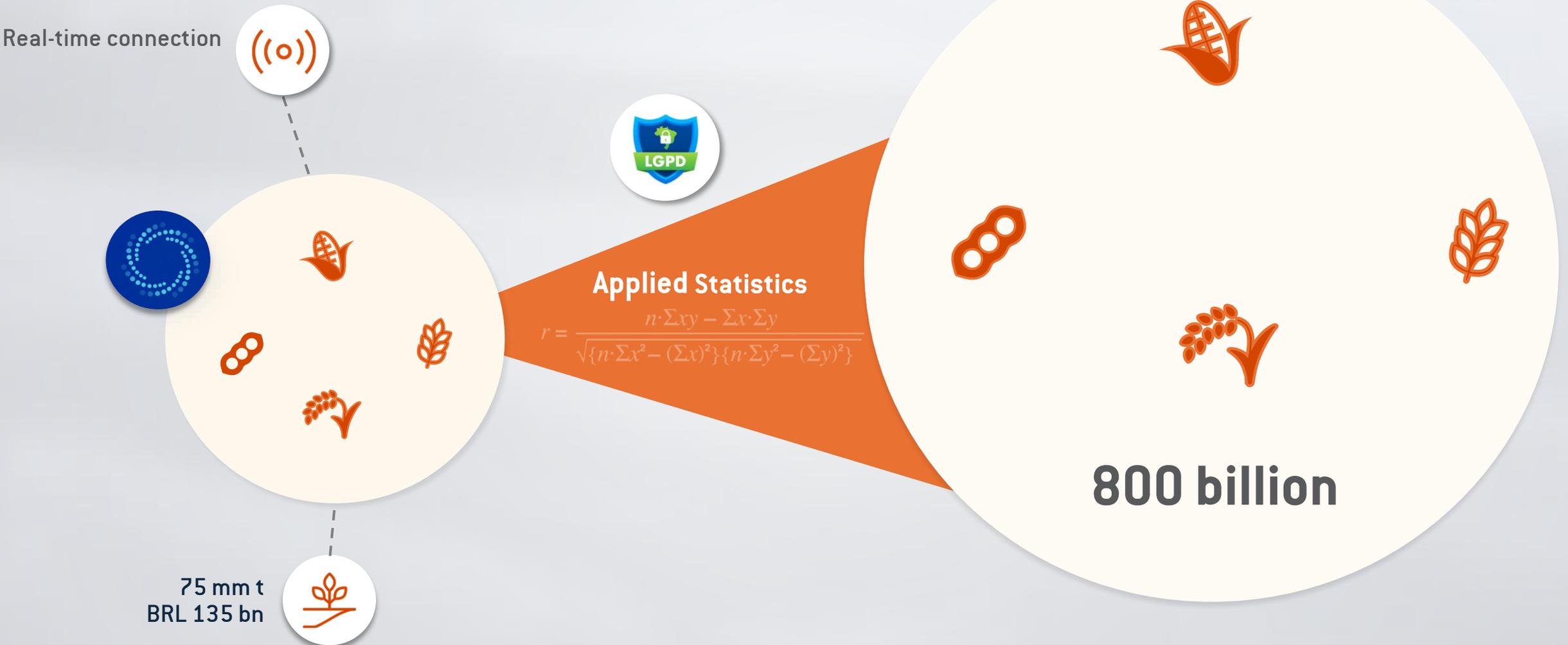
3D Volume
Meter

NEW VERTICAL DATA INTELLIGENCE



NEW MONETIZATION AVENUES: Data intelligence

Total Agribusiness



MONETIZATION AVENUES

Quality of Grains



Application of AI
Management and Classification
Sensing Evolution

Management Units



Data Intelligence (BI)
Unified management of units
Safety and labor

Market Intelligence / Trading Companies



Statistical Data
