

KEPLERIMEBER



A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

PHASE 1 PHASE 2 PHASE 3

FROM FOUNDATION TO IPO

IPO AND AGRIBUSINESS GROWTH

SUSTAINABLE GROWTH AND RETURNS









Trans







QUALITY

PEOPLE

RELATIONSHIPS

PORTS

OPERATIONAL EXCELLENCE

DIVERSIFICATION

1925 FOUNDATION OF KEPLER IRMÃOS, A SMALL BLACKSMITH SHOP



1975 **OPENING OF NEW INDUSTRIAL** COMPLEX IN PANAMBI - STATE OF





FIRST PORT PROJECT IN SANTOS, STATE OF SÃO **PAULO**



2015

LEAN MANUFACTURING E SAP IMPLEMENTATION



2022

ANNOUNCEMENT OF PROCER 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









Mar

Operations

People



BRL 1.55 bn
USD 284.9 mm⁽¹⁾

Net Revenues
(Sep 2025 LTM)

15.1% EBITDA Margin

(Sep 2025 LTM)



21.0% ROIC

(Sep 2025 LTM)



Post-Harvest Leader in LATAM



Presence in

53 countries, with

168 sales representatives



112% appreciation of KEPL3 shares over the last 5 years⁽²⁾



9 Distribution
Centers in Brazil



3 factories

strategically located in Brazil



Ability to manage

251 projects simultaneously



1,966

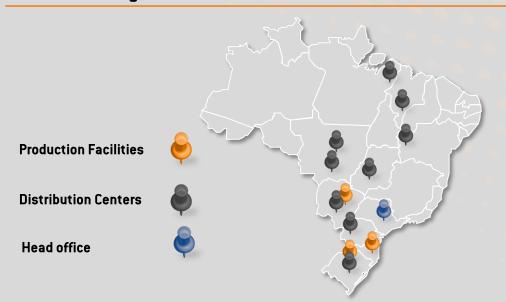


71,629

Training Hours
(9M25)



Present at Strategic Locations:





+ 2,843 clients served in 9M25, up 9% vs. 9M24



The company recorded 80% on-time deliveries during 9M25



11,644 silos connected with Procer technology at the end of 3025

nce, Abimag

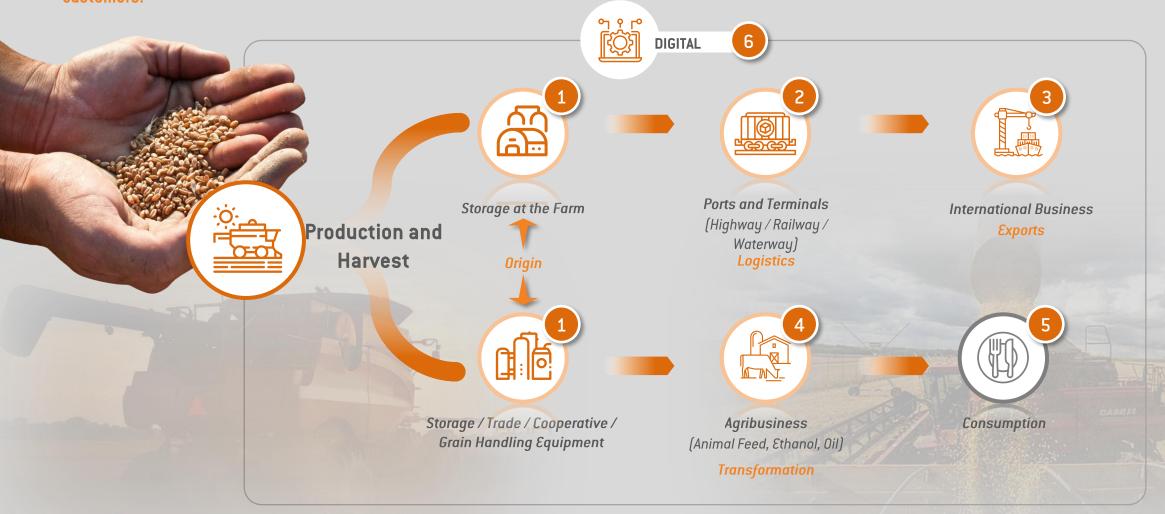
^[1] Considers the average USD/BRL exchange rate of 5.45 as of Sep/ 2025 LTM. Revenue CAGR (2020-Sep 25 LTM) in USD: 17.05%.

^[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.





KEY DRIVERS OF KEPLER WEBER GROWTH: EXPANDING HORIZONS IN AGRIBUSINESS

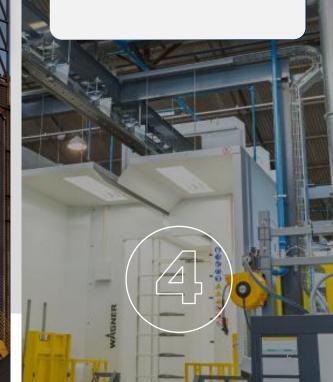
GLOBAL TREND • Global population increase • Growing demand for grains, animal feed and biofuels • Urbanization and demographic changes Source: Company information



LOGISTICS AND INFRASTRUCTURE • Growing grain storage deficit as production increases • Need for improved transportation infrastructure • Growth in automation

INCORPORATION OF NEW REVENUES

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



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 \bigcirc	Beef @	Poultry 🔎	Pork 🤄	Orange ₹ Juice	Cotton
Production	1st	ard	2no	1st	1st)	9th	2no	ard	4th	1st	3rd
Exports	1st	(3rd)	2nd	1st	1st	7th	1st)	1st	41	1st	1st
% of Global Exports	58%	21%	8%	32%	55%	3%	28%	36%	12%	73%	31%
Kepler's Presence	K	K	K	K	K	K	K	K	K		K

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)



Agricultural Calendar from 2020

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

% /	JUL	AUG	SEP	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	NUL
1 st Crop (Soybeans)				\$ F	静					*	*	* *
2nd Crop (Corn)									* *	* *		* *

Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 5.9% CAGR (2000-2025)



BRAZILIAN GRAIN HARVEST

Amounts in millions of tons Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 5.9% CAGR (2000-2025)

