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January 2025

INSTITUTIONAL PRESENTATION



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KEPLER WEBER OVERVIEW



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



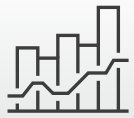
KEPLERWEBER



KEPLER WEBER OVERVIEW

Kepler is a Market Leader in Agricultural Storage and Infrastructure Solutions with Presence Across Brazil

Financial and Operational Highlights



Earnings



Market



Operations



People



R\$ 1.6 bn
US\$ 319.2 mm⁽¹⁾
Net Revenues
[Sep/2024 LTM]



22.1%
EBITDA Margin
[Sep/2024 LTM]



42.1%
ROIC
[3Q24]



LATAM's
Post-Harvest leader



Presence in
53 countries, with
130 sales
representatives



399% return for
KEPL3 shares over the
last 5 years⁽²⁾



9 distribution
centers in Brazil



3 factories
strategically
located in Brazil



Capacity to manage
300 projects
simultaneously



1,968
Employees
[9M24]



91,501
Hours of Training
[9M24]



Facilities Footprint

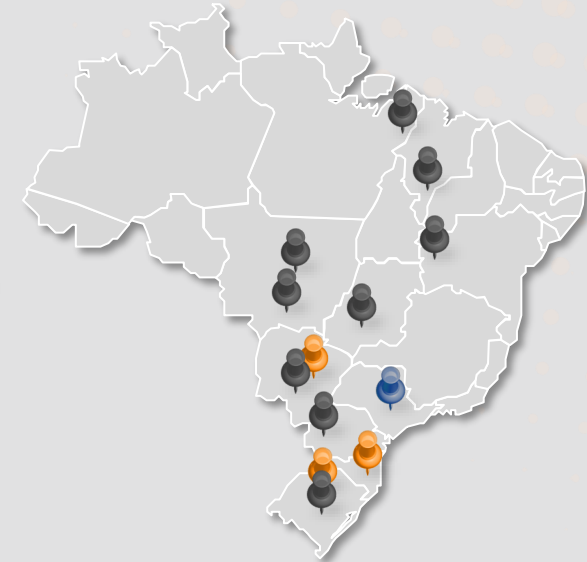
Production Facilities



Distribution Centers



Headquarters



+9,000 active clients in our portfolio, reflecting 3% growth year-to-date compared to August 2023, with +3,000 clients served as of August 2024



93% on-time order delivery rate achieved by 2023



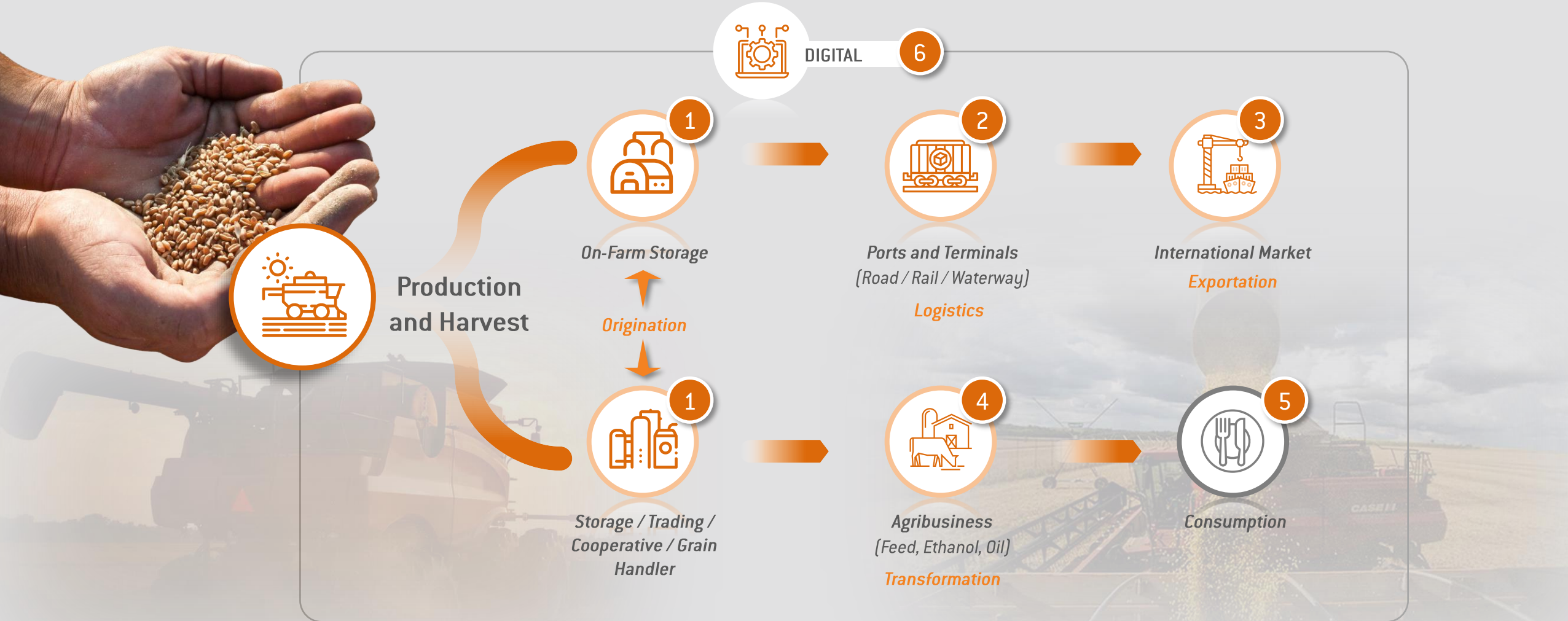
+1,990 connected plants leveraging technology to drive recurring revenue growth

Notes: [1] Considers the average USD/BRL of 5.17 in Sep/2024 LTM [2] Adjusted for dividends; data-base: 09/30/2024

Sources: KW Market Intelligence, Abimaq

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

Kepler Weber plays a vital role across key stages of the agricultural supply chain, ensuring efficiency, reliability, and value creation for its customers



OUR PLANTS

Panambi, RS
(55k m²)

Campo Grande, MS
(33k m²)

Procer, SC
(1.5k m²)

Expansion
Kepler has ongoing investments in its plants, which is highlighted by a recent emission of a Loan Agreement to expand Campo Grande and Panambi plants

Silos



Dryers



Transporters



Safety items



Elevators



Plumbing



Cleaning Machines



Unit Management



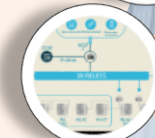
Bulk goods



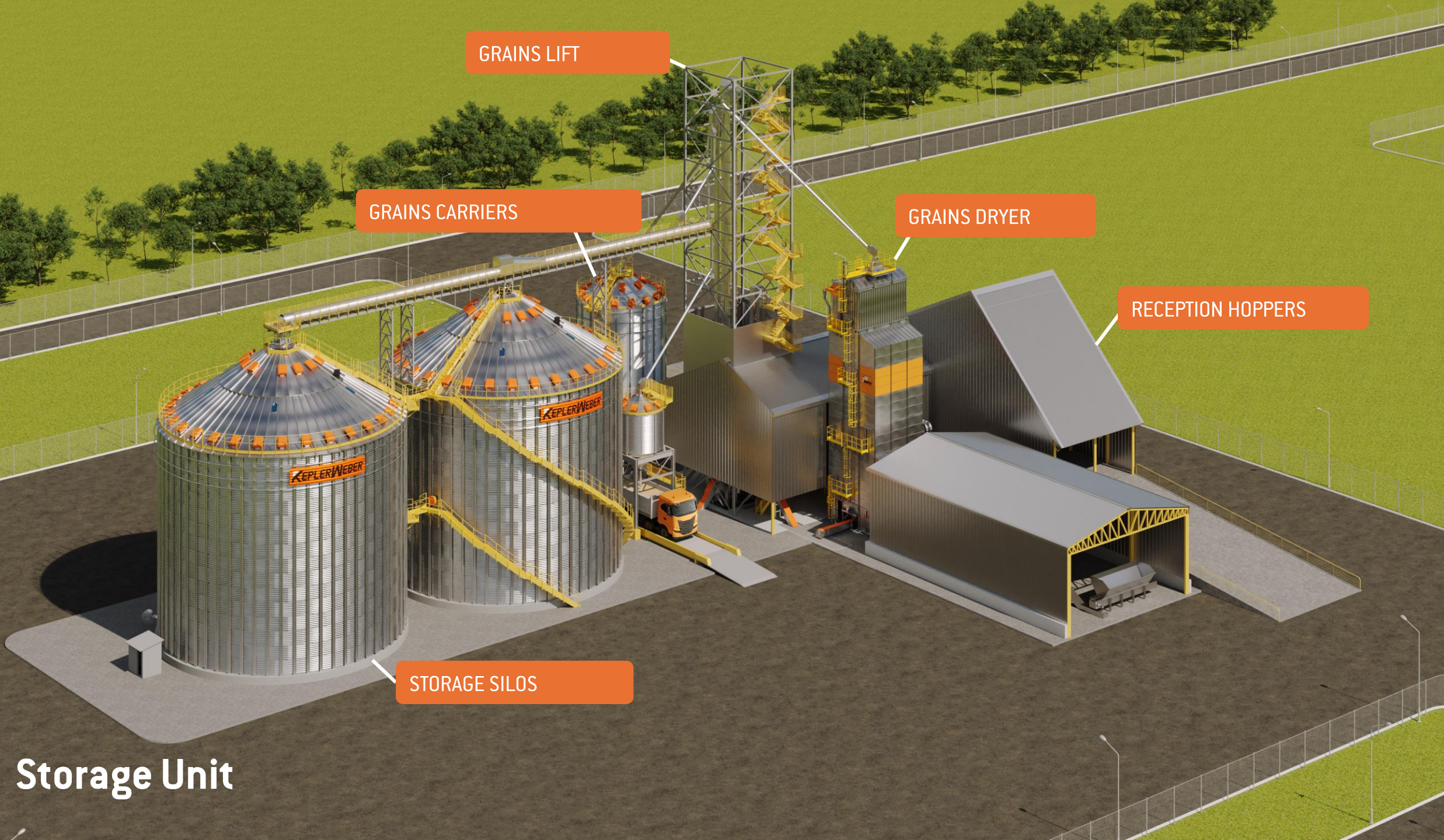
Dryer Management



Storage Control



Storage Unit



GRAINS LIFT

GRAINS CARRIERS

GRAINS DRYER

RECEPTION HOPPERS

STORAGE SILOS

KEPLER WEBER'S KEY GROWTH DRIVERS: EXPANDING HORIZONS IN AGRIBUSINESS

GLOBAL TREND

- Rise in global population
- Growing demand for grains, animal feed and biofuels
- Urbanization and shifts in demographics

1

BRAZIL'S AGRICULTURE

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

2

LOGISTICS AND INFRASTRUCTURE

- Increase in grain storage shortfall as production rises
- Need for improvement in transportation infrastructure
- Growth in automation

3

INCORPORATION OF NEW REVENUES





















- Development of high-value tech solutions
- Maximizing addressable market for sustained growth

4

BRAZIL'S AGRICULTURAL LEADING ROLE IN GLOBAL MARKETS

Dual crop seasons drives Brazilian leadership and year-round resilience in agricultural production


Brazil's leading role in food production and exports

Commodity	Soybeans 	Corn 	Ethanol (Sugarcane) 	Coffee 	Sugar 	Rice 	Beef 	Poultry 	Pork 	Orange Juice 	Cotton 
Production	1 st	3 rd	2 nd	1 st	1 st	9 th	2 nd	3 rd	4 th	1 st	3 rd
Exports	1 st	3 rd	2 nd	1 st	1 st	7 th	1 st	1 st	4 th	1 st	1 st
% Global Exports	58%	21%	8%	32%	55%	3%	28%	36%	12%	73%	31%
Kepler Presence										-	-

Brazil is the only country with two crops a year and the second crop surpasses the corn production of the European Union













Agricultural Calendar before 2000

Corn or Soybean (150-day cycles)

	OFF-SEASON May-September			SEASON / RAINFALL October-April								
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Crop (Summer) (Soybean or Corn)												

2020 Agricultural Calendar

Soybean (100-120-day cycles; may be as low as 90 days)

