

KEPLERWEBER®

INSTITUTIONAL PRESENTATION

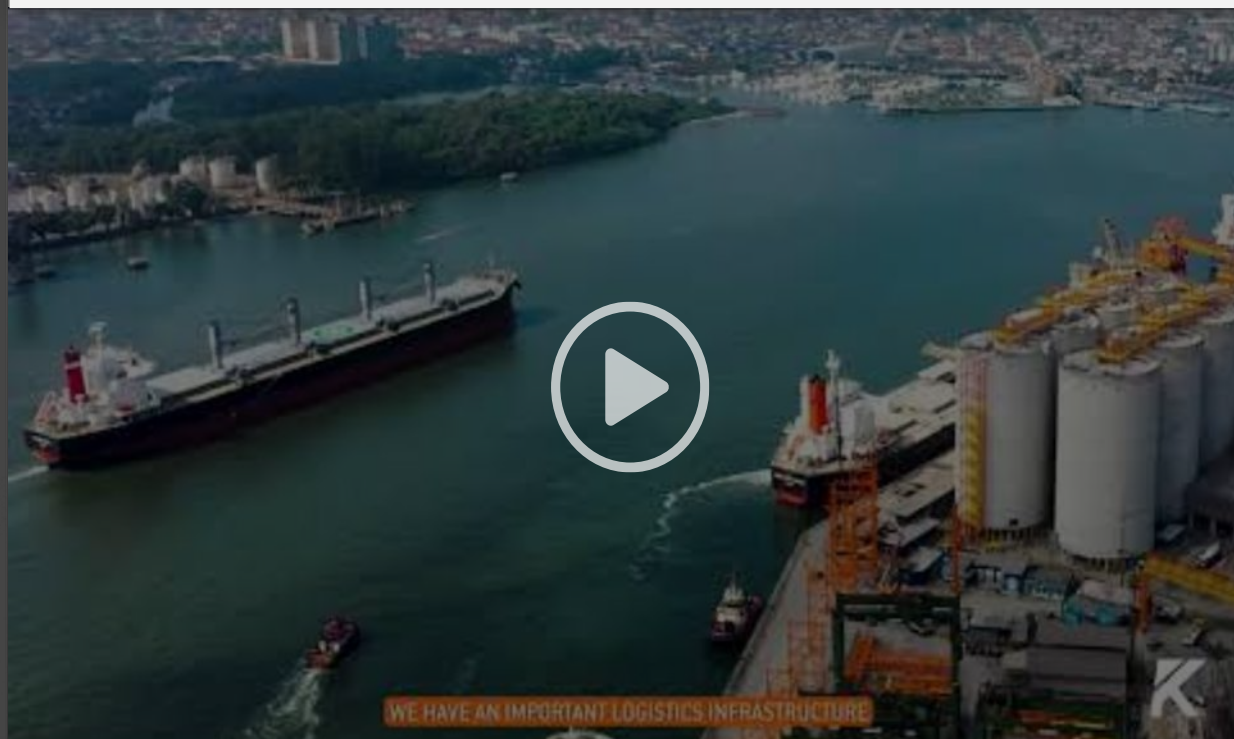
June 2025

KEPLERWEBER®

KEPLER WEBER OVERVIEW



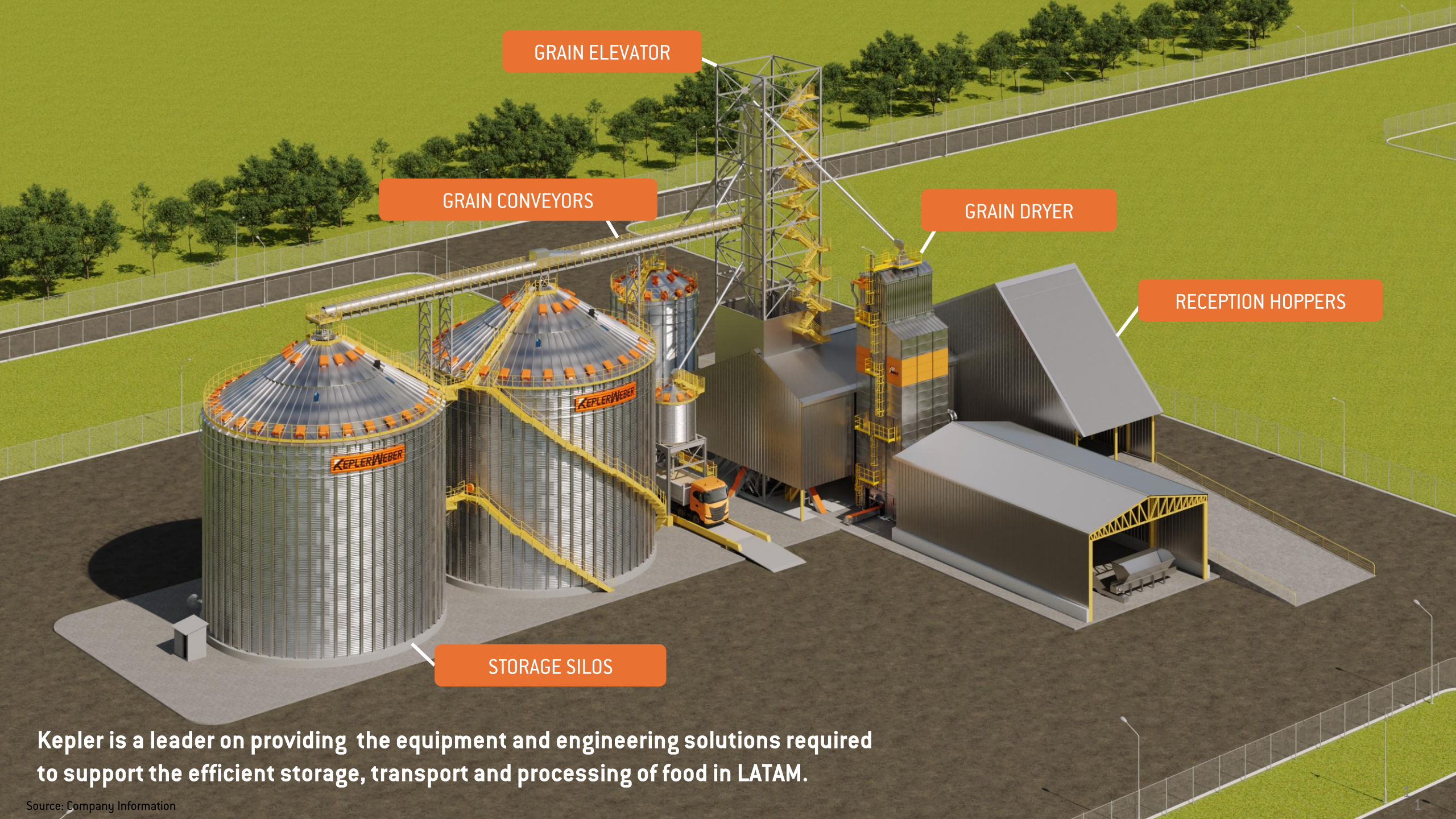
<https://www.youtube.com/watch?v=KrxfWh-TyyA&t=1s>



WE HAVE AN IMPORTANT LOGISTICS INFRASTRUCTURE

KEPLERWEBER





GRAIN ELEVATOR

GRAIN CONVEYORS

GRAIN DRYER

RECEPTION HOPPERS

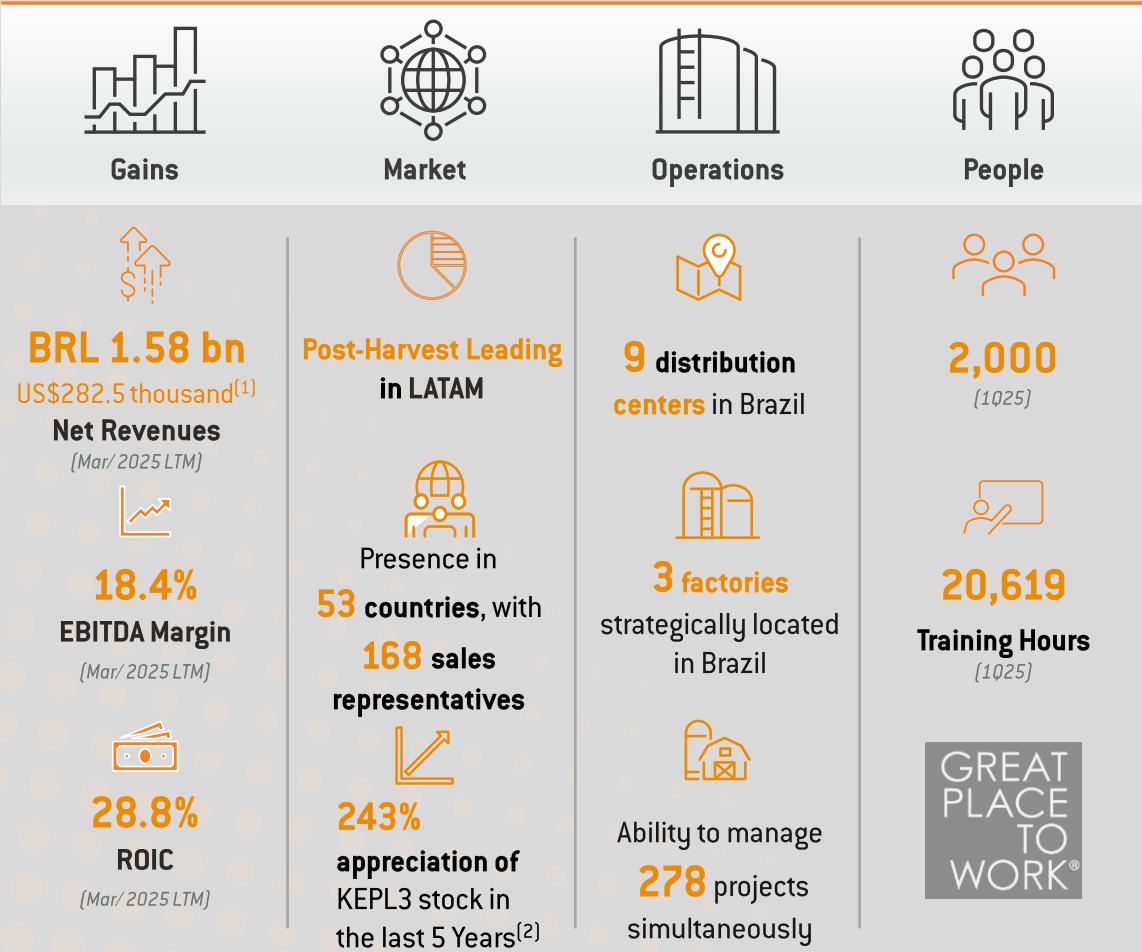
STORAGE SILOS

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

OVERVIEW OF KEPLER WEBER

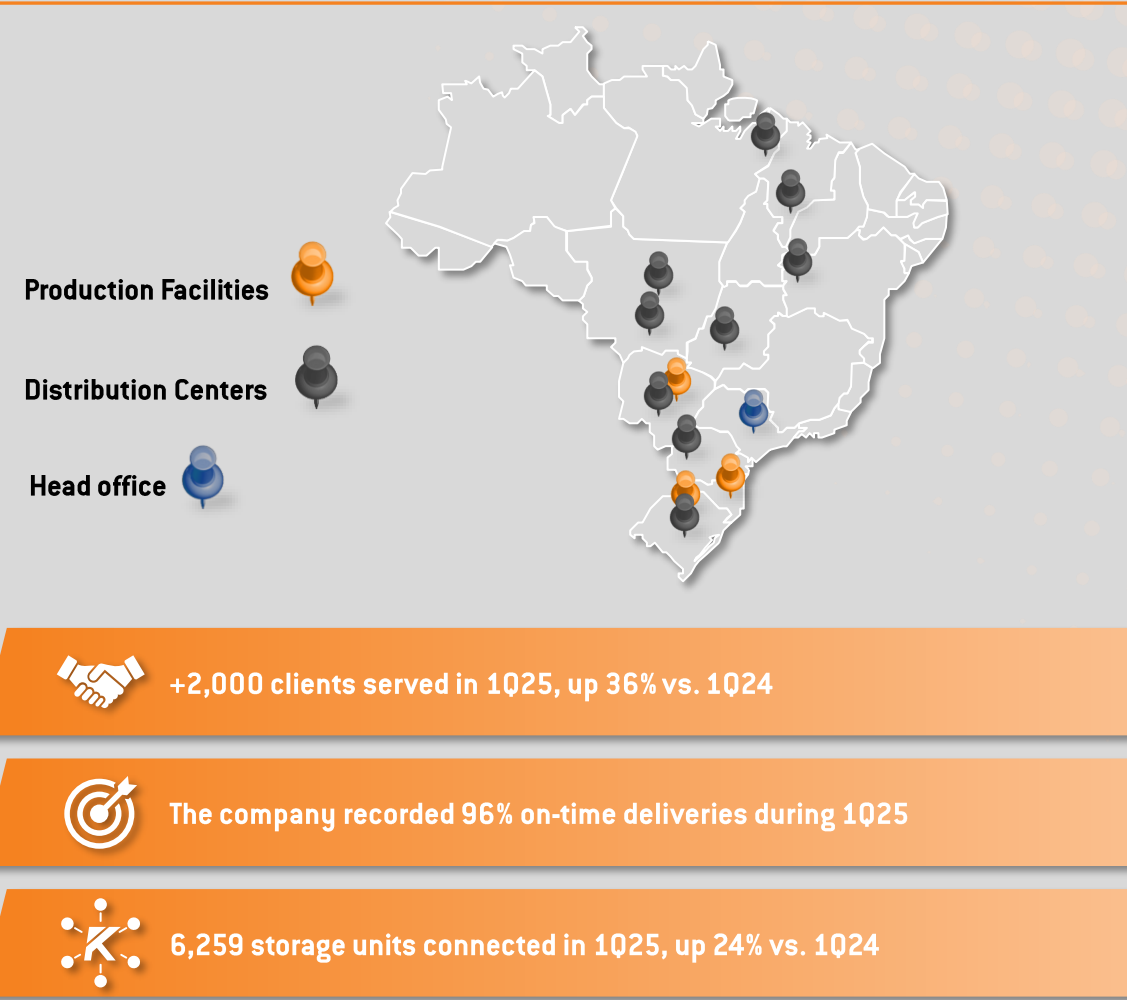
Kepler is a leading supplier of Storage Equipment and Post-Harvest Solutions for Grains, with presence throughout Brazil.