Inventory, movement
Historical analysis

Insurance Companies



Spontaneous fermentation
Insurance of assets (silos, dryers)
Dynamic pricing

Logistics



Operation efficiency
Share visibility
Route optimization

Banks



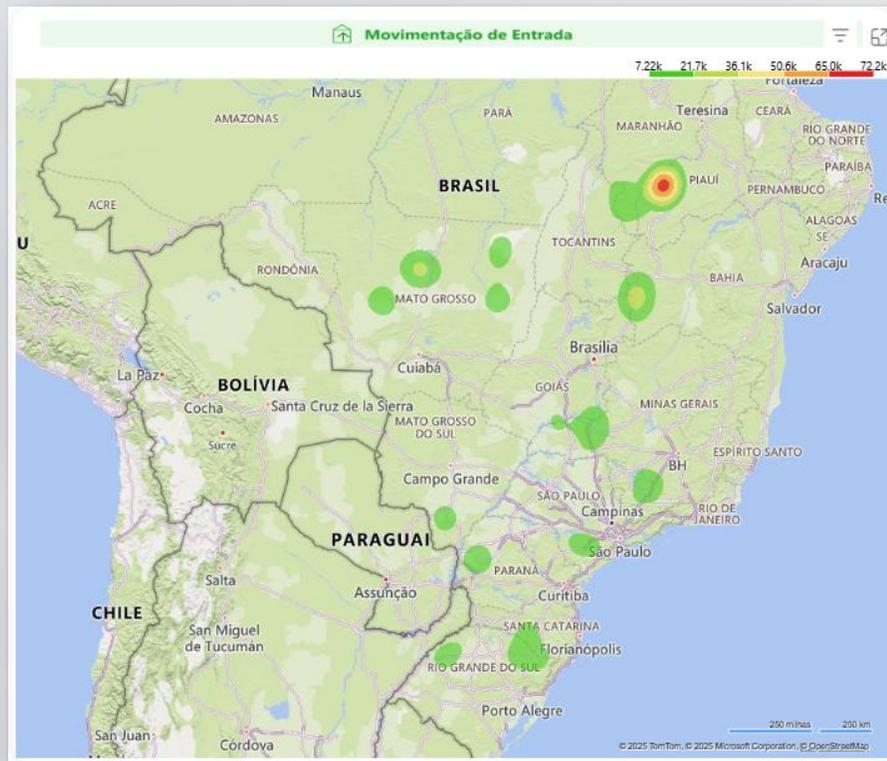
Business channel
Currency hedging
Credit risk management



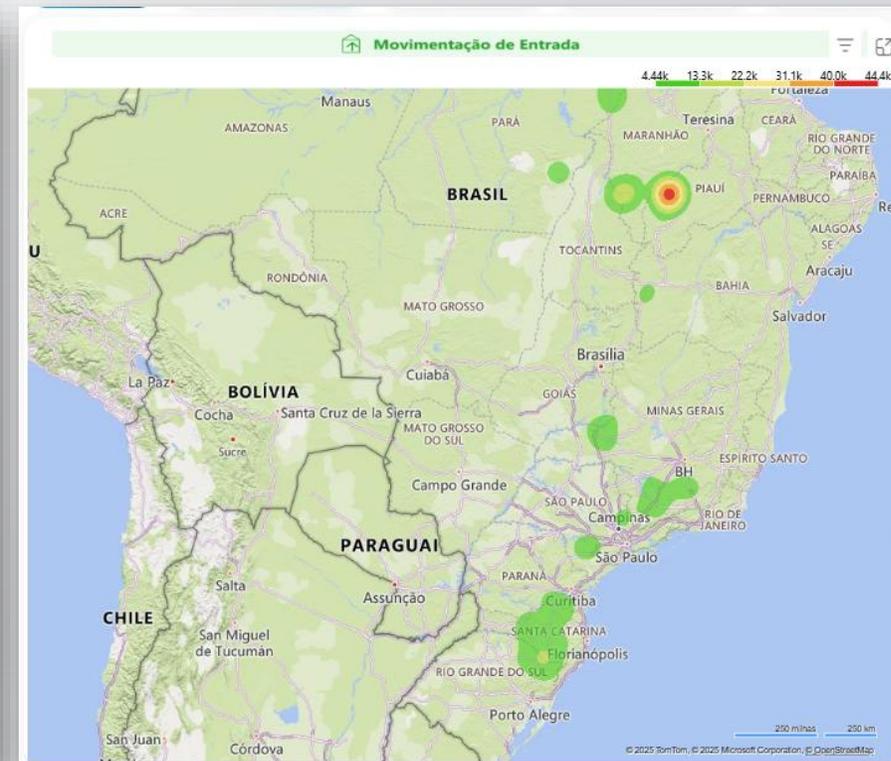
PRO CER – CORN RECEIVING COMPARISON – 2024 VS. 2025