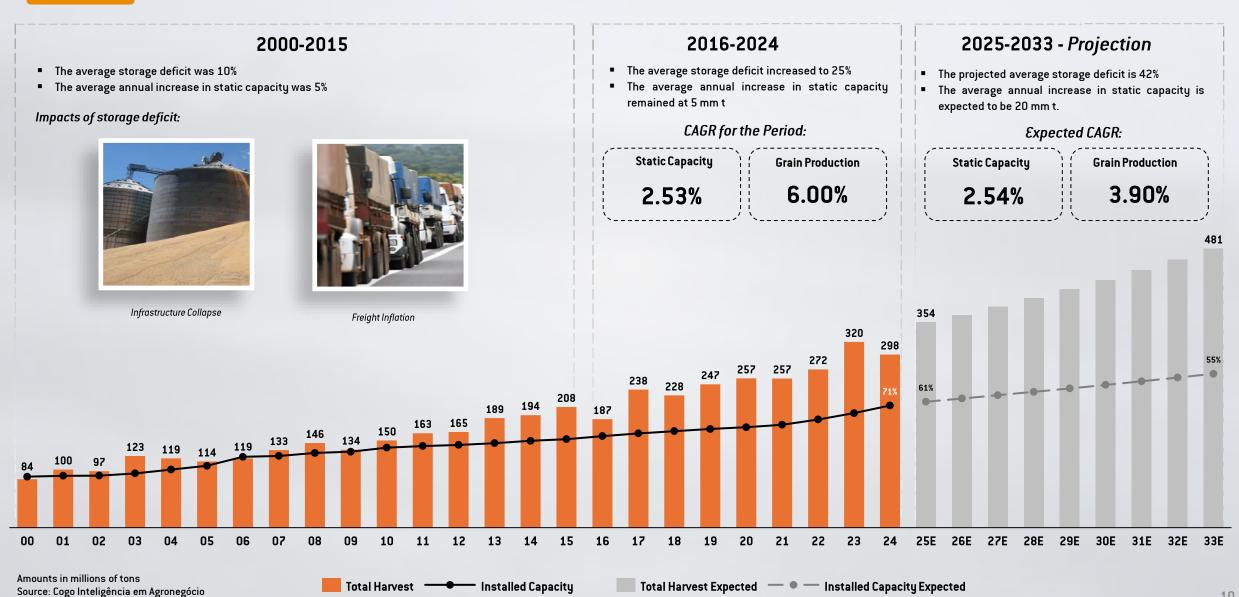


GRAIN HARVEST IN BRAZIL

Amounts in millions of tons Source: Cogo Inteligência em Agronegócio

EVOLUTION OF GRAIN HARVEST IN BRAZIL

PHASE 3



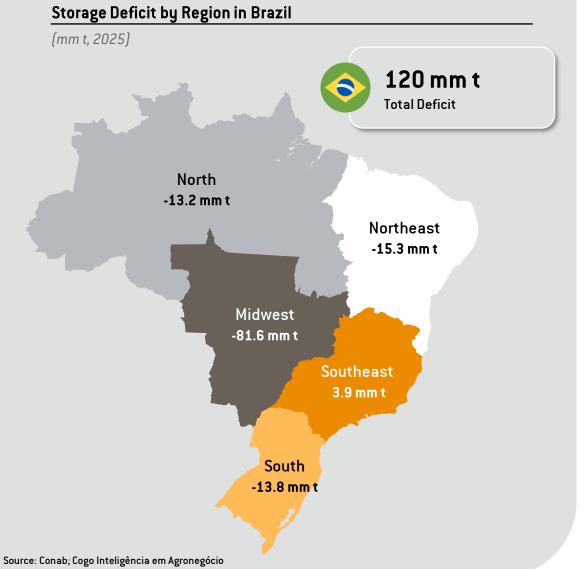
STORAGE DEFICIT SENSITIVITY TO DIFFERENT STATIC CAPACITY GROWTH RATES

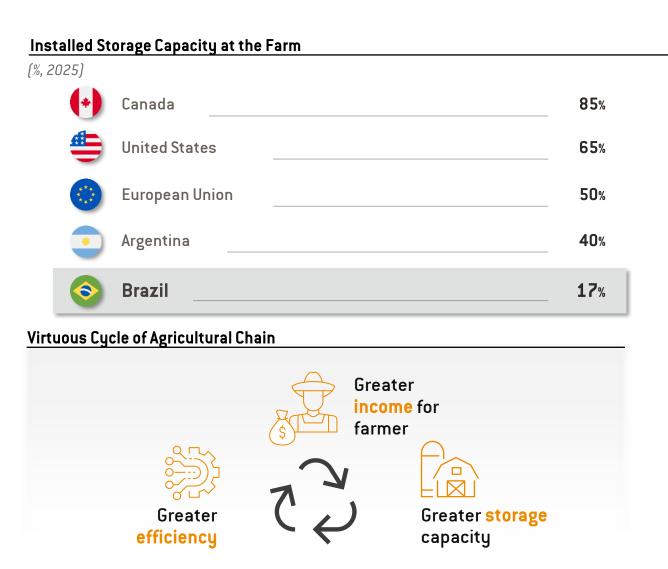
Scenario analysis: Even with CAGR growing 1 percentage point above 3.9%, it would take 51 years to eliminate the storage deficit in Brazil