Financial and Operational Highlights



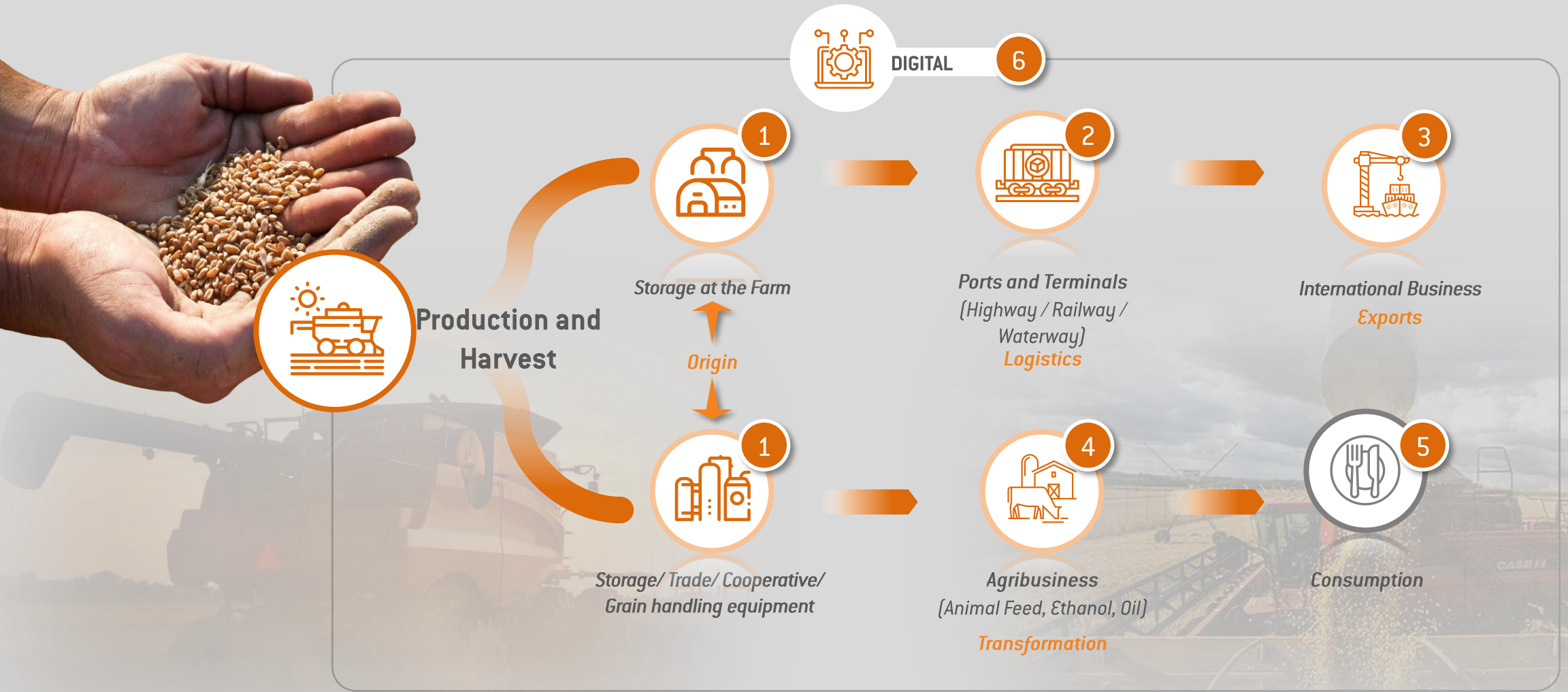
[(1) Considers the average USD/BRL exchange rate of 5.61 as of Mar/2025 LTM. Revenue CAGR (2019-2024) in USD: 12.38%.
[(2) Adjusted for dividends; base date 3/31/2025
Sources: KW Market Intelligence, Abimaq

Present at Strategic Locations:



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, ensuring efficiency, reliability and creation of value for its customers



OUR FACTORIES

Panambi, RS
(55 thousand sqm)

Silos



Conveyors



Elevators



Cleaning Machines



Bulk products



End-to-End

From equipment to
technology, we cover the
full grain storage and
handling chain.

Campo Grande, MS
(33 Thousand sqm)

Dryers



Safety items



Pipes



Procer, SC
(1.5 Thousand sqm)

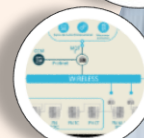
Data Management



Management of Dryers



Storage Control



KEPLERWEBER®

KEY DRIVERS OF KEPLER WEBER GROWTH

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

THE ROLE OF BRAZIL’S AGRICULTURAL LEADERSHIP IN GLOBAL MARKETS

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









The role of Brazil’s leadership in food production and export

Commodity	Soybean 	Corn 	Ethanol (Sugarcane) 	Coffee 	Sugar 	Rice 	Beef 	Poultry 	Pork 	Orange Juice 	Cotton 
Production											
Exports											
% of Global Exports	58%	21%	8%	32%	55%	3%	28%	36%	12%	73%	31%
Kepler's Presence										-	

Agricultural Calendar












before 2000

Corn or Soybeans (150 days' cycles)

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

Agricultural Calendar as from 2020

Soybeans (100-120 days' cycles; may be as low as 90 days)

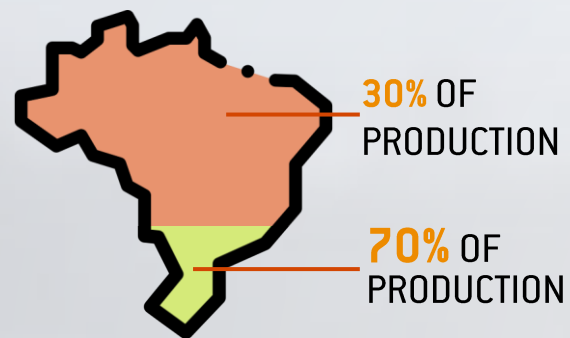
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1 st Crop (Soybeans)												
2 nd Crop (Corn)												

A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

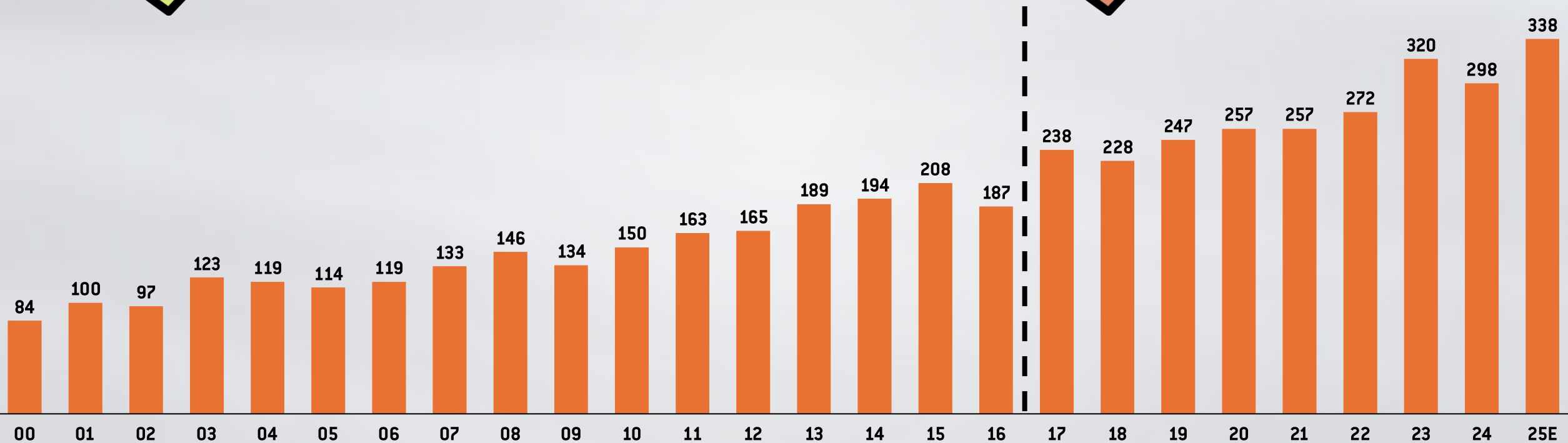
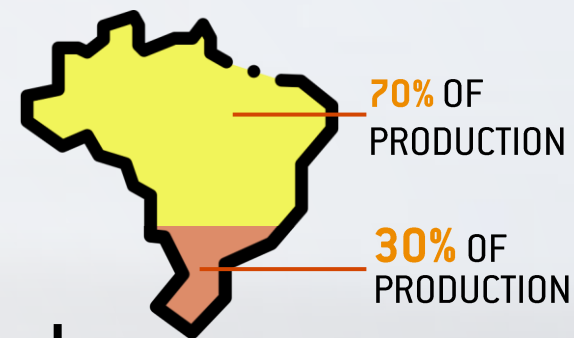


AGRIBUSINESS GROWTH AND 5.8% CAGR (2000-2025)

PHASE 02



PHASE 03

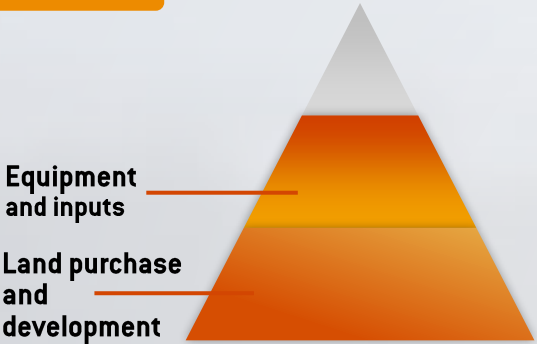


GRAIN HARVEST IN BRAZIL

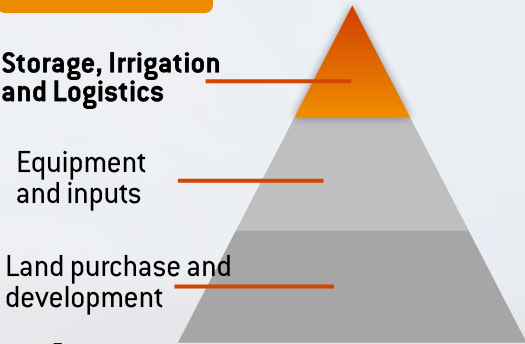
Amounts in Millions of Tons
Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 5.8% CAGR (2000-2025)

PHASE 02



PHASE 03



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 the storage deficit:



Infrastructure collapse



Freight Inflation

2016-2024

- The average storage deficit increased to 25%
- The average annual increase in static capacity remained at 5 million tons

CAGR for the Period:

Static Capacity

2.53%

Grain Production

6.01%

2025-2033 - Projection

- The projected average storage deficit is 38%
- The forecasted average annual increase in static capacity is 16 million tons

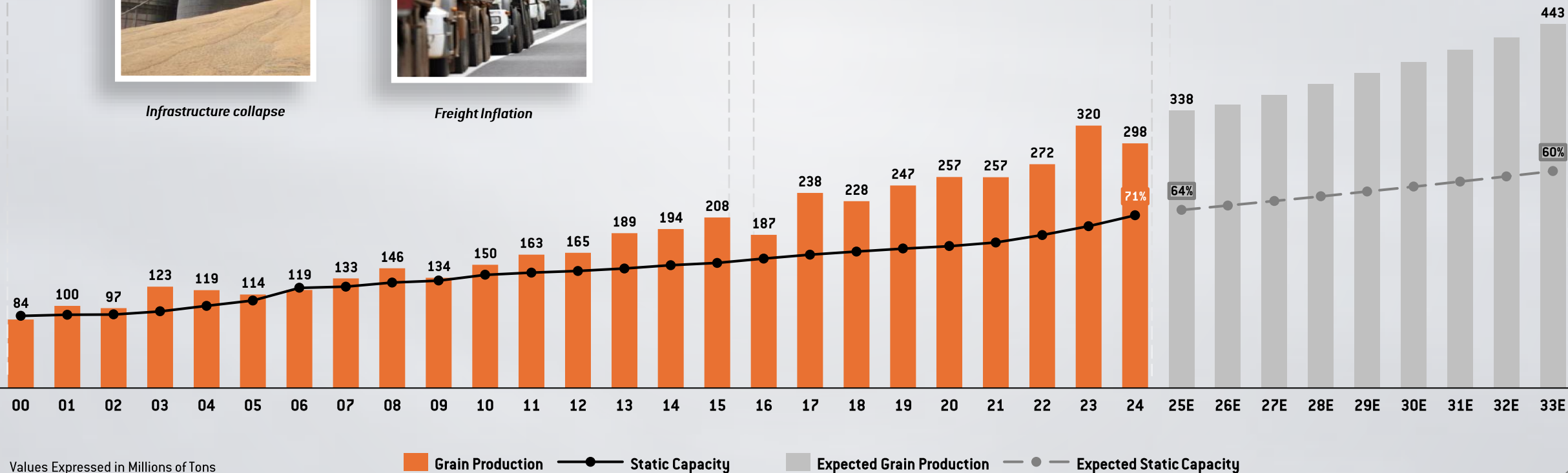
CAGR for the Period:

Static Capacity

2.50%

Grain Production

3.44%

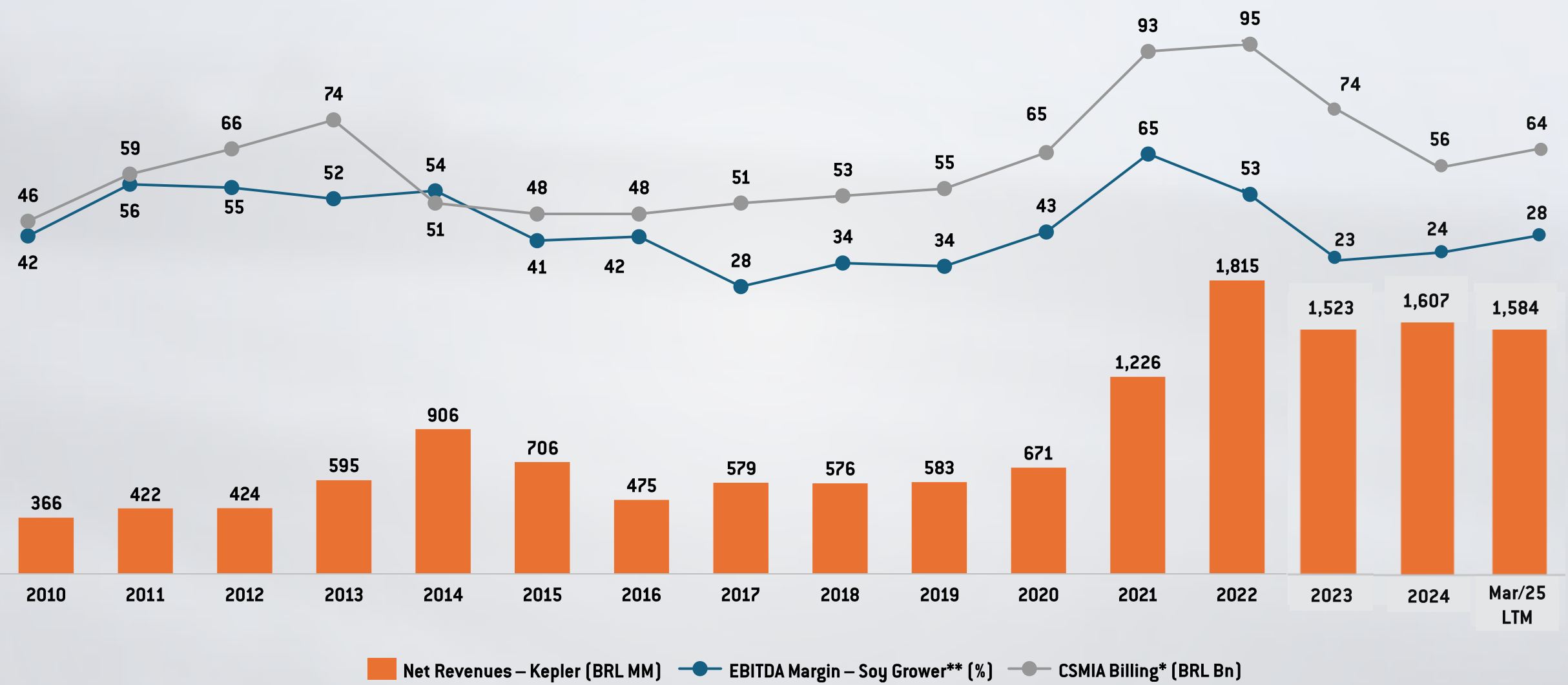


STORAGE DEFICIT SENSITIVITY TO DIFFERENT STATIC CAPACITY GROWTH RATES

Scenario Analysis: Even with CAGR growing 1 percentage point above 3.44%, it would take 46 years to eliminate Brazil's storage deficit.

