KEPLER DAY 2023

RESILIENCE, CONSISTENCY AND GROWTH

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.

KEPLER WEBER

KEPLER DAY 2023

RESILIENCE, CONSISTENCY AND GROWTH

OPENING

JULIO TOLEDO PIZZA

CHAIRMAN

KEPLER DAY
2023

RESILIENCE, CONSISTENCY AND GROWTH

INVESTMENT THESIS

PIERO ABBONDI

CEO

INVESTMENT THESIS

CENTRAL PILLARS

GLOBAL TREND

- *Population growth*
- *Growing middle class*
- *Increased consumption of animal protein*

BRAZIL AGRICULTURE

- *Brazil's Leading Role in food production and export*
- *Increasing productivity*

LOGISTICS AND INFRASTRUCTURE

- Storage deficit
- Need to improve transport infrastructure

INVESTMENT THESIS

CENTRAL PILLARS

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GLOBAL TREND

60 years of population growth → *Industrialization and the growing middle class* → *Increasing protein consumption* → *Increasing global demand for food*

3 BILLION INHABITANTS — **1960'S**

8 BILLION INHABITANTS — **2023**

GLOBAL TREND

60 years of population growth → ***Industrialization and the growing middle class*** → *Increasing protein consumption* → *Increasing global demand for food*

1960'S

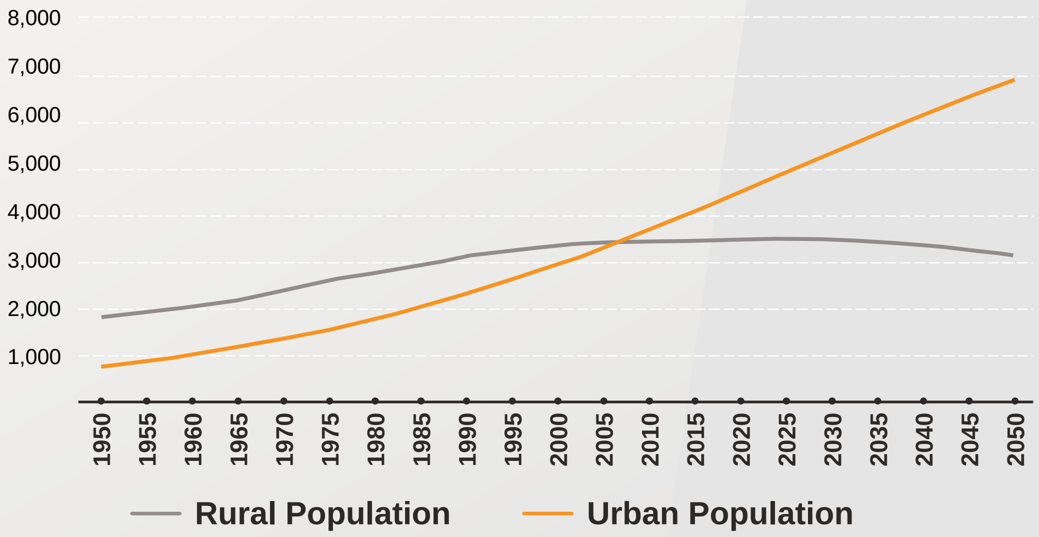
3 BILLION
INHABITANTS

2023

8 BILLION
INHABITANTS

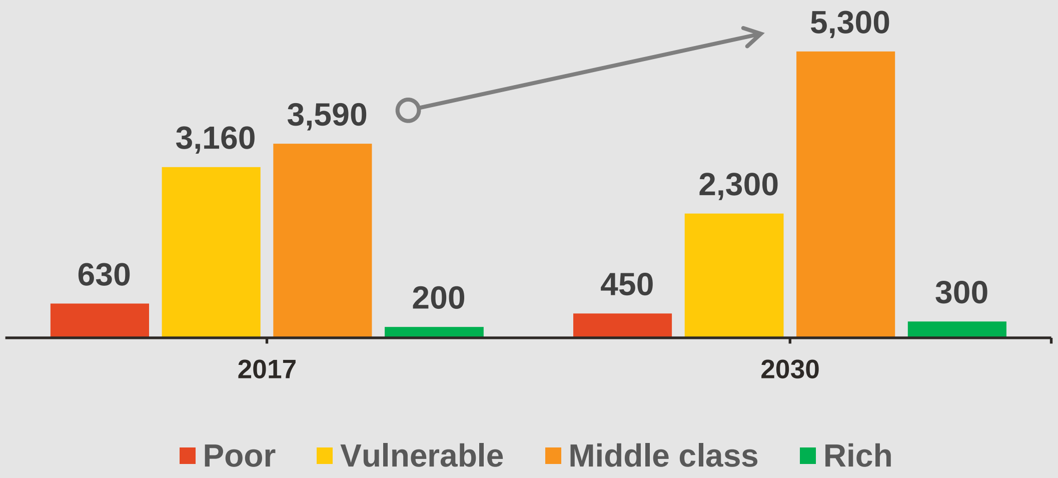
INCOME GROWTH AND INDUSTRIALIZATION (RURAL FLIGHT)

