

KEPLERWEBER®

INSTITUTIONAL PRESENTATION

August 2025

KEPLERWEBER®

KEPLER WEBER OVERVIEW



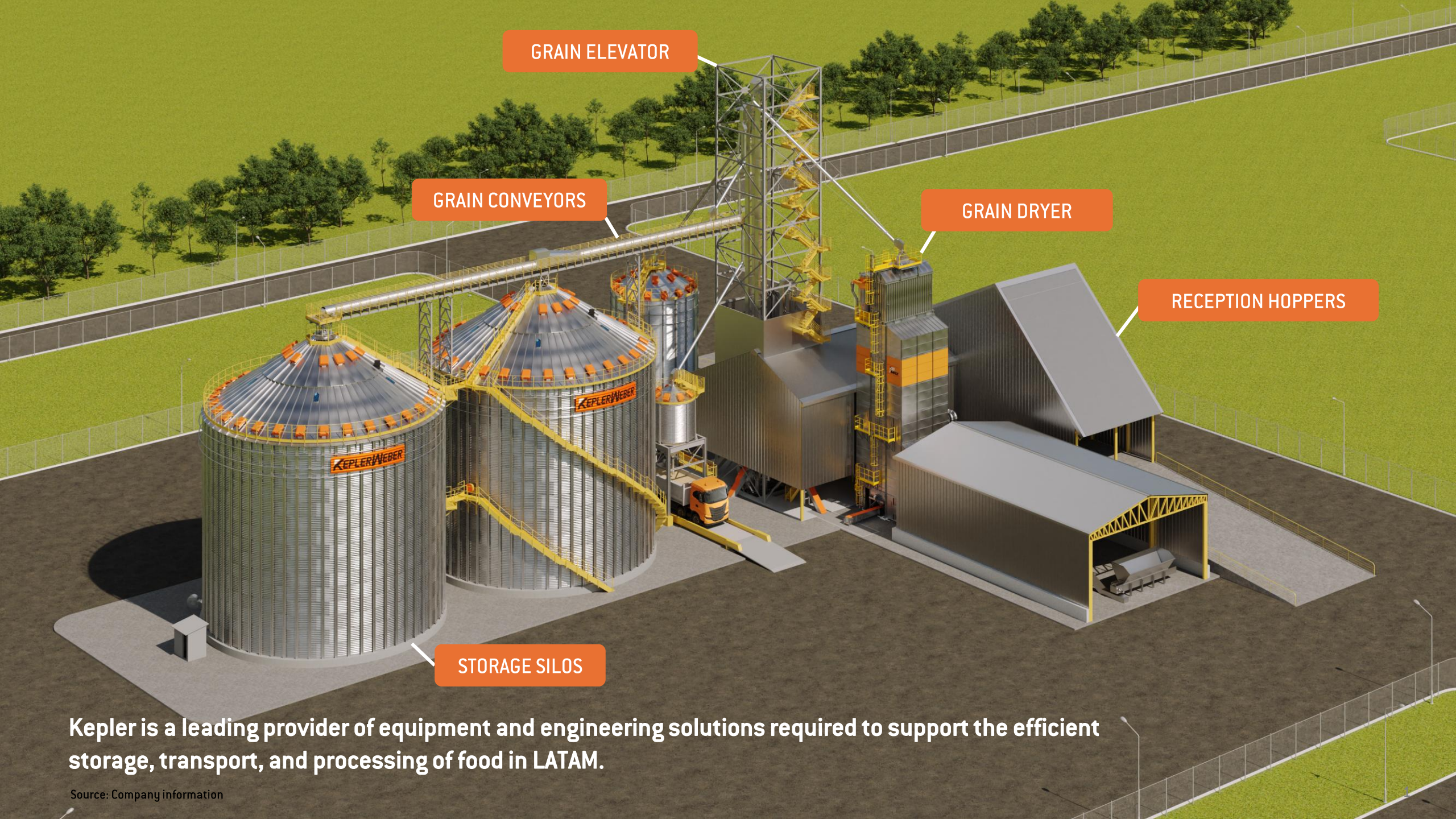
<https://www.youtube.com/watch?v=KrxfWh-TyyA&t=1s>



WE HAVE AN IMPORTANT LOGISTICS INFRASTRUCTURE

KEPLERWEBER





GRAIN ELEVATOR

GRAIN CONVEYORS

GRAIN DRYER

RECEPTION HOPPERS

STORAGE SILOS

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

Source: Company information


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




BRL 1.56 bn
USD 276.6 mm⁽¹⁾
Net Revenues
[Jun 2025 LTM]


17.0%
EBITDA Margin
[Jun 2025 LTM]


24.5%
ROIC
[Jun 2025 LTM]


**Post-Harvest
Leader in LATAM**



**Presence in
53 countries, with
168 sales
representatives**



**147% appreciation
of KEPL3 shares over
the last 5 years⁽²⁾**


**9 Distribution
Centers in Brazil**


**3 factories
strategically located
in Brazil**

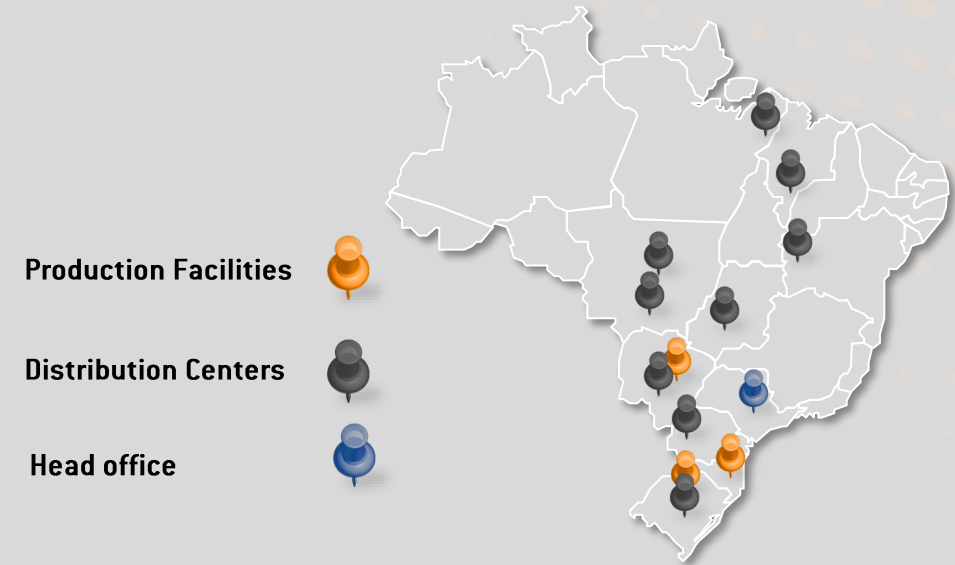

**Ability to manage
268 projects
simultaneously**


1,959
[2025]


20,849
Training Hours
[2025]



Present at Strategic Locations:



+ 1,530 clients served in 2025, up 13% vs. 2024



The company recorded 90% on-time deliveries during 2025



7,069 storage units connected in 2025, up 23% vs. 2024

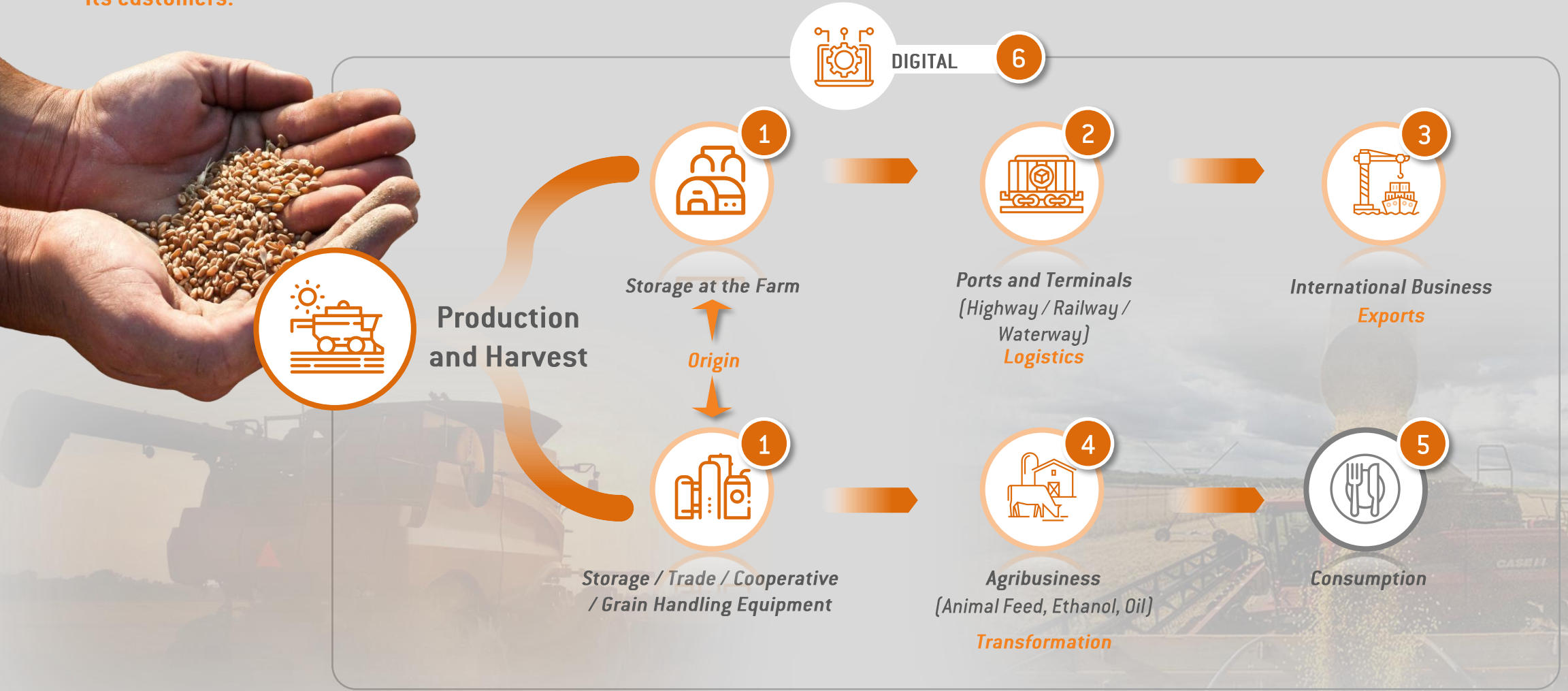
[1] Considers the average USD/BRL exchange rate of 5.67 as of Jun/ 2025 LTM. Revenue CAGR (2020-Jun 25 LTM) in USD: 17.29%.

[2] Adjusted for dividends; Reference Date: 6/30/2025.

Sources: KW Market Intelligence, Abimaq

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.



OUR FACTORIES

Panambi, RS
(55 thousand sqm)

Silos



Conveyors



Elevators



Cleaning Machines



Bulk Products



End-to-End

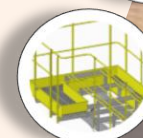
From equipment to technology, Kepler provides comprehensive solutions across the entire grain storage and handling chain.

Campo Grande, MS
(33 thousand sqm)

Dryers



Safety Equipment



Pipes



Procer, SC
(1.5 thousand sqm)

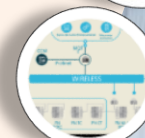
Data Management



Dryer Management



Storage Control



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

Source: Company information

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											
Exports											
% of Global Exports	58%	21%	8%	32%	55%	3%	28%	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)

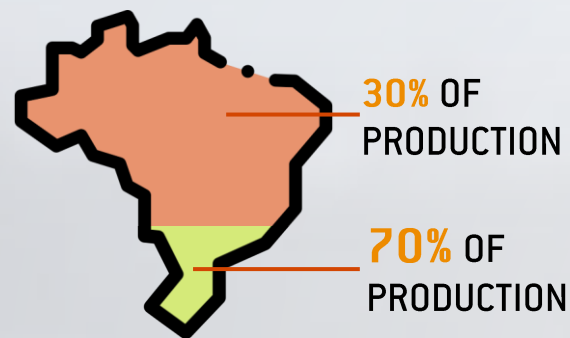
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1 st Crop (Soybeans)												
2 nd Crop (Corn)												

A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

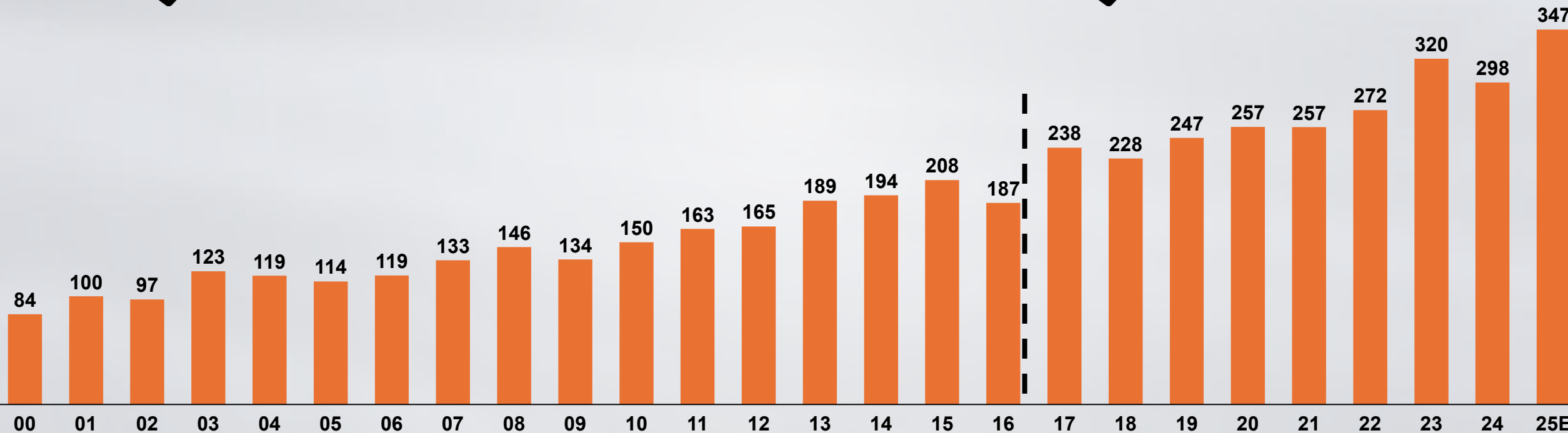
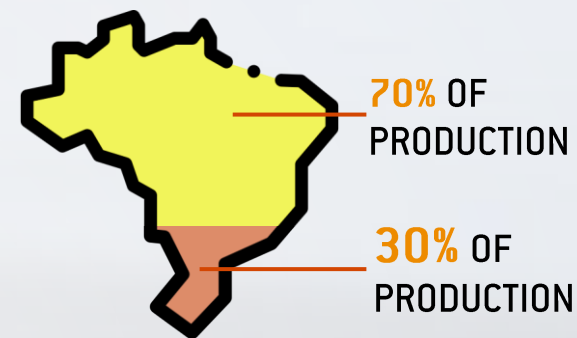