		CAGR Static Capacity							
Years: 2025-2090		2.5%	3.2%	3.8%	4.4%	5.0%	5.6%	6.2%	6.8%
	25	36%	36%	36%	35%	35%	34%	34%	34%
	30	39%	36%	35%	33%	31%	29%	27%	25%
	35	41%	37%	33%	29%	25%	21%	16%	11%
	40	44%	38%	32%	26%	19%	12%	4%	-4%
	45	47%	38%	31%	22%	13%	2%	-9%	-23%
	50	49%	39%	29%	18%	6%	-9%	-25%	-44%
	55	51%	39%	28%	14%	-2%	-21%	-43%	-69%
	60	53%	40%	27%	10%	-10%	-34%	-63%	-99%
	65	55%	41%	25%	6%	-19%	-49%	-87%	-134%
	70	57%	41%	24%	1%	-28%	-65%	-113%	-175%
	71	58%	41%	23%	0%	-30%	-69%	-119%	-184%
	80	61%	42%	21%	-9%	-49%	-104%	-179%	-280%
	85	63%	43%	19%	-14%	-61%	-127%	-219%	-347%
	87	64%	43%	18%	-17%	-66%	-137%	-236%	-377%
90	65%	43%	18%	-20%	-74%	-152%	-264%	-425%	

CORRELATION BETWEEN MARKET CYCLES AND KEPLER RESULTS



*CSMIA: Sector Chamber of Agricultural Machinery and Implements;
**The EBITDA margin of 28% is the expected margin for 2025.
Source: Cogo Inteligência em Agronegócio; ABIMAQ

SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST DEMAND

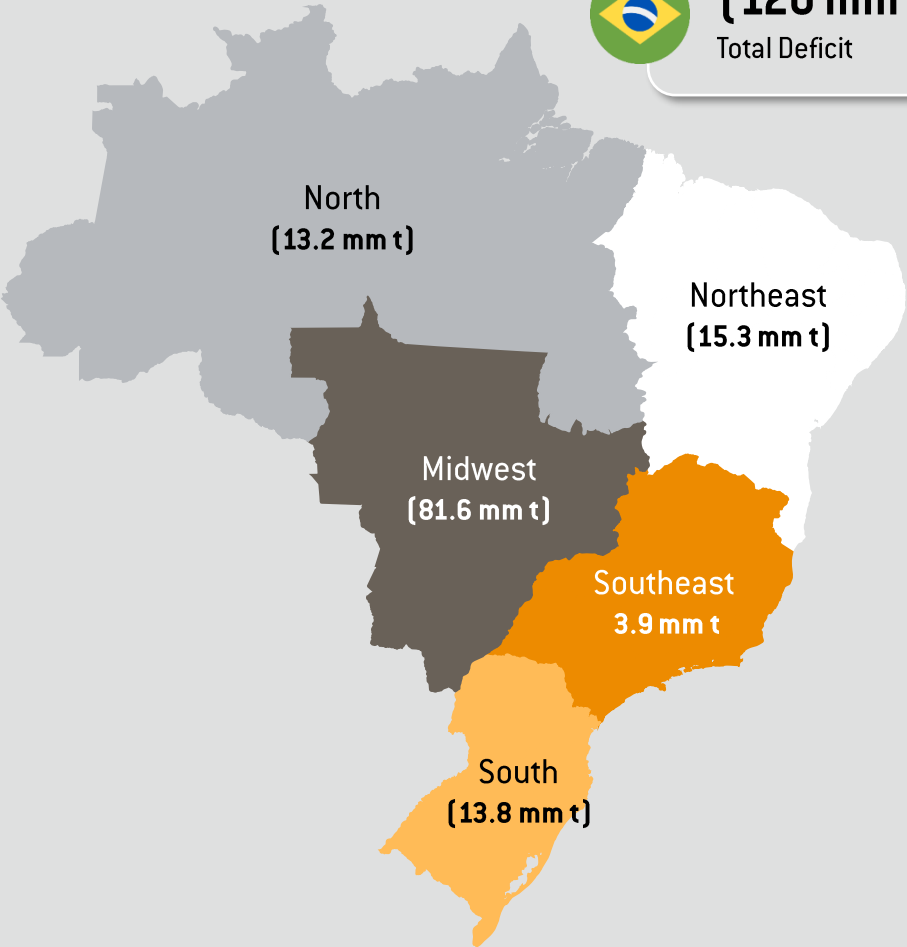
Storage Deficit by Region in Brazil

[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

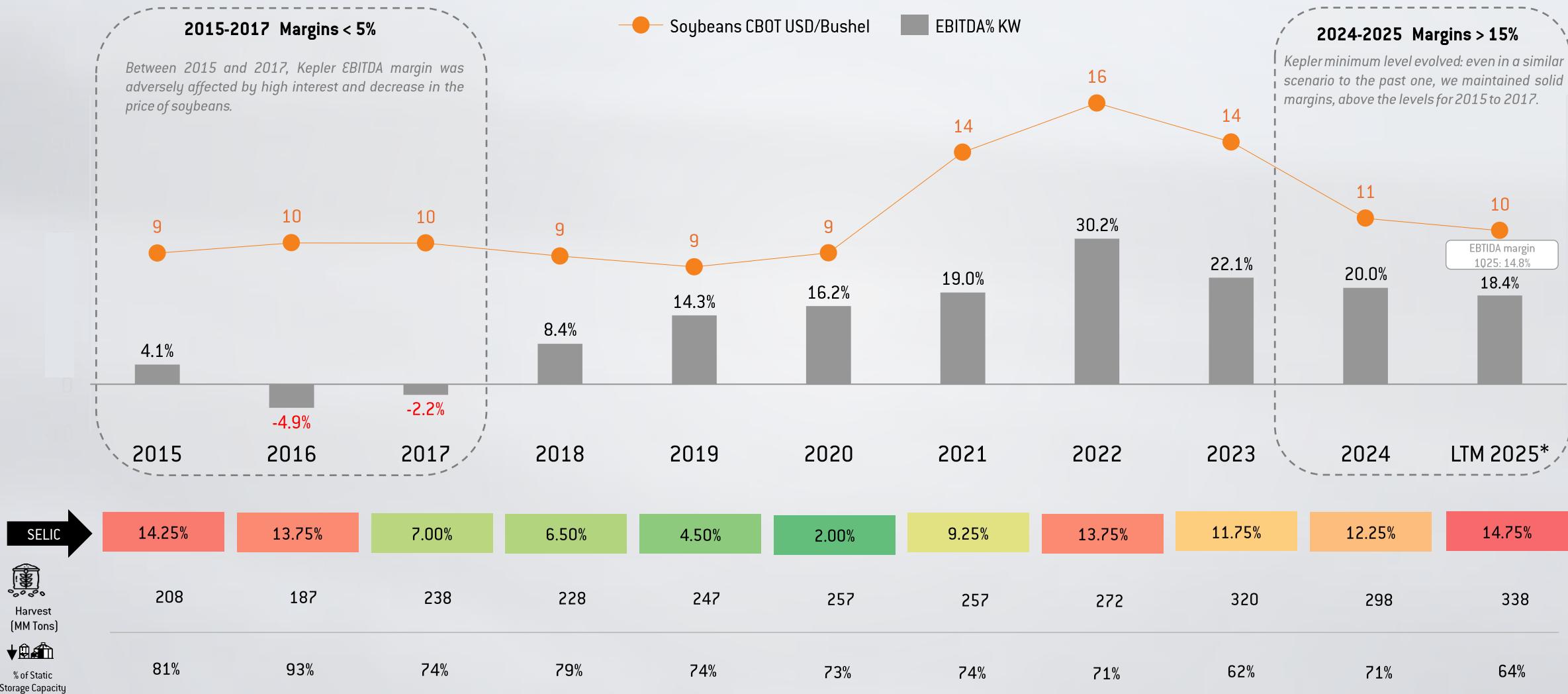
17%

Virtuous Cycle of Agricultural Chain



NEW PROFITABILITY LEVEL FOR KEPLER

Storage demand, strategy and management raise current margins to levels completely different from those seen in the 2015-2017 triennium

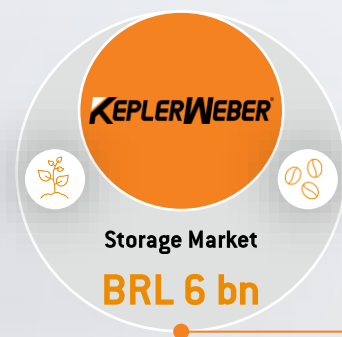


Note: Brazil's capacity to store covers 64% of its total grain production, while the U.S., for example, reaches 108%
[*] As of 3/31/2025; Source: Central Bank of Brazil (Selic), Reference Date: 05/07/2025; Cogo Inteligência (Soybeans CBOT)

KEPLERWEBER®

KW2030 STRATEGY

KW 2030 STRATEGIES



Strategy 1

Strengthen leadership



**Market
Intelligence
and Coverage**

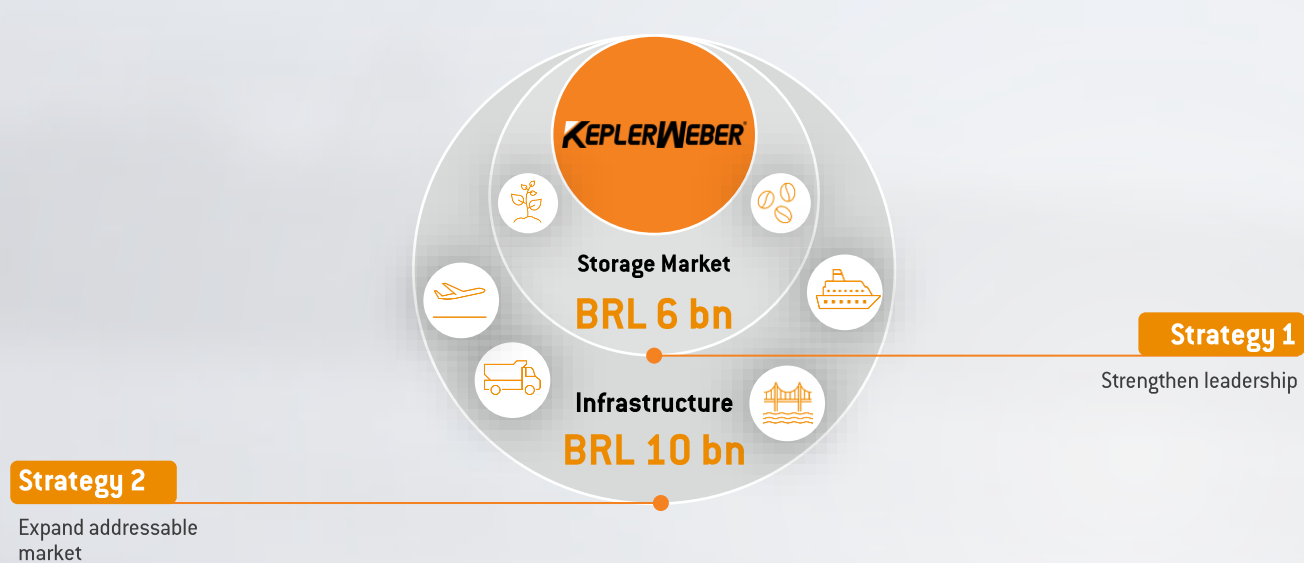


**Research &
Development**



**Excellence in
Service**

KW 2030 STRATEGIES



New markets

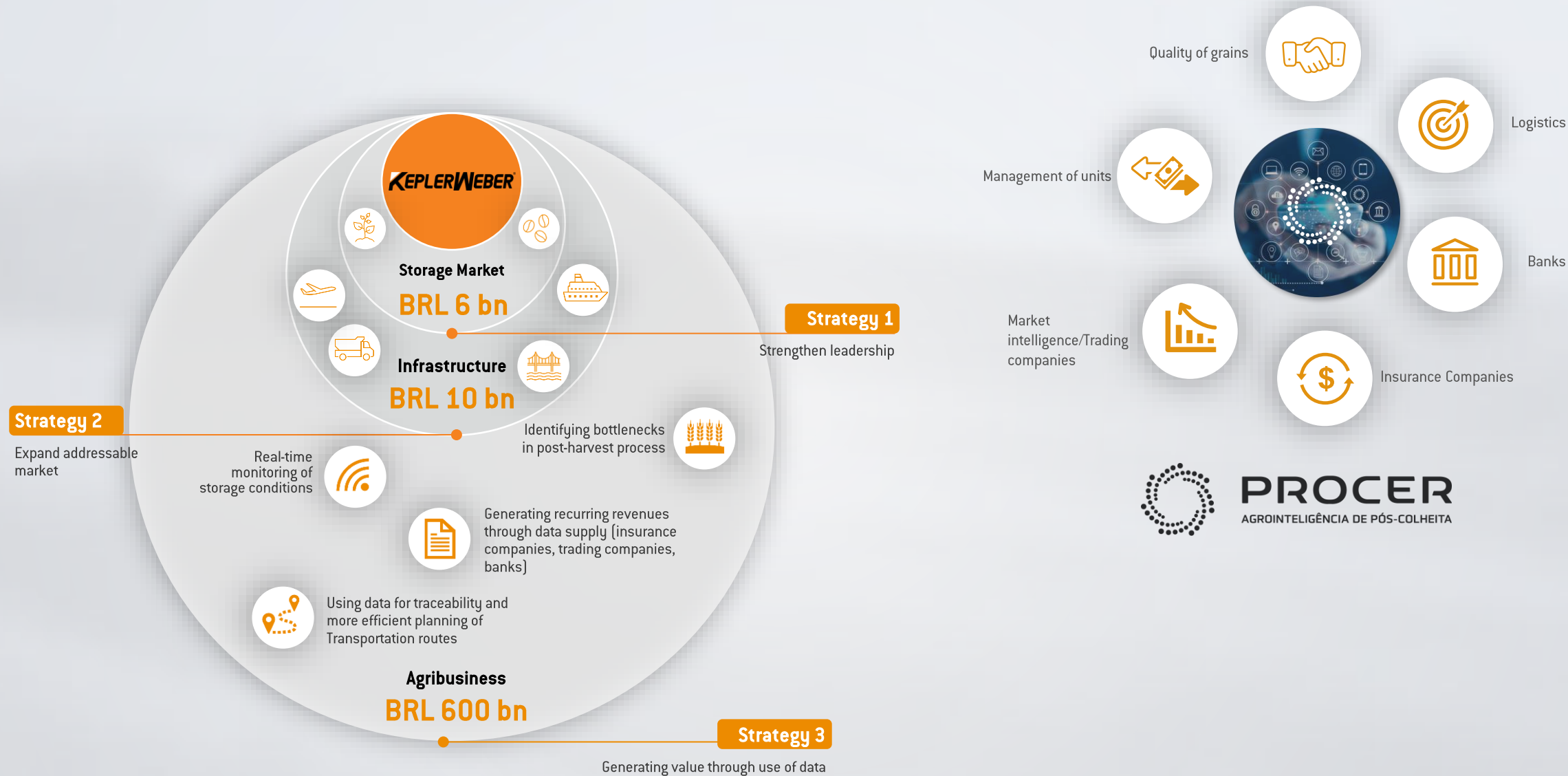


New business models



Modernization of units

KW 2030 STRATEGY



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:

- Expectation of record harvest in 2025 (338 million tons)
- We ratify our order book in line with last year.



Agribusiness Industrialization

Agribusiness industrialization increases demand for complete solution, strengthening Kepler as a partner in modernization of the field.

Highlights:

- 3 significant agreements in the biofuels segment, **one of which is the largest signed in the past 5 years by KW across all segments**

Strategy*



Business Diversification

Increase in International Business (+5.6%) and Replacement & Services (+28.6%) reinforces our diversification strategy

Highlights:

- Resumption of operation in Argentina, which regained relevance in the revenue mix in 2025



Data Monetization

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

Highlight:

- The agreement with XP, signed in April/25, strengthens this front focused on hedging and recurring revenue generation via Procer

Efficient Management



Control of Expenses

In the past years, efficient management of costs and expenses has ensured preservation of margins and the Company's resilience in challenging scenarios.