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

A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

PHASE 01

FROM THE FOUNDATION TO THE IPO



QUALITY



PEOPLE

PHASE 02

IPO AND AGRIBUSINESS GROWTH



RELATIONSHIPS



PORTS

PHASE 03

GROWTH AND SUSTAINABLE RETURN



OPERATIONAL EXCELLENCE



DIVERSIFICATION

1925
FOUNDATION OF KEPLER BROTHERS, A SMALL HARDWARE SHOP



1975
INAUGURATION OF THE NEW INDUSTRIAL PARK IN PANAMBI - RS



1992
FIRST PORT PROJECT IN SANTOS - SP



2015
LEAN MANUFACTURING AND SAP IMPLEMENTATION



2022
ANNOUNCEMENT OF THE PURCHASE OF PROCER



1950
BEGINNING OF PRODUCTION OF CLEANING MACHINES AND EQUIPMENT FOR GRAINS



1980
KEPLER'S INITIAL PUBLIC OFFERING (KEPL3)



2004
INAUGURATION OF THE INDUSTRIAL UNIT IN CAMPO GRANDE - MS



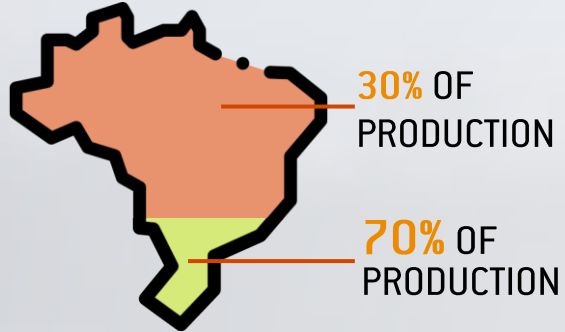
2016
INAUGURATION OF THE FIRST DISTRIBUTION CENTER



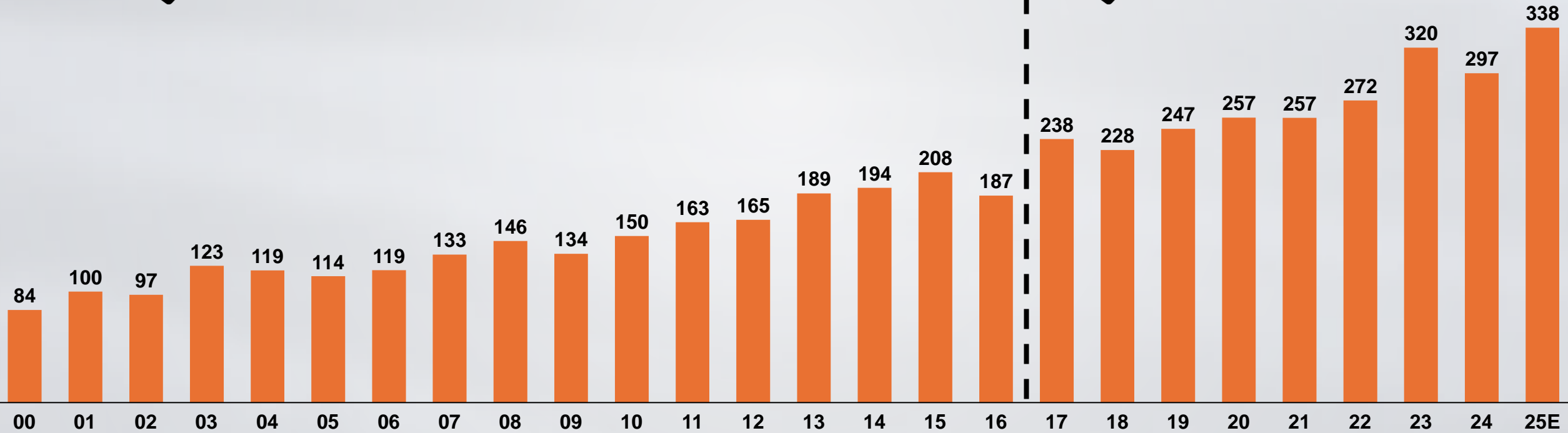
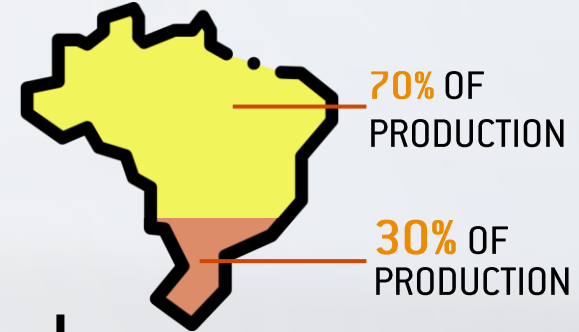
2025
100 YEARS

AGRIBUSINESS GROWTH AND RESILIENT DEMAND

PHASE 02



PHASE 03



BRAZILIAN GRAIN CROPS

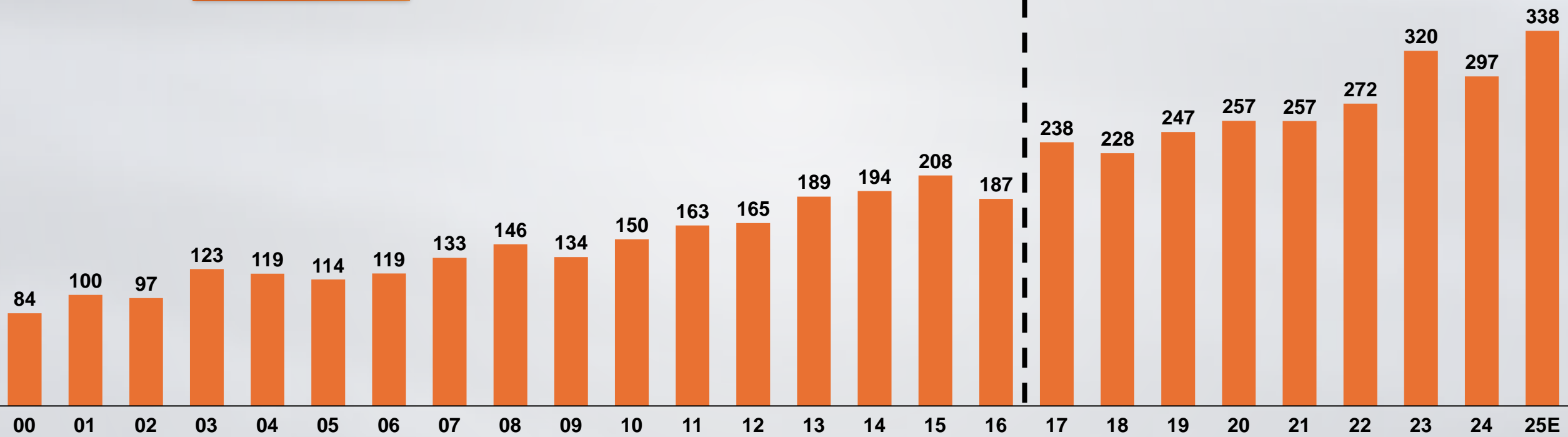
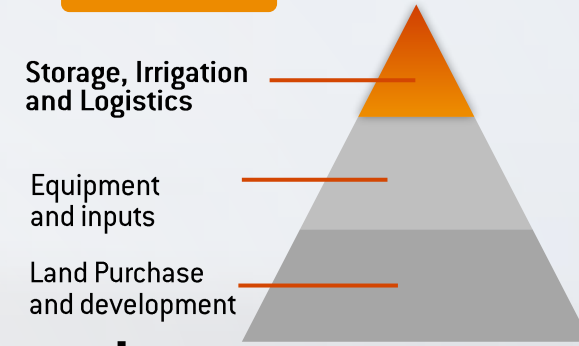
Source: CogoIntelligence in Agribusiness

AGRIBUSINESS GROWTH AND RESILIENT DEMAND

PHASE 02



PHASE 03



BRAZILIAN GRAIN CROPS

Source: Cogo Intelligence in Agribusiness

EVOLUTION OF BRAZILIAN GRAIN CROPS

(in million tons)

PHASE 03



INFRASTRUCTURE
COLLAPSE



FREIGHT
INFLATION



+454
Million tons



■ Total Crop
 —●— Installed capacity
 - - -●- - - Estimated store capacity

HISTORICAL AVERAGE
 6.5 million tons stored per year

TO KEEP THE CURRENT DEFICIT
 12 million tons stored per year

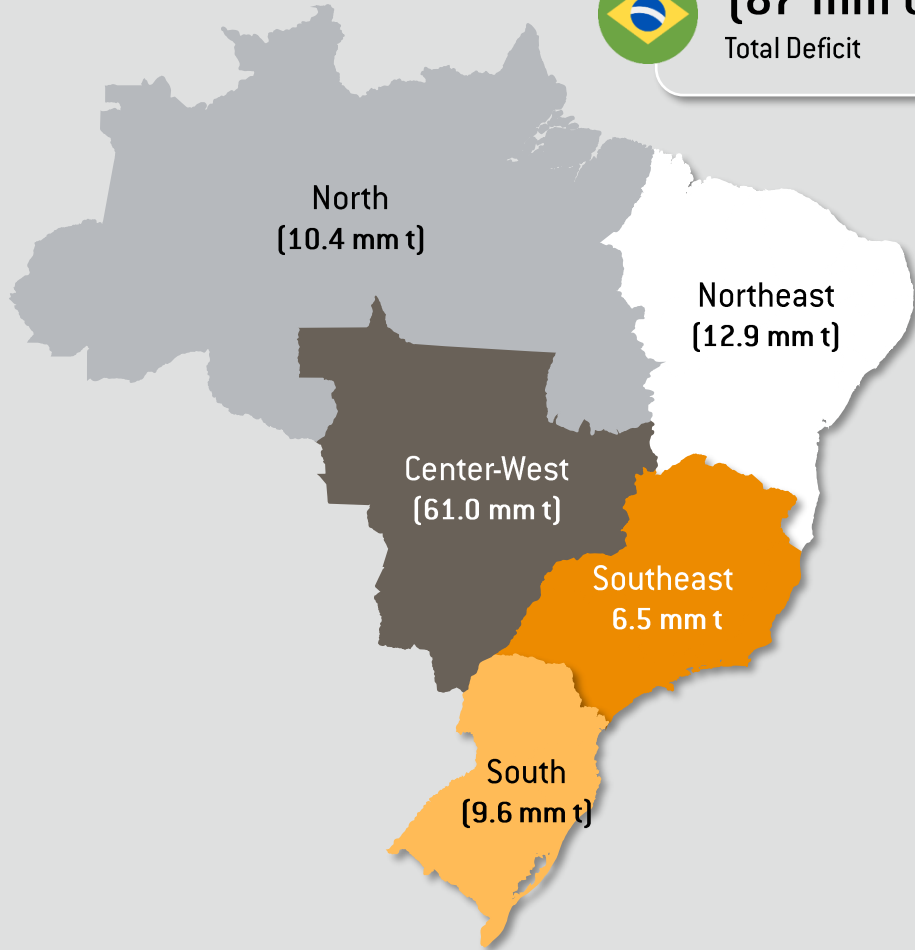
SIZABLE STORAGE DEFICIT AND LOW INSTALLED CAPACITY SHOULD DRIVE DEMAND

Storage Deficit per Region in Brazil

(mm t, 2025)



[87 mm t]
Total Deficit



On-Farm Storage Installed Capacity

(%, 2025)