WORLD URBAN AND RURAL POPULATION (1950-2030)
(in millions of people)



GROWING MIDDLE CLASS (IN MILLIONS OF PEOPLE)

THE MIDDLE CLASS IS ALREADY PREDOMINANT WORLDWIDE, BUT IT WILL BE THE MAJORITY BY 2030
Overall number of people living in poverty, vulnerability, the middle class and the rich



Source: Projections by World Data Lab

GLOBAL TREND

60 years of population growth → Industrialization and the growing middle class → **Increasing protein consumption** → Increasing global demand for food

	1960'S	2023
Inhabitants	3 BILLION INHABITANTS	8 BILLION INHABITANTS
Tons	70 MILLION TONS	354 MILLION TONS

PER CAPITA CONSUMPTION

(kilos per inhabitant / year)[1]

	1960'S	2023
WORLD	22.9 kg	27.3 kg
USA	93.7 kg	126.7 kg
Brazil	27.3 kg	98.8 kg
Europe	47.2 kg	75.8 kg
China	3.8 kg	62.1 kg
Thailand	15.2 kg	25.1 kg
Indonesia	3.7 kg	18.0 kg

MIDDLE CLASS | INDUSTRIALIZATION | INCREASED INCOME | INCREASING PRODUCTIVITY

Source: Food and Agriculture Organization of the United Nations, 2020.

Note: Data does not include fish and seafood. Figures do not correct for waste at the consumption level so may not directly reflect the quantity of food finally consumed by a given individual.

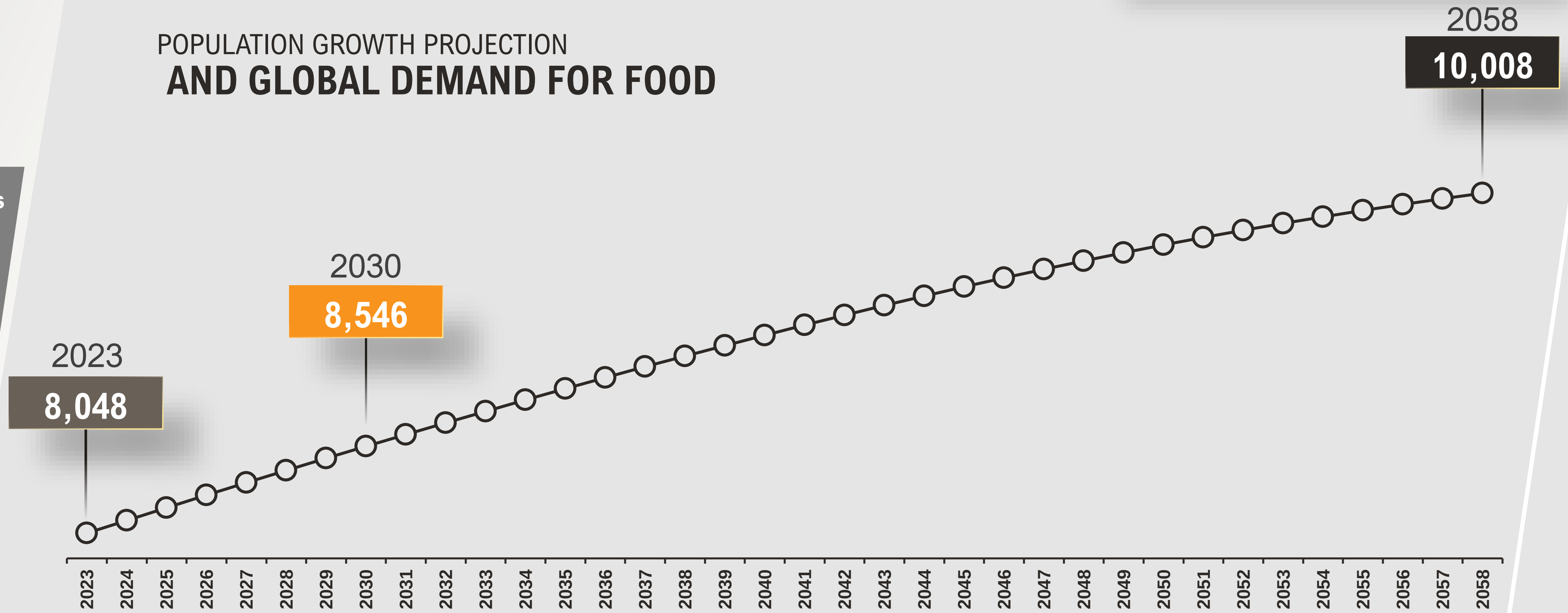
GLOBAL TREND

60 years of population growth → *Industrialization and the growing middle class* → *Increasing protein consumption* → ***Increasing global demand for food***

POPULATION
MILLION PEOPLE

- **Consumption Patterns**
- **Urbanization**
- **Income**
- **Longevity**

POPULATION GROWTH PROJECTION
AND GLOBAL DEMAND FOR FOOD



2023
2030 Estimate
2058 Estimate

By 2030:

+35% FOOD

+40% ENERGY

+50% WATER

UNO Department of Economic and Social Affairs, Population Division - World Population Prospects 2022

INVESTMENT THESIS

CENTRAL PILLARS

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BRAZIL AGRICULTURE

- Brazil's Leading Role in food production and export
- Increasing productivity

LOGISTICS AND INFRASTRUCTURE

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- Need to improve transport infrastructure

BRAZIL AGRICULTURE

Brazil's leading in food production and export → *Increasing productivity*

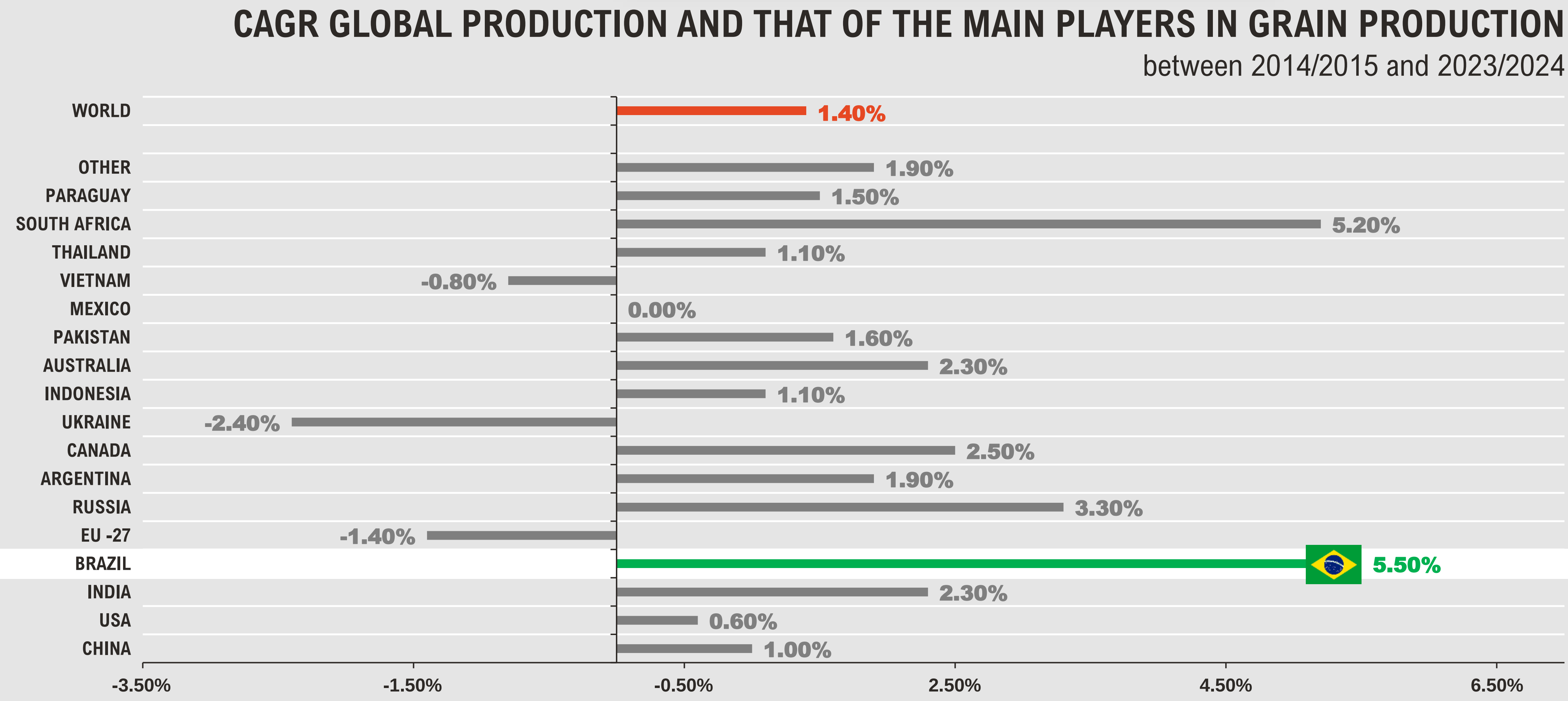
COMMODITY	PRODUCTION	EXPORTS	% GLOBAL EXPORTS	KEPLER PRESENCE
SOYBEANS	1st	1st	57%	K
CORN	3rd	1st	28%	K
ETHANOL (SUGARCANE	2nd	2nd	8%	K
COFFEE	1st	1st	28%	K
SUGAR	1st	1st	41%	K
RICE	9th	7th	2%	K
BEEF	2nd	1st	25%	K
POULTRY	2nd	1st	34%	K
PORK	4th	1st	13%	K
WHEAT	23th	26th	3%	K
ORANGE JUICE	1st	1st	72%	-
COTTON	3rd	2nd	24%	-

Sources: FAO, ICO, OIA, USDA, ABPA, SECEX and ICAC (prepared by COGO) - Information Brazil