Highlights:

- Decrease in G&A: 7% reduction in 1Q25 against the previous year reinforces efficient control of company expenses



Customer Relationship

Kepler maintains a close relationship with its customers, who show high level of satisfaction with the quality of services provided.

Highlights:

- NPS up by 100%, from 36 in 2018 to 72 in 2024
- In 2024, Market Share recorded 1.1 p.p. gain against 2023

[*] With 100 years of history, Kepler has gone through several cycles and today supports a strategy that guarantees resilience even in challenging contexts..

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FINANCIAL INDICATORS

KEPLER WEBER BUSINESS CYCLE

Macroeconomic elements, such as harvest size, commodities prices and interest, define agribusiness cyclicity

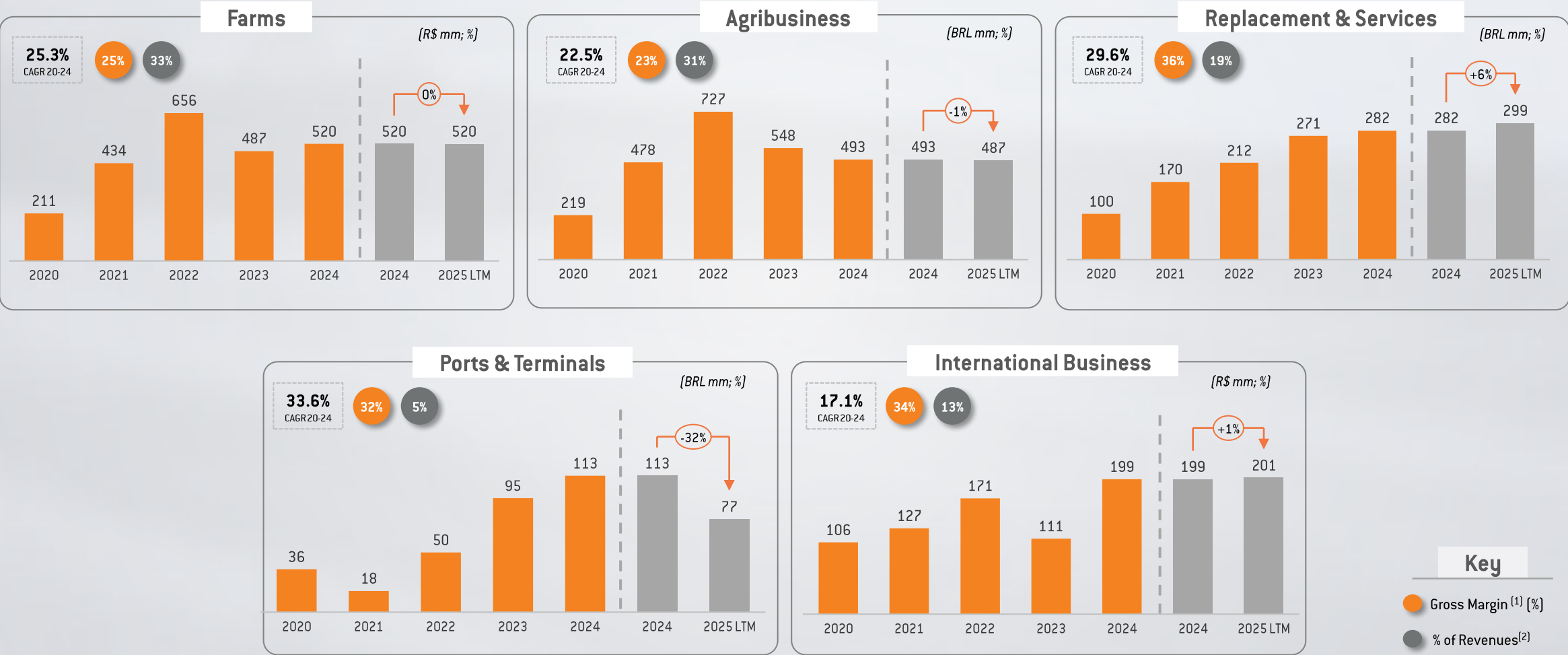
 Harvest	 Negotiation Period	\$ Net Revenues*
2023 – 320 MM Tons <ul style="list-style-type: none"> Soybeans: USD 28.70 Corn: USD 10.53 Interest 1Q23 (BRL): 13.75% 	April/23 - Oct/23	3Q23, 4Q23, 1Q24 and 2Q24
2024 – 298 MM Tons <ul style="list-style-type: none"> Soybeans: USD 24.06 Corn: USD 9.86 Interest 1Q24 (BRL): 10.75% 	April/24 - Oct/24	3Q24, 4Q24, 1Q25 and 2Q25
2025 – 338 MM Tons <ul style="list-style-type: none"> Soybeans: USD 21.83 Corn: USD 12.49 Interest 1Q25 (BRL): 14.25% 	April/25 - Oct/25	3Q25, 4Q25, 1Q26 and 2Q26

[*] There is a gap (3 to 9 months) between formalization of commercial negotiations and recognition of Net Revenues, which occurs as products are actually delivered.

Source: Central Bank of Brazil (interest), Reference date: 03/31/2025; Cogo Inteligência (amounts for harvest and corn expressed in 60-kg bags), Reference date: 04/30/2025

KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN VARIOUS MARKETS

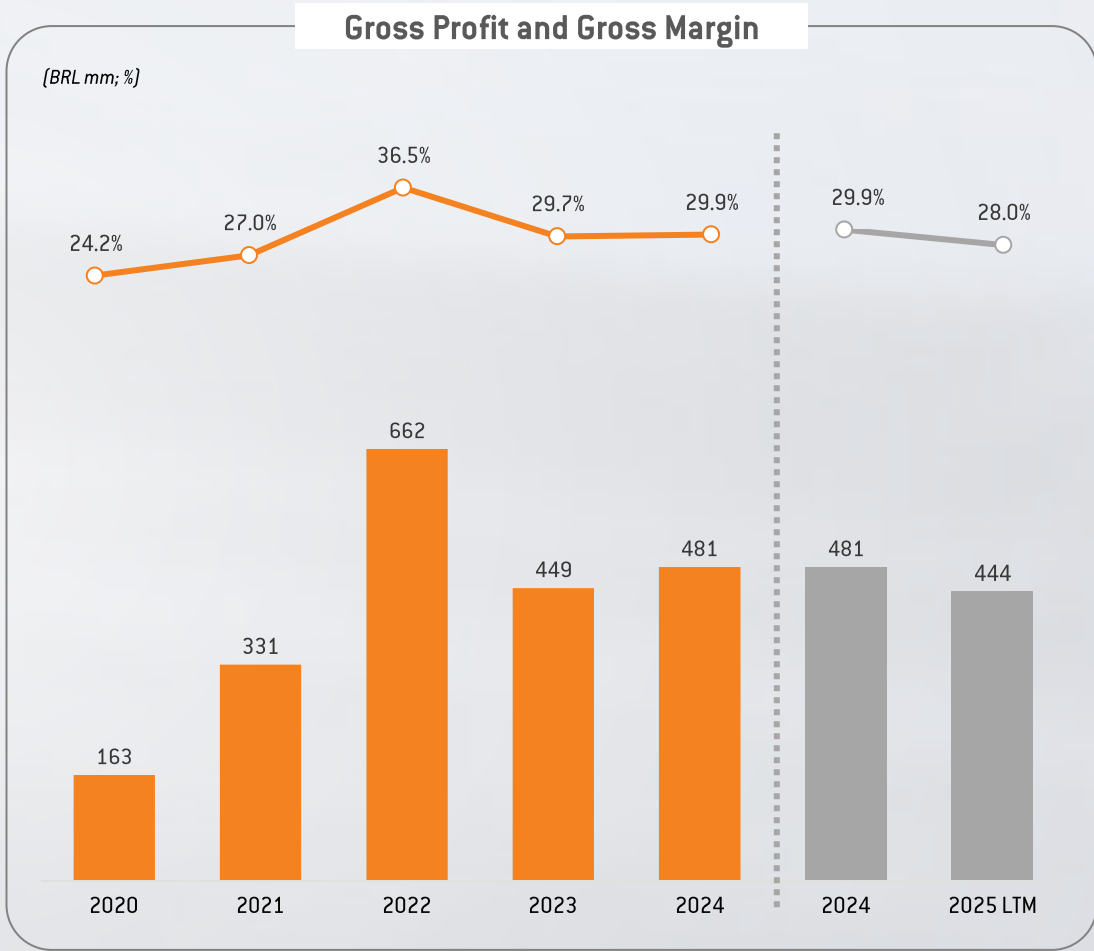
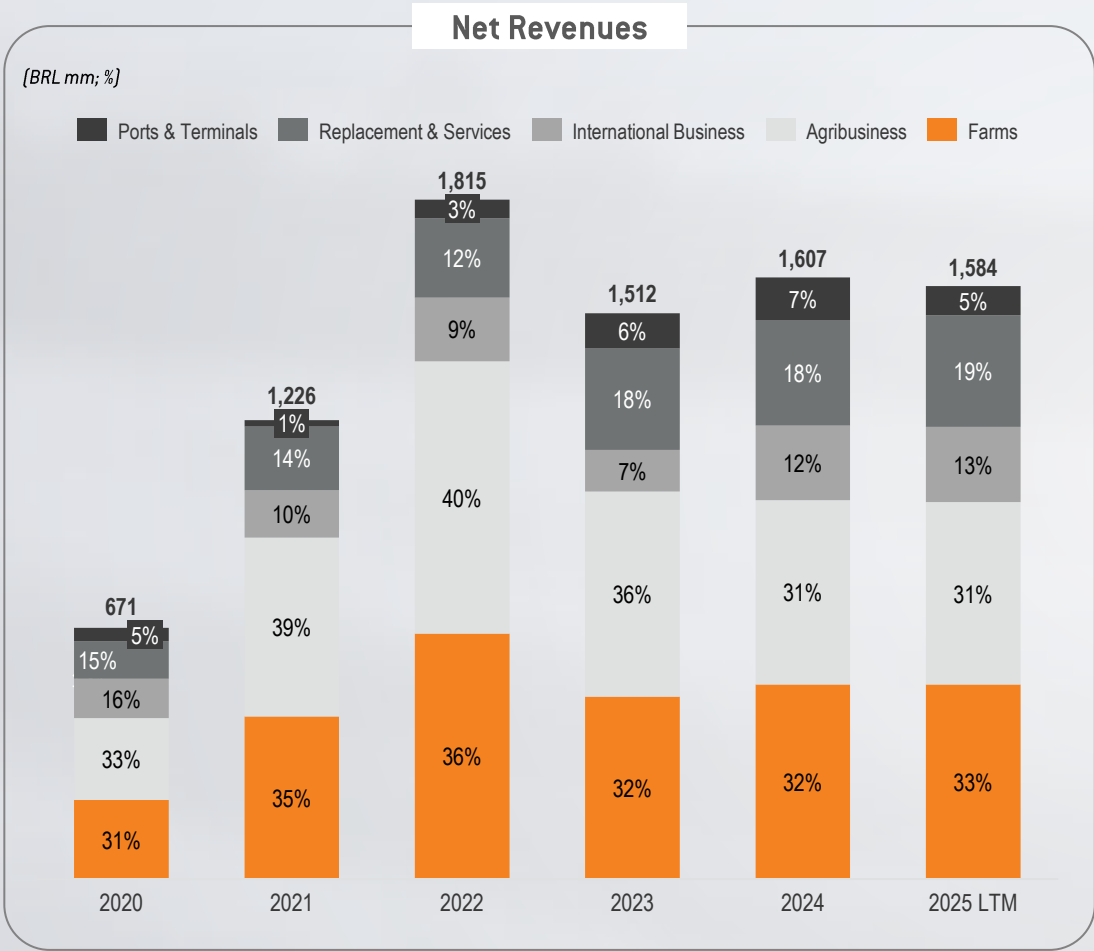
Kepler's activities in diverse segments enables growth in different cycles, ensuring consistent profitability and balanced contribution of revenues across business units



Notes: [1] Related to each business unit - LTM as of Mar/2025; [2] Related to each business unit - LTM as of Mar/2025
Source: Company Information

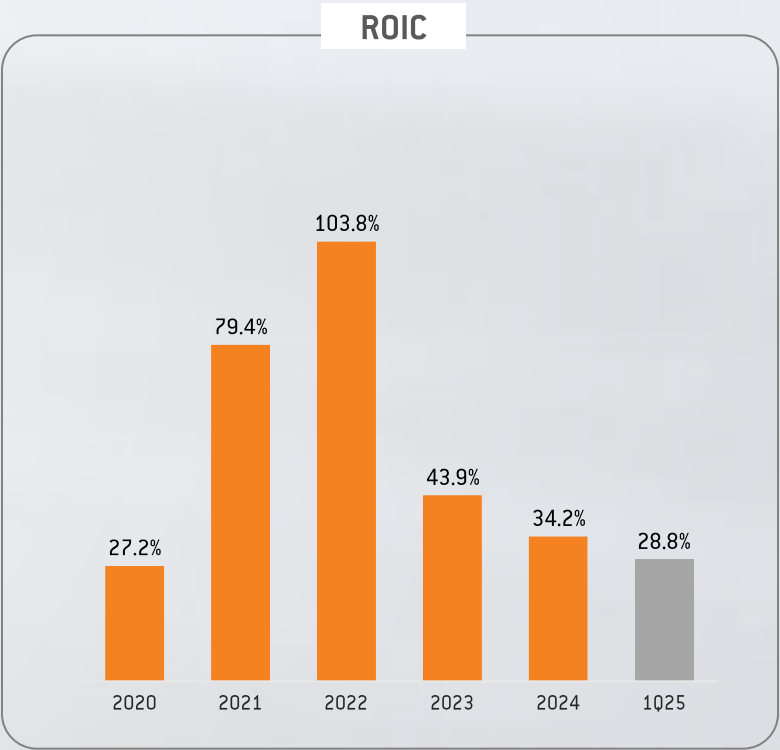
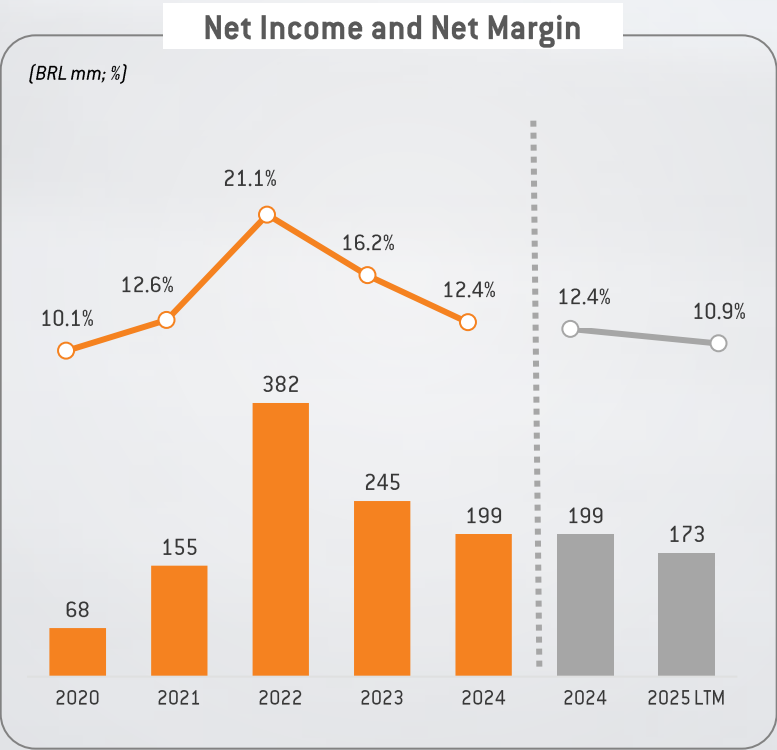
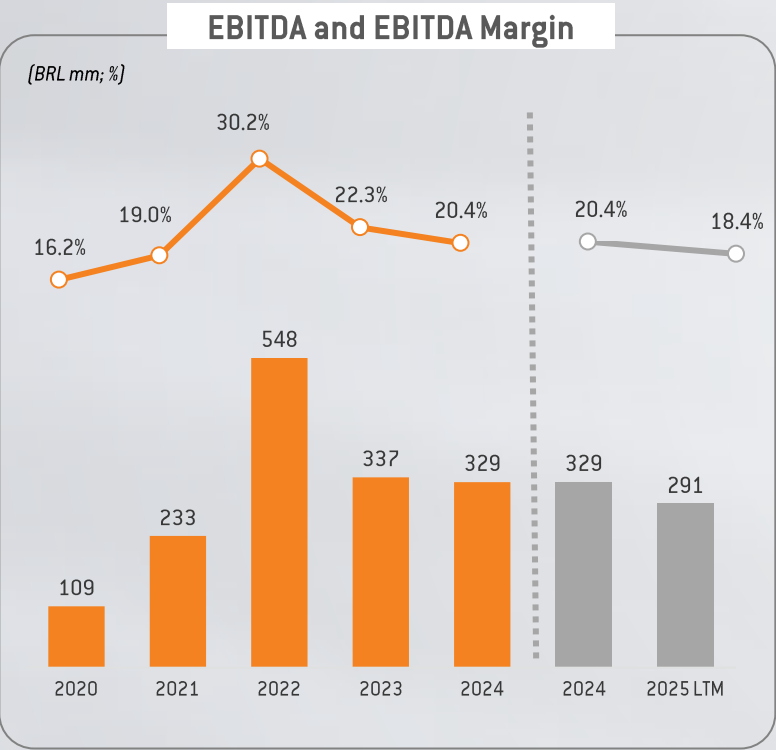
KEPLER'S CONSISTENT MARGINS AND EXPANDING FLOWS OF REVENUES