Canada

85%



United States

65%



European Union

50%



Argentina

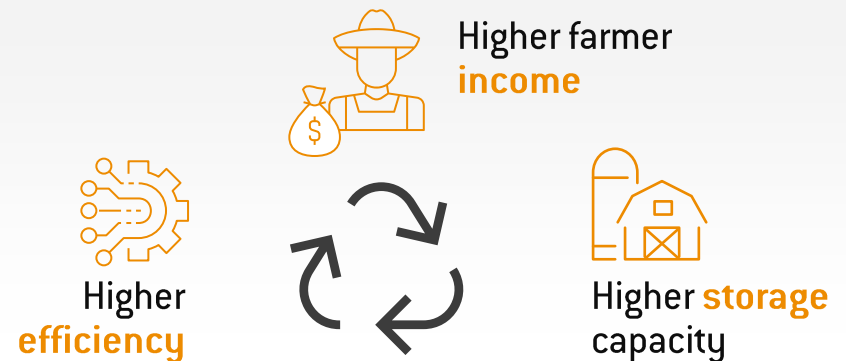
40%



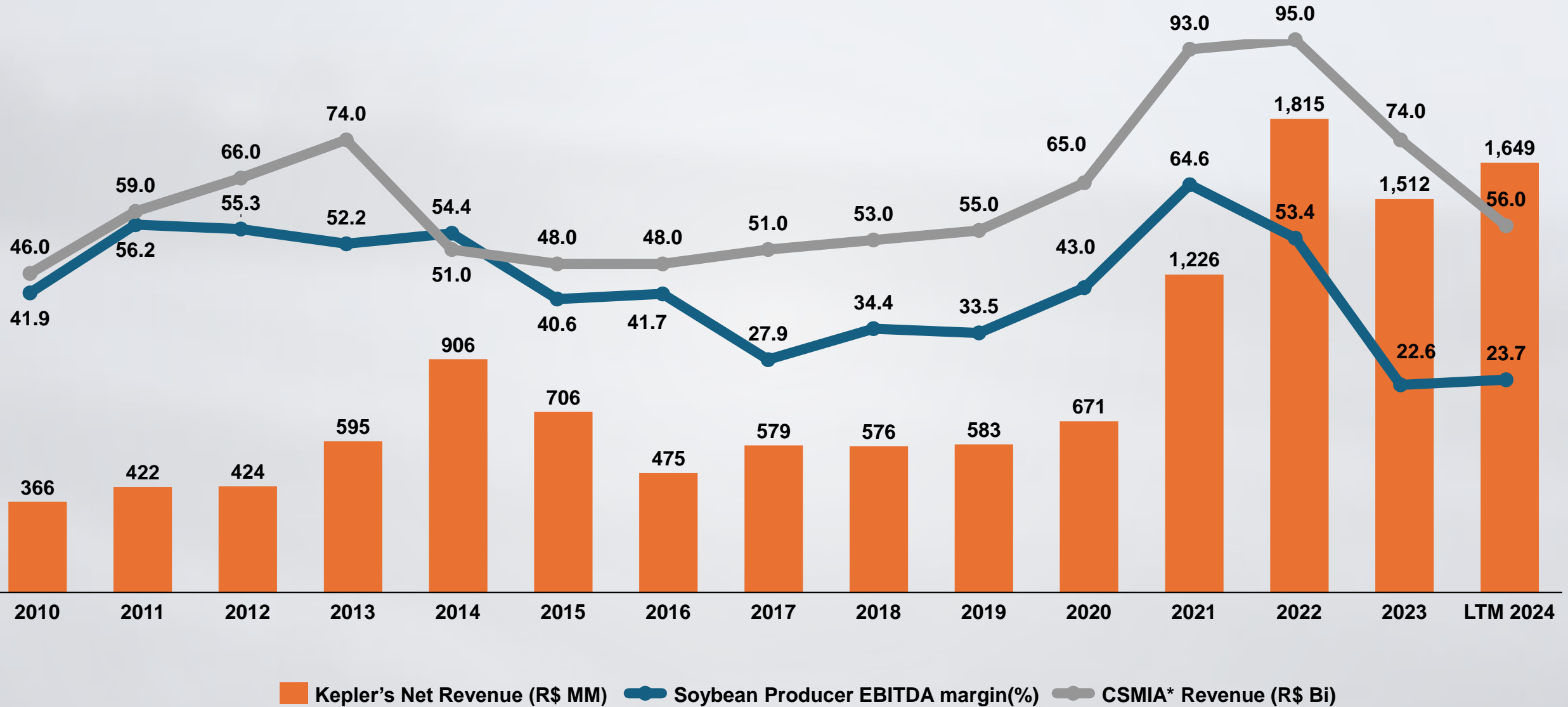
Brazil

17%

Agriculture Chain – Virtuous Cycle



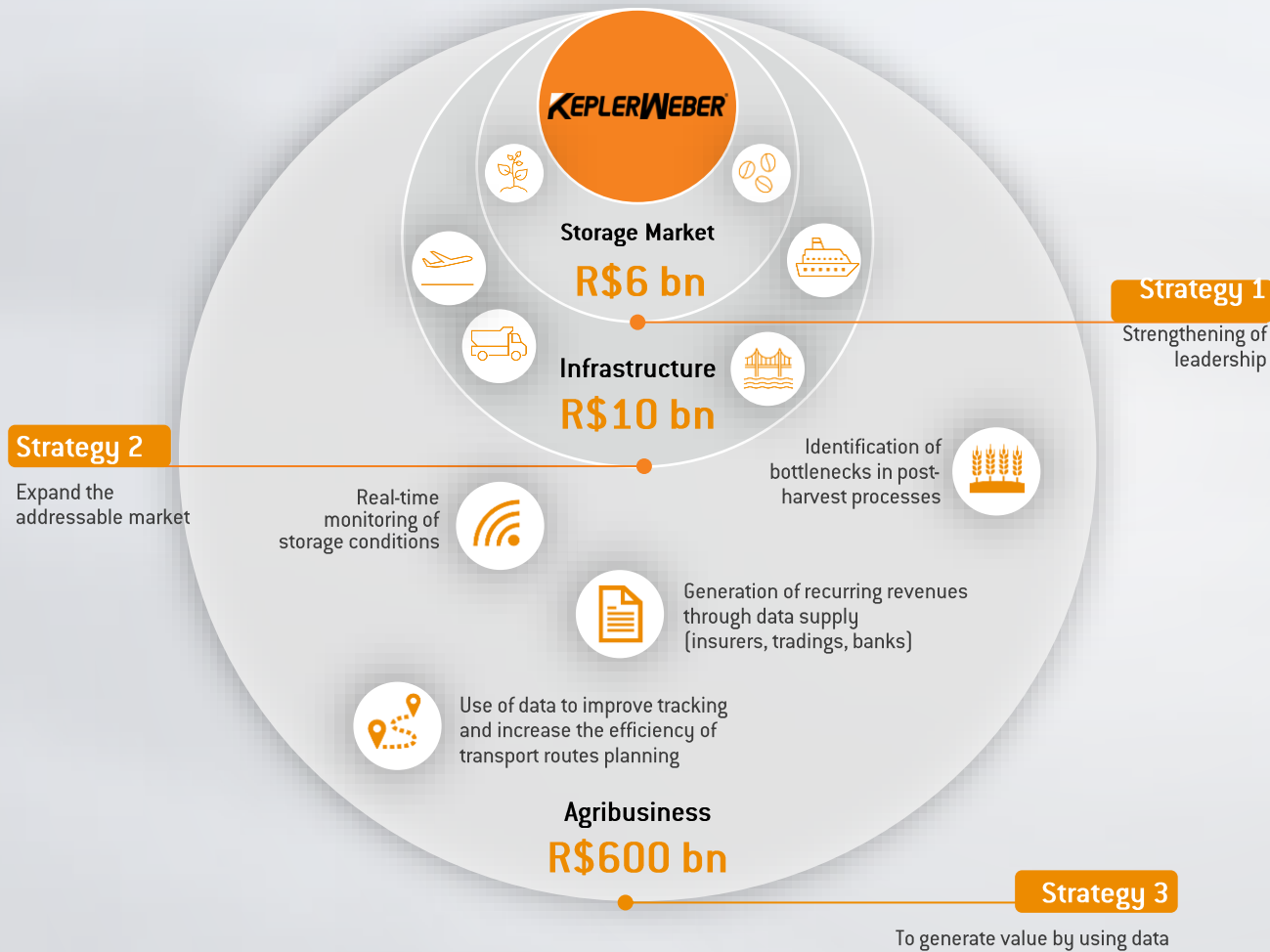
CORRELATION BETWEEN MARKET CYCLES AND KEPLER'S RESULTS



*CSMIA: Sector Chamber of Agricultural Machinery and Implements

Source: Cogo Intelligence in Agribusiness; ABIMAQ

KW 2030 STRATEGIES



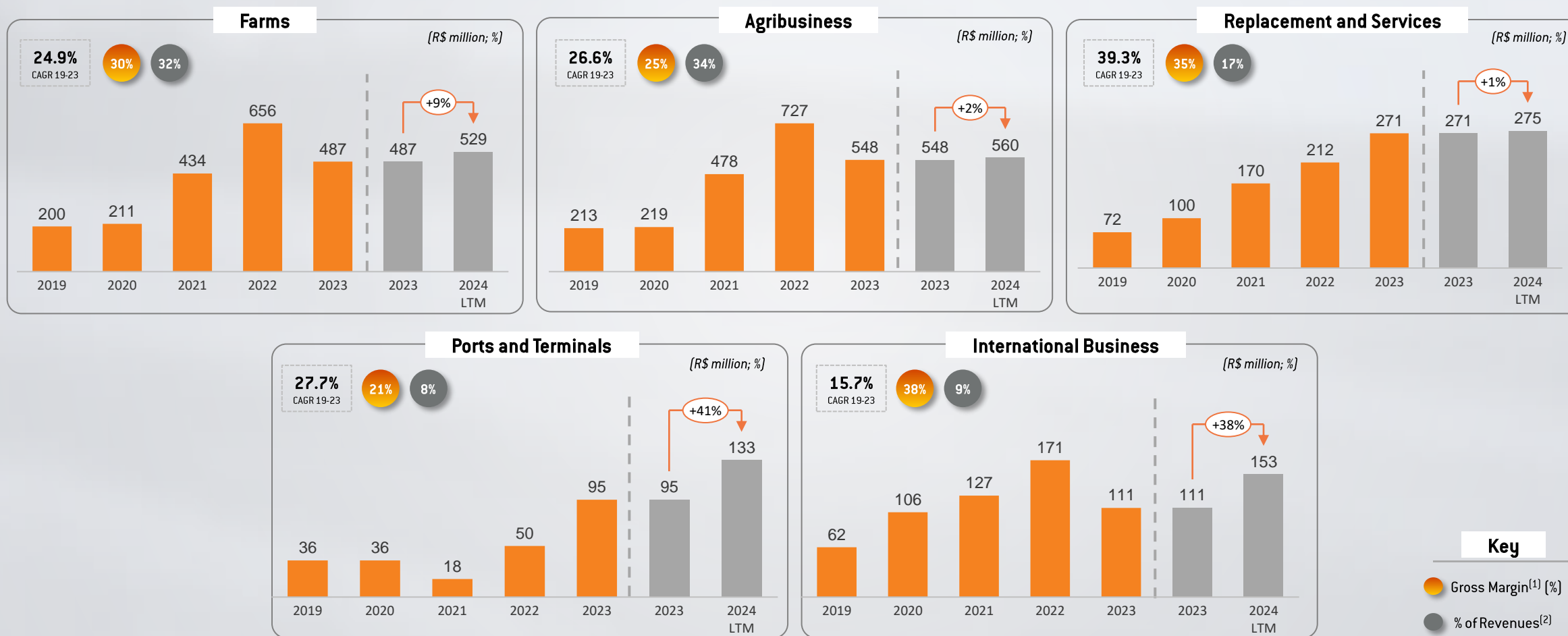


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FINANCIAL INDICATORS

KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN DIFFERENT MARKETS

Activities in diversified segments allow growing in different cycles, ensuring a consistent profitability and a balanced contribution of revenues among the business units