AGRIBUSINESS GROWTH AND 5.9% CAGR (2000-2025)

PHASE 2



PHASE 3

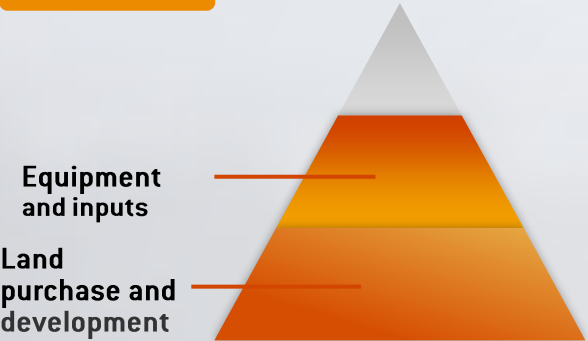


BRAZILIAN GRAIN HARVEST

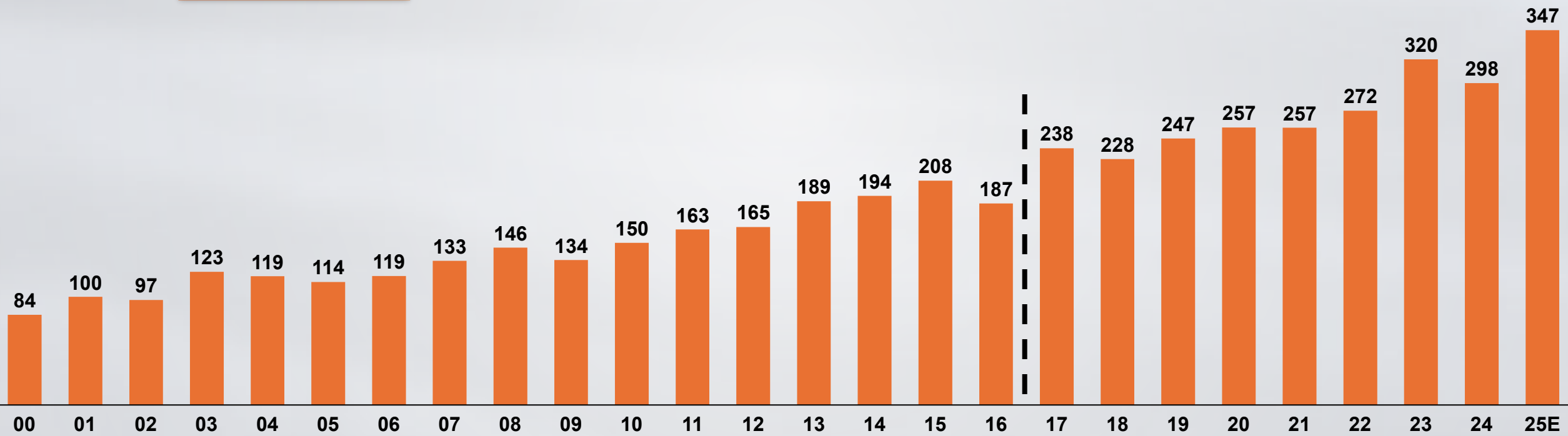
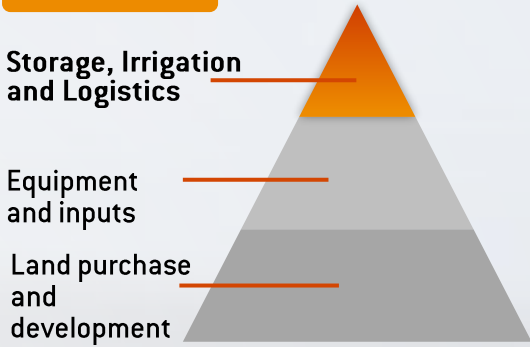
Amounts in millions of tons
Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 5.9% 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

2016-2024

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

CAGR for the Period:

Static Capacity

2.53%

Grain Production

6.01%

2025-2033 - Projection

- The projected average storage deficit is 40%
- The average annual increase in static capacity is expected to be 18 mm t.

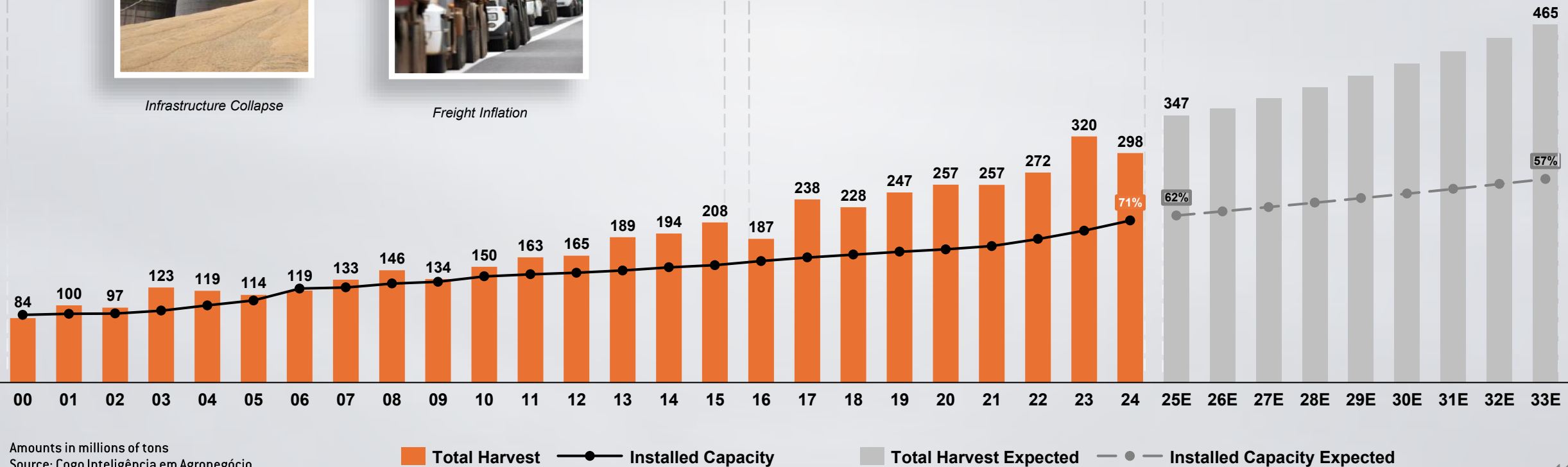
Expected CAGR:

Static Capacity

2.54%

Grain Production

3.74%

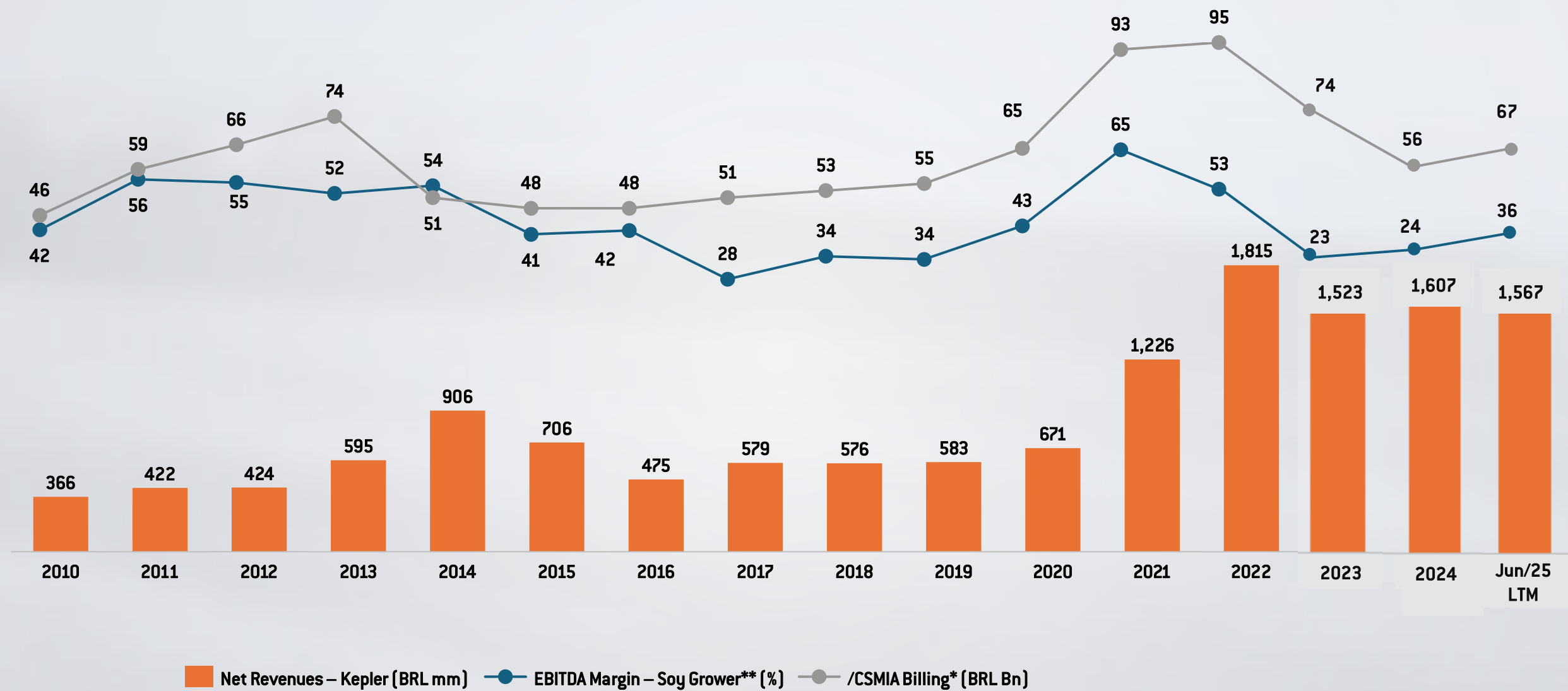


STORAGE DEFICIT SENSITIVITY TO DIFFERENT STATIC CAPACITY GROWTH RATES

Scenario analysis: Even with CAGR growing 1 percentage point above 3.74%, it would take 49 years to eliminate the storage deficit in Brazil

		CAGR Static Capacity							
Years: 2025-2090		2.5%	3.5%	4.1%	4.7%	5.3%	5.9%	6.5%	7.1%
	25	38%	38%	38%	38%	38%	38%	38%	38%
	30	41%	38%	36%	35%	33%	31%	29%	27%
	35	45%	39%	35%	31%	27%	23%	19%	14%
	40	48%	39%	34%	28%	21%	14%	7%	-1%
	45	51%	40%	33%	24%	15%	5%	-6%	-19%
	50	54%	41%	31%	21%	8%	-5%	-21%	-40%
	55	56%	41%	30%	17%	1%	-17%	-39%	-64%
	60	59%	42%	29%	13%	-7%	-30%	-59%	-93%
	65	61%	42%	27%	8%	-15%	-45%	-81%	-127%
	70	64%	43%	26%	4%	-24%	-61%	-107%	-166%
	74	65%	43%	25%	0%	-32%	-75%	-130%	-203%
	80	68%	44%	23%	-6%	-45%	-98%	-170%	-268%
	85	70%	44%	21%	-11%	-56%	-120%	-209%	-332%
	87	70%	45%	21%	-13%	-61%	-129%	-225%	-361%
90	71%	45%	20%	-16%	-69%	-144%	-253%	-408%	

CORRELATION BETWEEN MARKET CYCLES KEPLER RESULTS



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

SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST DEMAND

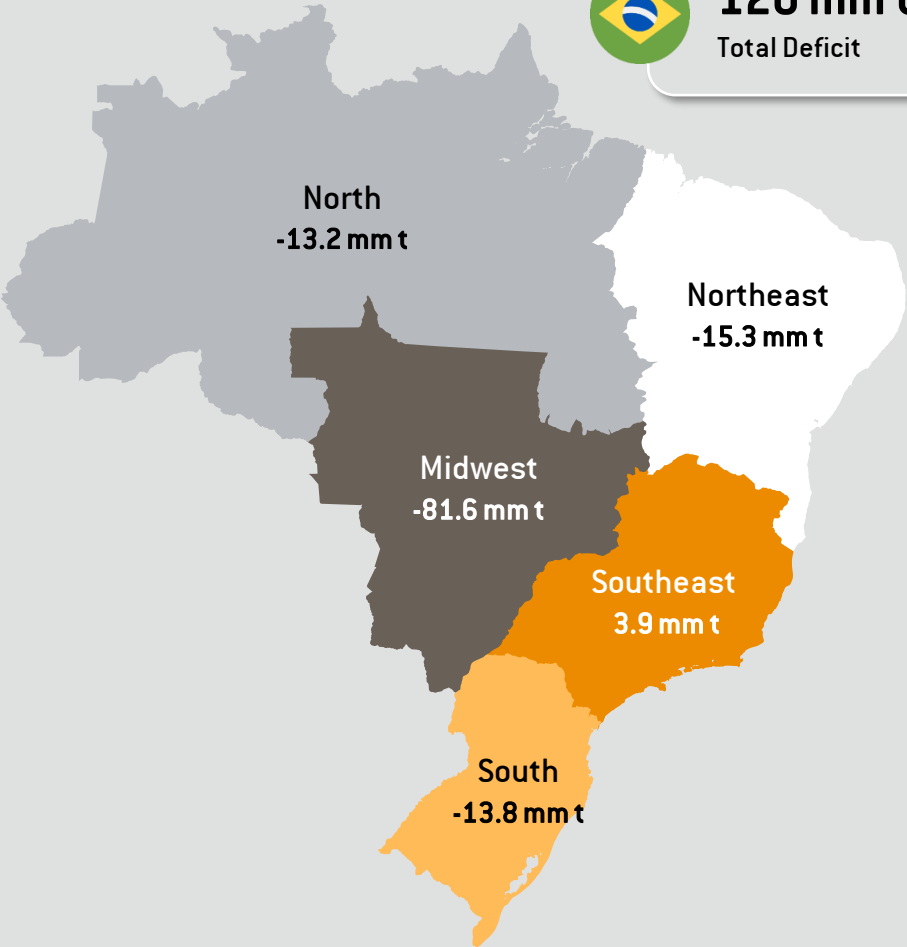
Storage Deficit by Region in Brazil

[mm t, 2025]