Increased diversification of revenues, expanding multiple flows of revenues, keeping consistent profitability with stable margins

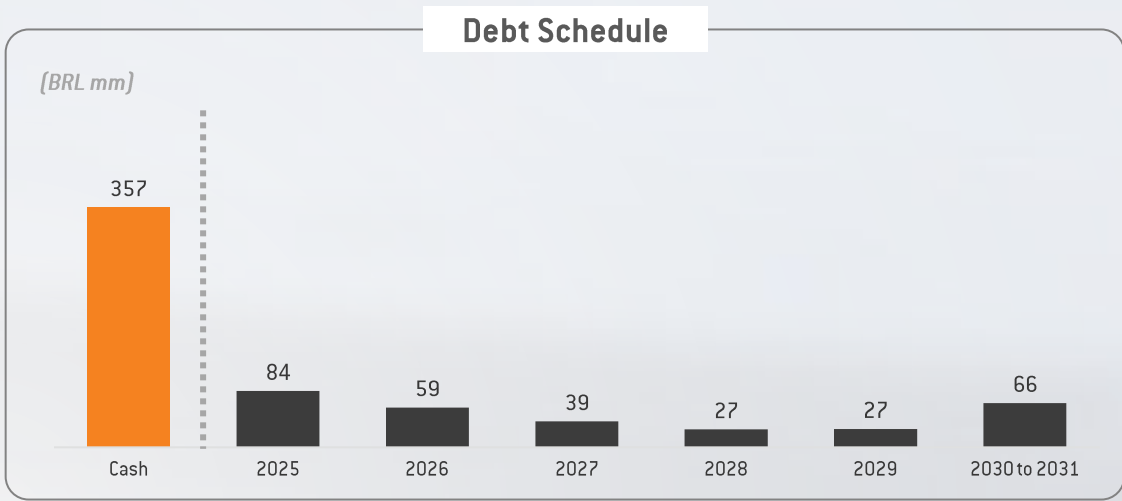
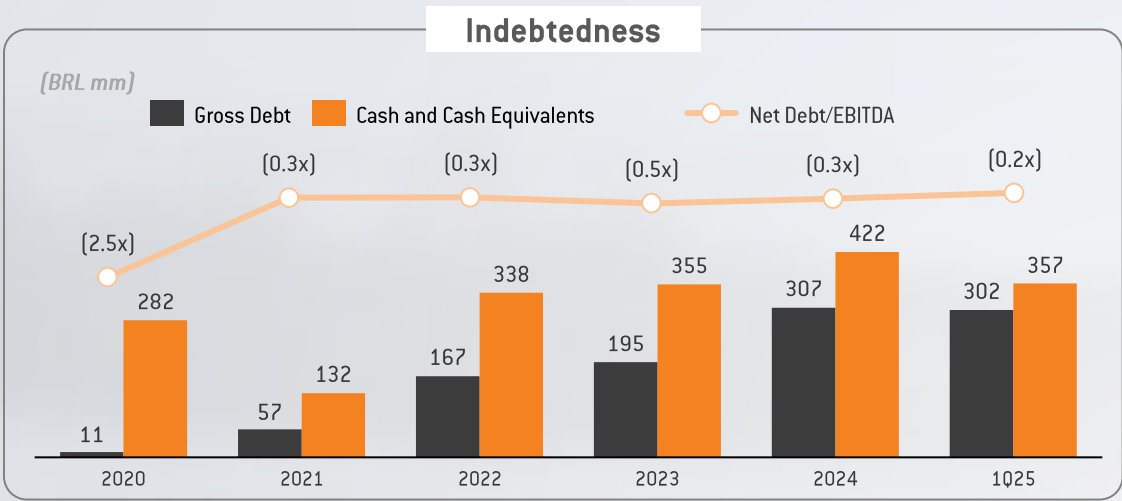


KEPLER'S CONSISTENT MARGINS, EXPANDING FLOWS OF REVENUES AND HIGH ROIC

Increased revenue diversification, expanding multiple flows, keeping consistent profitability, stable margins and resilient ROIC



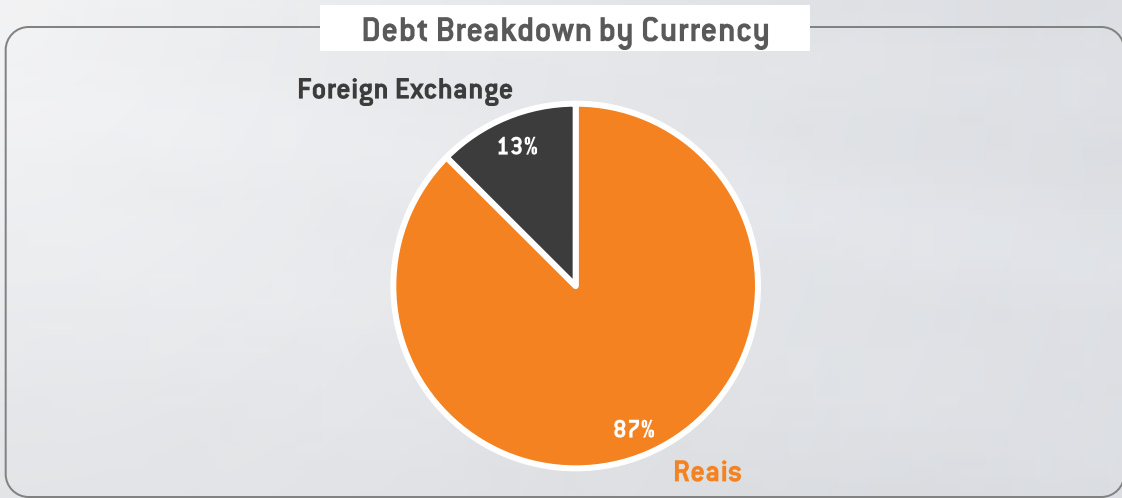
SOLID BALANCE SHEET AND ROBUST NET CASH POSITION



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



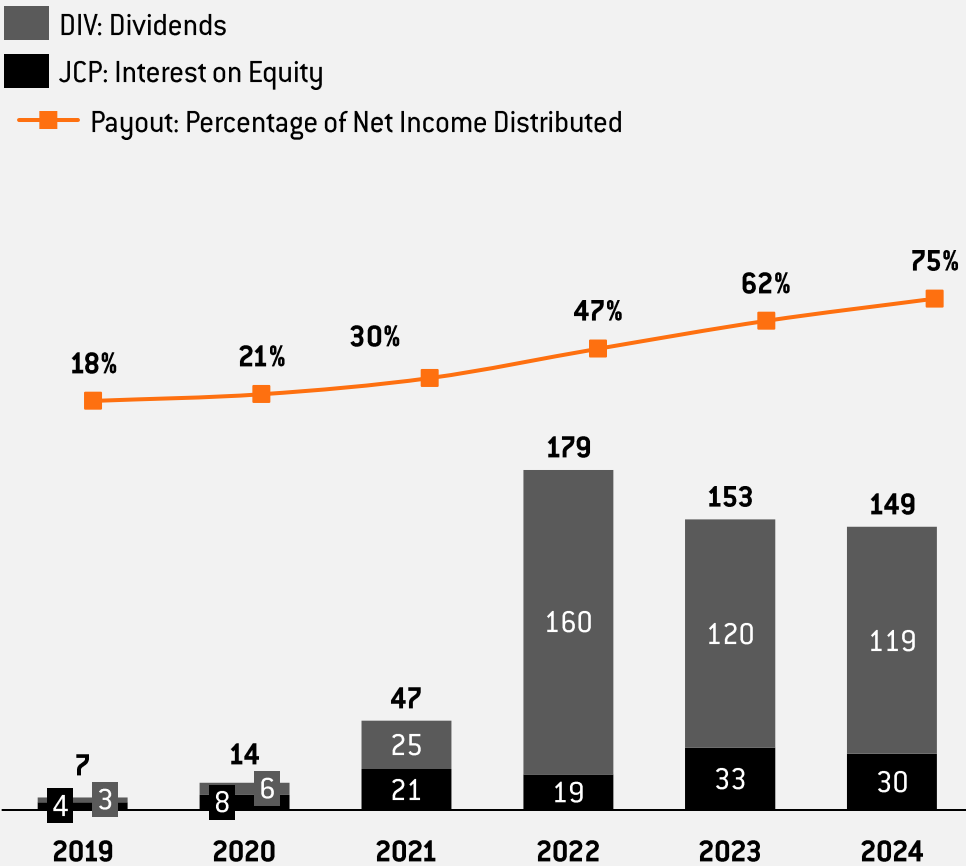
Current duration of debt is **2.6 years**



RETURN TO SHAREHOLDERS & PROSPECTS FOR 2025

Enhancing shareholder profitability with financial strength

History of Dividends (Cash Basis - R\$MM)



2025 Prospects



Dividends amounting to R\$70.0 million paid on April 16, equivalent to R\$0.404 per share. KW largest dividend paying company in the Agribusiness sector in 2025.



R\$54.6 million net cash and R\$356.8 million gross balance of cash and cash equivalents in 1Q25.



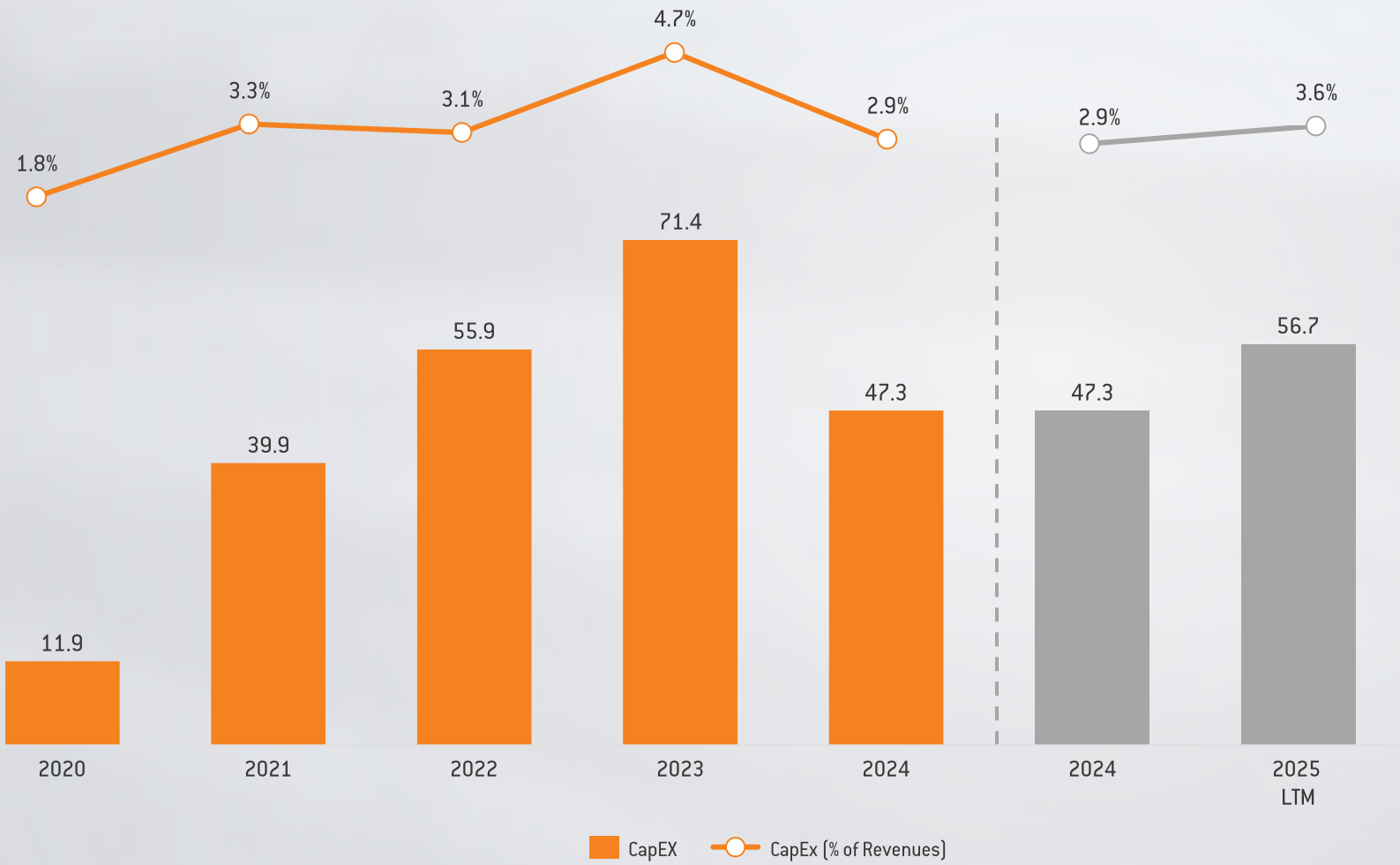
Focus on executing the KW2030 plan, driving efficiency via LEAN culture, market expansion and strategic use of data.



Expectation of a record harvest for 2025, forecasting positive demand for Agribusiness, Ports & Terminals and Replacement and Services.