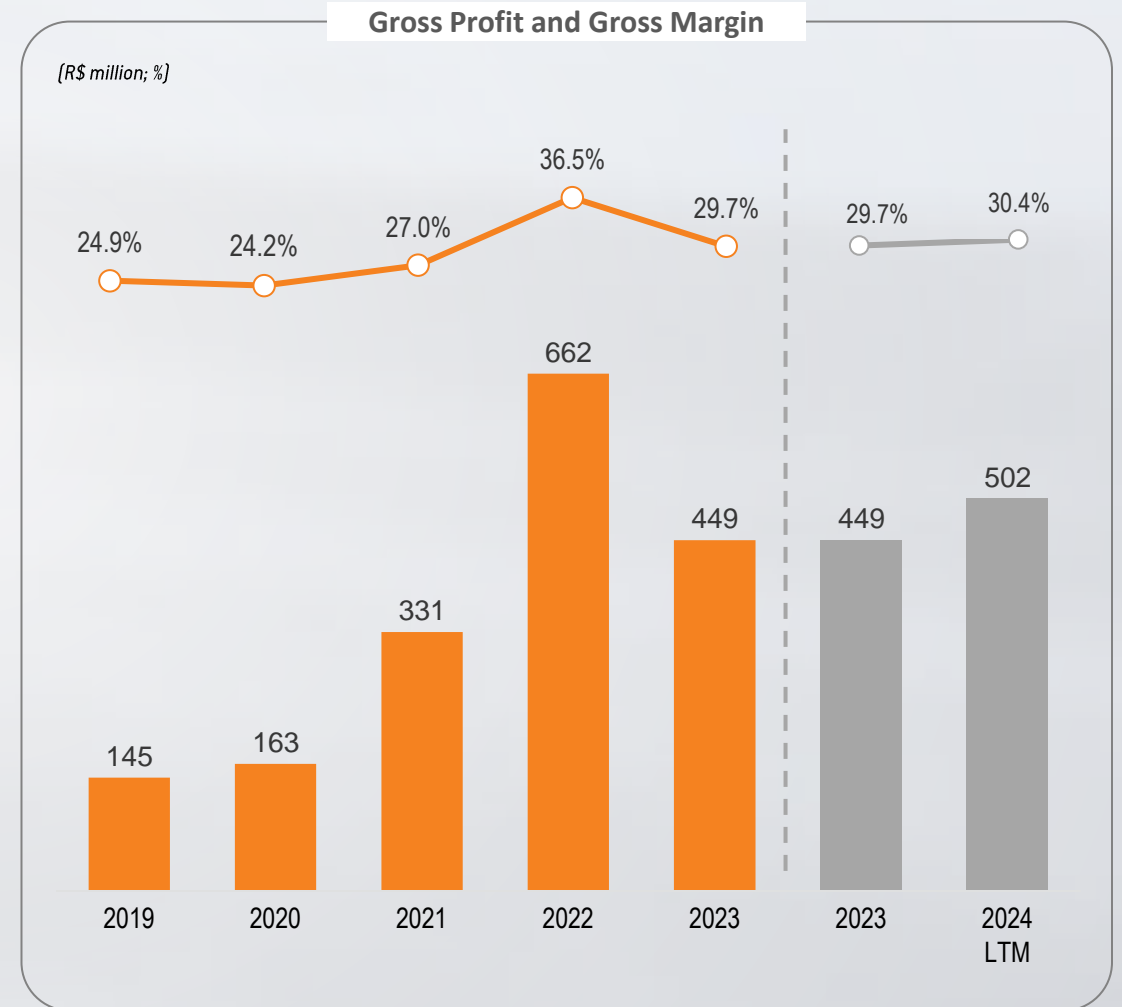
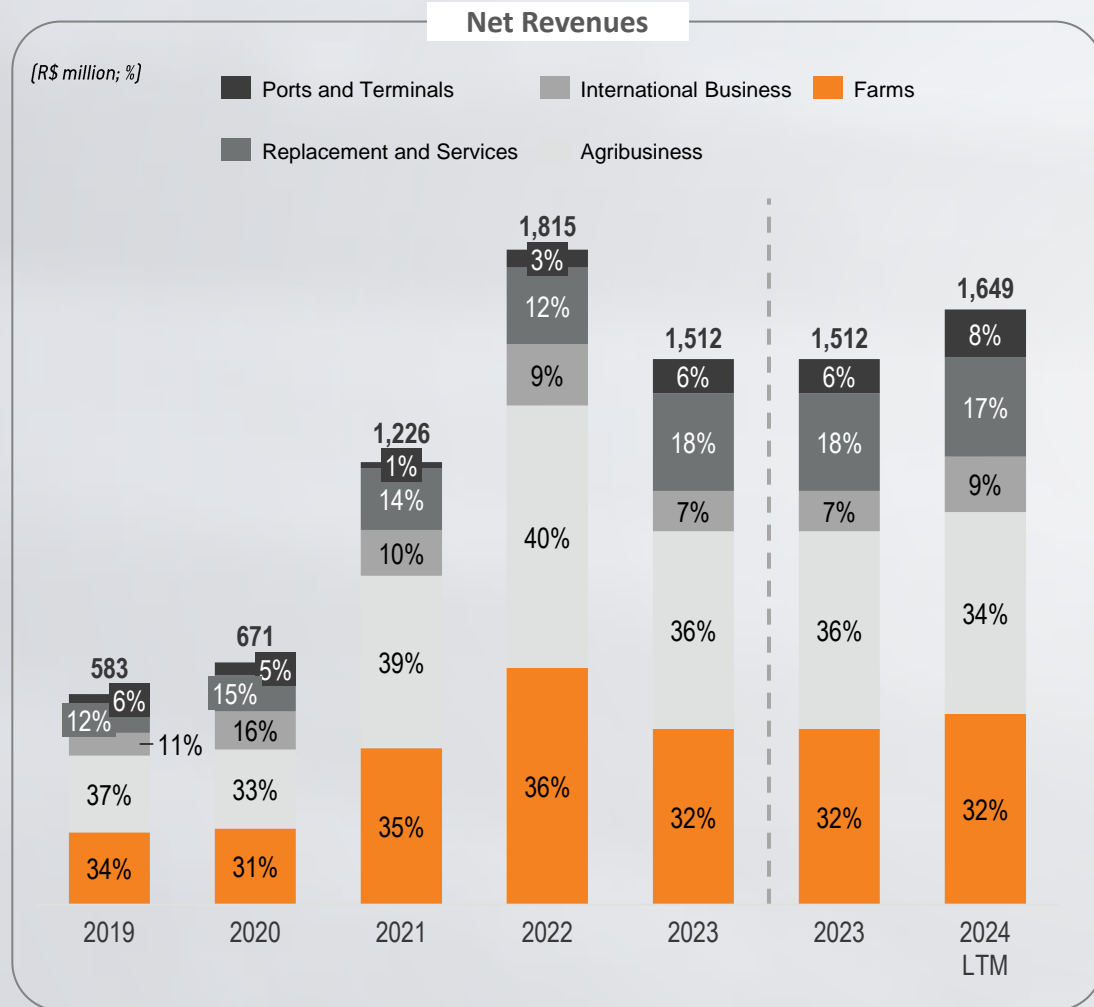


Notes: [1] Relating to each business unit on 3Q24 [2] Relating to each business unit on 3Q24 LTM

Source: Information from the Company

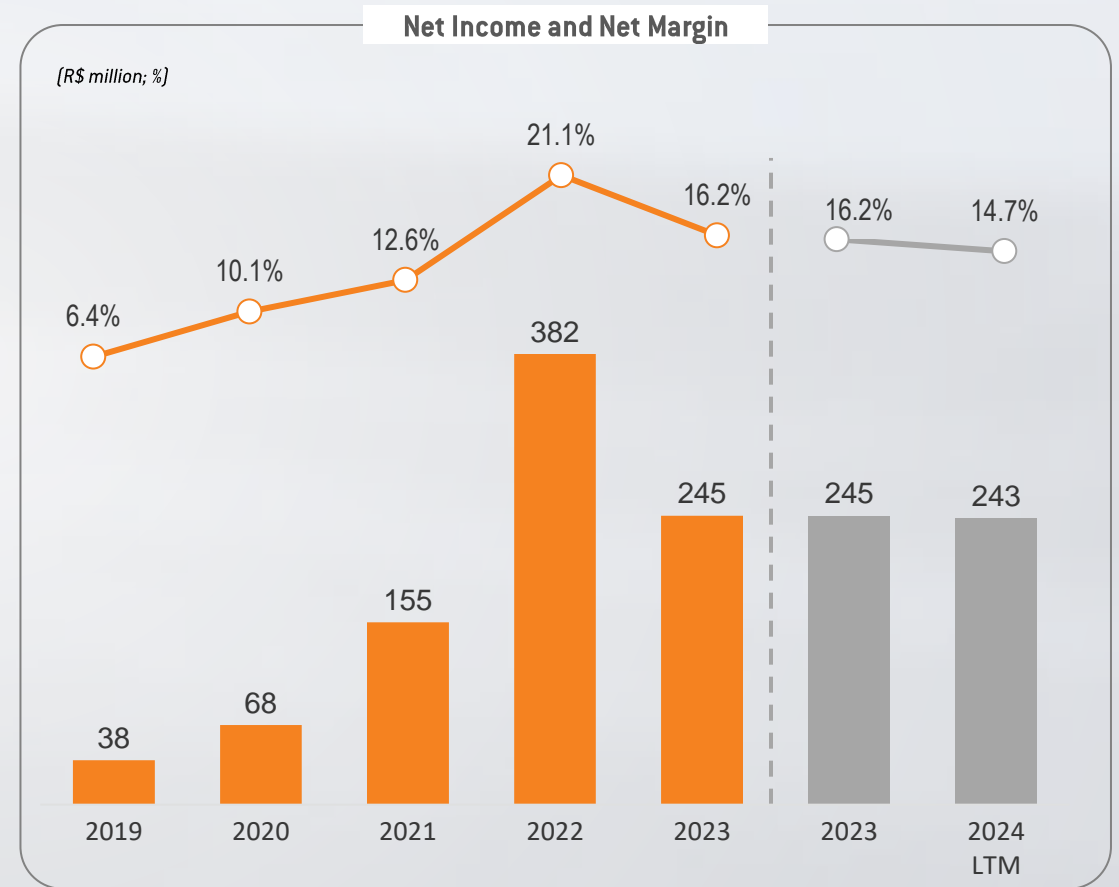
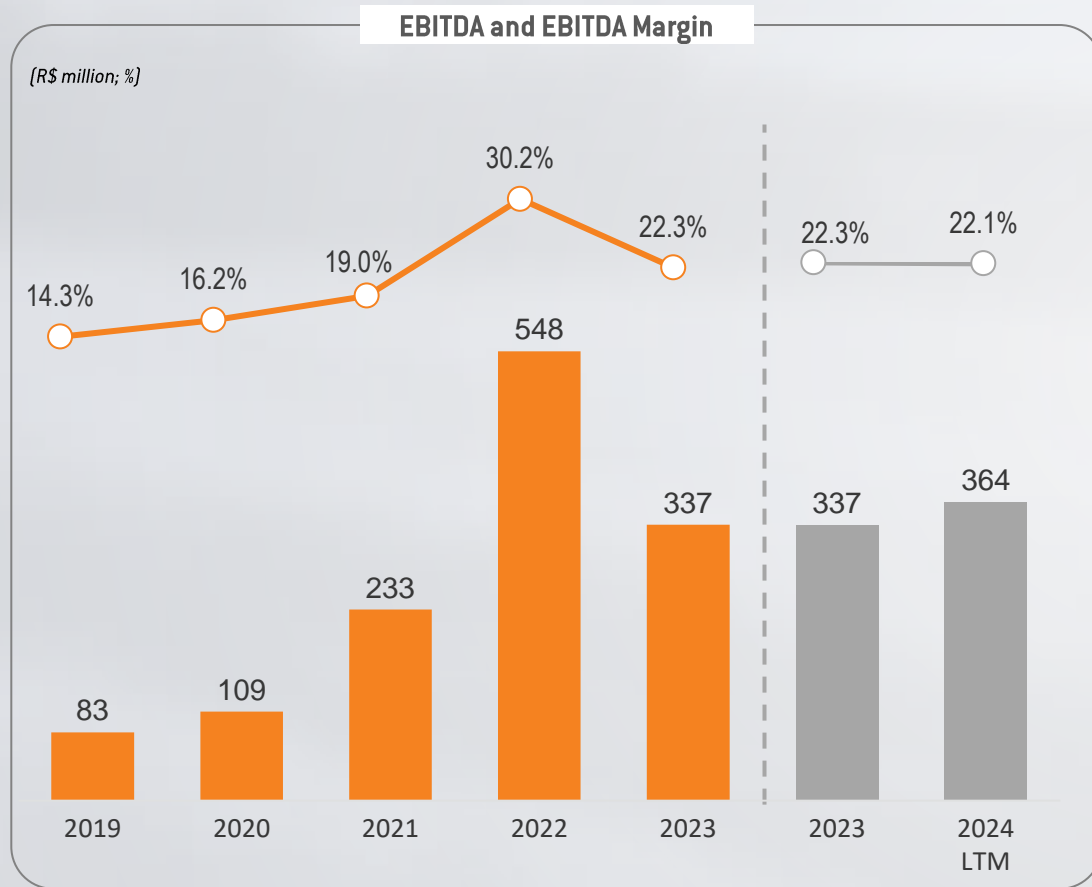
KEPLER'S CONSISTENT MARGINS AND REVENUE FLOWS IN EXPANSION

Increase in the diversification of revenues, expanding several revenue flows and keeping the profitability consistent with stable margins



KEPLER'S CONSISTENT MARGINS AND REVENUE FLOWS IN EXPANSION

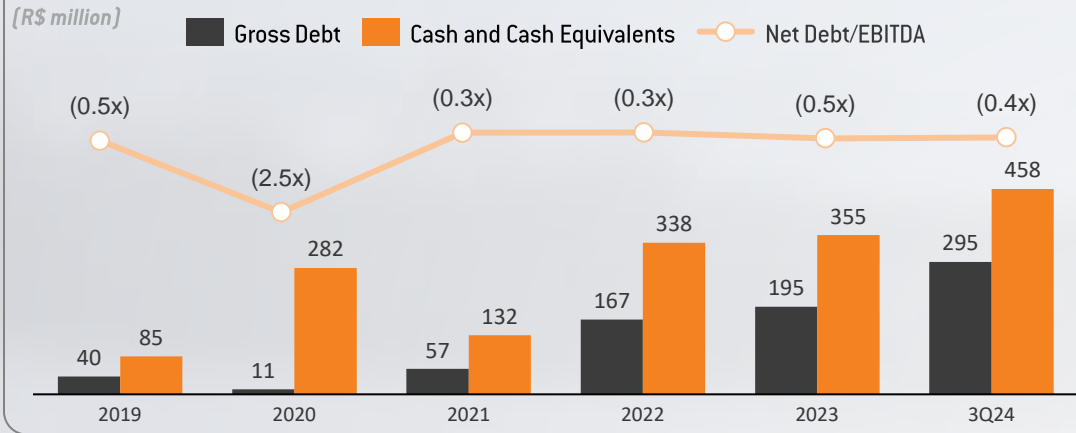
Increase in the diversification of revenues, expanding several revenue flows and keeping the profitability consistent with stable margins