CAGR Static Capacity

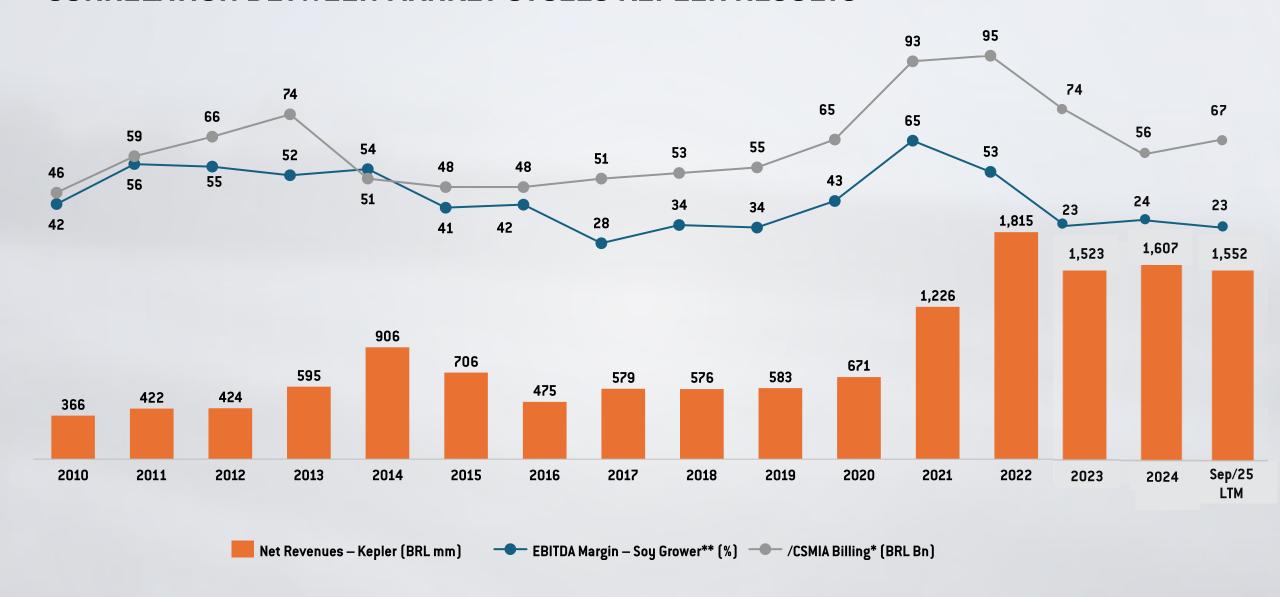
	2.5%	3.7%	4.3%	4.9%	5.5%	6.1%	6.7%	7.3%
25	39%	39%	39%	39%	39%	39%	39%	39%
30	43%	39%	38%	36%	34%	32%	30%	28%
35	47%	40%	36%	33%	29%	24%	20%	15%
40	50%	40%	35%	29%	23%	16%	9%	1%
45	53%	41%	34%	26%	17%	7%	-4%	-17%
50	56%	42%	33%	22%	10%	-3%	-19%	-37%
55	59%	42%	31%	18%	3%	-15%	-36%	-61%
60	62%	43%	30%	14%	-5%	-28%	-55%	-89%
65	64%	43%	29%	10%	-13%	-42%	-78%	-122%
70	67%	44%	27%	6%	-22%	-57%	-103%	-161%
76	69%	44%	25%	(0%)	-34%	-78%	-138%	-217%
80	71%	45%	24%	-4%	-42%	-94%	-165%	-260%
85	73%	45%	23%	-9%	-53%	-115%	-202%	-323%
87	74%	46%	22%	-11%	-58%	-125%	-219%	-351%
90	75%	46%	21%	-14%	-65%	-139%	-245%	-397%

SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST **DEMAND**



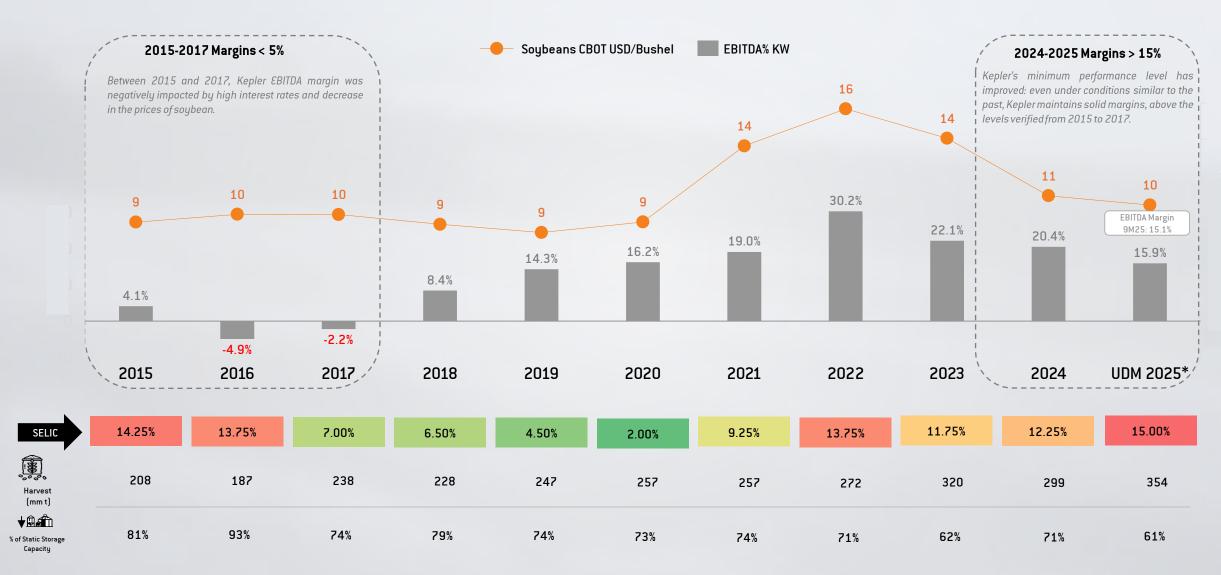


CORRELATION BETWEEN MARKET CYCLES KEPLER RESULTS



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.





KW 2030 STRATEGIES



Strategy 1

Strengthen leadership



Market Intelligence and Coverage

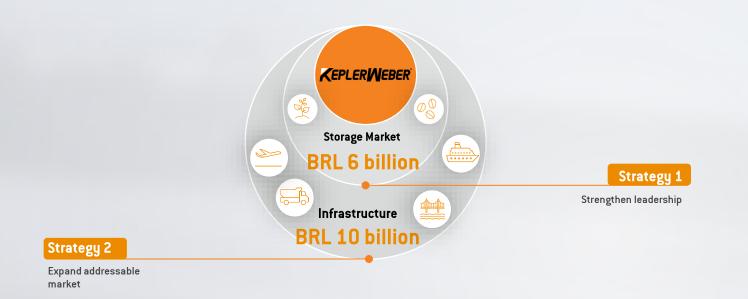


Research & Development



Excellence in Service

KW 2030 STRATEGIES





New markets

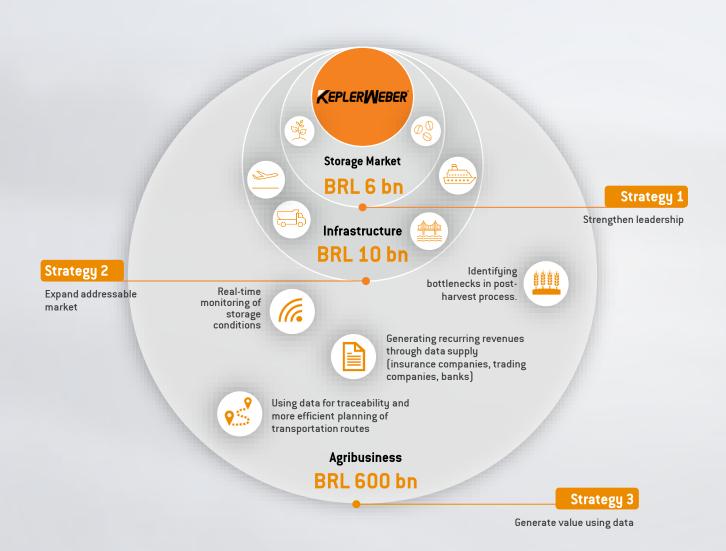


New business models



Modernization of units

KW 2030 STRATEGIES





AGROINTELIGÊNCIA DE PÓS-COLHEITA

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 harvest¹ in 2025 (354 million tons).
- We ratify our order book in line with last year.