120 mm t

Total Deficit



Installed Storage Capacity at the Farm

[%, 2025]



Canada

85%



United States

65%



European Union

50%



Argentina

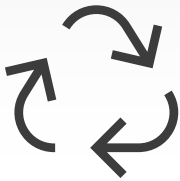
40%



Brazil

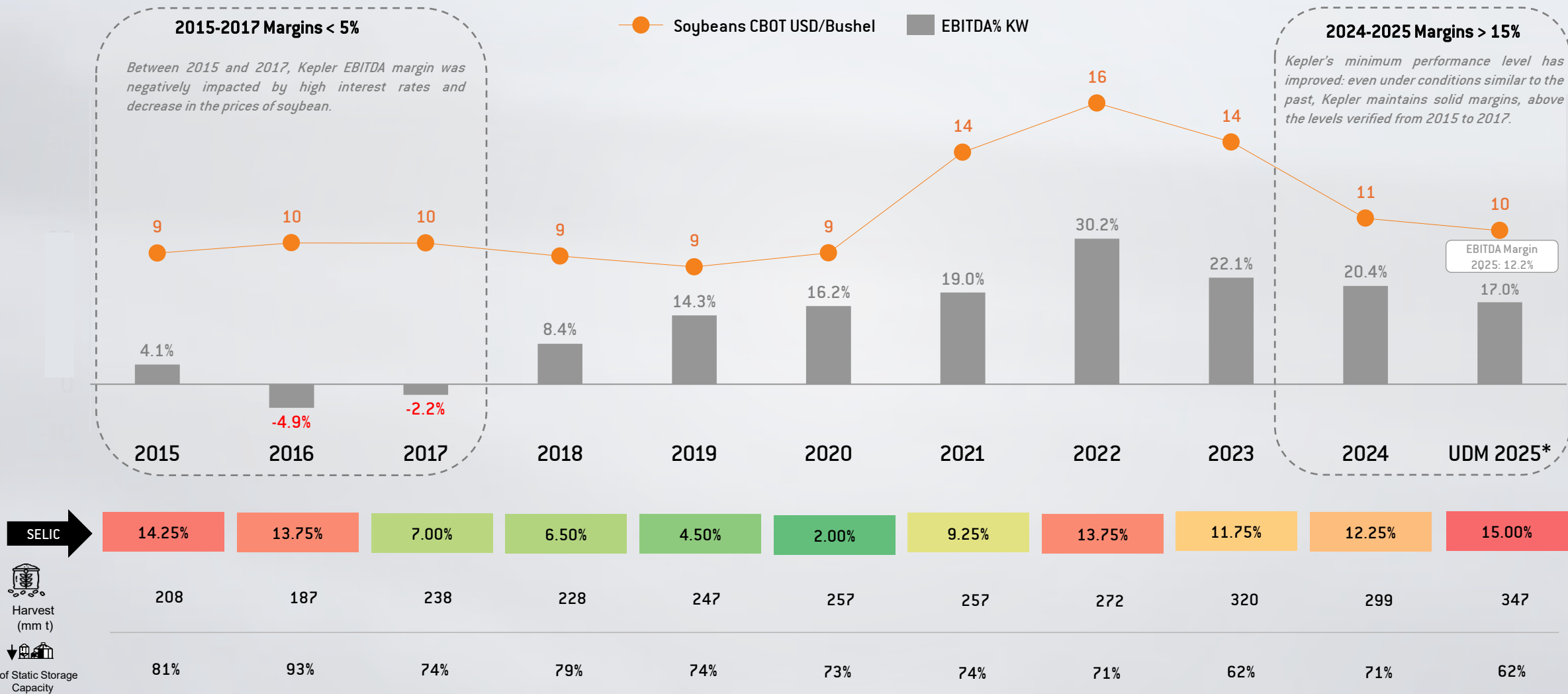
17%

Virtuous Cycle of Agricultural Chain



NEW PROFITABILITY LEVEL FOR KEPLER

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



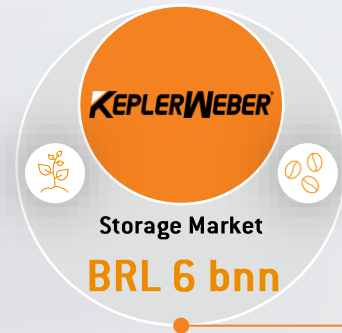
Note: Brazil's storage capacity covers 64% of its total grain production, while in the United States, for example, it reaches 108%.

(*) As of June 30, 2025; Source: Central Bank of Brazil (Selic), Reference Date: 6/18/2025; Cogo Inteligência (Soybean CBOT)

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KW2030 STRATEGY

KW 2030 STRATEGIES



Strategy 1

Strengthen leadership



**Market
Intelligence
and Coverage**

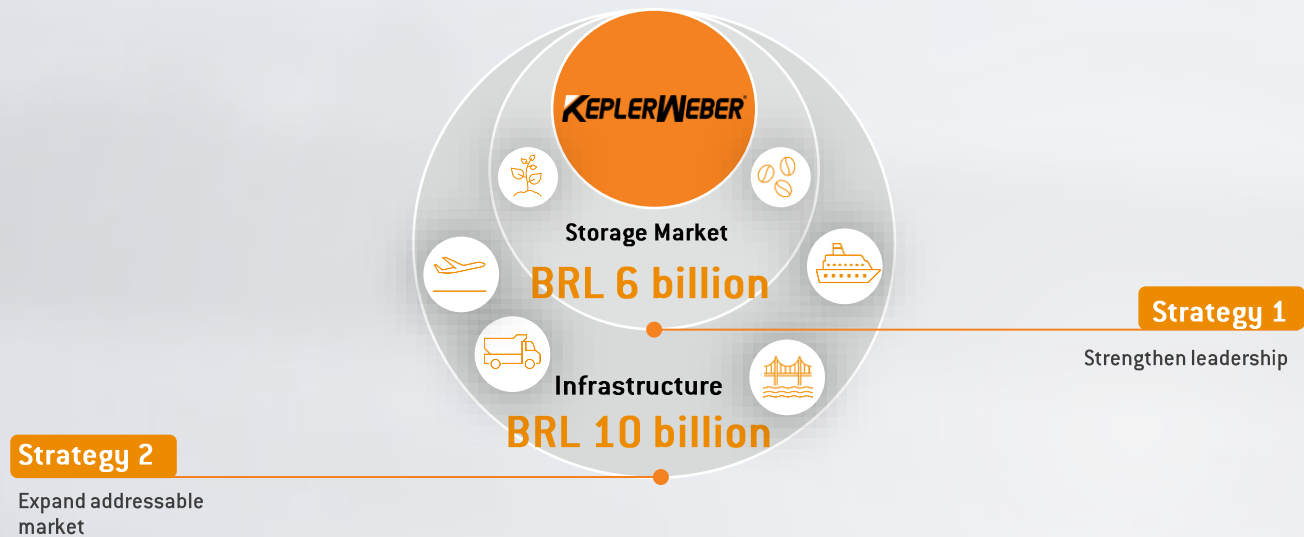


**Research &
Development**



**Excellence in
Service**

KW 2030 STRATEGIES



New markets

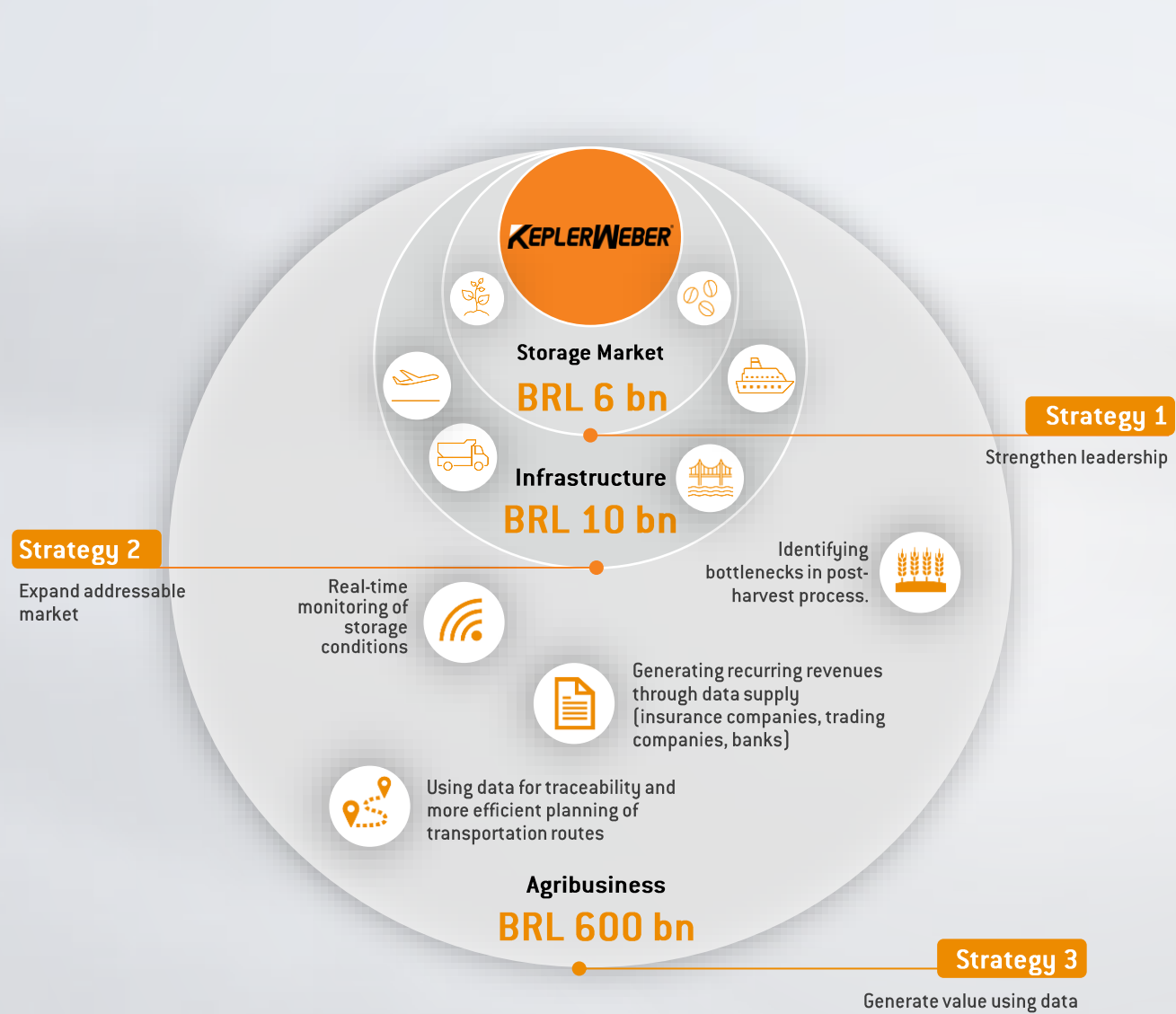


New business models



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

A record harvest¹ in 2025 (343 mm t), which will broaden the storage deficit, supports demand for Kepler' solutions, ensuring revenue resilience and continuity in the commercial pipeline.

Highlights:

- The contracted portfolio grew 13.8% in 2Q25 compared to 2Q24, to be billed starting in 4Q25.
- 6M25 with the highest shipment volume over the last 10 years.



Agribusiness Industrialization

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

Strategy*



Business Diversification

In International Business, Argentina maintained a positive trajectory, accounting for 30% of contracted sales in the segment during the first six months of 2025, while R&S grew by 18.4% over the same period. These growth figures reinforce our current diversification strategy.



Data Monetization

Kepler sees data monetization as a strategic driver, integrating digital solutions throughout the agribusiness value chain.

Highlight:

- The company is advancing in the development of its own digital solutions, aiming to add value for clients and diversify its sources of revenues. An example that stands out is the launch of pilot projects with large members of the production chain.

Efficient Management



Control of Expenses

Over the past few years, effective management of costs and expenses has safeguarded margins and reinforced the company's resilience under challenging scenario.

Highlights:

- Decrease in G&A: 5% reduction in 6M25 against the previous year reinforces our commitment and efficiency in managing the company's expenses.



Customer Relationship

Kepler fosters strong relationships with its customers, who report high satisfaction levels regarding the quality of services provided.

Highlights:

- The number of billed clients increased by 13.2% in Q2 2025 compared to Q2 2024.
- NPS grew by 100%, from 36 in 2018 to 72 in 2024.