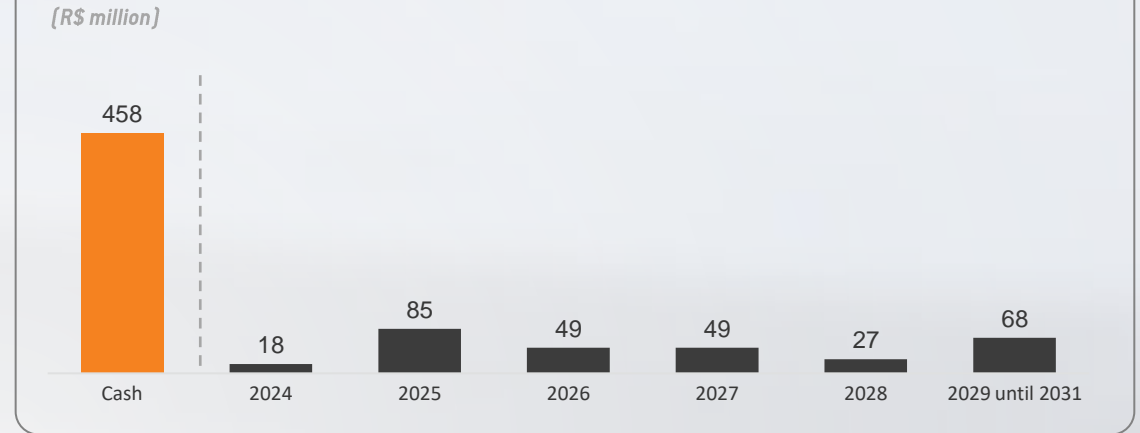
Source: Information from the Company

SOUND BALANCE SHEET AND ROBUST NET CASH

Indebtedness

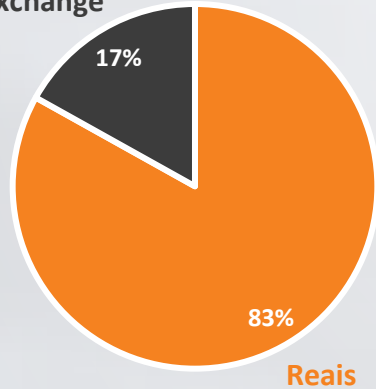


Debt Schedule



Breakdown of Debt, by Currency

Foreign Exchange



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

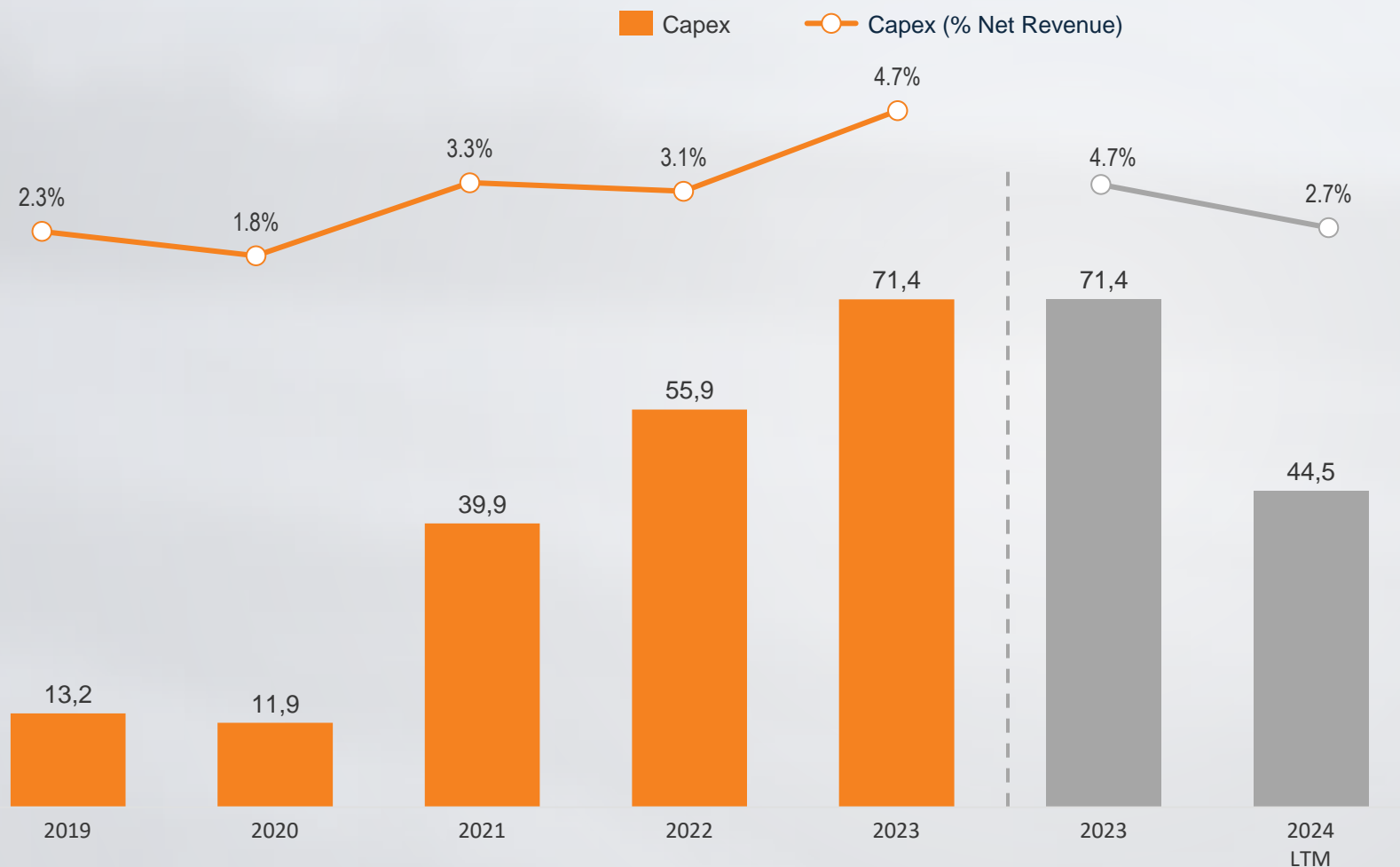


Currently, the average maturity of debt is **3.6 years**

INVESTMENTS - CAPEX

Capex and Capex as a % of Net Revenue

(in millions of reais)



Distribution of 3Q24 LTM CapEx

Distribution of R\$ 44.5 million^[1]:



25.6%

Aimed at increasing
factory capacity



21.6%

Aimed at developing
new products



37.3%

Intended for Information
Technology
Development



15.5%

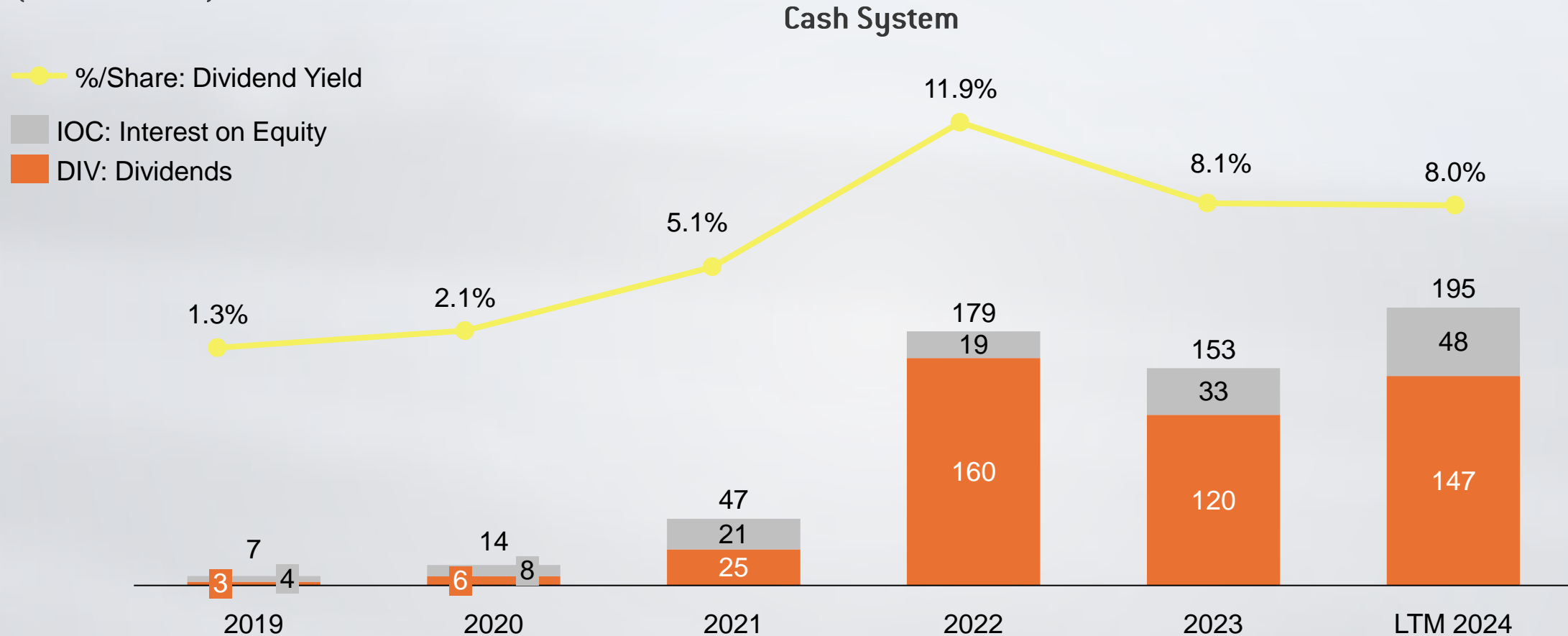
For Reforms and
Legislation (NR)

Note: [1] Distribution related to 3Q24 LTM CapEx
Source: Company Information

GROWING EARNINGS FOR OUR SHAREHOLDERS

Dividends and Interest on Equity

(in millions of reais)



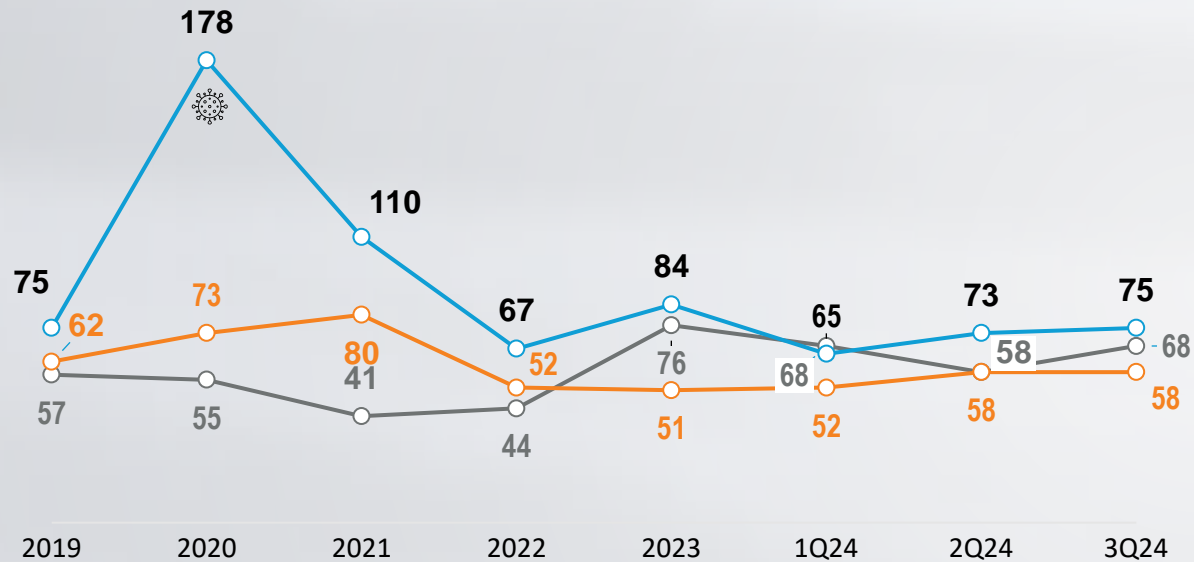
The payment of DIVIDENDS and IOC amounted to R\$45.5 million in 3Q24, and R\$120.3 million year-to-date.