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:

 Sale of an infrastructure project to a large cooperative in the State of Paraná, the country's largest Soybean crusher.

Strategy

Business Diversification

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

Highlights:

- Expansion of commercial coverage in Argentina, with a 30% increase in sales in 3025 (vs. 3024).
- R&S grew 10.8% in the quarter and 15.5% in the 9M25 (vs. 9M24).

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:

 The company is advancing in the development of its own digital solutions, with PROCER as a strategic vector for data monetization and revenue diversification.

Efficient Management

Control of Expenses

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

Highlight:

 Drop in G&A: 3% reduction in 3Q25 (vs. 3Q24) and 4% in 9M25 compared to the previous year.

Relationship with Clients

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

Highlights:

- 13% increase in the invoiced customer base in 3Q25 (vs. 3Q24).
- NPS remained in the Trust Zone for the fifth consecutive year, reflecting the consistency of our customer satisfaction and loyalty.

Sources: (1) Cogo Inteligência; Company data



KEPLER WEBER BUSINESS CYCLE

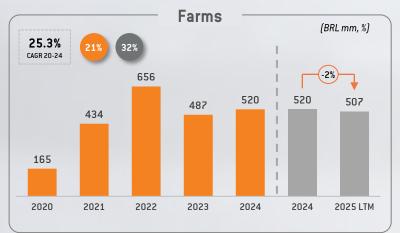
Macroeconomic factors—including harvest size, commodities prices and interest rates—shape the cyclical nature of agribusiness.

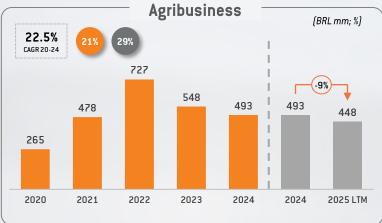
Harvest	Negotiation Period	\$ Net Revenues*
2023 — 320 mm t • Soybean: USD 14.83 • Corn: USD 5.83 • Interest 3023 (BRL): 12.75%	Apr/23 – 0ct/2023	3023, 4023, 1024 and 2024
2024 — 298 mm t • Soybean: USD 11.51 • Corn: USD 3.97 • Interest 3024 (BRL): 10.75%	Apr/24 – Oct/24	3Q24, 4Q24, 1Q25 and 2Q25
2025e — 354 mm t • Soybean: USD 10.38 • Corn: USD 4.15 • Interest 3025 (BRL): 15.00%	Apr/25 – Oct/25	3025, 4025, 1026 and 2026

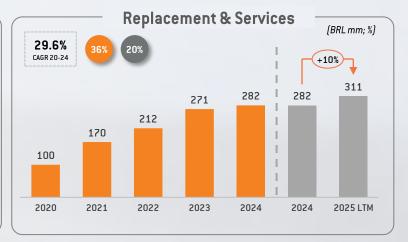
^(*) There is a gap of three to nine months between negotiations with customers and the recognition of Net Revenues, which takes place upon product delivery. Source: Central Bank of Brazil (Interest), Reference date: 9/18/2025; Cogo Inteligência (Soybean and Corn CBOT USD/bushel), Reference date: September 30, 2025.

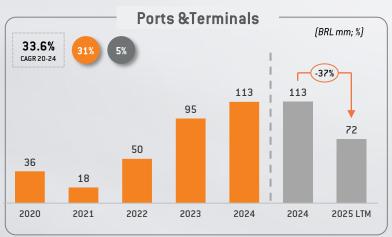
KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN VARIOUS MARKETS

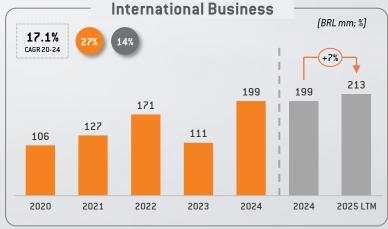
Kepler's activities in diversified segments enables growth across different cycles, ensuring consistent profitability and a balanced contribution of revenues across business units.









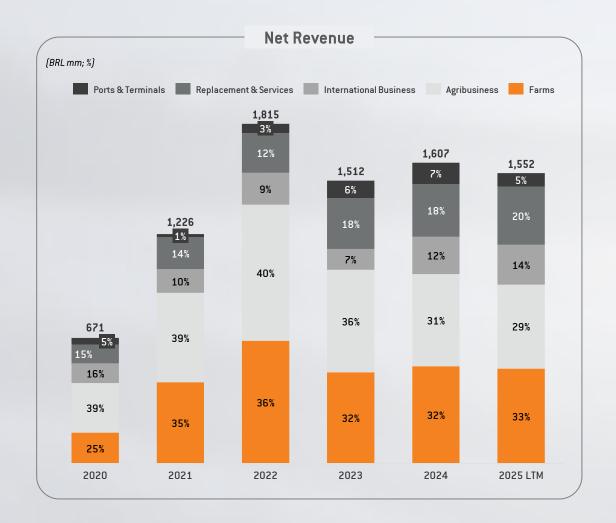


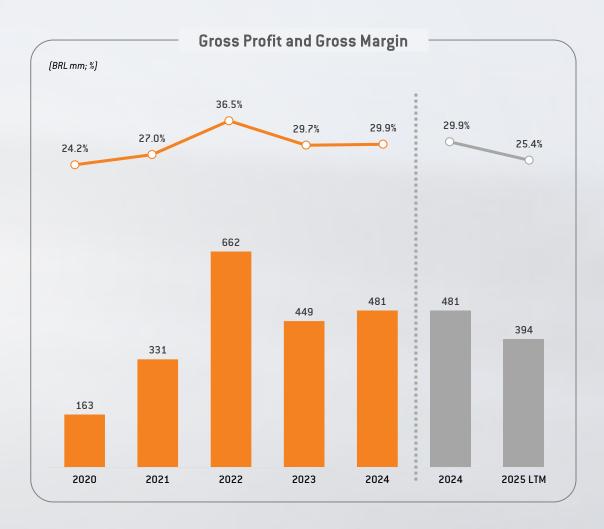


Notes: (1) Related to each business unit Jun 25 LTM (2) Related to each business unit Sep/ 25 LTM Source: Company information

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.