BRAZIL AGRICULTURE

Brazil's leading in food production and export

Increasing productivity

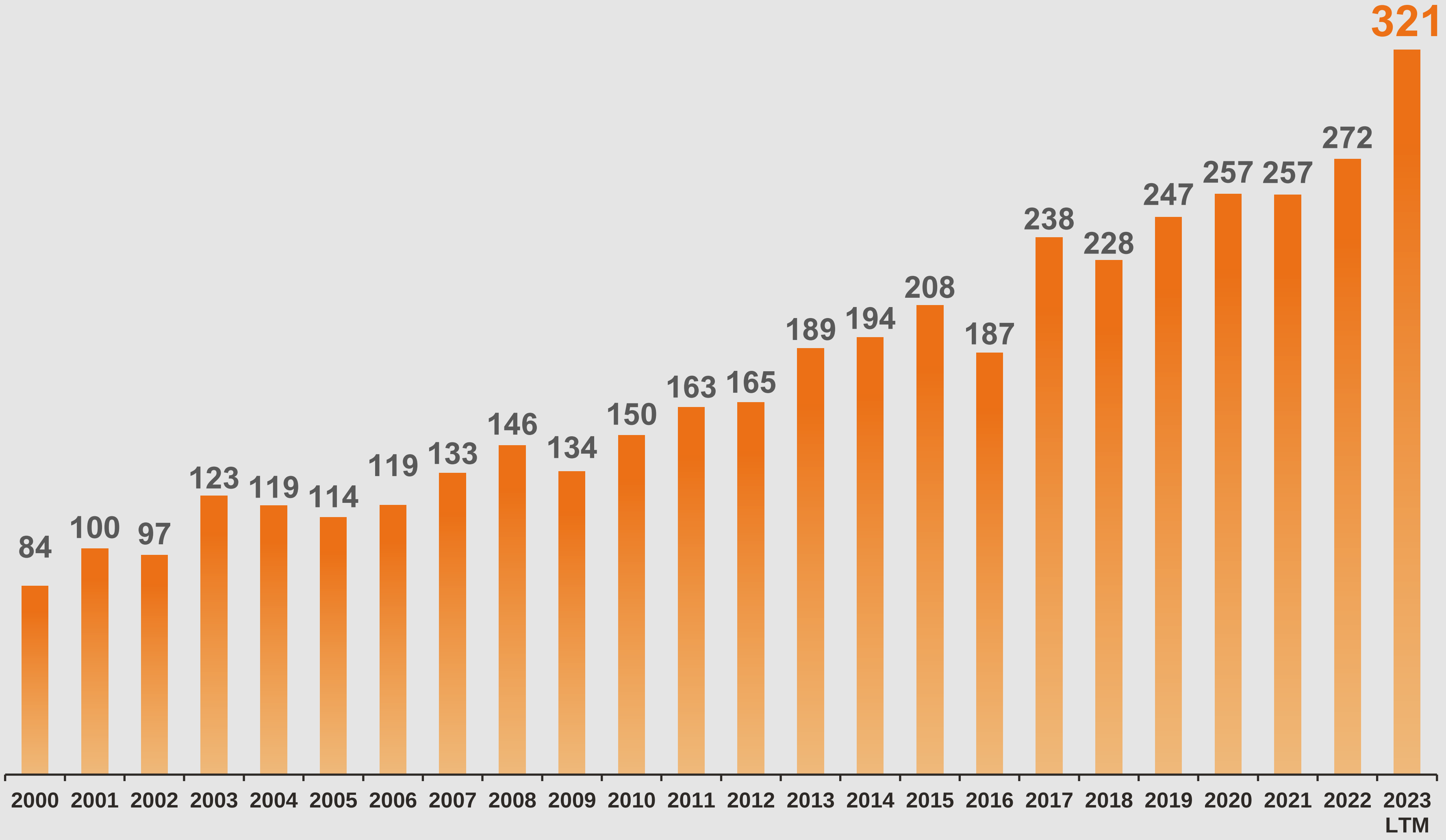


Source: FAZ/USDA

AGRICULTURE BRAZIL

EVOLUTION OF BRAZILIAN GRAIN CROPS

(IN MILLION TONS)