Note: [] With 100 years of history, Kepler has gone through several cycles and currently maintains a strategy that ensures resilience even in challenging scenarios.*




Sources: [1] Cogo Inteligência; Company data

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FINANCIAL INDICATORS

KEPLER WEBER BUSINESS CYCLE

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

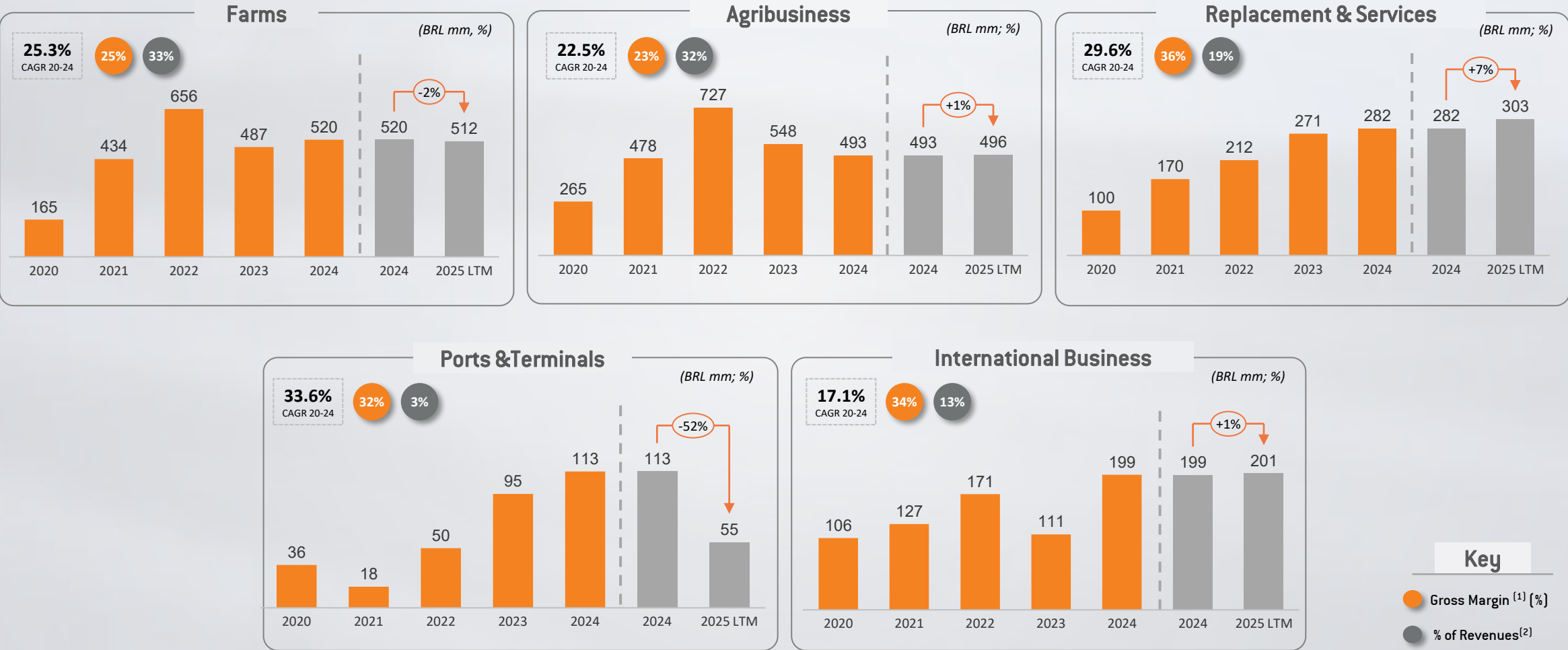
 Harvest	 Negotiation Period	 Net Revenues*
2023 – 320 mm t <ul style="list-style-type: none"> Soybean: USD 14.83 Corn: USD 5.83 Interest 2Q23 (BRL): 13.75% 	Apr/23 – Oct/2023	3Q23, 4Q23, 1Q24 and 2Q24
2024 – 298 mm t <ul style="list-style-type: none"> Soybean: USD 11.51 Corn: USD 3.97 Interest 2Q24 (BRL): 10.50% 	Apr/24 – Oct/24	3Q24, 4Q24, 1Q25 and 2Q25
2025 – 347 mm t <ul style="list-style-type: none"> Soybean: USD 10.23 Corn: USD 4.10 Interest 2Q25 (BRL): 15.00% 	Apr/25 – Oct/25	3Q25, 4Q25, 1Q26 and 2Q26

[*] 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: 6/18/2025; Cogo Inteligência [Soybean and Corn CBOT USD/bushel], Reference date: June 30, 2025.

KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN VARIOUS MARKETS

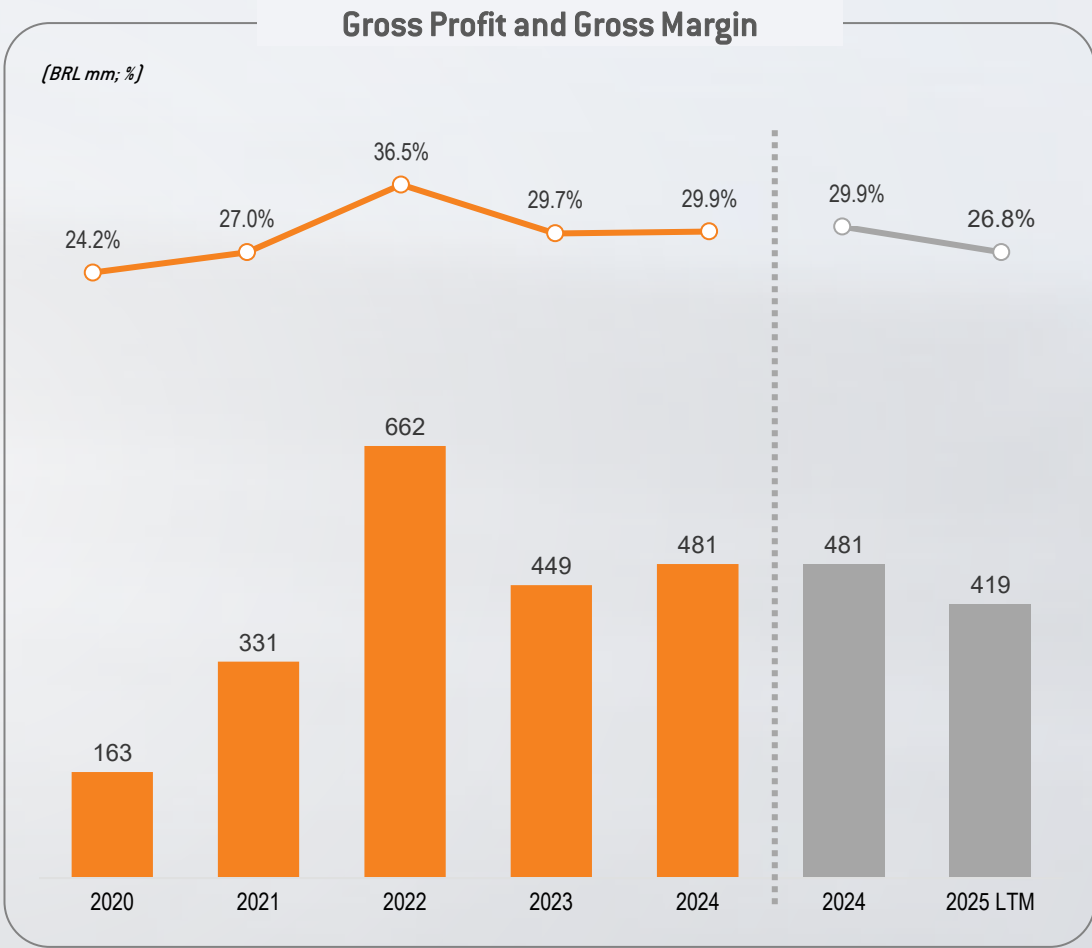
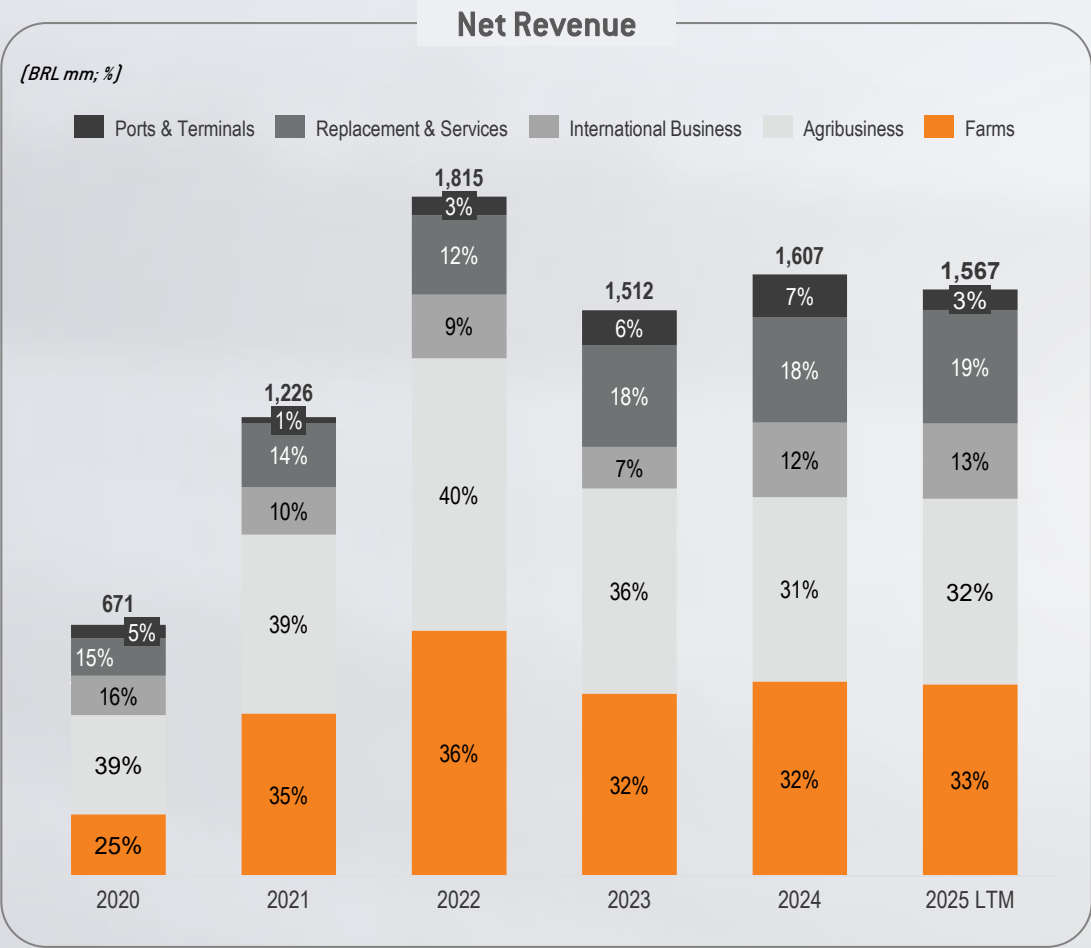
Kepler's activities in diversified segments enables growth across different cycles, ensuring consistent profitability and a balanced contribution of revenues across business units.



Notes: (1) Related to each business unit Jun 25 LTM (2) Related to each business unit Jun 25 LTM
Source: Company information

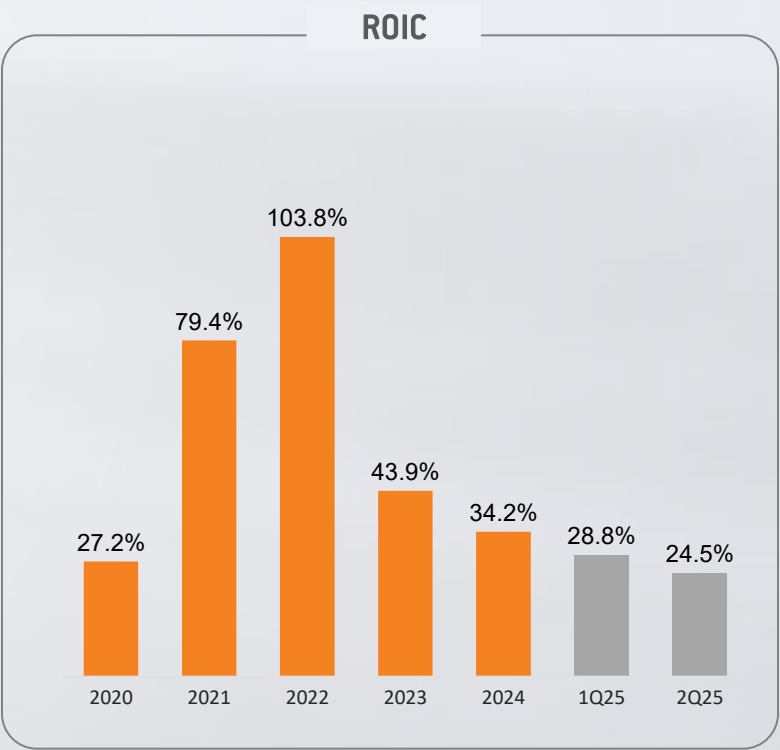
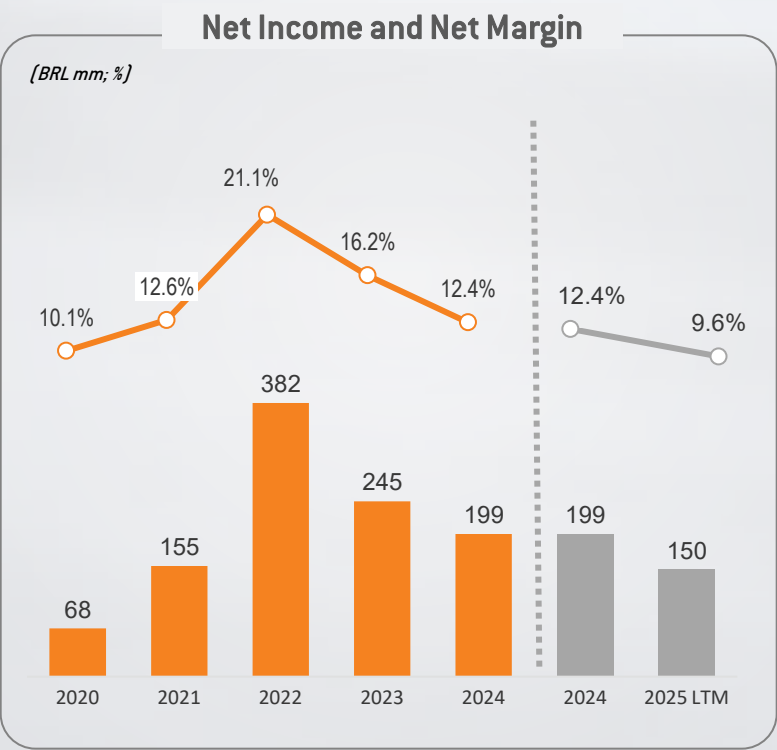
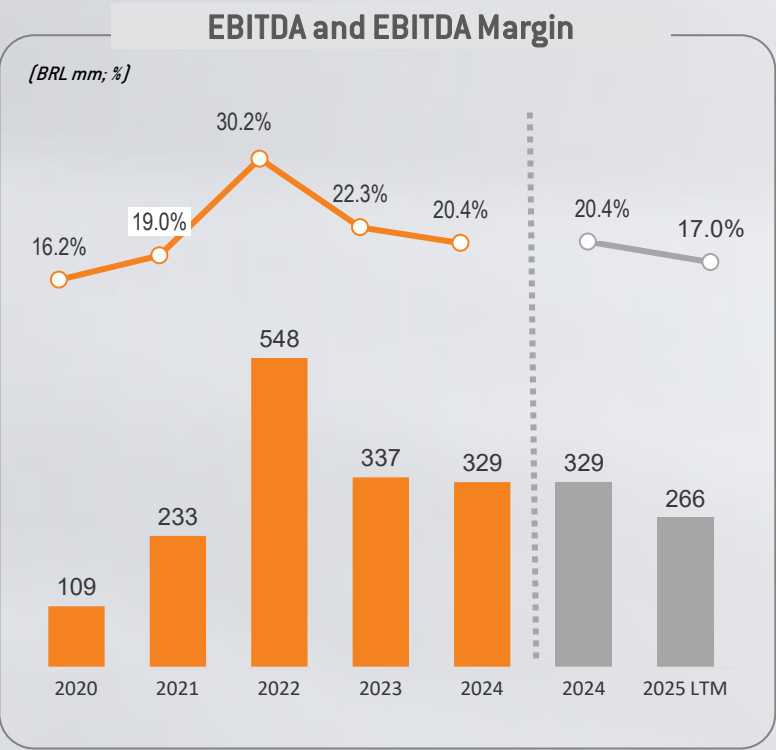
KEPLER'S CONSISTENT MARGINS AND EXPANDING FLOWS OF REVENUES