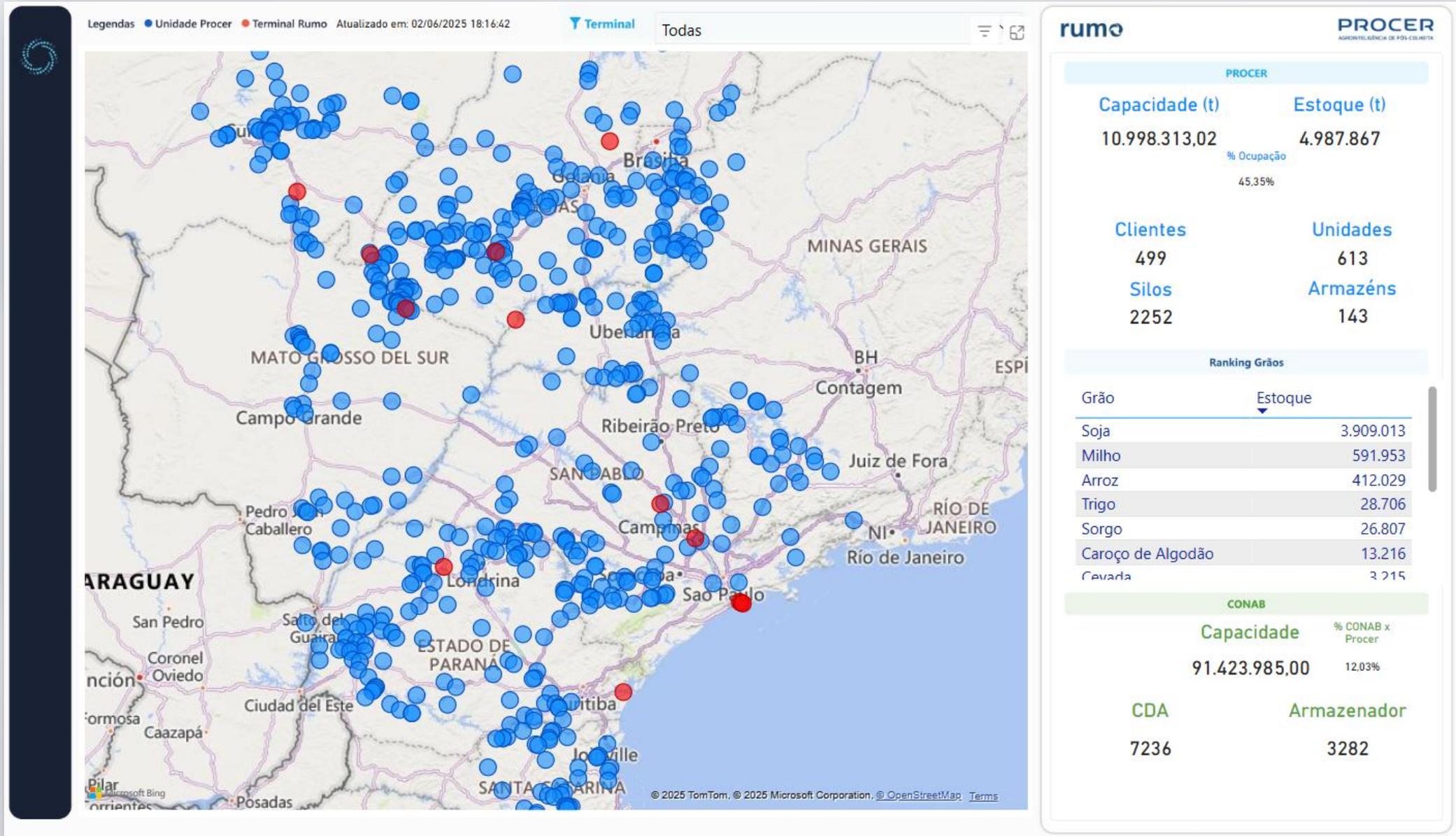
Corn Receiving (2024)



Corn Receiving (2025)



PRO CER CONNECTED UNITS – SAMPLE OF CLIENT RUMO



DISCLAIMER

This presentation contains forward-looking statements relating to business prospects, operational and financial results estimates and growth prospects of Kepler Weber (“Company”). They are mere estimates and forecasts and, as such, are based exclusively on Company management expectations. Such forward-looking statements substantially depend on external factors, in addition to the risks included in the disclosure documents filed by Kepler Weber, being therefore subject to changes without prior notice.

The verbs “anticipate,” “believe,” “estimate,” “forecast,” “plan,” “foreseen,” “aim,” and other similar verbs are intended to identify such forward-looking statements, which involve risks and uncertainties and may generate results that eventually are materially different from those forecast in this presentation. Additionally, they are no guarantee of the Company’s future performance. The factors that may adversely affect corporate performance include, but are not limited, to: (i) approvals and licenses required to homologate projects; (ii) market conditions, most notably agribusiness; (c) performance of Brazilian economy as well as the economy of international markets where the Company operates, including interest and exchange rates; (d) competitive environment; and (e) risks disclosed in the Company’s files at the CVM–Brazilian Securities Commission.

All forward-looking statements in this presentation are based on information and data available as of the date when they were issued and Kepler Weber does not undertake to update them upon the emergence of new information or future events.

Non-GAAP measures

The Company discloses some financial non-GAAP measures, which are not recognized under the IFRS, including “net debt,” “total liquidity” and “EBITDA.” Kepler Weber management believes that disclosure of non-GAAP measures provides useful information for investors, financial analysts and the general public for analysis of operational performance and comparison of such performance with that of other companies. However, such non-GAAP measures have no standard meaning and may not be directly comparable with measures of similar name adopted by other companies. Investors in general are recommended to not rely on information not recognized under the IFRS as a substitute for IFRS measures for profit or cashflow when making an investment decision.

100 years
1864 to 2024

KEPLERWEBER®