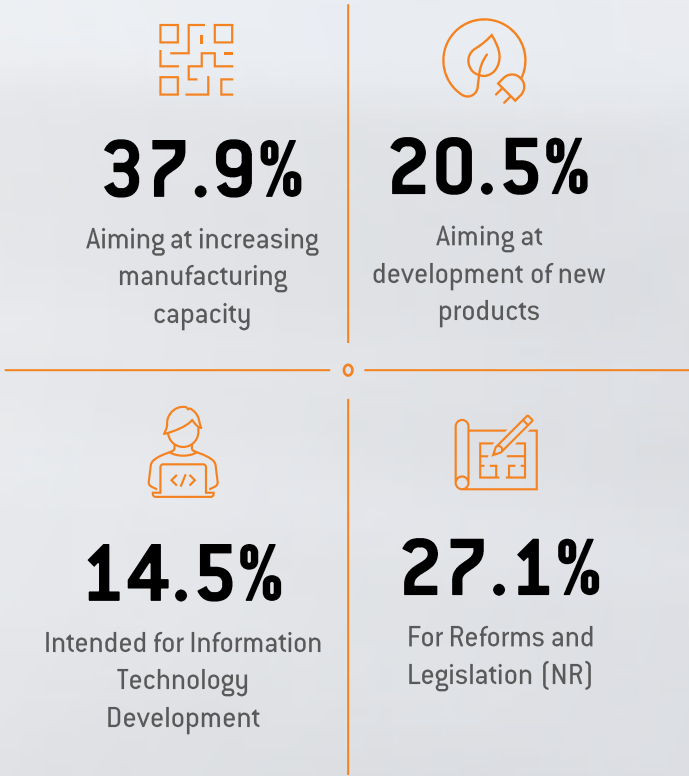
INVESTMENTS - CAPEX

Capex and Capex as a % of Net Revenues
(in millions of Reais)



CapEx Distribution in 2025

Distribution of BRL 56.7 million⁽¹⁾:



Source: Company Information
Note: [1] Distribution referring to Capex LTM for 1Q25

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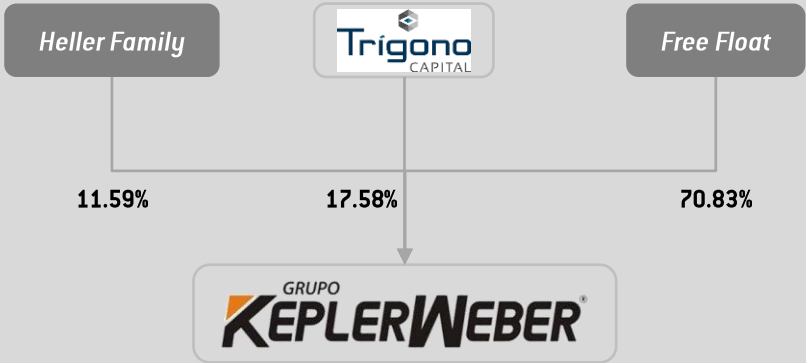
APPENDIX

BOARD AND SHAREHOLDING STRUCTURE

Board of Directors



Shareholding Structure ^[1]



Support Structure



Fiscal
Council



Strategy,
Investment and
Finance Committee



Audit
Committee



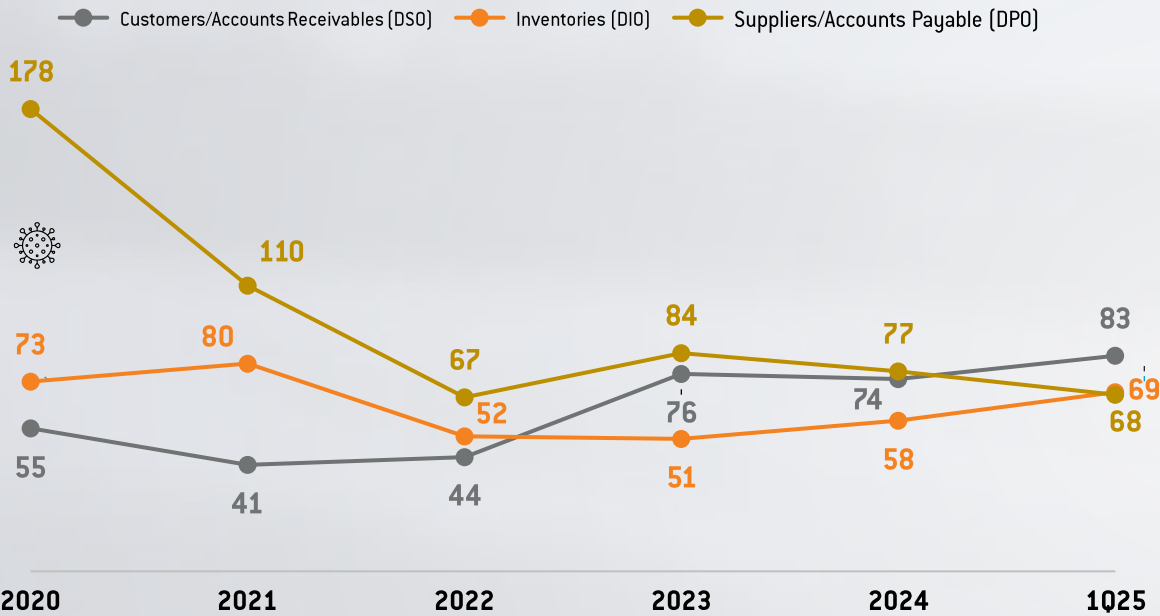
People,
Compliance and
Sustainability
Committee

Note: [1] Shareholding structure as of March 31, 2025
Source: CVM [Brazilian Securities Commission], Company Information

GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

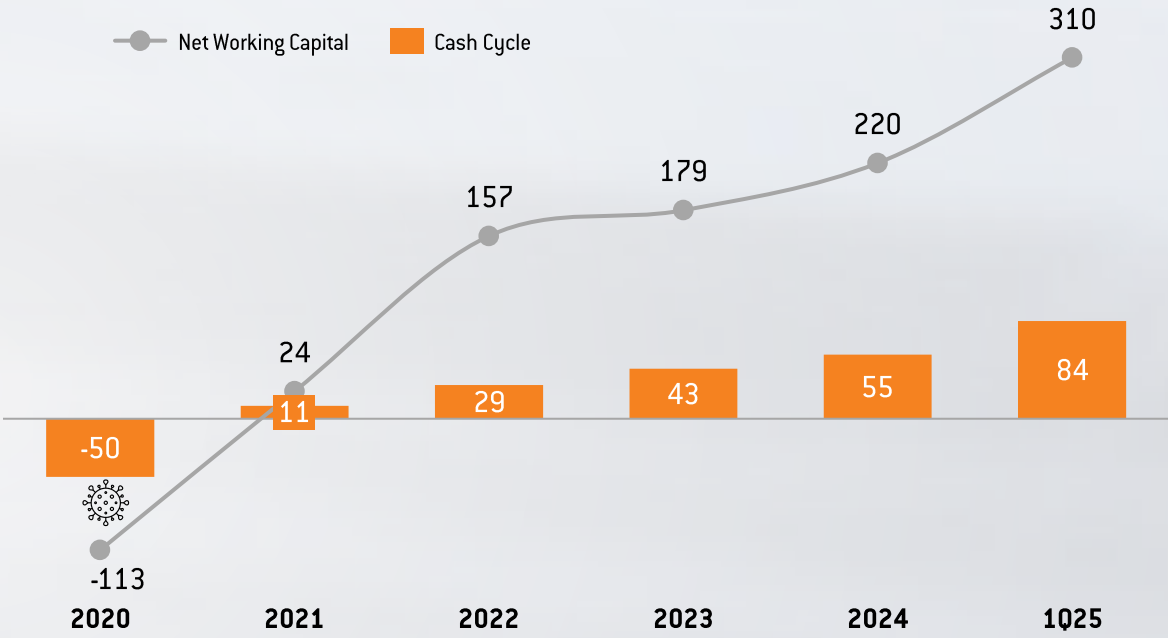
Focus on working capital optimization

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



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

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



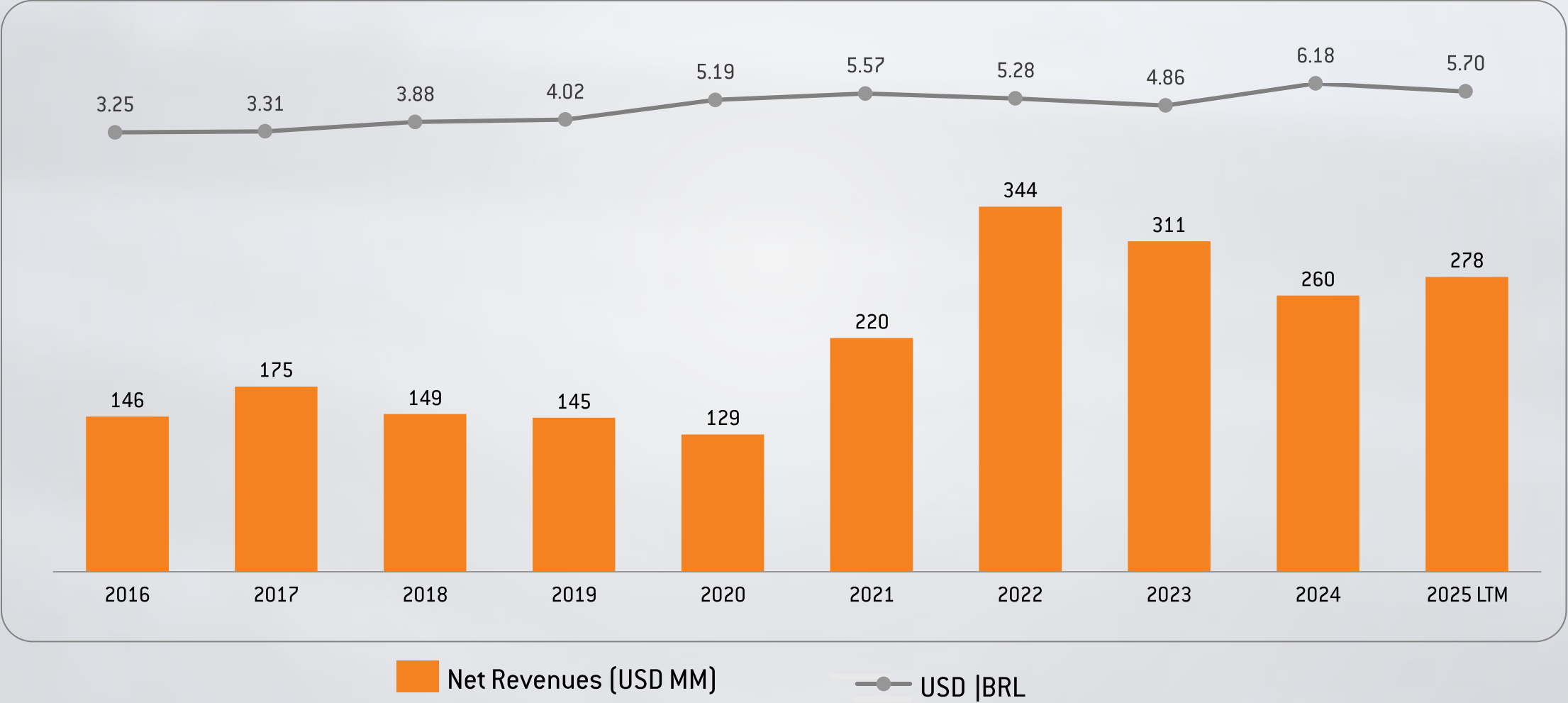
GREATER INVENTORY COVERAGE TO
ENSURE ON-TIME DELIVERY OF
CONSTRUCTION PROJECTS

Notes: [1] DSO [Customers/Accounts Receivable] = Amount of balance for "Trade Accounts Receivables", "Taxes Recoverable", Prepaid Expenses" and "Other Accounts Receivables"; [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)

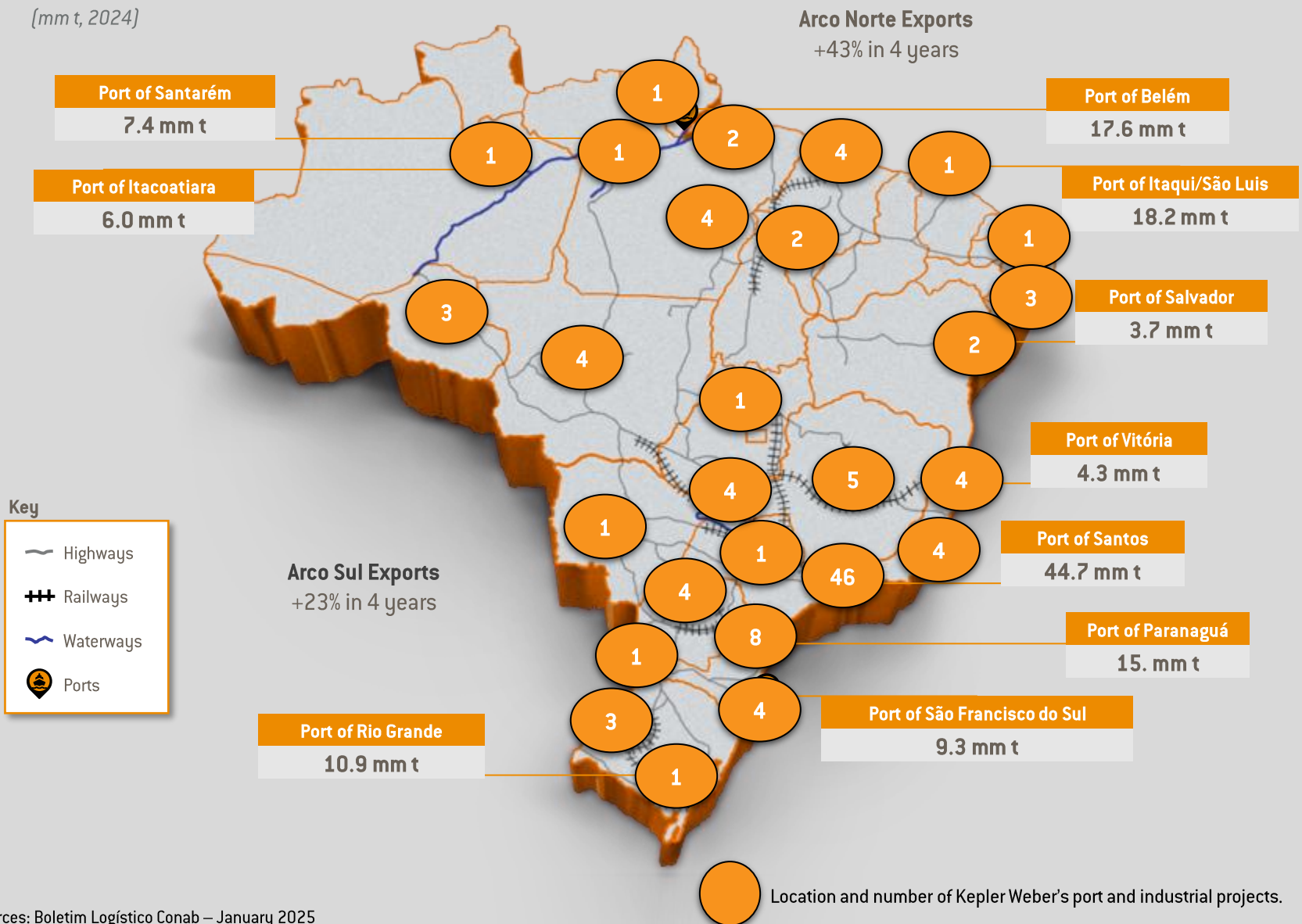


Note: Considers the average USD/BRL for the period.
Source: Company Information

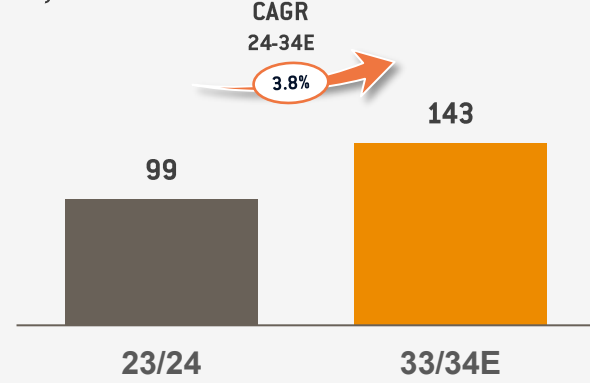
BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