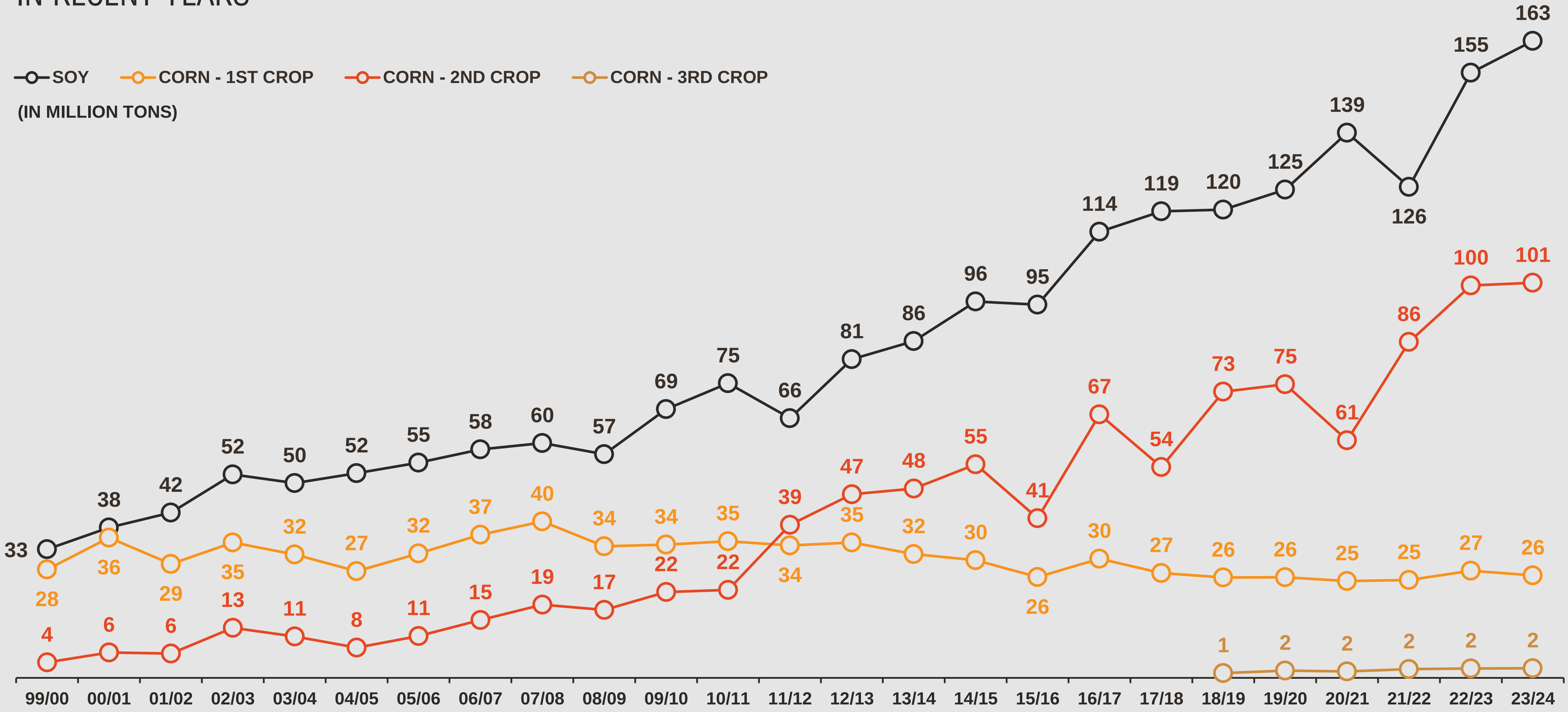
6.0% per year CAGR
GRAIN PRODUCTION*

3.1% CAGR
PLANTED AREA**

Source: Cogo Agribusiness Intelligence * Annual crop growth since 2000. ** Annual growth in area since 2000.