GROWTH WITH LOW USE OF WORKING CAPITAL

Focus on the optimization of working capital

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

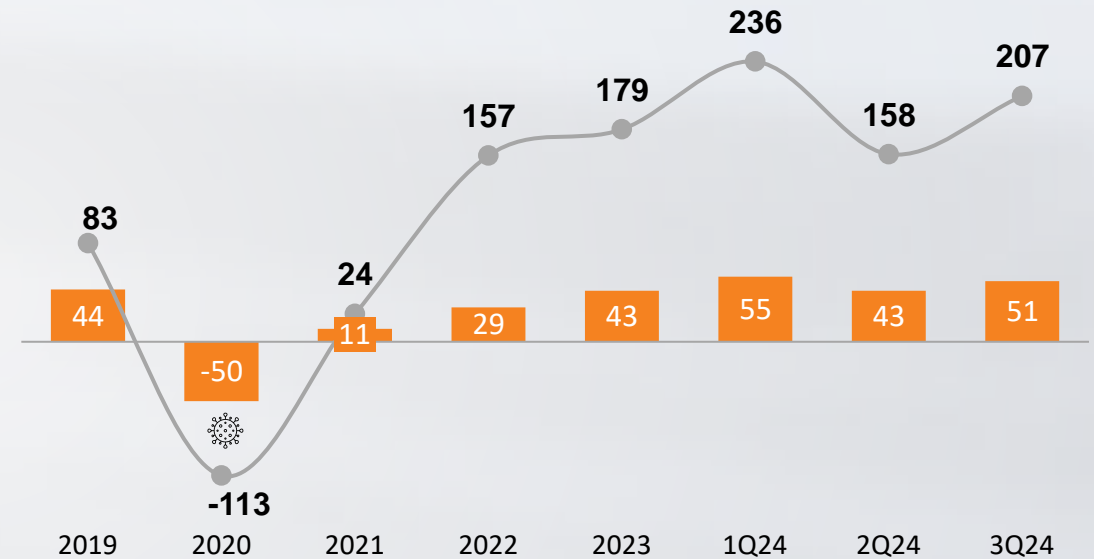
—○— Clients/Accounts Receivable (DSO) —○— Suppliers/Accounts Payable (DPO)
—○— Inventories (DIO)



INCREASED INTERNAL FOCUS ON THE MANAGEMENT OF DSO, DIO, DPO IN OPERATIONAL LEVELS

Net Working Capital and Cash Cycle (R\$ millions, # of days)

—●— Net Working Capital ■ Cash Cycle



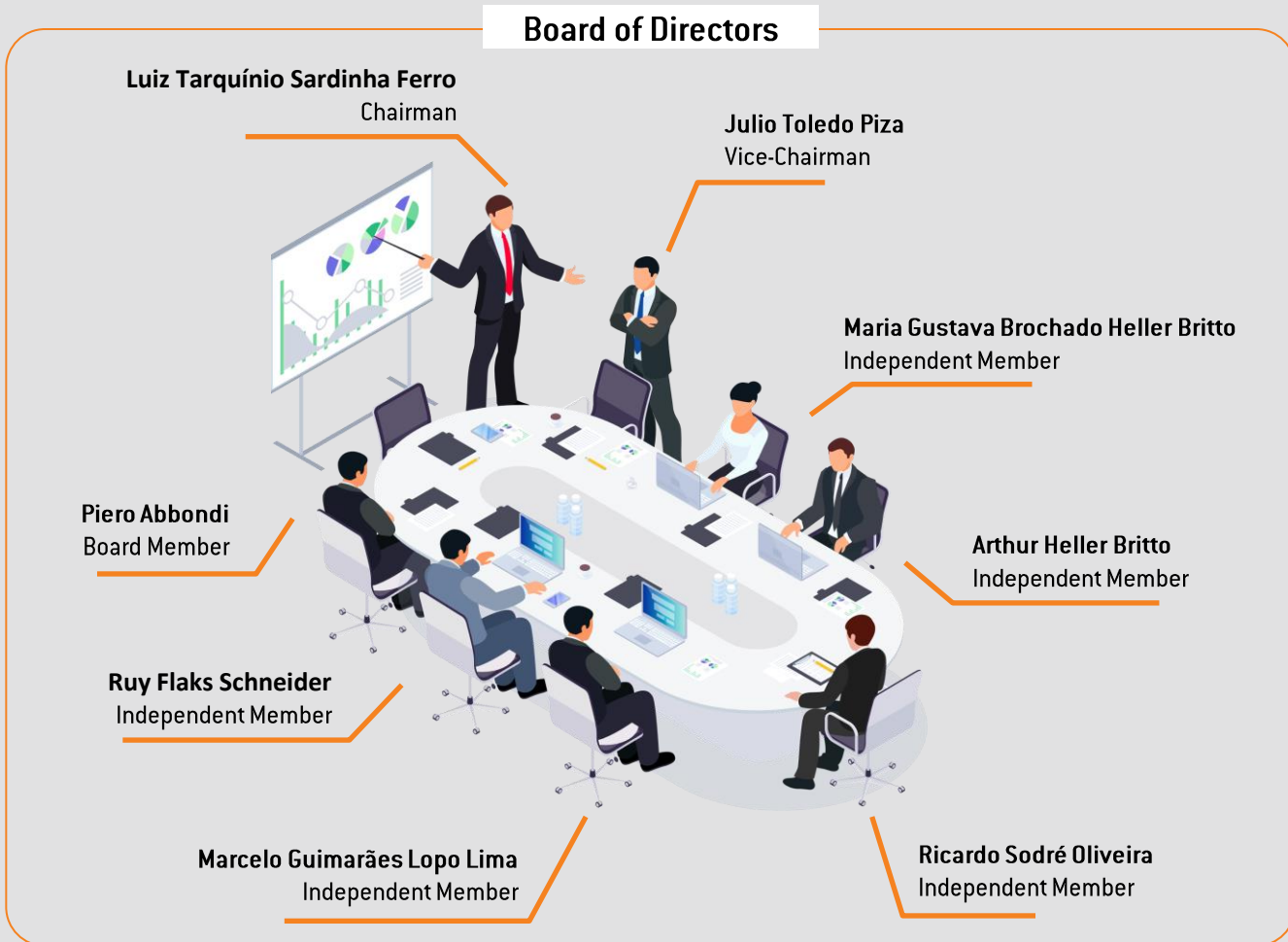
IMPROVED INVENTORY COVERAGE, ENSURING A TIMELY DELIVERY OF CONSTRUCTION PROJECTS

Notes: [1] DSO [Clients/Accounts Receivable] = Value of the balance of "Trade Accounts Receivable," "Taxes Recoverable," "Pre-paid Expenses" and "Other Accounts Receivable"; [2] DIO [Inventories] = Value of "Inventory" balance; [3] DPO [Suppliers/Accounts Payable] = Balance of "Suppliers," "Salaries," "Clients Ad. Clients," "Taxes Payable," "Commissions" and "Other Accounts Payable"

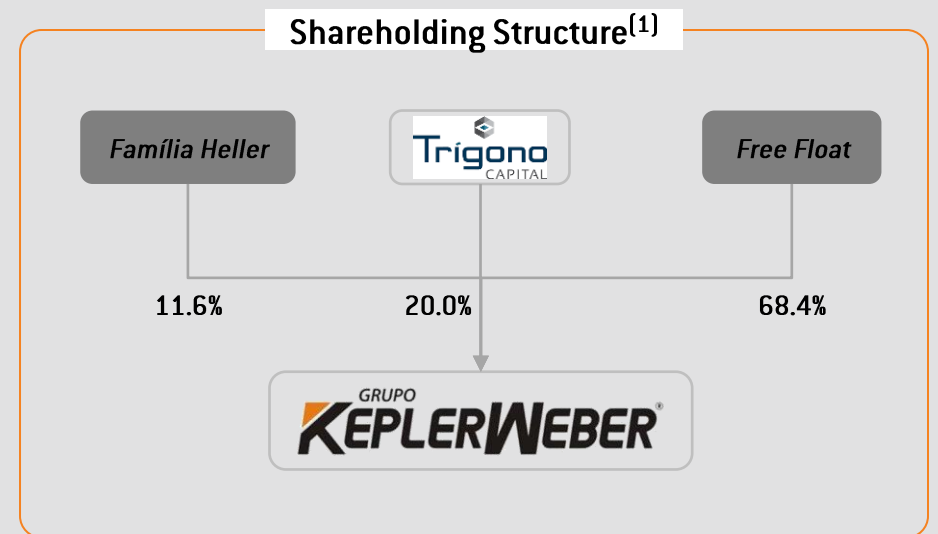
Source: Information from the Company

BOARD AND SHAREHOLDING STRUCTURES

Board of Directors



Shareholding Structure⁽¹⁾



Support Structure



Note: [1] Shareholding structure on September 30, 2024

Source: CVM, Company Information



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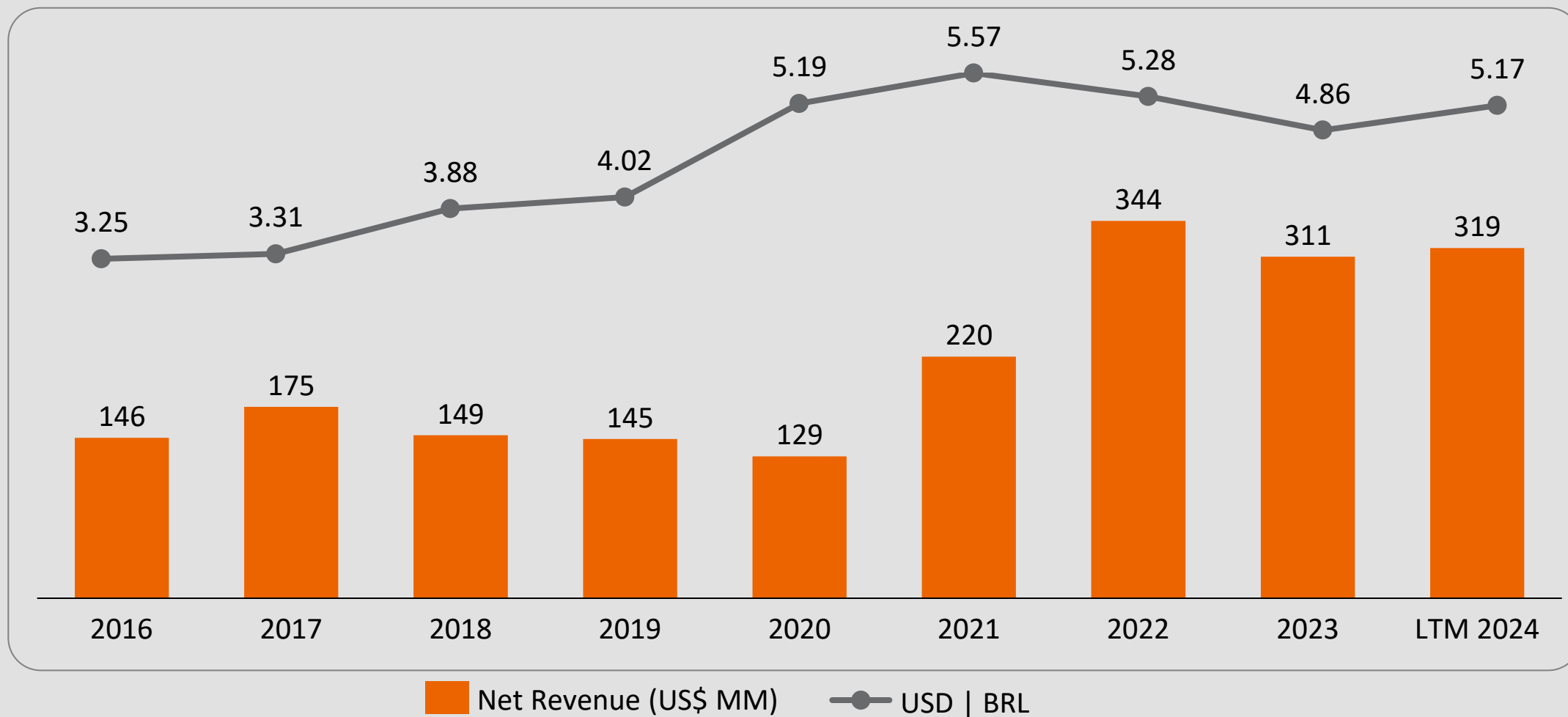
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APPENDIX

OPERATION UNAFFECTED BY DOLLAR FLUCTUATIONS

Dolar and Kepler's Net Revenue (US\$)