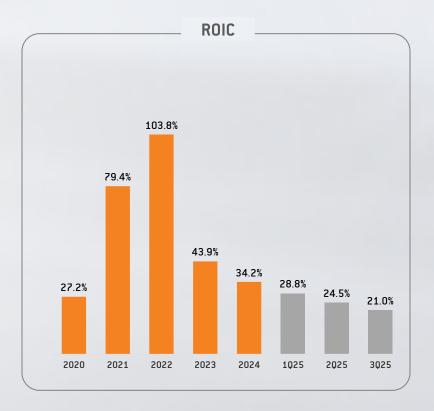


KEPLER'S CONSISTENT MARGINS, EXPANDING FLOWS OF REVENUES AND HIGH ROIC

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

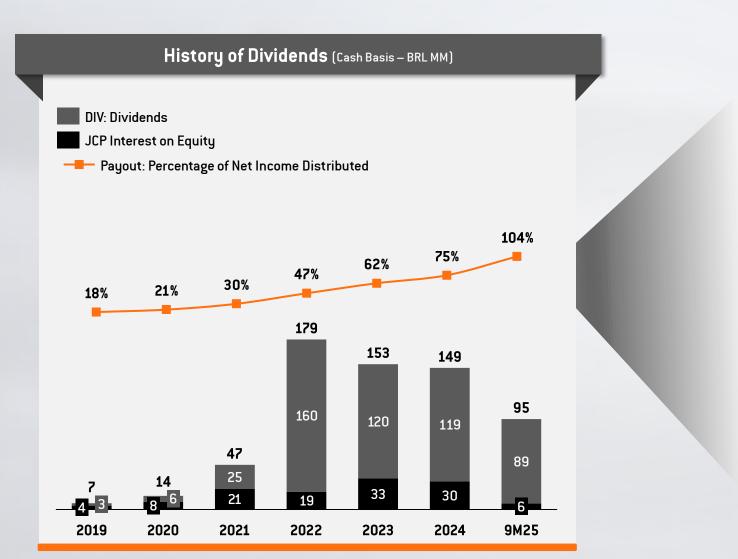






RETURN TO SHAREHOLDERS AND PROSPECTS FOR 2025

Increasing shareholder returns with financial strength



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 31.1 mm in net cash and BRL 363.9 mm in gross cash and cash equivalents in 3025.



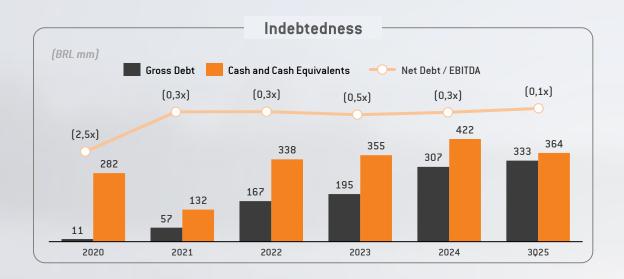
Focus on executing the KW2030 plan, driving efficiency through LEAN culture, market expansion, and the strategic use of data.

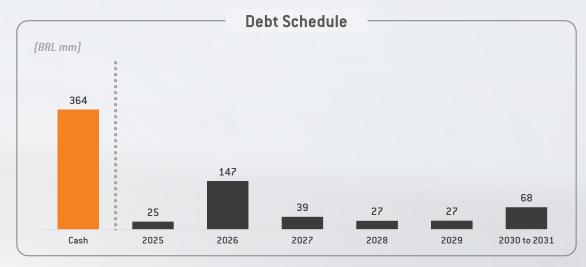


Record harvest expected for 2025, forecasting positive demand for Agribusiness, Ports & Terminals, and Replacement & Services.

Source: Company information

SOLID BALANCE SHEET AND ROBUST NET CASH POSITION



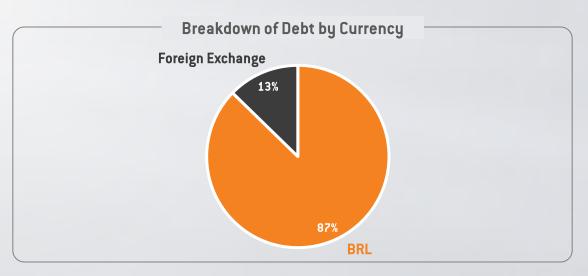




Kepler has recorded net cash **POSITION** in all quarters reported since 2015



Current debt duration is 2.8 years

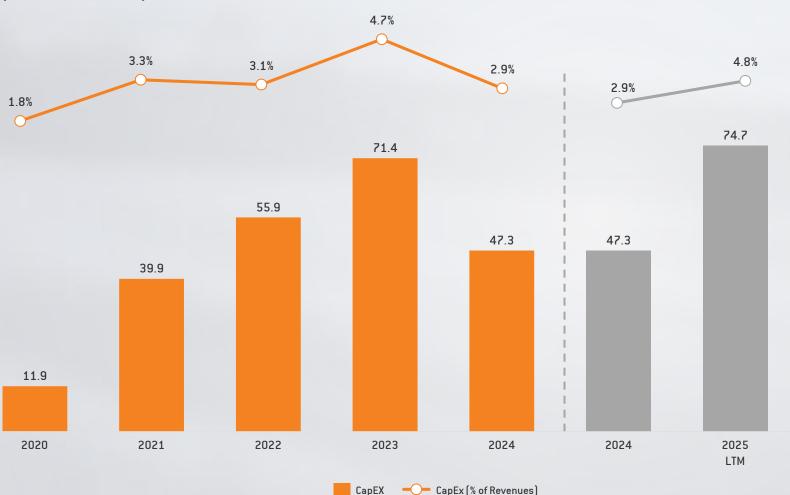


Source: Company information; Reference Date: Jun 30, 2025

INVESTMENTS - CAPEX

Capex and Capex as a percentage of Net Revenues

(in millions of Reais)



CapEx Distribution in 2025

Distribution of BRL 74.7 mm⁽¹⁾:

31.2%

Aiming to increase manufacturing capacity



16.2%

Aiming to develop new products



14.3%

Intended for Information Technology Development



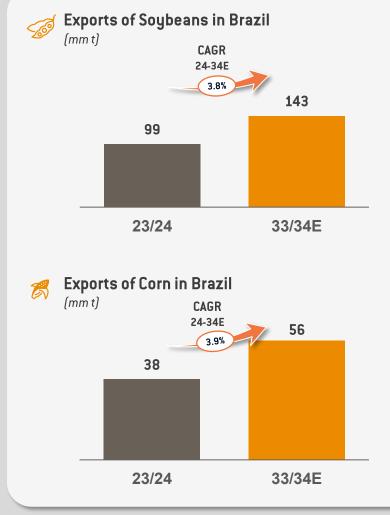
38.3%

For Reforms and Legislation (NR)