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



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

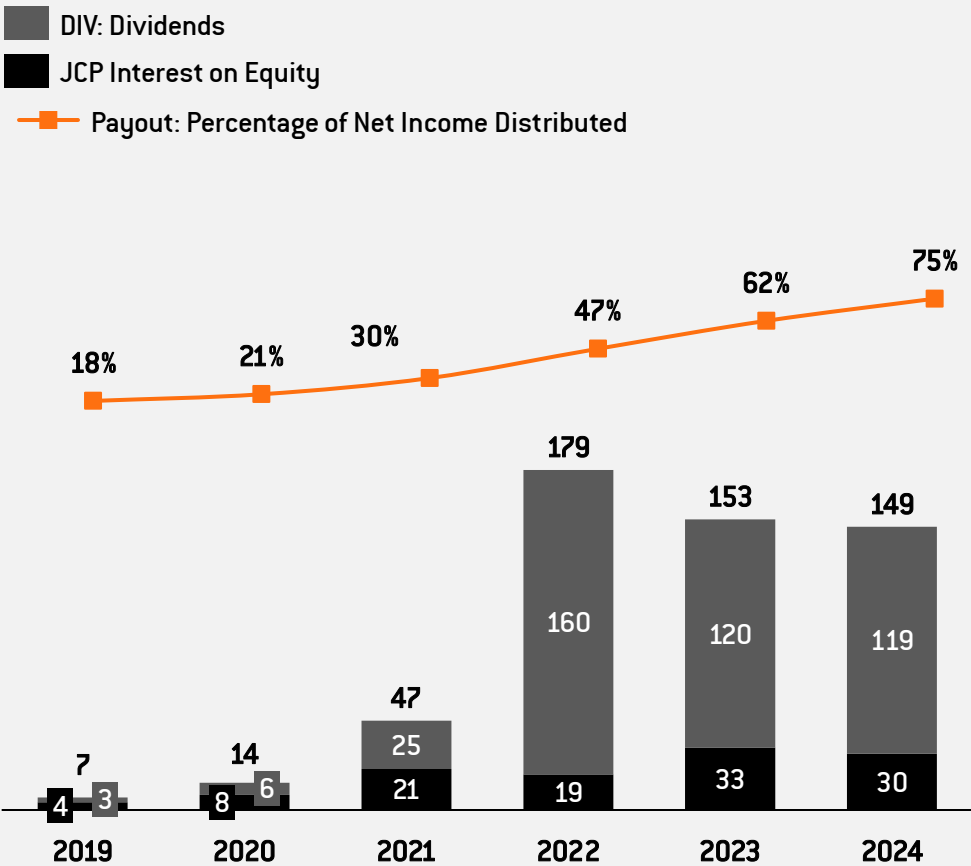
Increased revenue diversification, expanding multiple flows of revenues, while maintaining consistent profitability, stable margins and resilient ROIC.



RETURN TO SHAREHOLDERS AND PROSPECTS FOR 2025

Increasing shareholder returns with financial strength

History of Dividends (Cash Basis – BRL MM)



2025 Prospects



Dividends amounting to BRL 70.0 mm were paid on April 16, equivalent to BRL 0.404 per share. In August 2025, approval was given for payment of dividends and interest on equity (JCP) amounting to BRL 25 mm on September 2, corresponding to BRL 0.144 per share.



BRL 34.7 mm in net cash and BRL 358.2 mm in gross cash and cash equivalents in 2025.

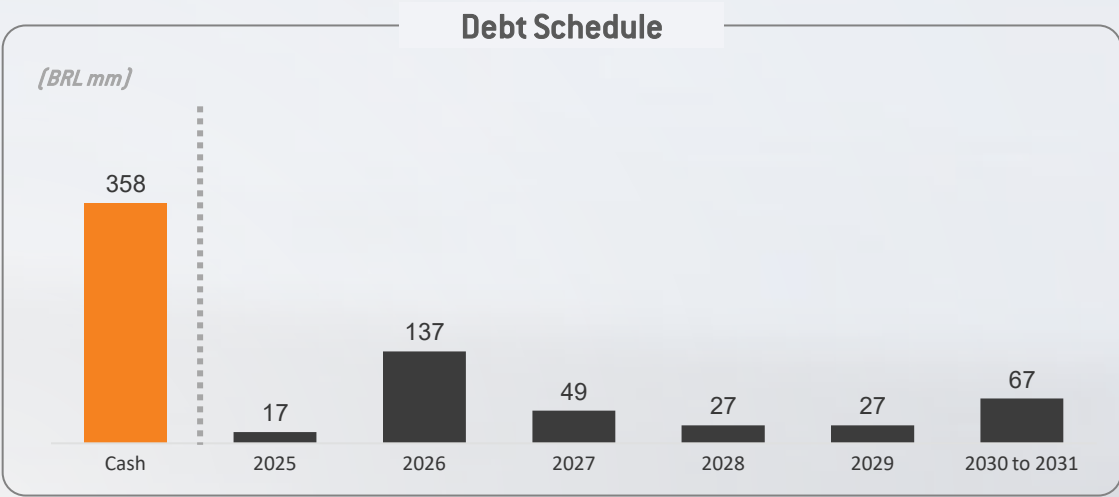
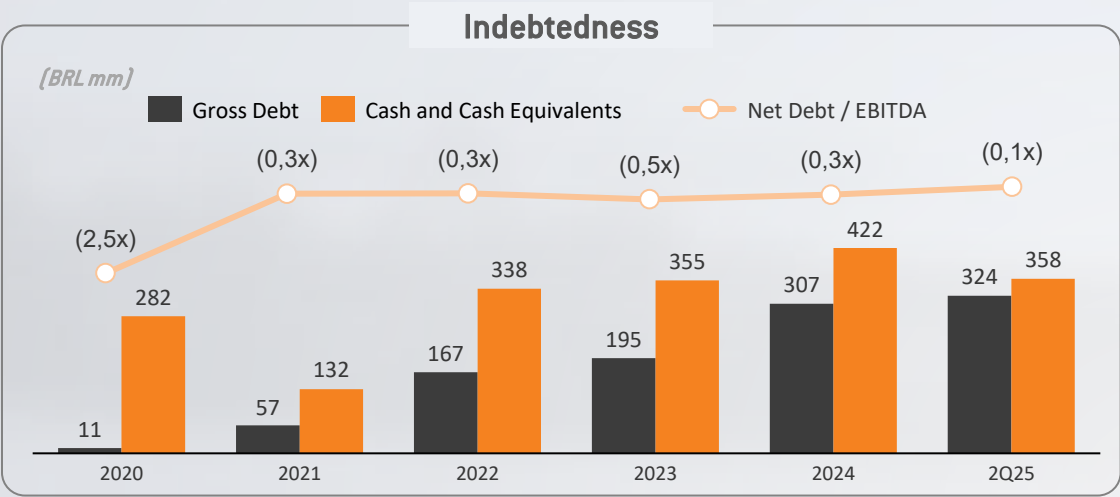


Focus on executing the KW2030 plan, driving efficiency through LEAN culture, market expansion, and the strategic use of data.



Record harvest expected for 2025, forecasting positive demand for Agribusiness, Ports & Terminals, and Replacement & Services.

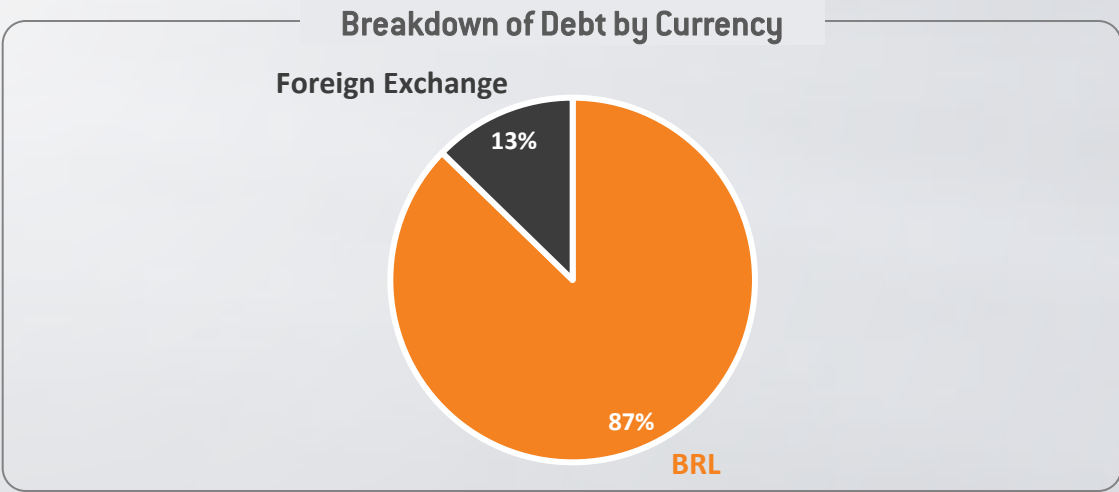
SOLID BALANCE SHEET AND ROBUST NET CASH POSITION



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

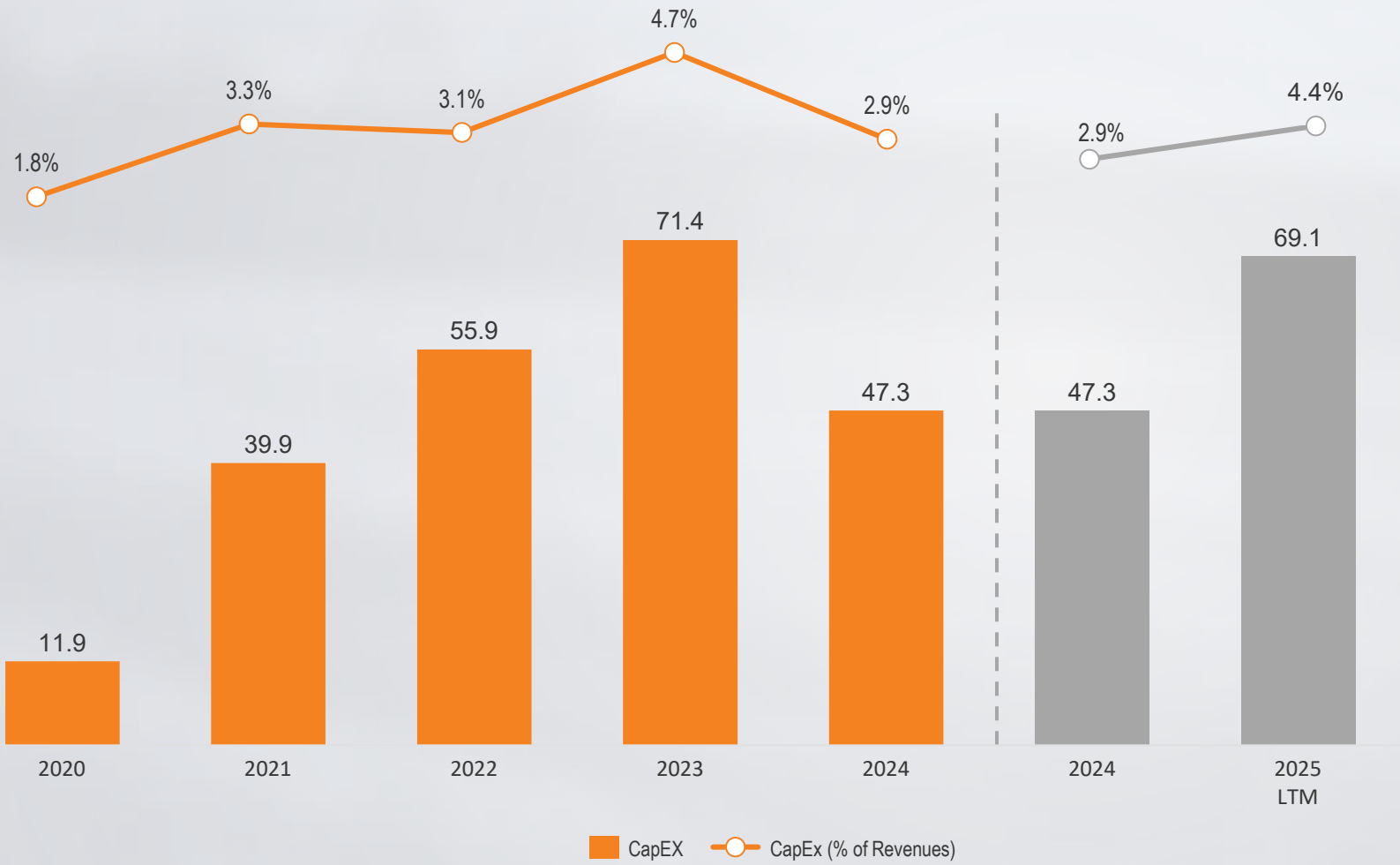


Current debt duration is **2.8 years**



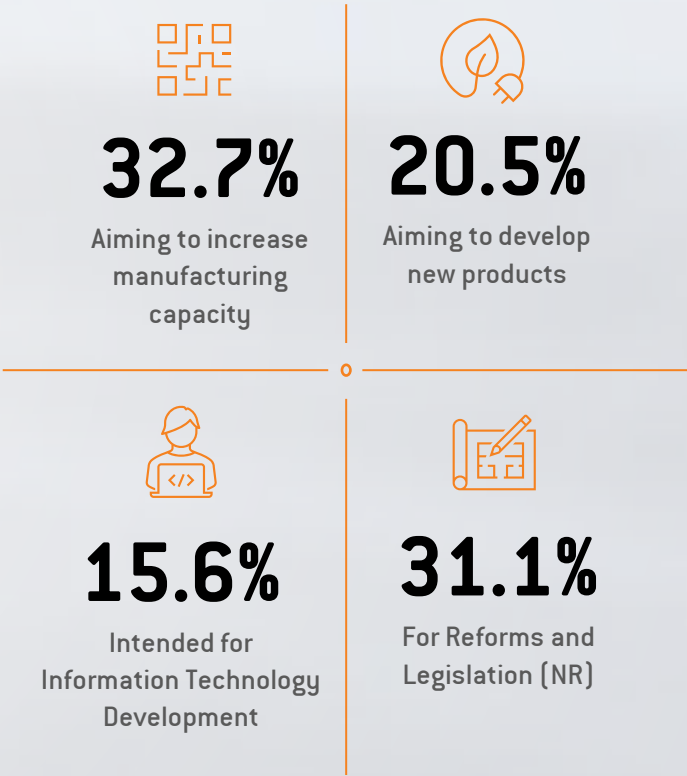
INVESTMENTS - CAPEX

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



CapEx Distribution in 2025

Distribution of BRL 69.1 mm⁽¹⁾:



Source: Company information
Notes: (1) Distribution referring to Capex LTM for 2Q25

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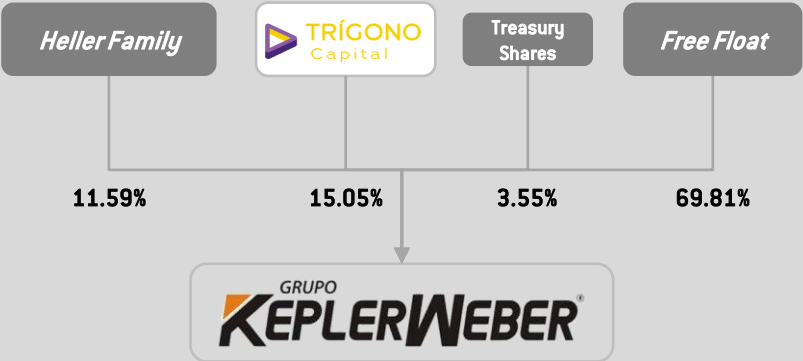
APPENDIX

BOARD AND SHAREHOLDING STRUCTURES

Board of Directors



Shareholding Structure⁽¹⁾



Support Structure

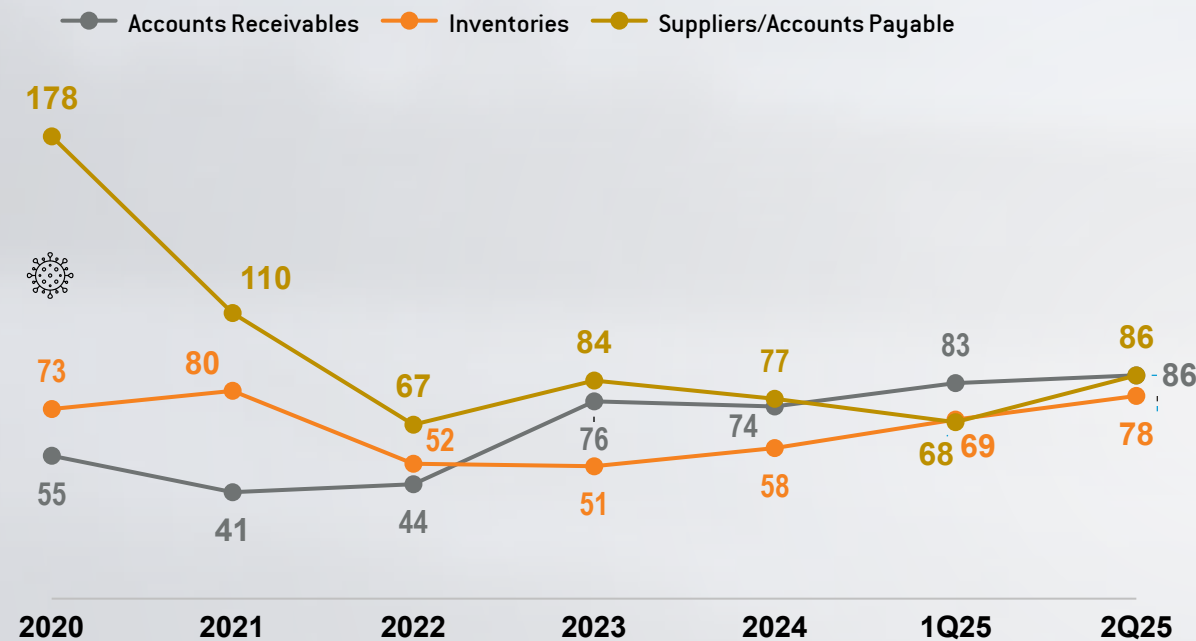


Remarks: ⁽¹⁾ Shareholding structure as of June 30, 2025
Source: CVM, Company information

GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

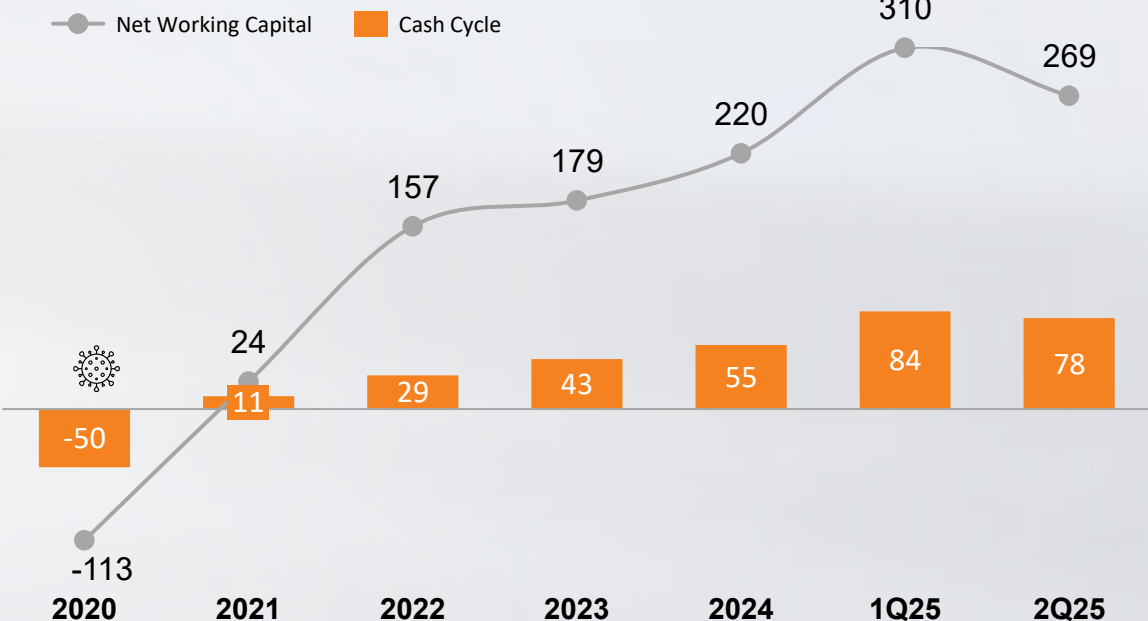
Focus on working capital optimization

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)



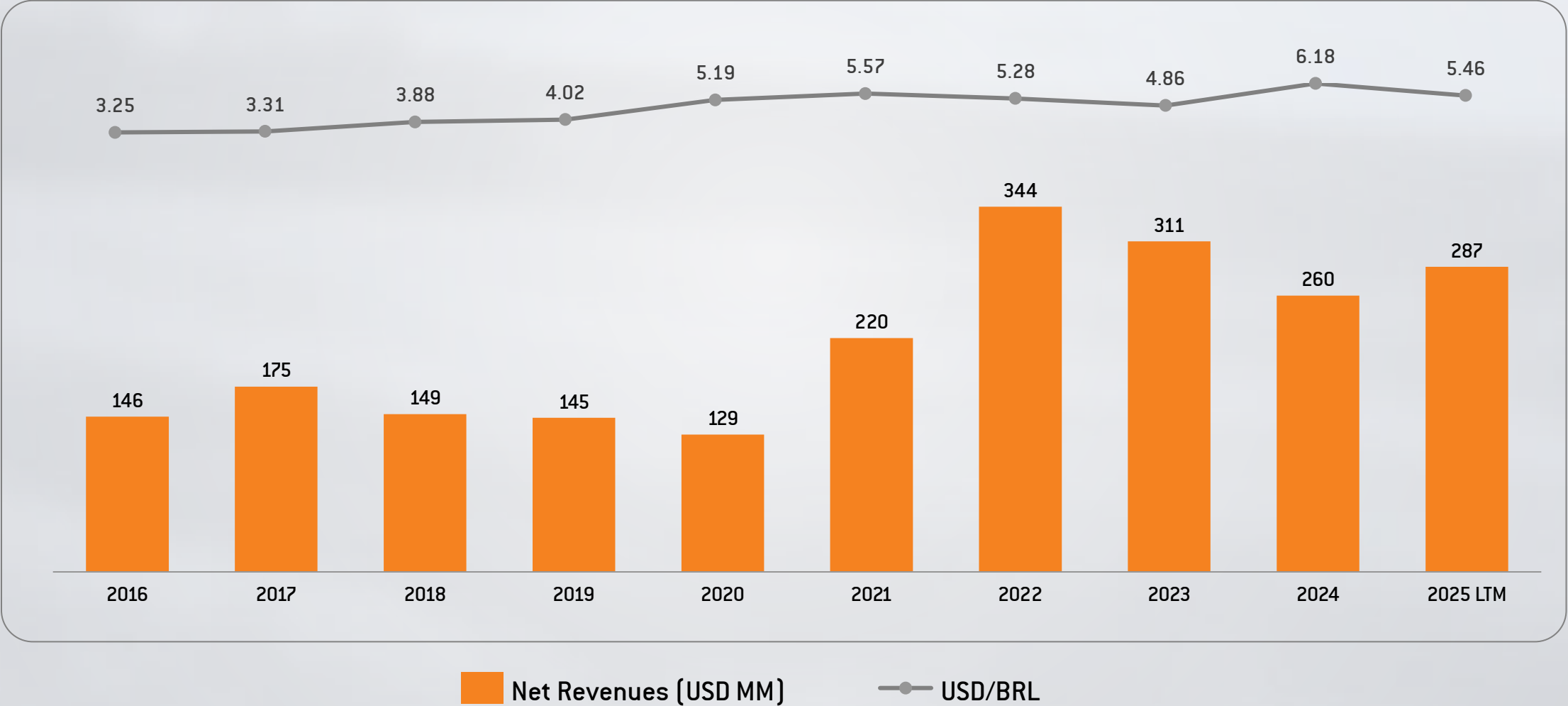
GREATER INVENTORY COVERAGE TO
ENSURE ON-TIME DELIVERY OF
CONSTRUCTION PROJECTS

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)

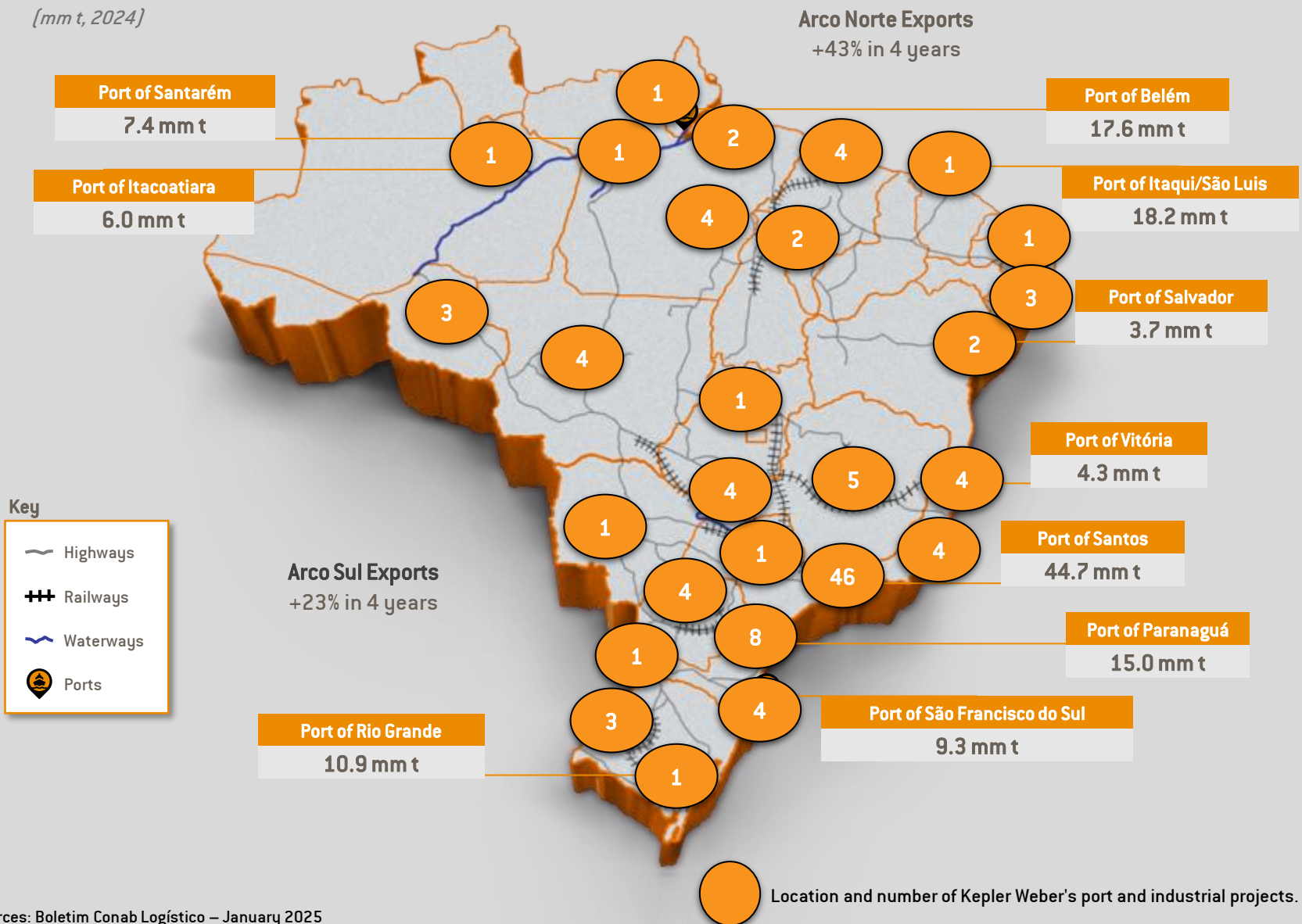


Note: Considers the average USD/BRL for the period
Source: Company information

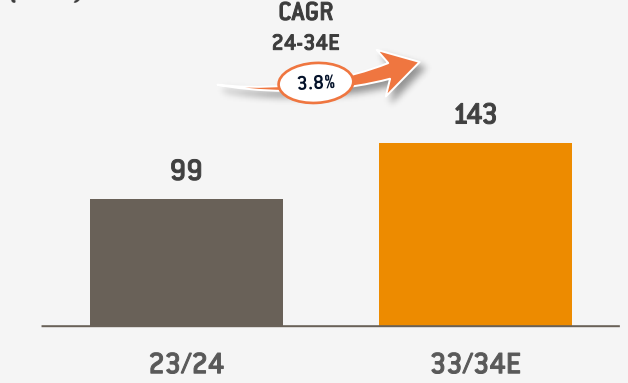
BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