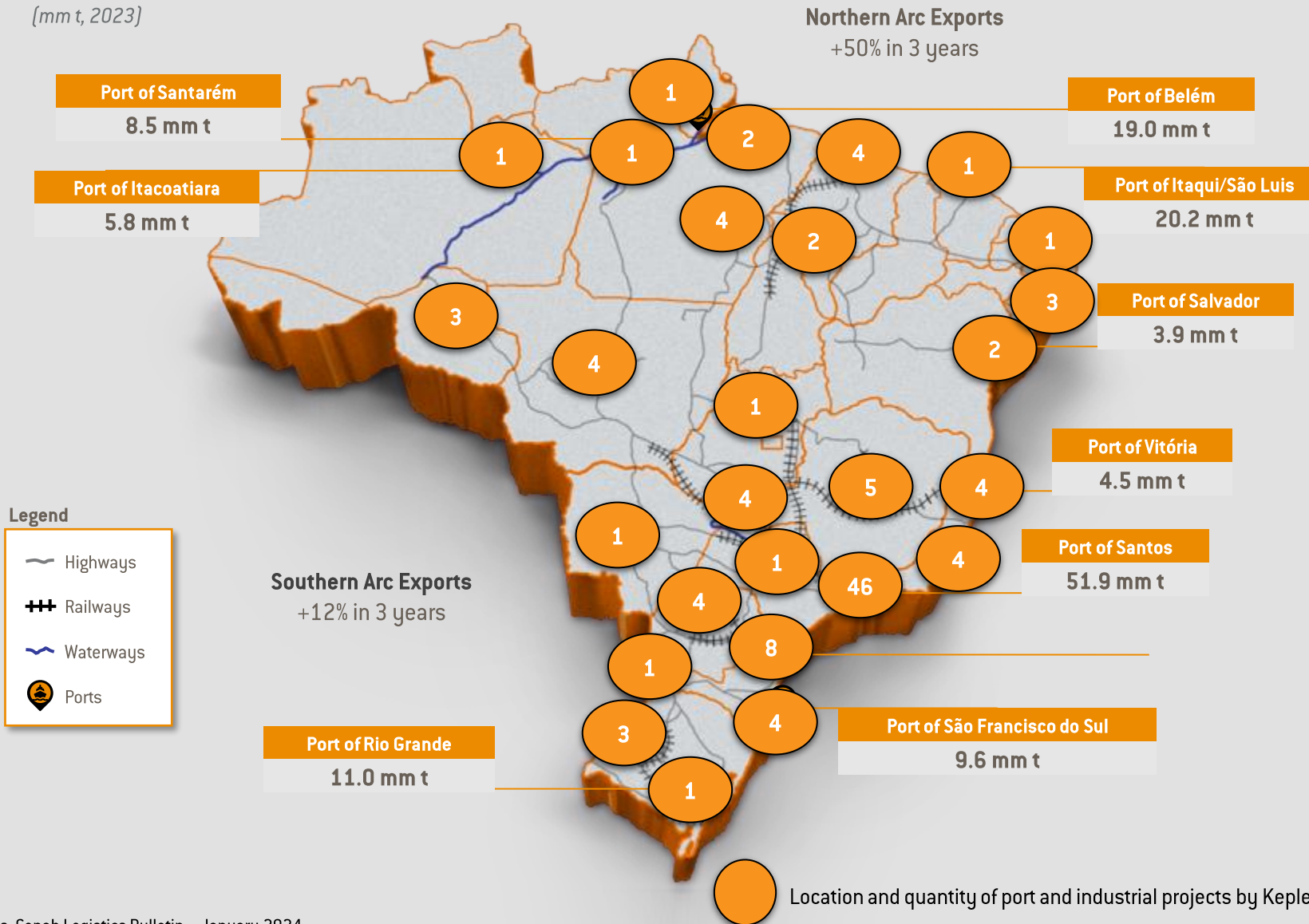


Note: Considers the average USD/BRL of 5.17 in Sep/2024 LTM

EXTENSIVE LOGISTICS NETWORK CONNECTING AGRIBUSINESS WITH THE MAIN PORTS

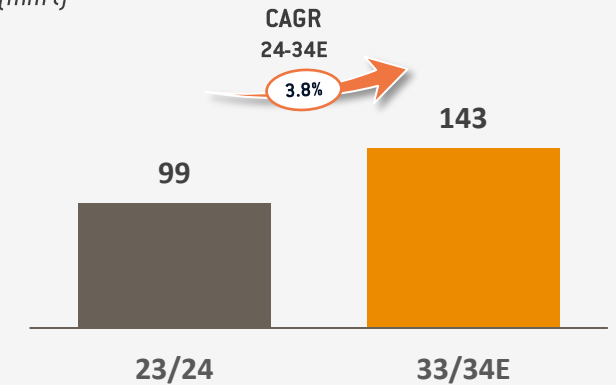
Exports of Soybean & Corn

[mm t, 2023]



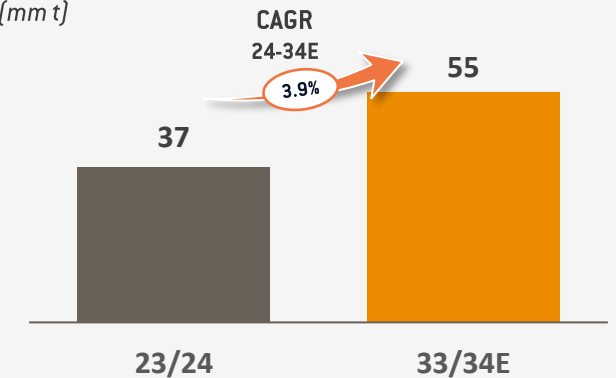
Soybean Exports in Brazil

[mm t]



Corn Exports in Brazil

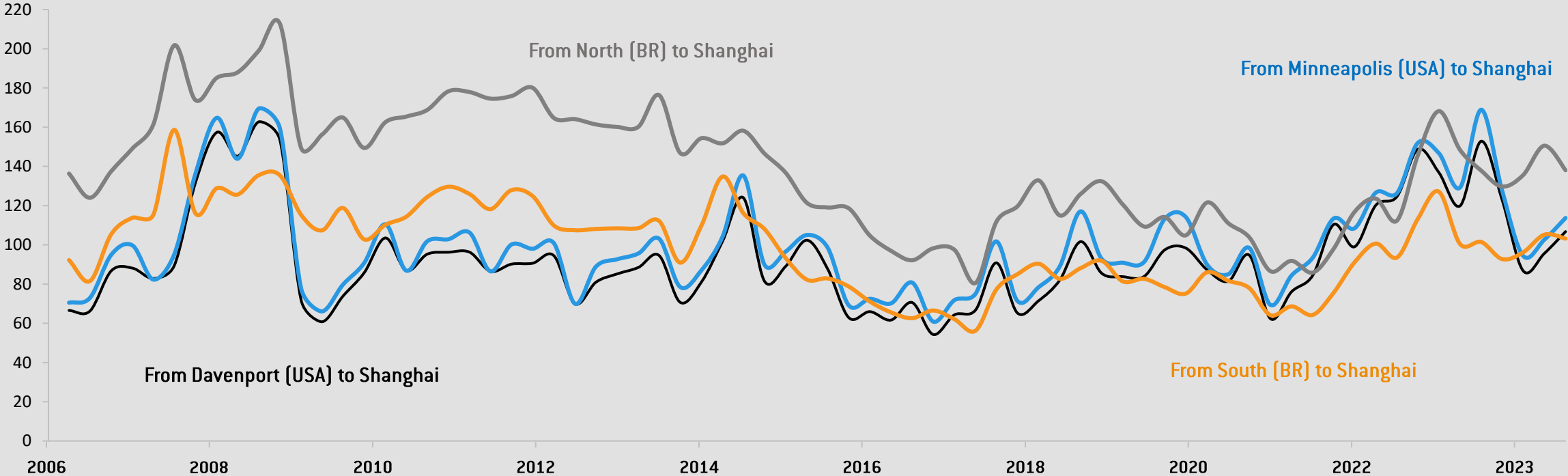
[mm t]



BRAZIL HAS OVERTAKEN THE US IN LOGISTICS COMPETITIVENESS FOR CHINA

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

(US\$ per Ton)



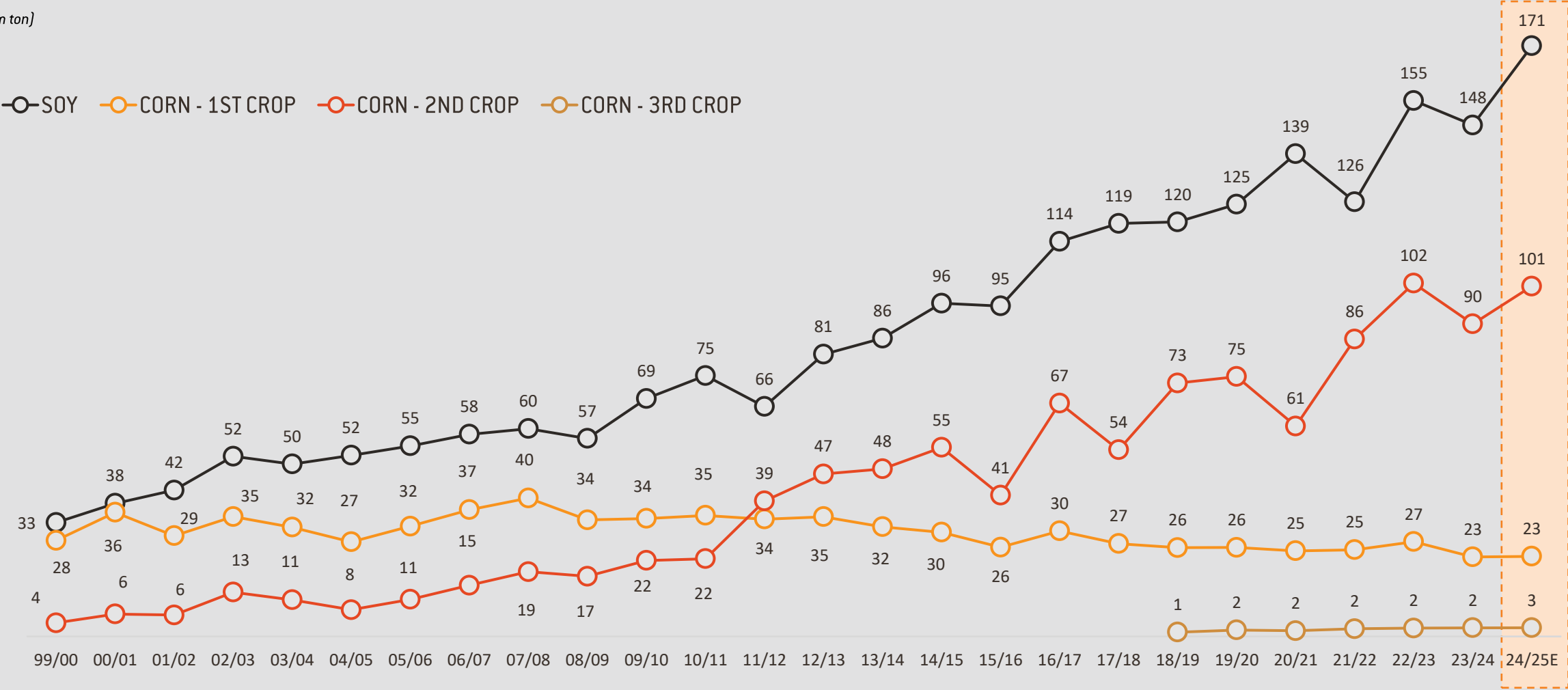
March 2011 (US\$ per ton)		March 2024 (US\$ per ton)	
From Davenport/USA to Shanghai	U\$ 86.51 per ton	From Davenport/USA to Shanghai	U\$ 106.76 per ton
From Minneapolis/USA to Shanghai	U\$ 86.51 per ton	From Minneapolis/USA to Shanghai	U\$ 113.74 per ton
From South/BR to Shanghai	U\$ 118.21 per ton	From South/BR to Shanghai	U\$ 101.00 per ton
From North/BR to Shanghai	U\$ 174.57 per ton	From North/BR to Shanghai	U\$ 138.00 per ton

Source: USDA

SUSTAINED GROWTH IN THE SOYBEAN AND CORN CROP DATA

Soybean and Corn Crops

(mm ton)