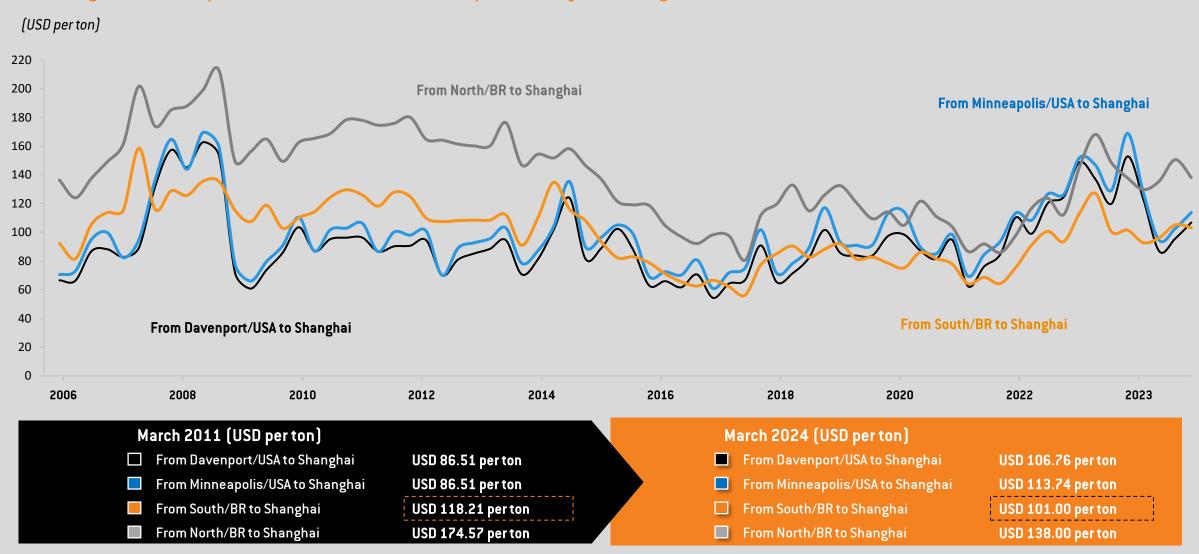
BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

Exports of Soybean and Corn (mm t, 2024) **Arco Norte Exports** +43% in 4 years Port of Santarém Port of Belém 7.4 mm t 17.6 mm t Port of Itaqui/São Luis Port of Itacoatiara 18.2 mm t 6.0 mm t **Port of Salvador** 3.7 mm t Port of Vitória 4.3 mm t Key **Port of Santos** Highways 44.7 mm t **Arco Sul Exports** ## Railways +23% in 4 years Port of Paranaguá **→** Waterways 15.0 mm t Ports Port of São Francisco do Sul Port of Rio Grande 9.3 mm t 10.9 mm t Location and number of Kepler Weber's port and industrial projects.



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.



Source: USDA

30

LAND USE IN BRAZIL (MILLION HA) - 2025

7%

Brazil is not only the world's breadbasket; it is also a gateway for long-term, ESG-aligned land investments. 564 852 **TOTAL AGRICULTURAL LAND: 258M HA** With only 30% of its land dedicated to agriculture, Brazil maintains a leading role in global food production. 30 163 20 10 10 55 Grains Sugarcane **Planted Forest** Other Crops **Pastures** Urban Area **Preservation Area Total Area**