Exports of Soybeans and Corn

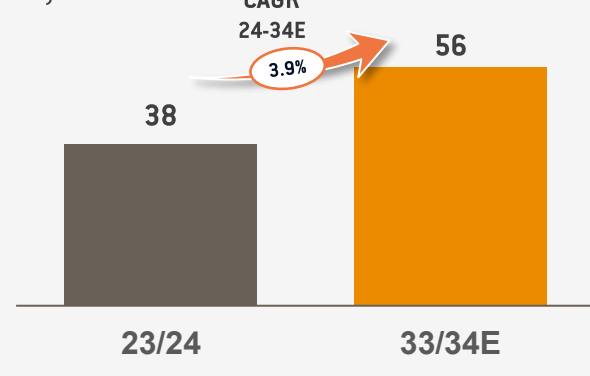
[mm t, 2024]



Exports of Soybeans in Brazil [mm t]

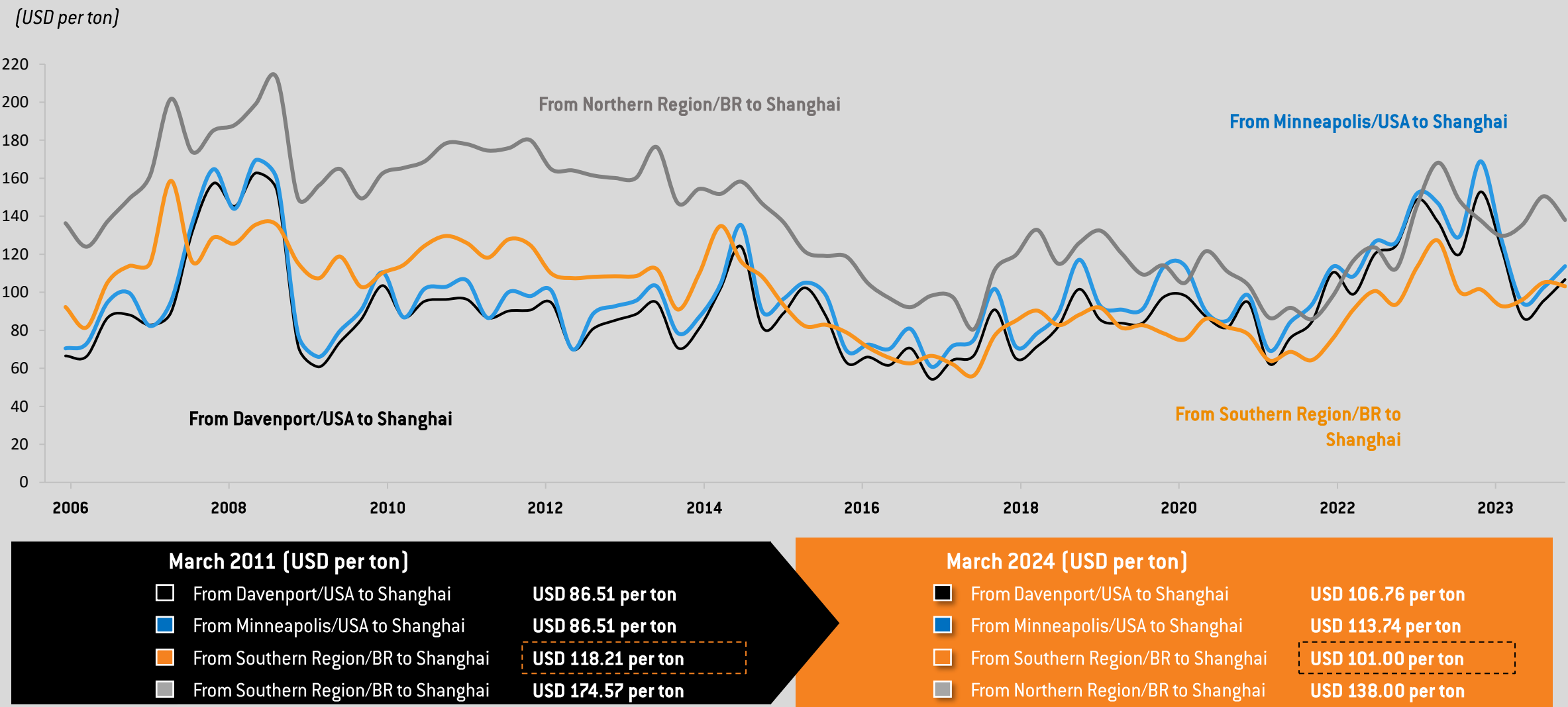


Corn Exports in Brazil [mm t]



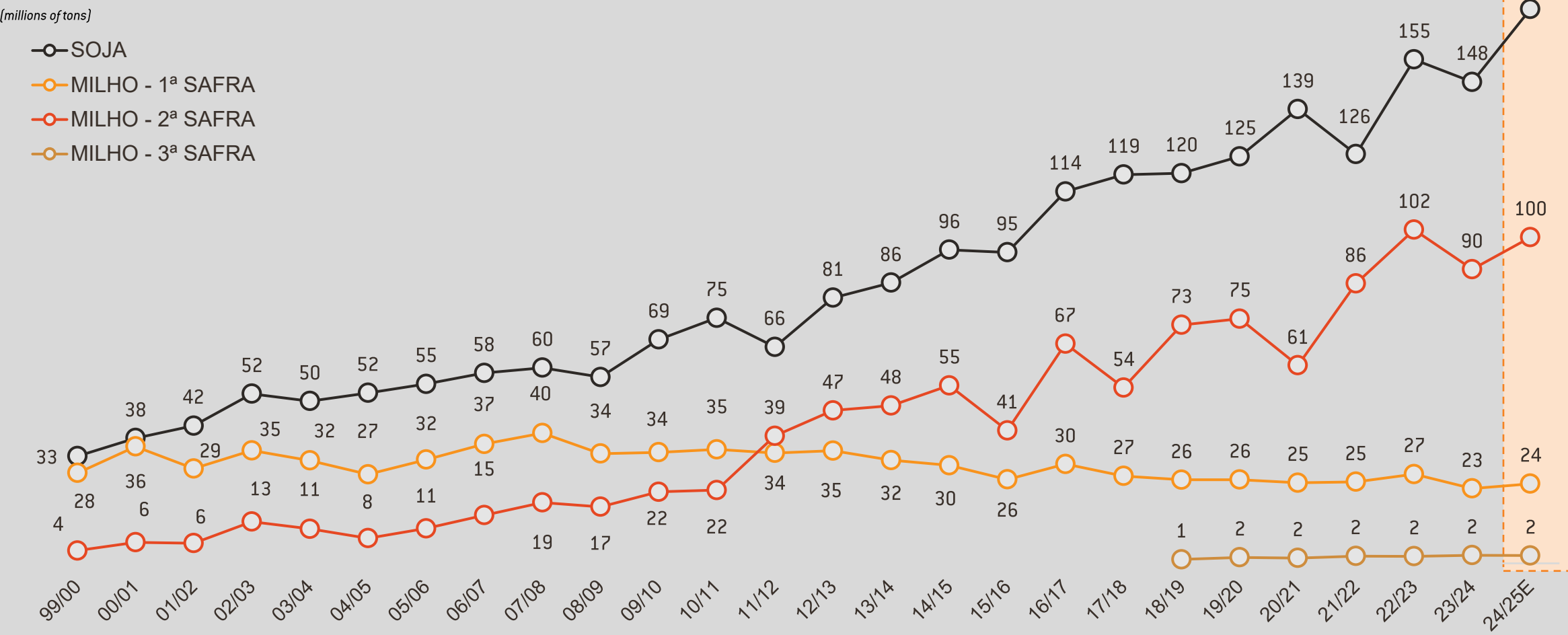
BRAZIL OVERTAKES THE US IN LOGISTICS COMPETITIVENESS FOR CHINA

The logistics cost of exports from Brazil to China has become much cheaper in recent years, leading to an increase in demand for Brazilian commodities



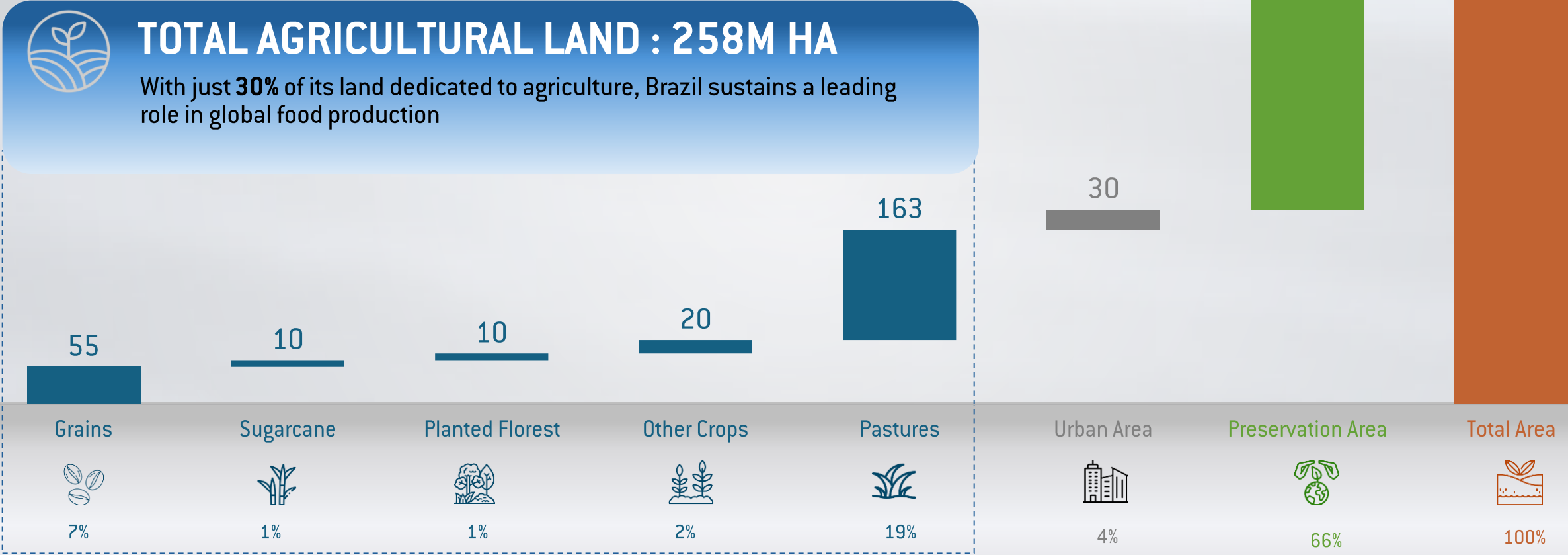
SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