BRAZIL HAS BECOME A POWERHOUSE

IN RECENT YEARS



Source: Cogo Agribusiness Intelligence

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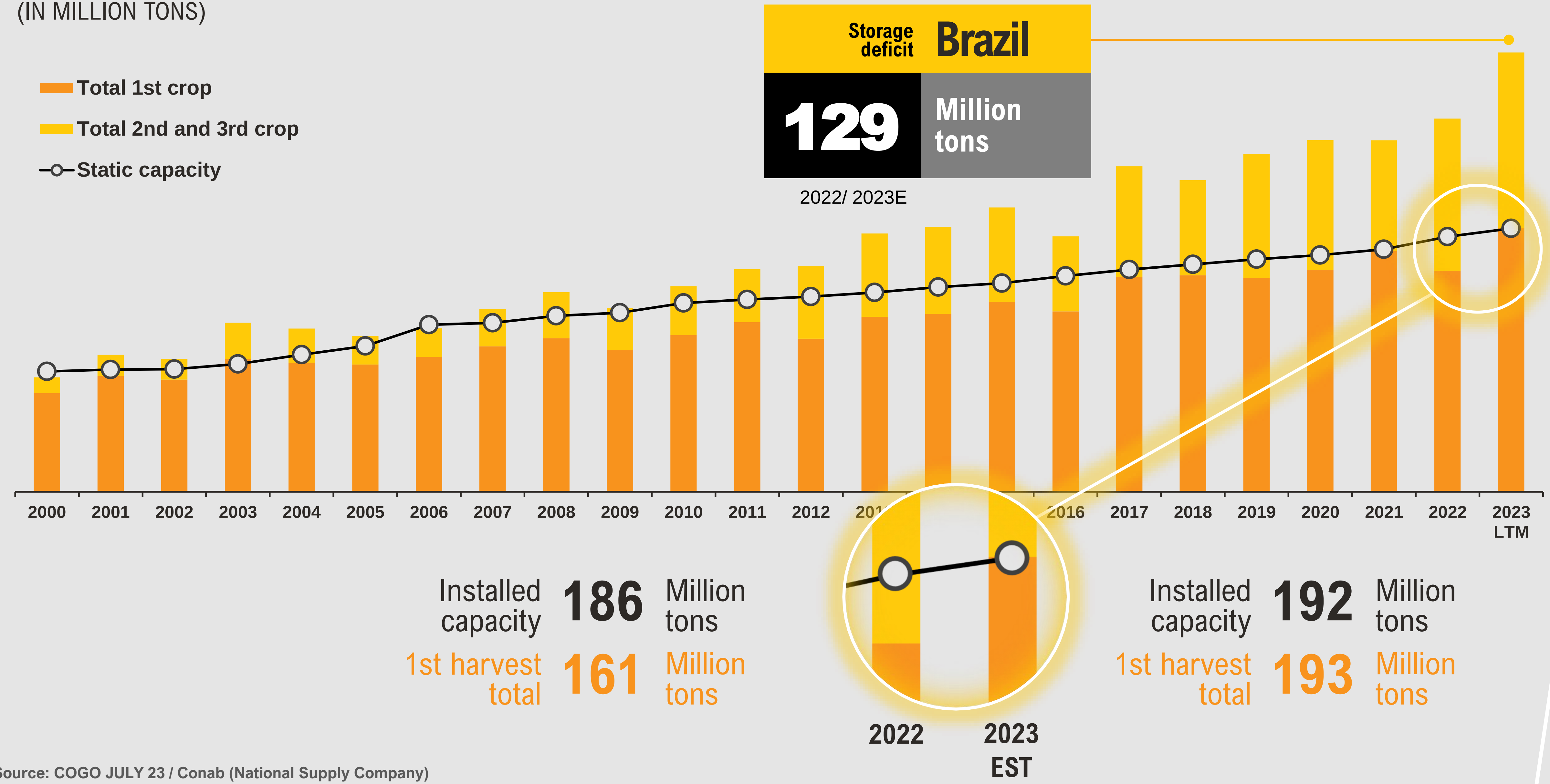
FIRST CROP EXCEEDS

STATIC CAPACITY FOR THE FIRST TIME:

(IN MILLION TONS)



Source: COGO JULY 23 / Conab (National Supply Company)