19%

4%

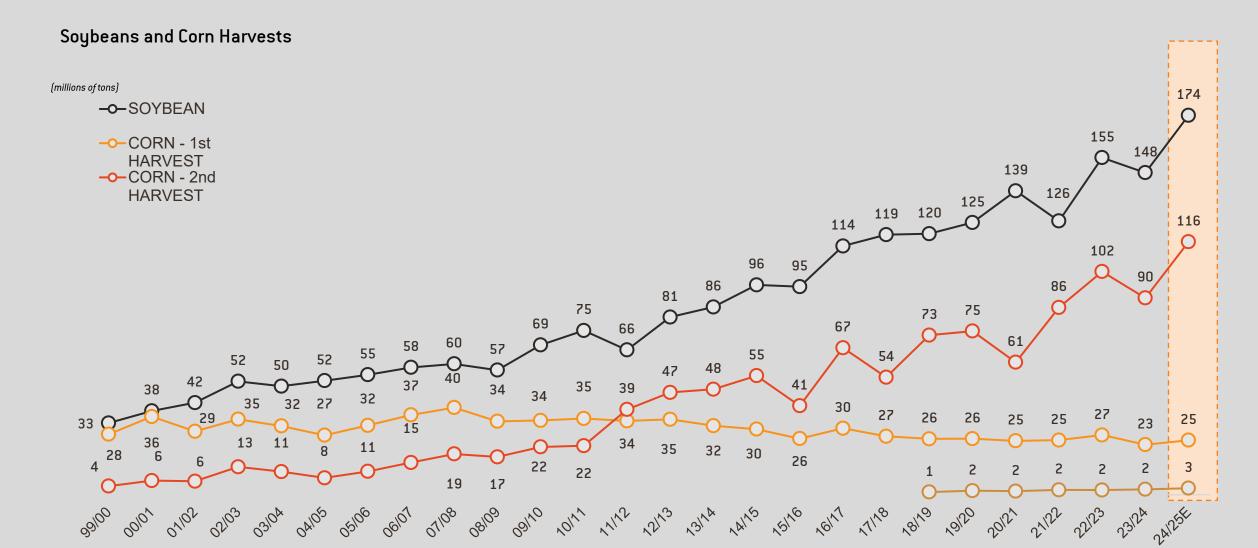
Source: EMBRAPA, IBGE, INPE, CAR

2%

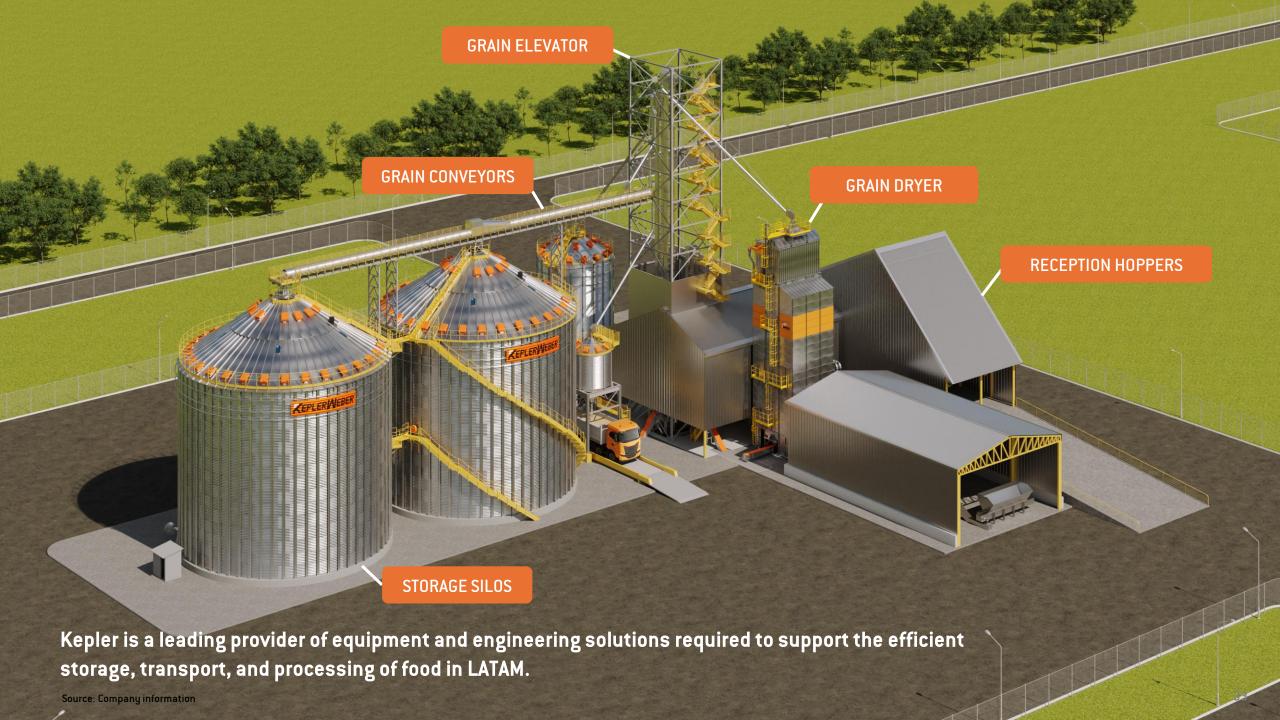
100%

66%

SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

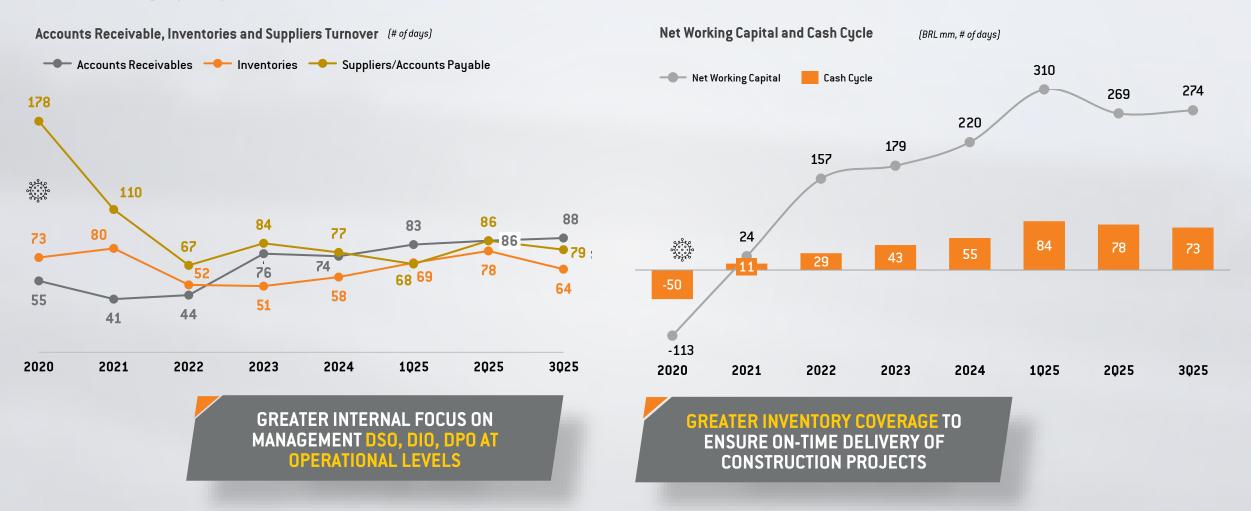


Source: Cogo Inteligência em Agronegócio



GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

Focus on working capital optimization

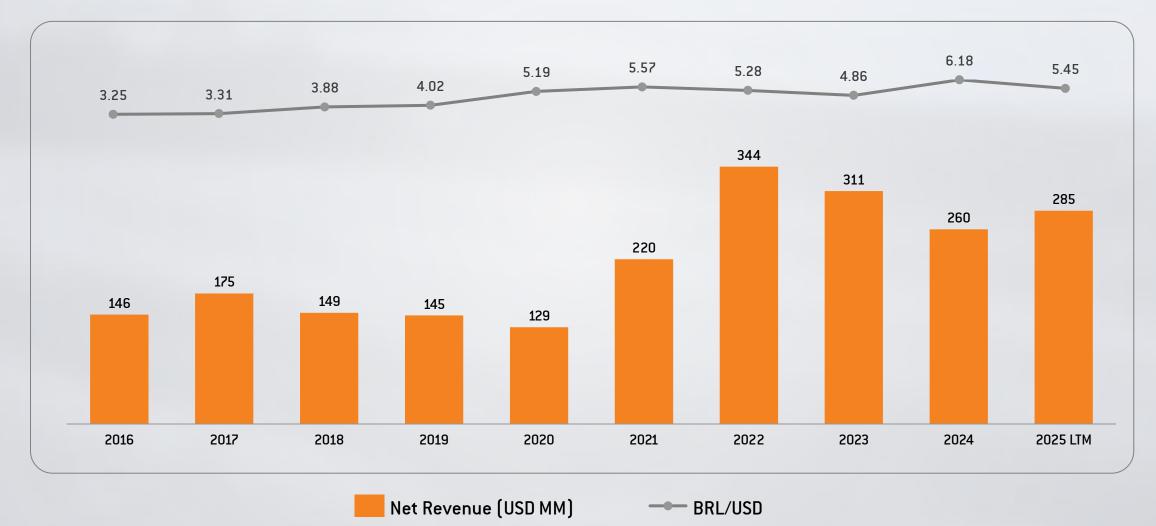


Notes: (1) DSO (Customers/Accounts Receivable) = Amount of balance of "Trade Accounts Receivable", "Prepaid Expenses" and "Other Accounts Receivable"; (2) DIO (Inventories) = Amount of Inventories balance"; (3) DPO (Suppliers/Accounts Payable) = Balance for "Suppliers", "Salaries", "Customers Ad. Customers",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