Source: Cogo Intelligence in Agribusiness



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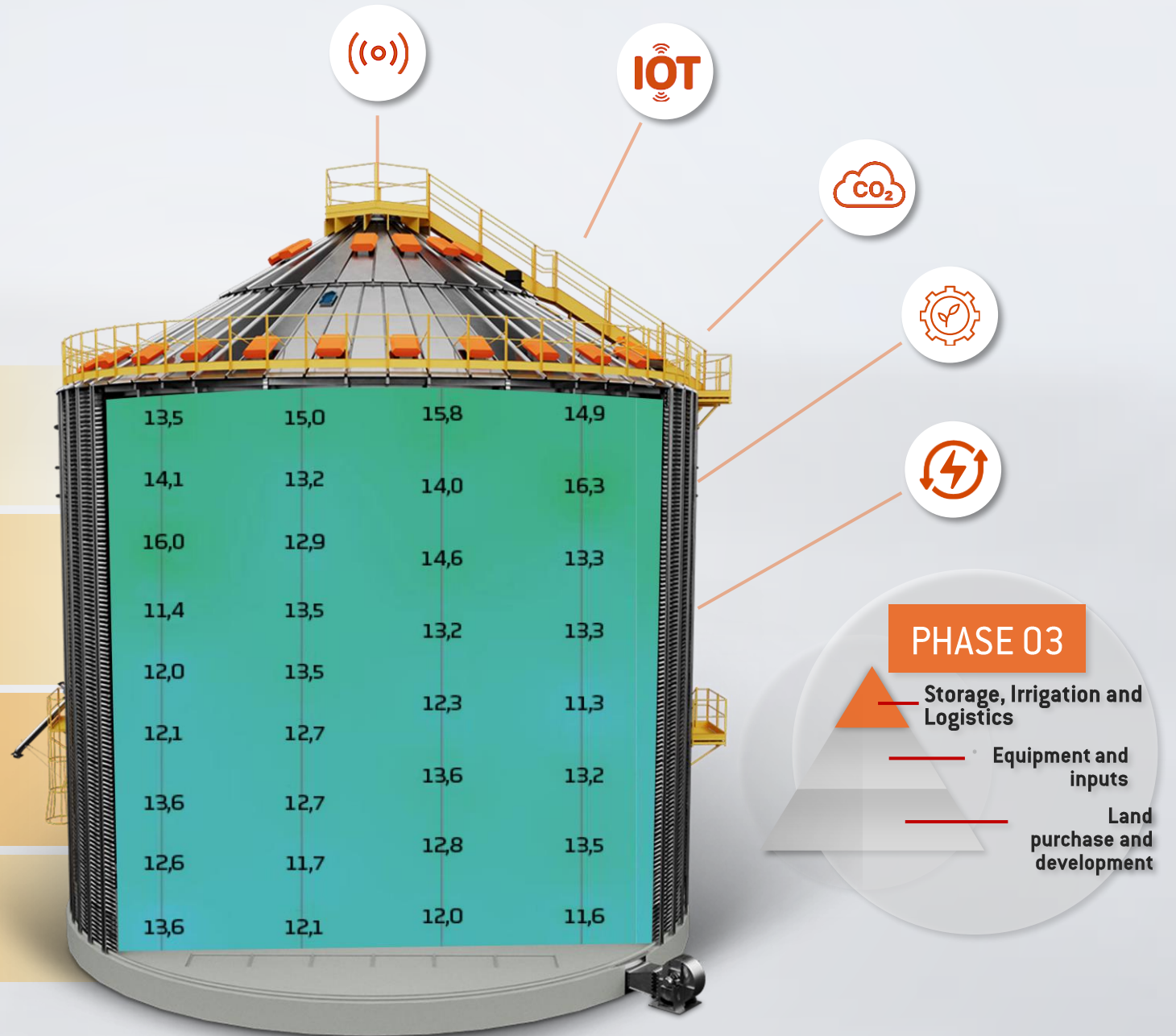
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PROCER



PROCER
POST-HARVEST AGROINTELLIGENCE



Established in 2011



4.0 Technology

Used in the
storage units



**Commitment to the quality of
grains**

Preserve income from the crop



Post-harvest connection

OUR FIGURES

+ 1500

Active Clients



+ 2000

Storage Units



+ 9000

Silos and
Warehouses

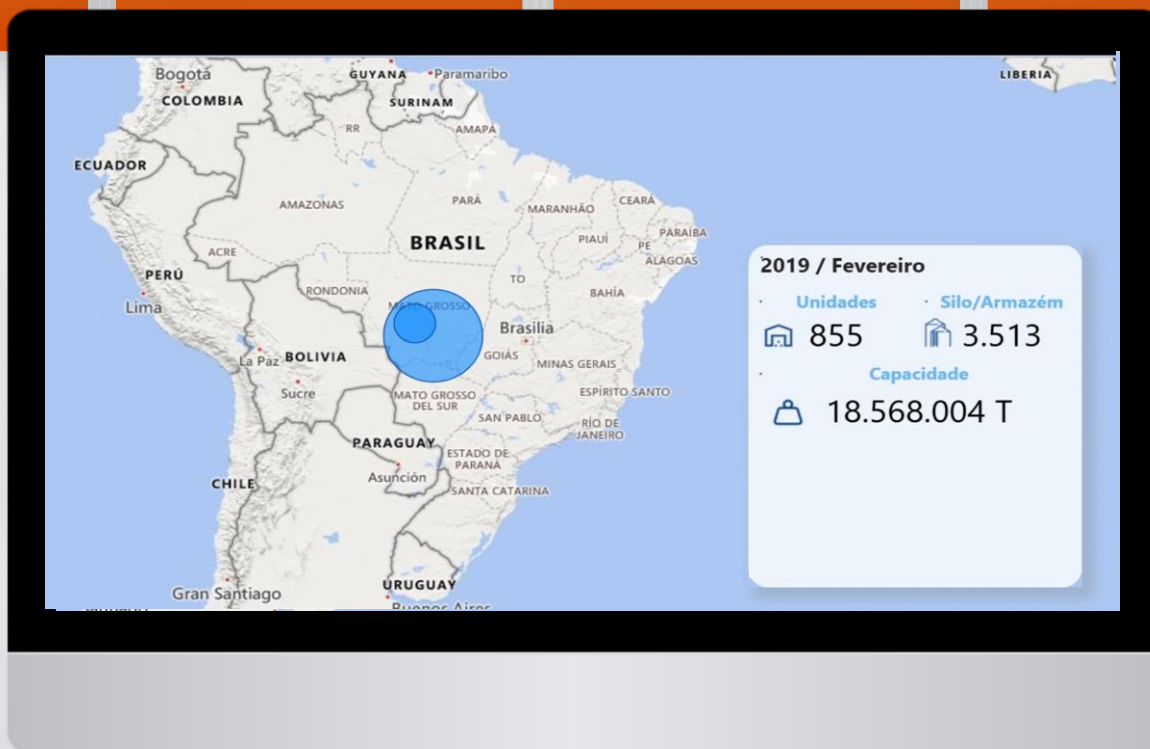


60 million tons

Monitored in 2024

R\$120 billion

Value of connected grains



PROCER CONTINUES TO innovate



MANAGEMENT OF UNITS



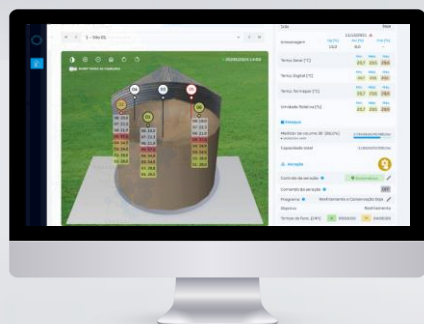
Operational



Quality



Financial



Ceres
ORION 2.0



App
CERES ORION



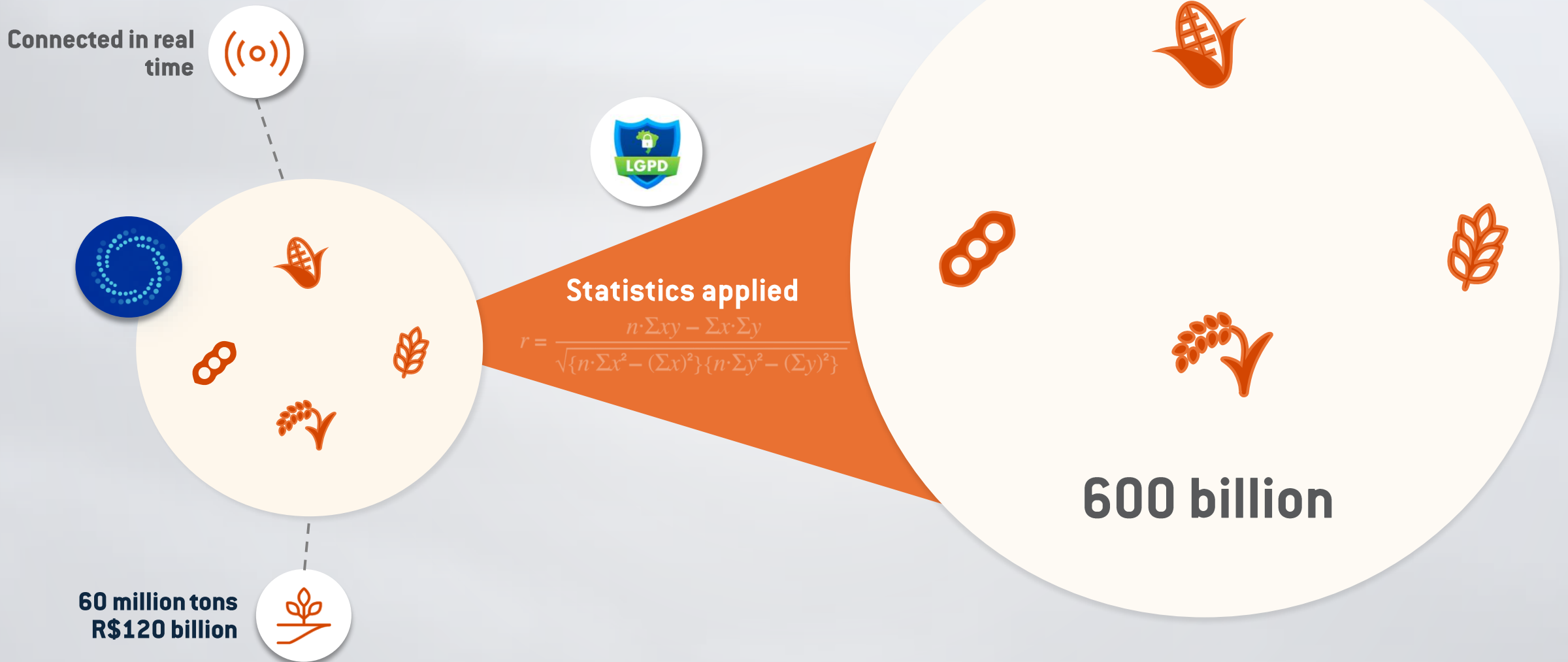
3D VOLUME
Meter

NEW VERTICAL DATA INTELLIGENCE



New monetization avenues: Data intelligence

Total Agribusiness



Monetization avenues

Quality of grains



Use of AI
Classification management
Sensing evolution

Management of Units



Data intelligence (BI)
Unified management of units
Security and workforce

Market Intelligence / Tradings



- Supply of statistic data
- Inventory, turnover
- Historical analyses



Logistics

- Efficiency of operations
- Share visibility
- Optimization of routes



Banks

- Business channel
- Foreign exchange hedge
- Management of credit risk



Insurers

- Spontaneous fermentation
- Asset insurance (silos, dryers)
- Dynamic pricing



DISCLAIMER

This presentation contains forward-looking statements regarding the business outlook, estimated operating and financial results, and growth prospects for Kepler Weber ("Company"). They are only estimates and projections and, as such, are based solely on the expectations of the Company's management. Such future developments are substantially dependent on external factors in addition to the risks described in the disclosure documents filed by Kepler Weber and are therefore subject to change without any prior notice.

The verbs "anticipate", "believe", "estimate", "expect", "project", "plan", "forecast", "target" and other similar verbs are intended to identify these forward-looking statements, which involve risks and uncertainties that could cause actual results to differ materially from those projected in this presentation, and do not guarantee any future performance of the Company. Some factors that may affect this corporate performance include but are not limited to: (i) approvals and licenses required for project approval; (ii) market conditions, most notably agribusiness; (c) performance of the Brazilian economy and international markets where the Company operates, including interest and exchange rates; (d) competitive environment; and (e) risks disclosed in the Company's files with the CVM – Brazilian Securities and Exchange Commission.

All forward-looking statements in this presentation are based on information and data available on the date they were issued, and Kepler Weber is under no obligation to update them as new information or future events may arise.

Non-GAAP Measures

The Company discloses some non-GAAP financial measures, which are not recognized under IFRS, including "net debt", "total liquidity" and "EBITDA". Kepler Weber's management believes that the disclosure of non-GAAP measures provides useful information for investors, financial analysts and the general public in their analysis of operating performance, and in comparing such operating performance with that of other companies. However, these non-GAAP measures have no standardized meanings and may not be directly comparable to similarly named measures adopted by other businesses. Investors in general should not rely on non-IFRS information as a substitute for IFRS measures of earnings or cash flow when making an investment decision.



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