Soybeans and Corn Harvests



BRAZIL LAND USE (MILLION HA) – 2025

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



Source: EMBRAPA, IBGE, INPE, CAR

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APPENDIX - PROCER



PROCER

POST-HARVEST INTELLIGENCE



Founded in 2011



Technology 4.0

Applied to storage units

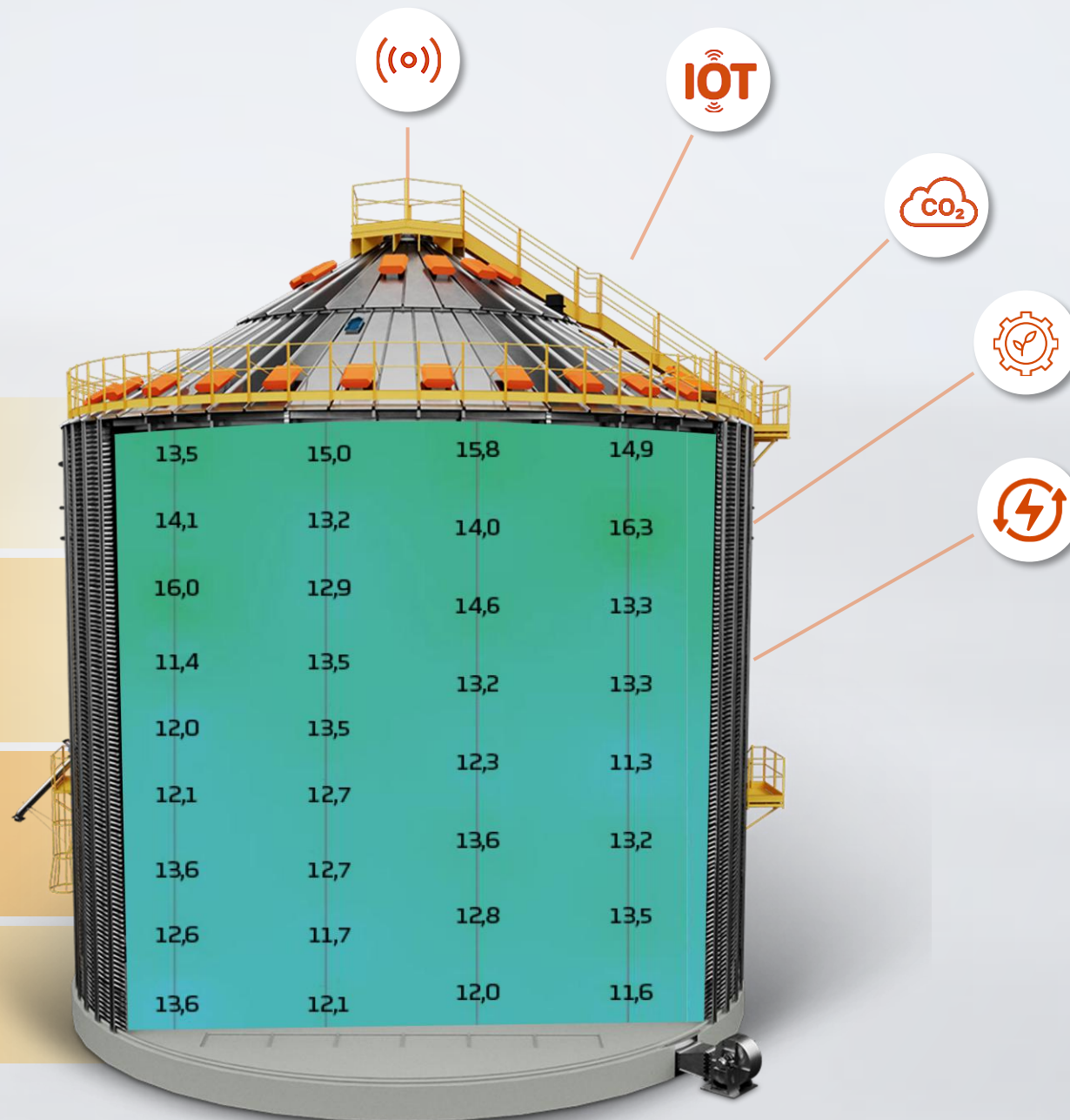


Commitment to grain quality

Preserve harvest profit



Connect post harvest



OUR NUMBERS

+ 1500

Active Customers



+ 2000

Storage Units



+ 9000

Silos and
Warehouses

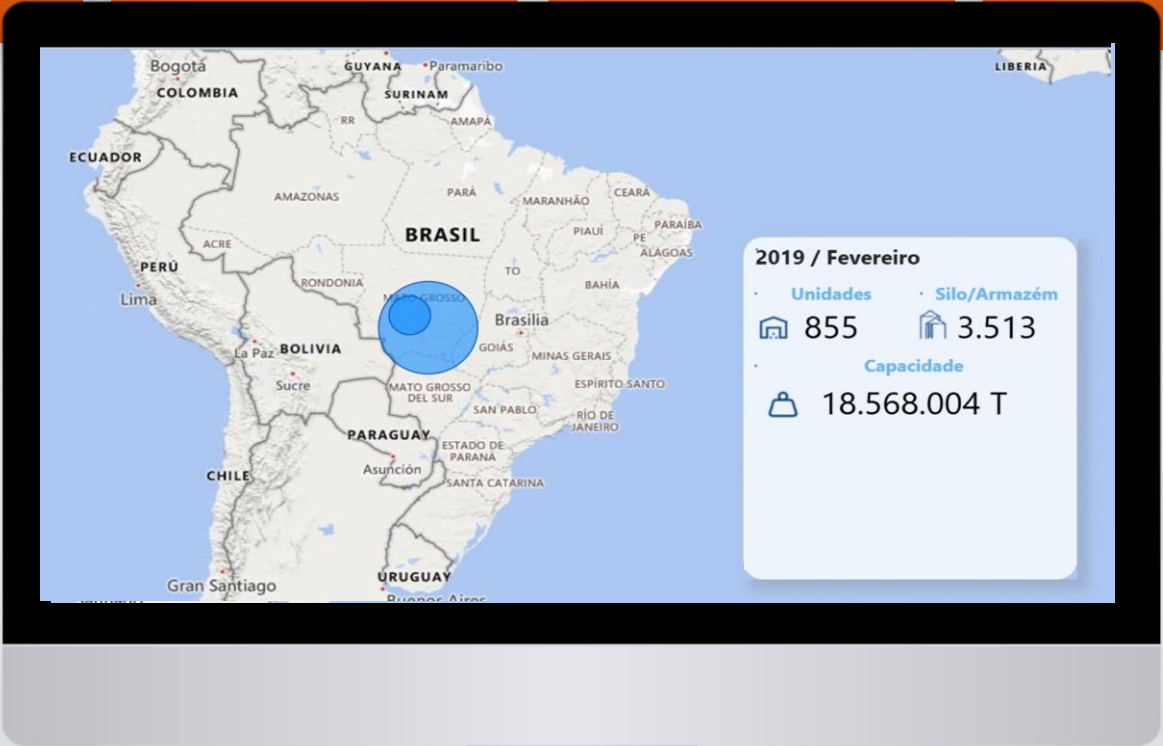


60 million tons

Monitored in 2024

BRL 120 billion

Amount of connected grains



PROCER KEEPS ON Innovating



MANAGEMENT OF UNITS



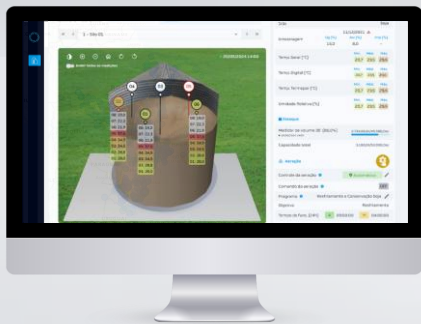
Operational



Quality



Financial



Ceres
ORION 2.0



CERES ORION
App



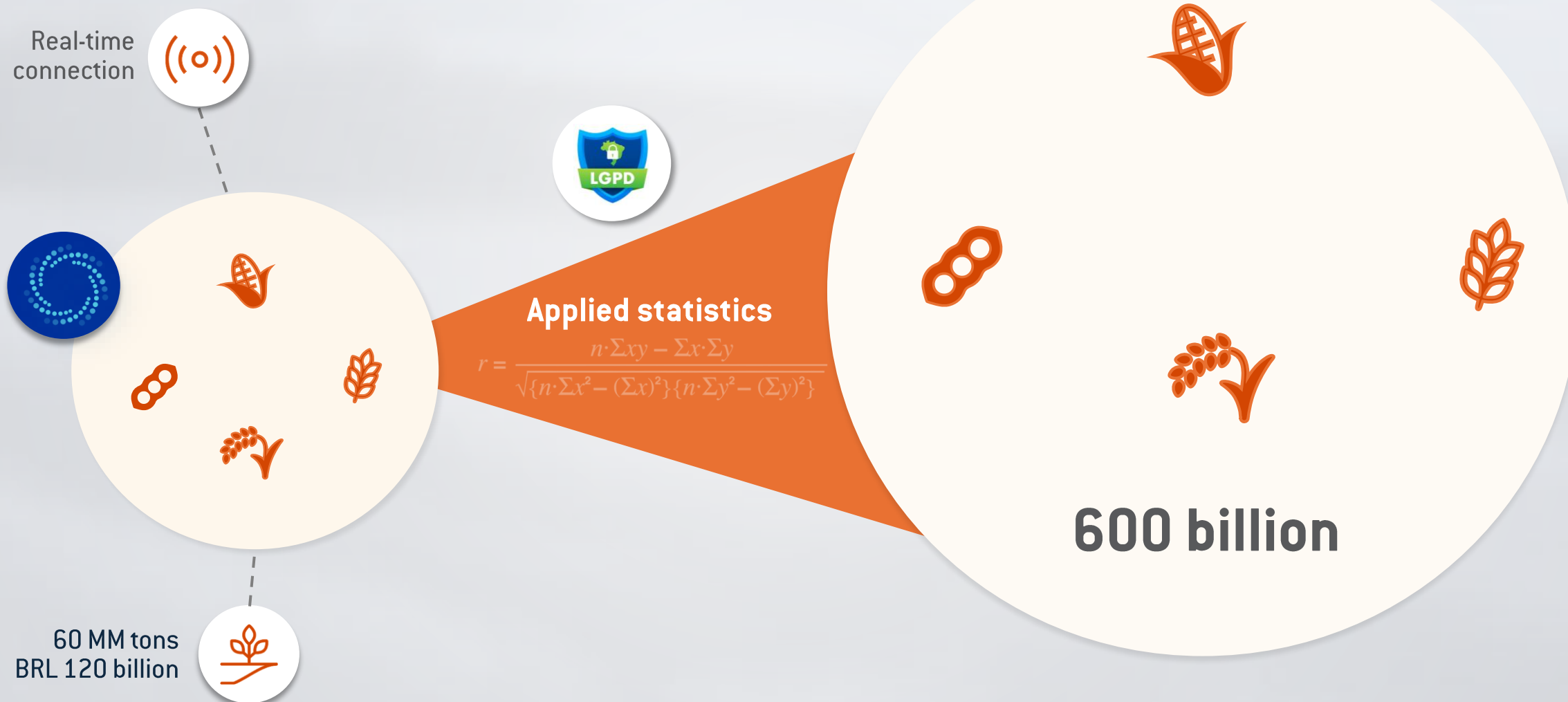
3D VOLUME
meter

NEW VERTICAL DATA INTELLIGENCE



NEW MONETIZATION AVENUES:

Data intelligence



MONETIZATION AVENUES

Quality of grains



Application of AI
Management and classification
Sensing evolution

Management of units



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

Market intelligence/ Trading companies



Statistic data
Inventory, movement
Historical analyses



Logistics

Operation efficiency
Share visibility
Route optimization



Banks

Business channel
FX hedge
Credit risk management



Insurance Companies

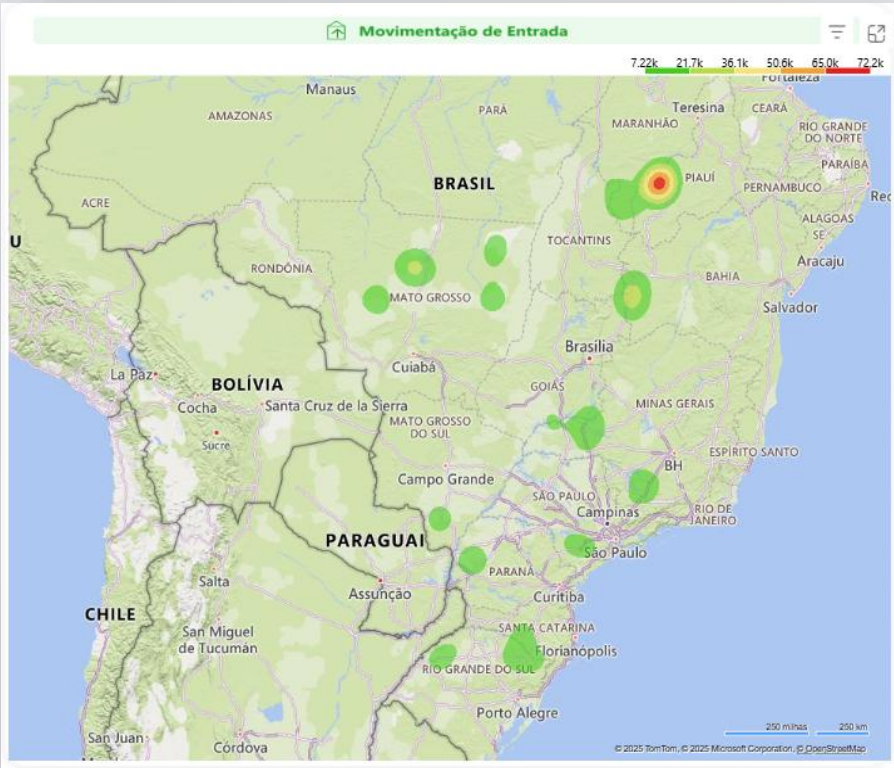
Spontaneous fermentation
Insurance of assets (silos, dryers)
Dynamic pricing



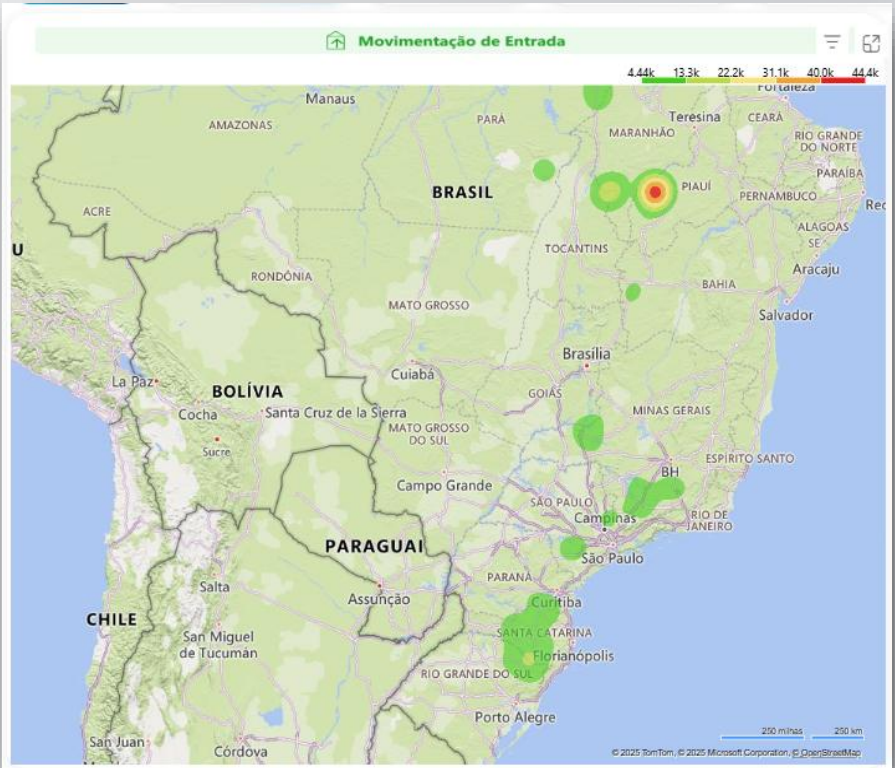
PROCER - CORN RECEIVING COMPARISON – 2024 VS. 2025



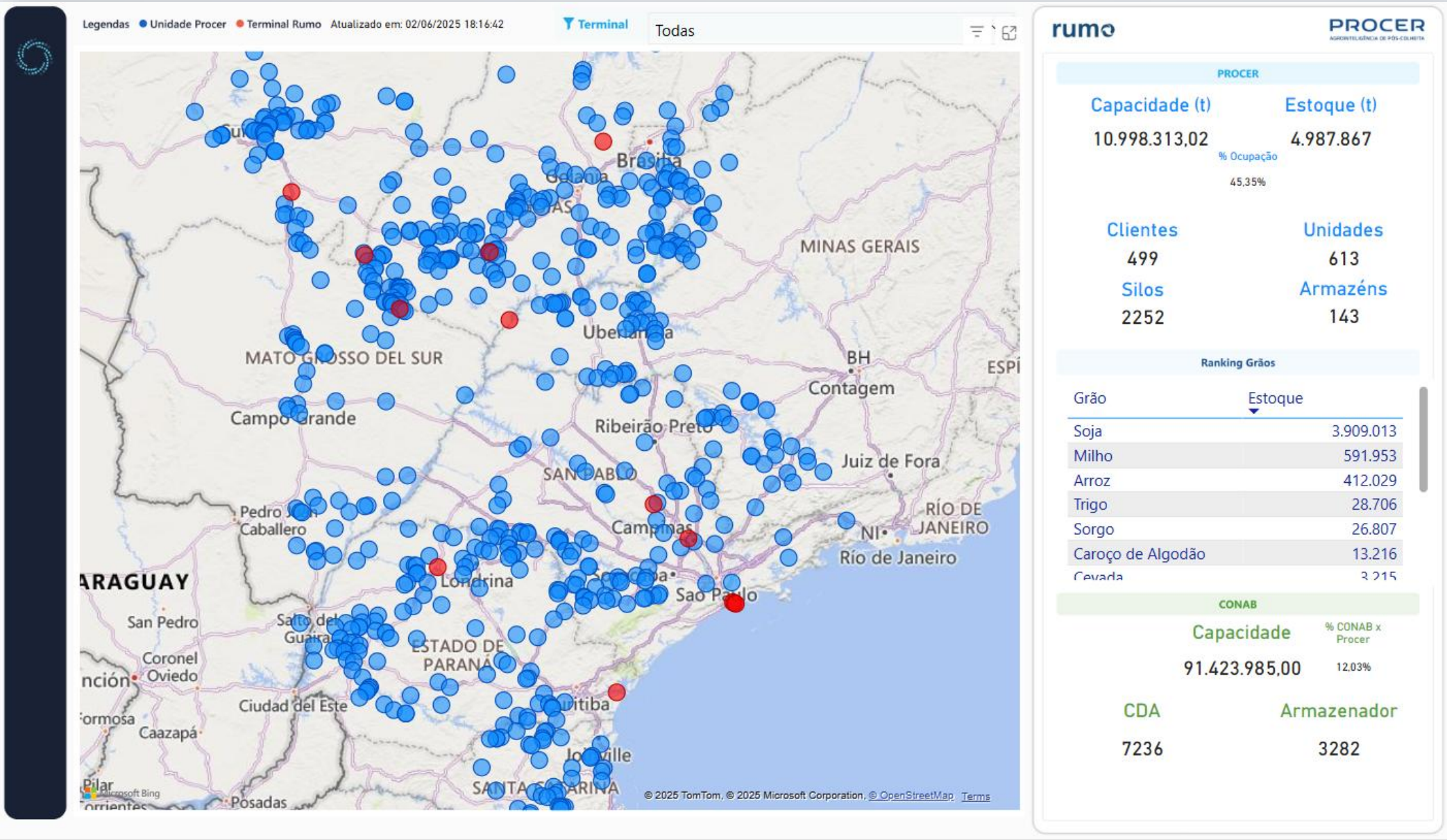
Corn Receiving (2024)



Corn Receiving (2025)



CONNECTED UNITS PROCER – RUMO CLIENT SAMPLE



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