CONSEQUENCE

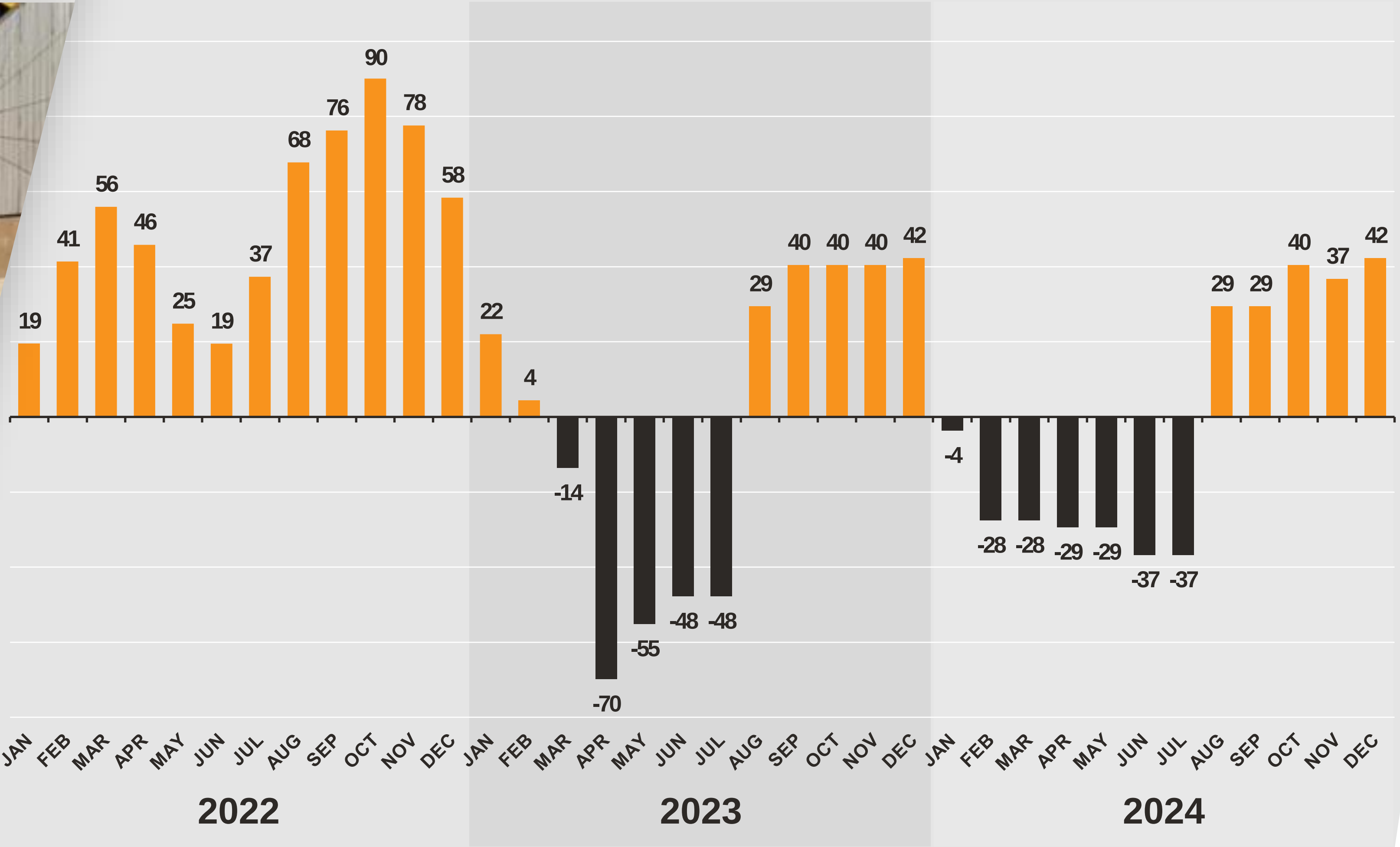
LACK OF STORAGE HAS BECOME CRITICAL

INFRASTRUCTURE COLLAPSE

FREIGHT INFLATION

PREMIUMS IN BRAZILIAN PORTS FOR SHIPMENTS

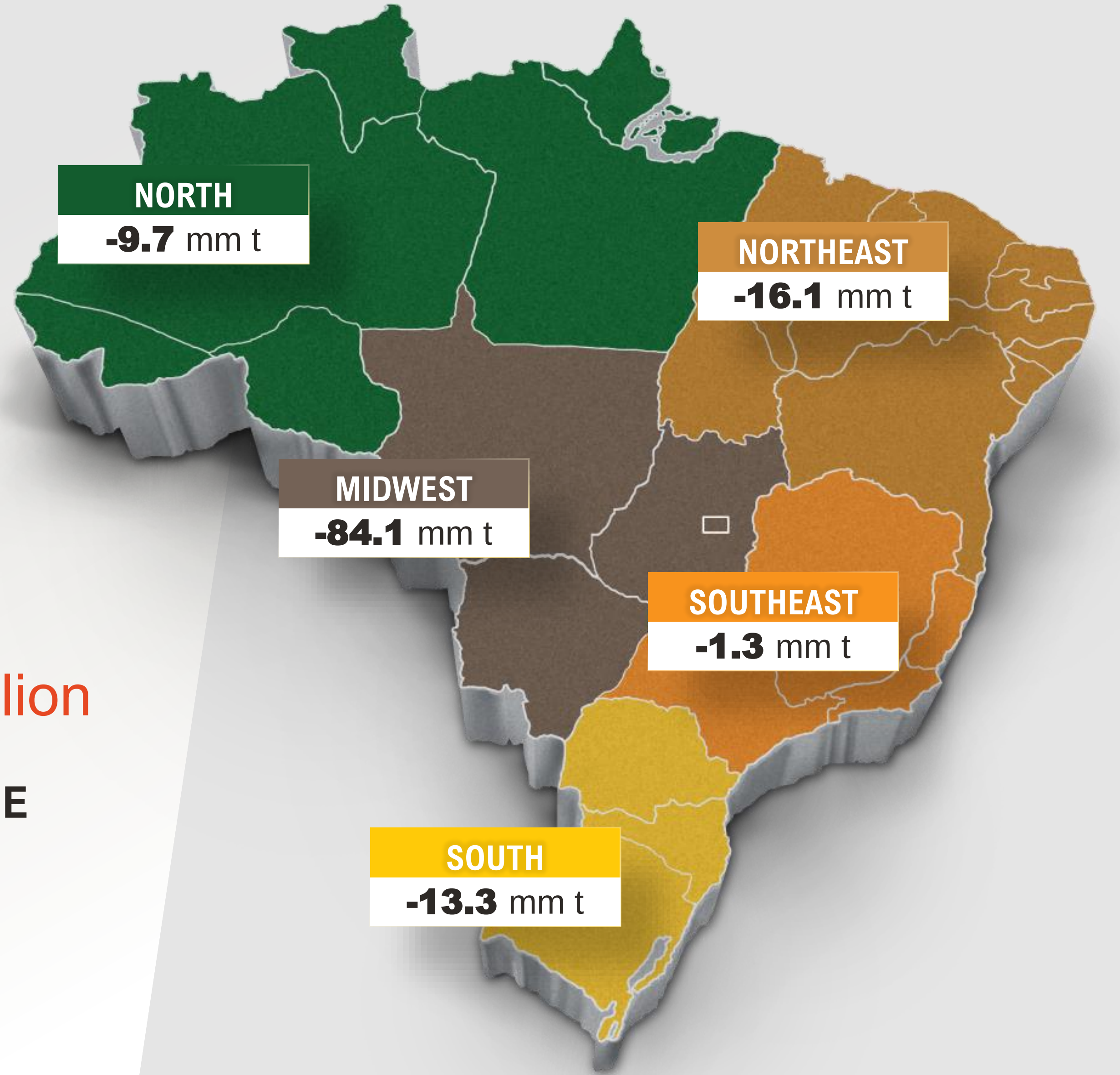
BETWEEN JANUARY/2022 AND DECEMBER 2024 US$/TON OF SOYBEANS