Source: Company information

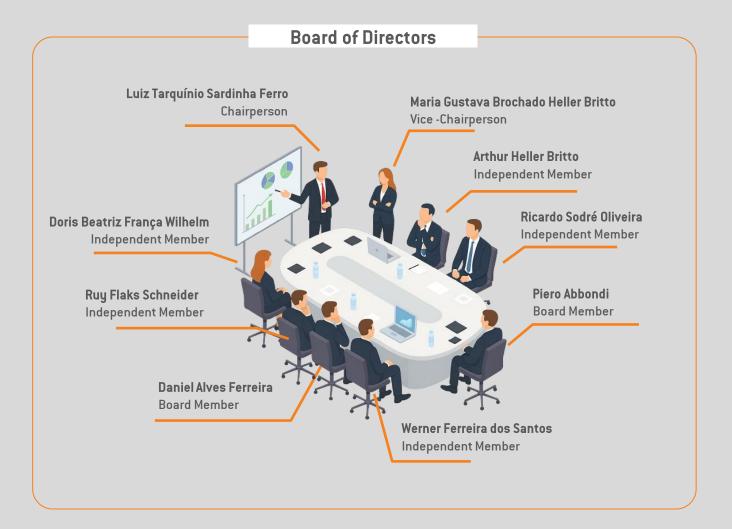
NO INFLUENCE OF US DOLLAR FLUCTUATION ON OPERATION

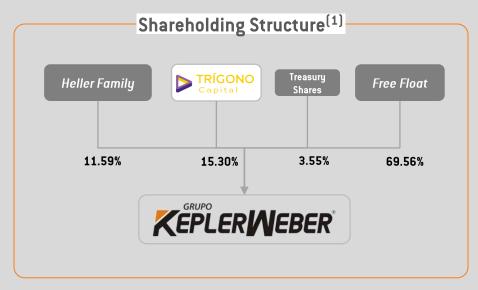
US DOLLAR AND NET REVENUES KEPLER (USD)



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

BOARD AND SHAREHOLDING STRUCTURES













((0))

15,8

14,0

14,6

13,2

12,3

13,6

12,8

12,0

16,3

13,3

13,3

11,3

13,2

13,5

11,6

15,0

13,2

12,9

13,5

13,5

12,7

12,7

11,7

12,1

IÕT



Founded in 2011



Technology 4.0 Applied to storage units



Commitment to grain quality
Preserve crop profit



Connect post harvest

OUR NUMBERS

+ 2,021

Active Clients



+ 2,551

Storage Units connected in Sep/25





53 million tons

Monitored in Sep/25

BRL80 billion

Amount of connected grains



Base Date: September 2025

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 Al Management and Classification Sensing Evolution

Management of 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

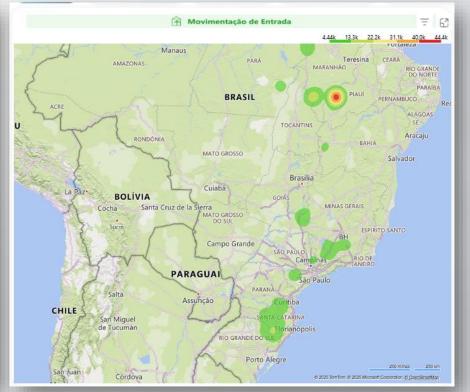
PROCER – CORN RECEIVING COMPARISON – 2024 VS. 2025



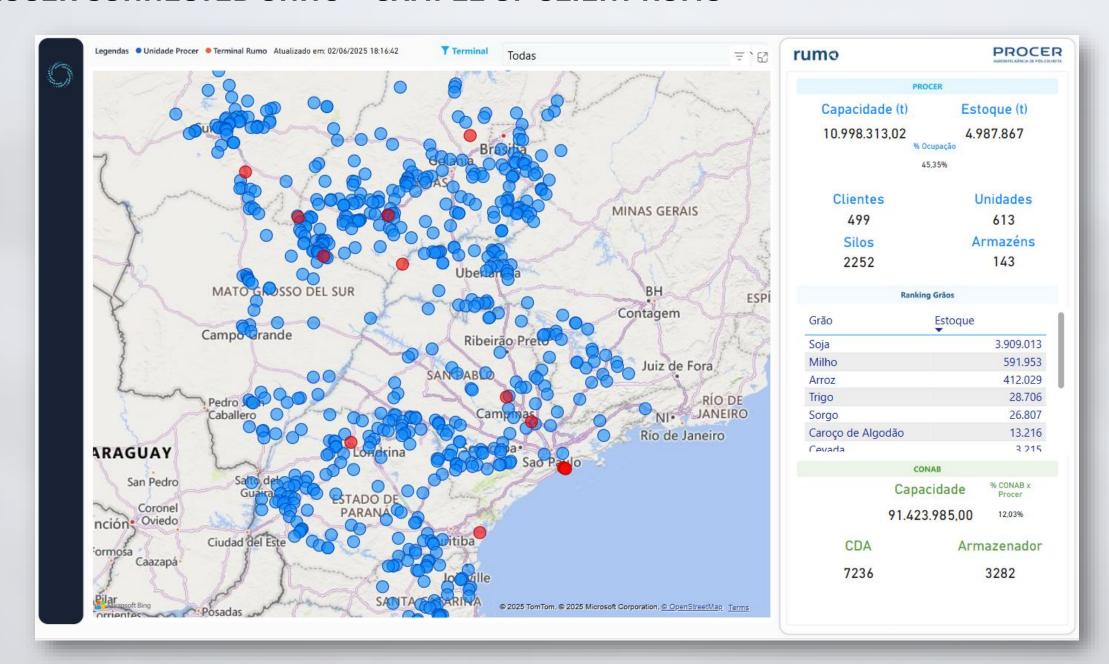
Corn Receiving (2024)

Movimentação de Entrada = 62 Manaus Teresina AMAZONAS MARANHÃO RIO GRANDE PARAÍBA BRASIL ALAGOAS TOCANTINS Aracaju RONDÓNIA Salvador Cuiabá BOLÍVIA MINAS GERAIS Santa Cruz de la Sierra MATO GROSSO ESPÍRITO SANTO Campo Grande PARAGUAI SANTA CATARINA San Miguel O GRANDE DO SUL Porto Alegre

Corn Receiving (2025)



PROCER 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.