Exports of Soybean and Corn

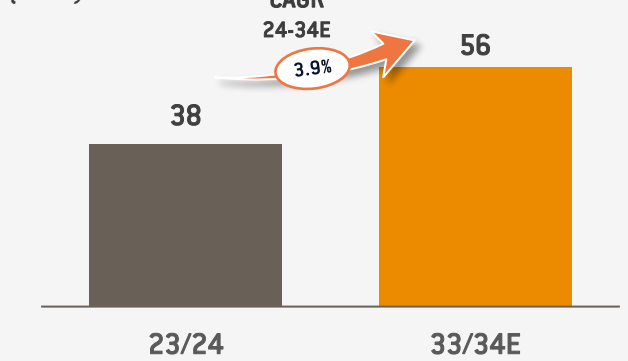
[mm t, 2024]



Exports of Soybeans in Brazil

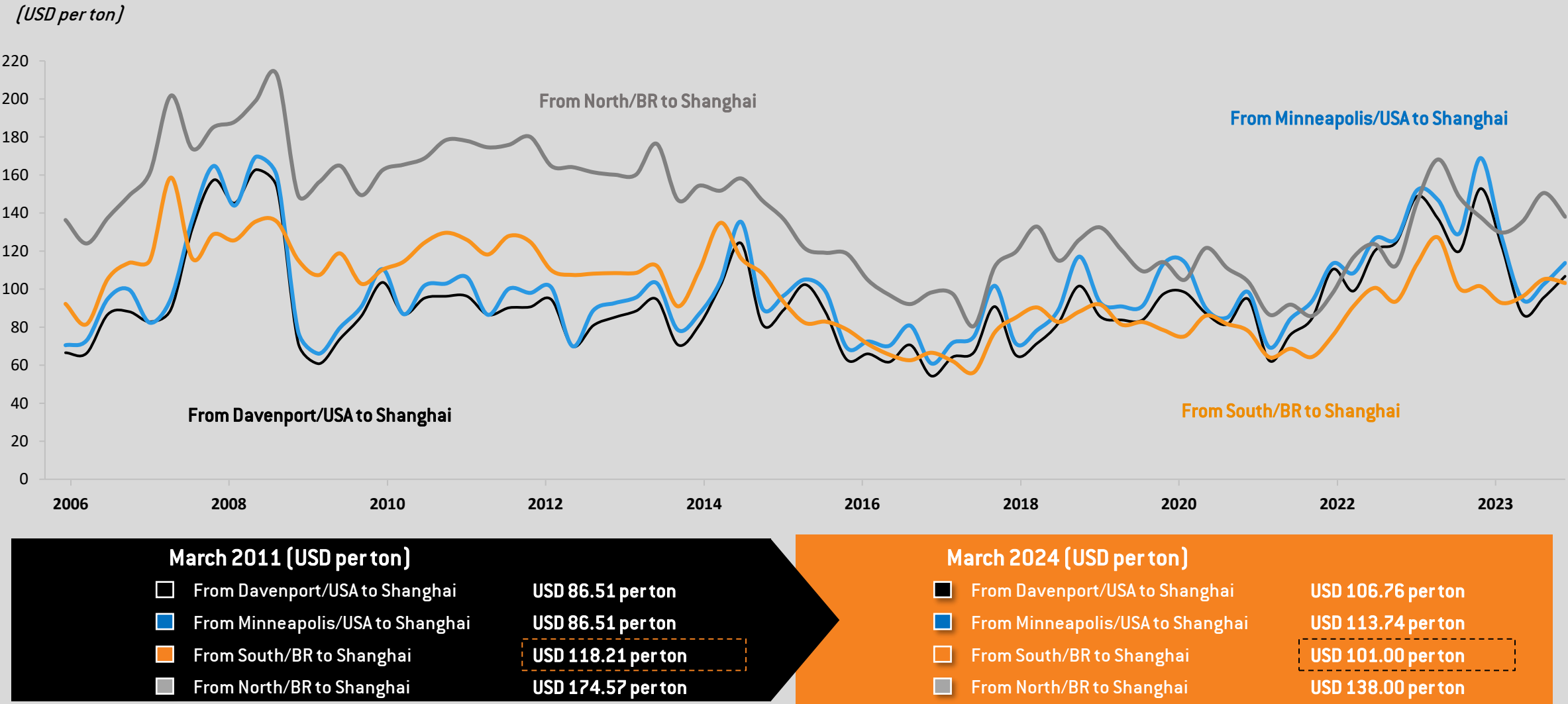


Exports of Corn in Brazil



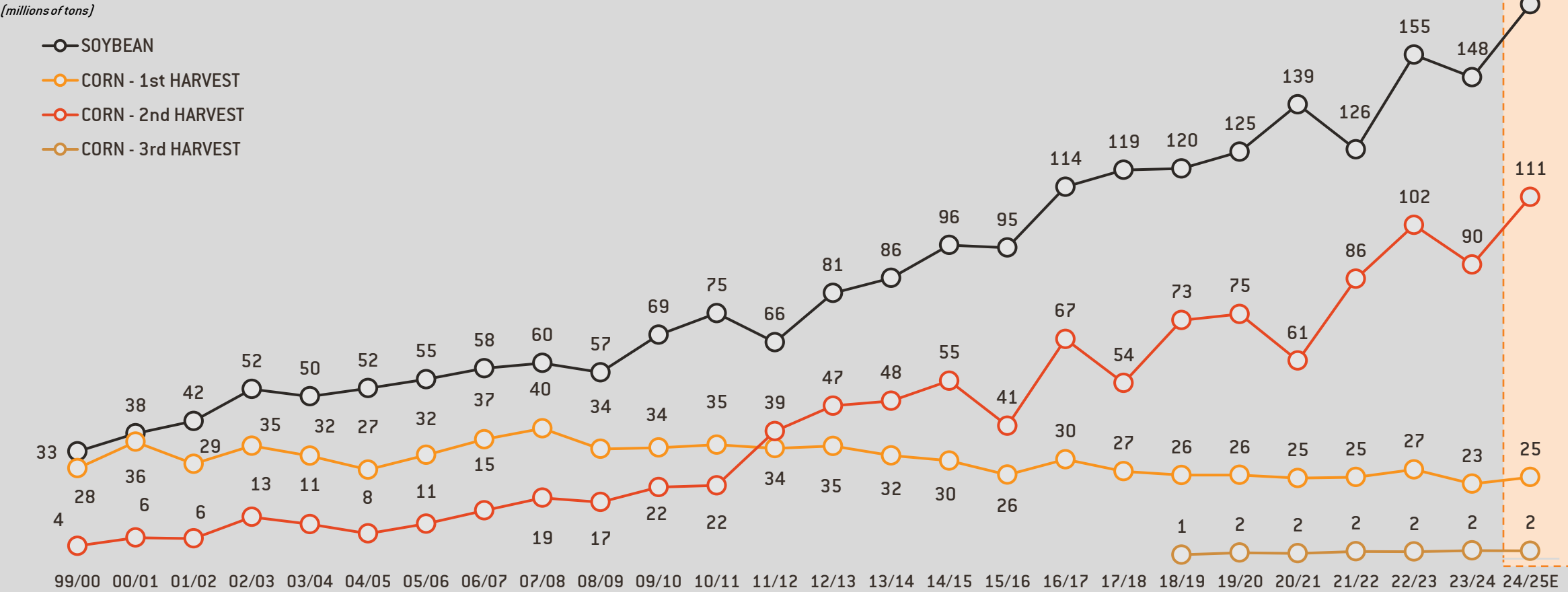
BRAZIL OVERTAKES THE US IN LOGISTICS COMPETITIVENESS FOR CHINA

Brazil's logistics cost of exports to China has become much cheaper in recent years, leading to increased demand for Brazilian commodities.



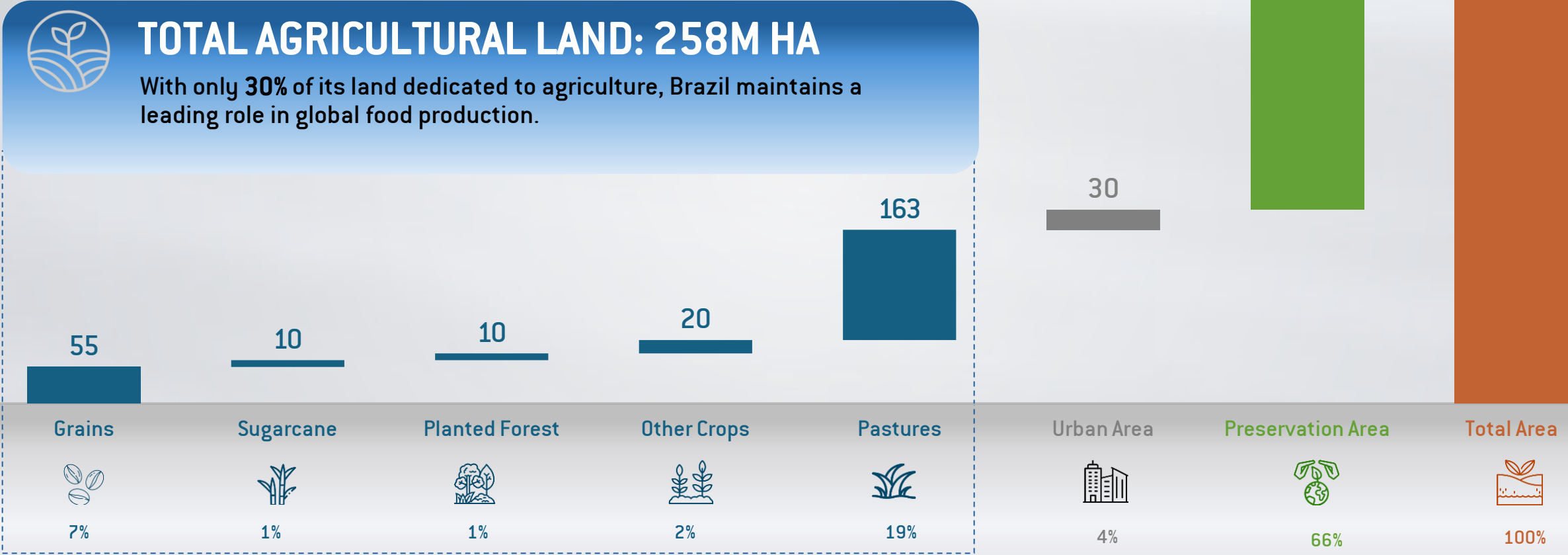
SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

Soybeans and Corn Harvests



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.



Source: EMBRAPA, IBGE, INPE, CAR

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APPENDIX - PROCER



PROCER

AGROINTELIGÊNCIA DE PÓS-COLHEITA



Founded in 2011



Technology 4.0

Applied to storage units

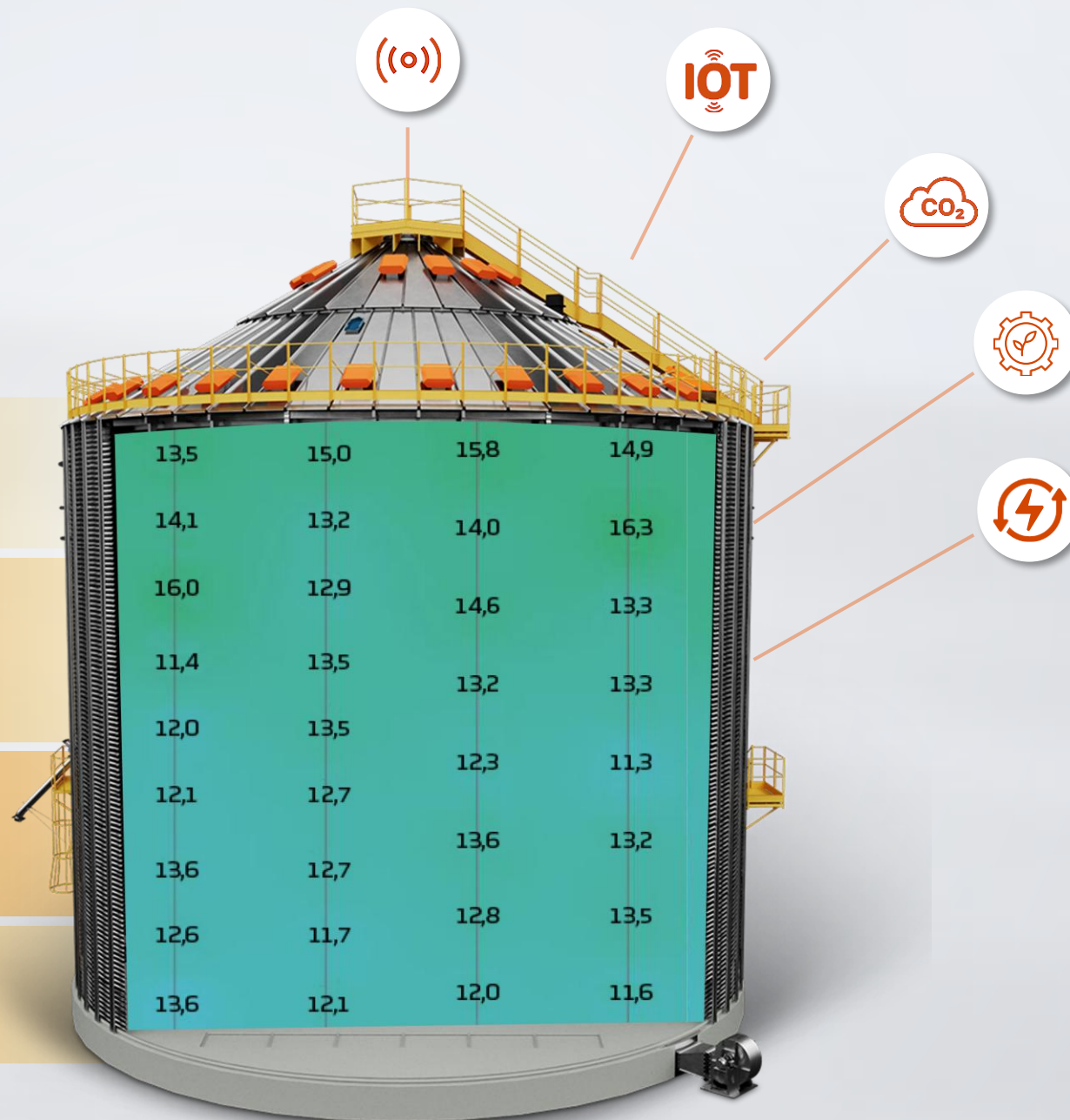


Commitment to grain quality

Preserve crop profit



Connect post harvest



OUR NUMBERS

+ 1,900

Active Clients



+ 2,430

Storage Units connected
in Jun 25

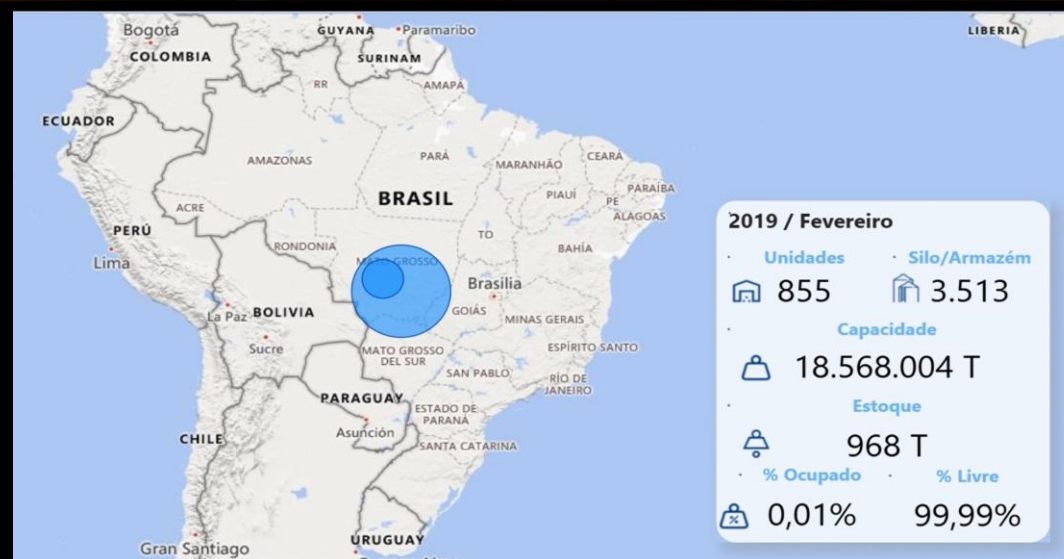


49 million tons

Monitored in Jun 25

BRL80 billion

Amount of connected grains



PROCER KEEPS ON Innovating



MANAGEMENT OF UNITS



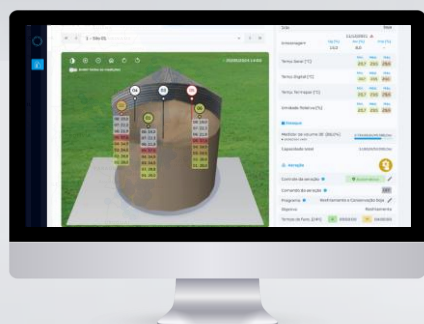
Operational



Quality



Financial



Ceres
ORION 2.0



CERES ORION
App



3D Volume
Meter

NEW VERTICAL DATA INTELLIGENCE



NEW MONETIZATION AVENUES:
Data intelligence

Real-time connection



Applied Statistics

$$r = \frac{n \cdot \sum xy - \sum x \cdot \sum y}{\sqrt{\{n \cdot \sum x^2 - (\sum x)^2\} \{n \cdot \sum y^2 - (\sum y)^2\}}}$$

60 mm t
BRL120 bn



Total Agribusiness



600 billion

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



Logistics

Operation efficiency
Share visibility
Route optimization



Banks

Business channel
Currency hedging
Credit risk management



Insurance Companies

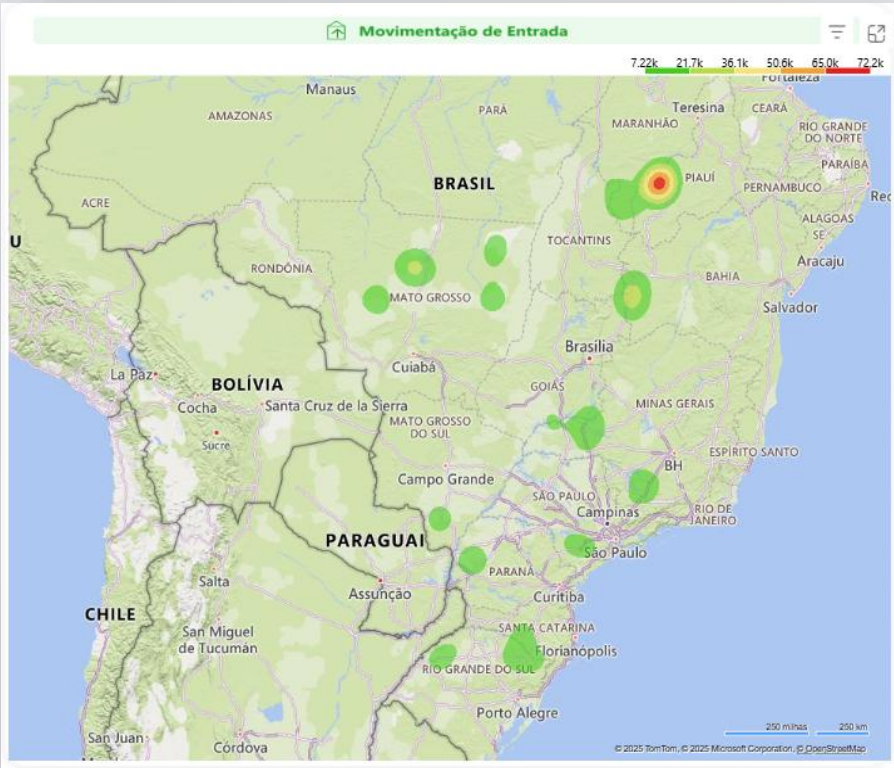
Spontaneous fermentation
Insurance of assets (silos, dryers)
Dynamic pricing



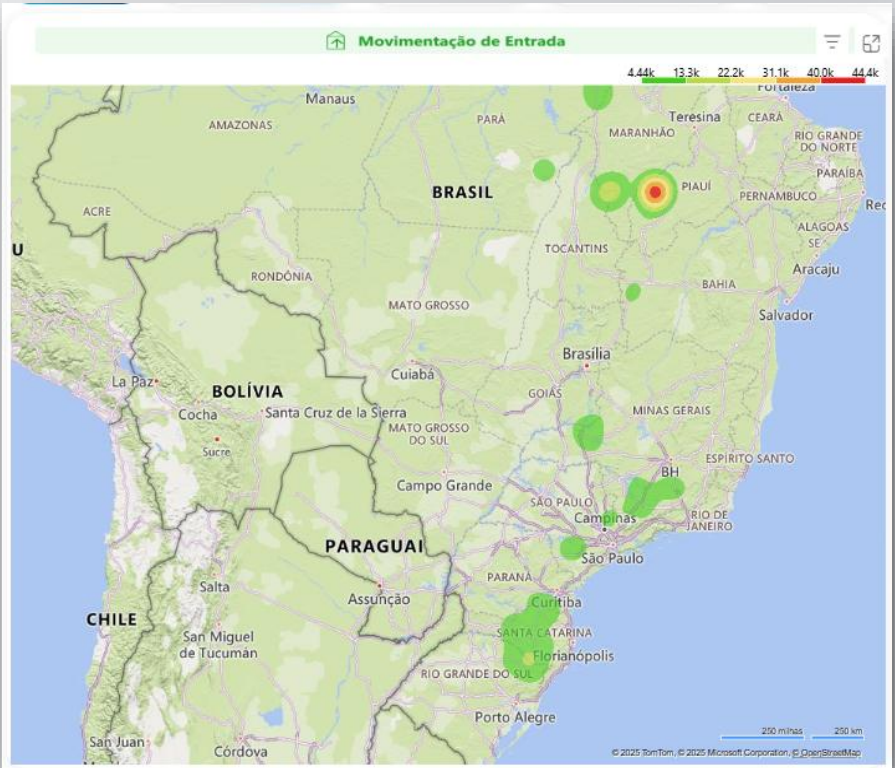
PRO CER – CORN RECEIVING COMPARISON – 2024 VS. 2025



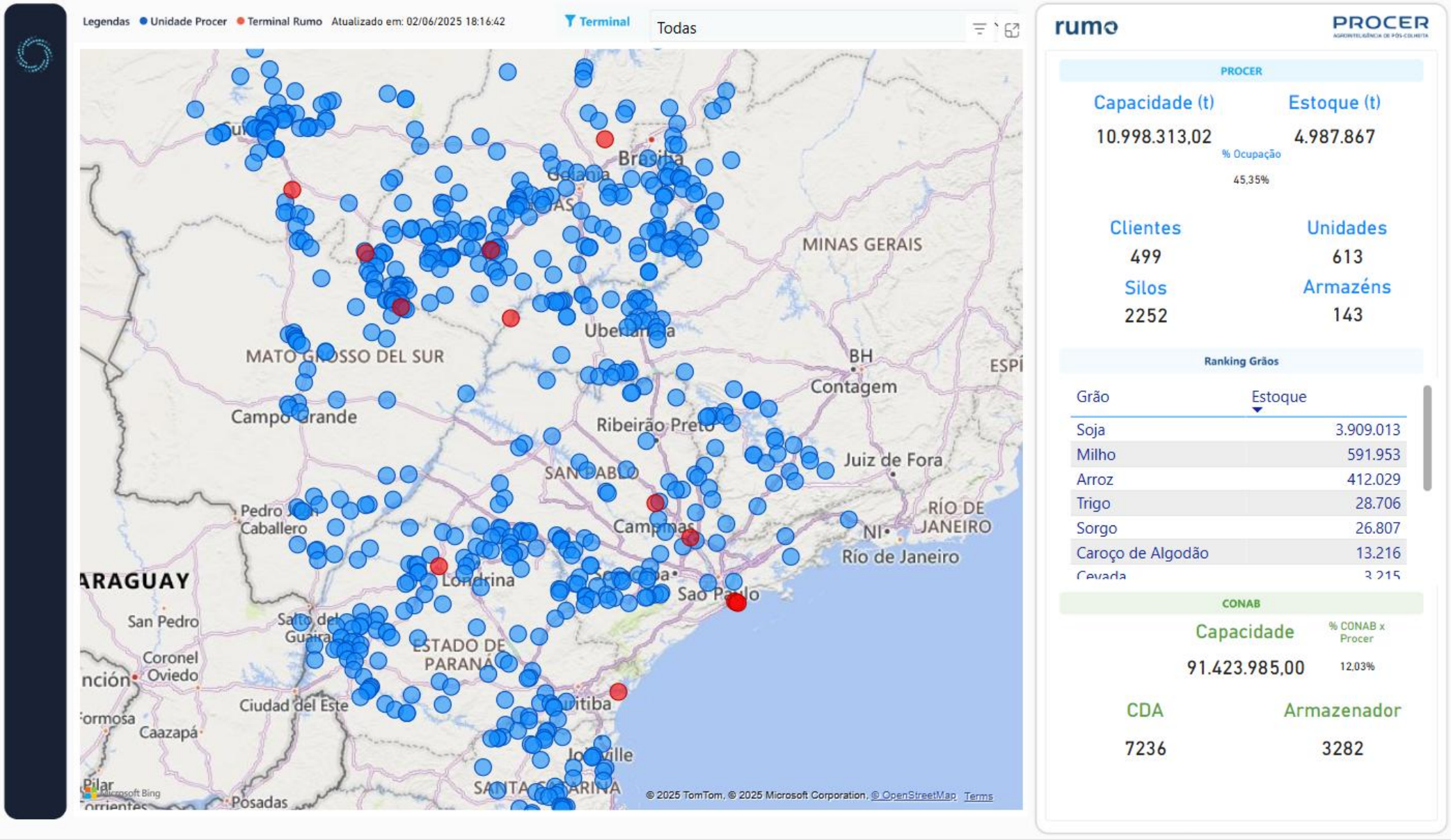
Corn Receiving (2024)



Corn Receiving (2025)



PRO CER CONNECTED UNITS – SAMPLE OF CLIENT RUMO



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