Source: COGO Agribusiness Intelligence JULY 23 / Conab (National Supply Company)

STORAGE DEFICIT

DISTRIBUTION BY REGION



125 million
tons
2022/ 2023E

STORAGE IN FARMS AROUND THE WORLD

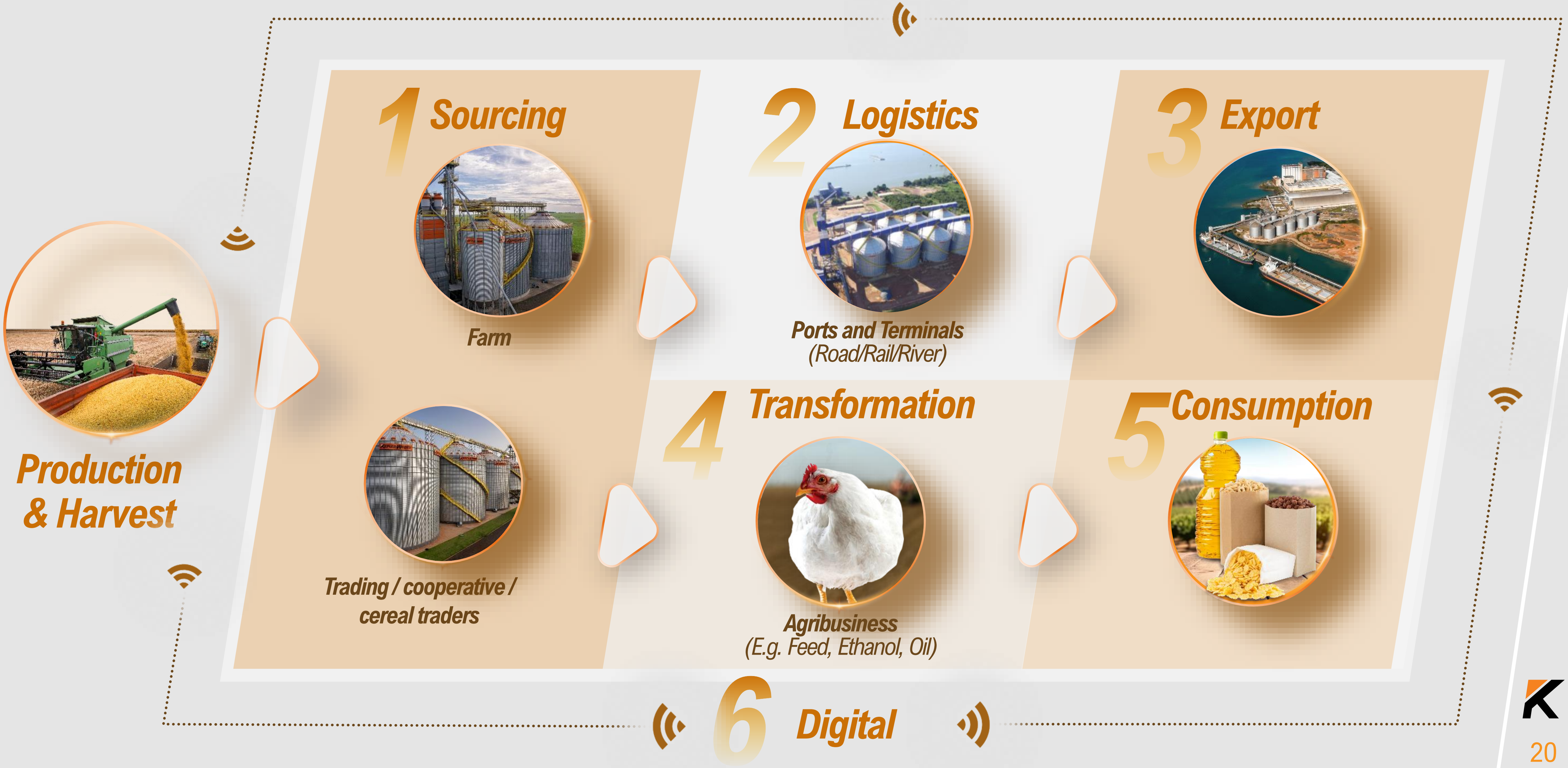
INSTALLED CAPACITY
(% RELATIVE TO THE TOTAL FOR EACH COUNTRY)

Canada	**85%**
United States	**65%**
European Union	**50%**
Argentina	**40%**
Brazil	**15%**

Source: Cogo Agribusiness Intelligence

KEPLER IS PRESENT

ACROSS THE ENTIRE POST-HARVEST CHAIN



INVESTMENT THESIS

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KEPLER WEBER

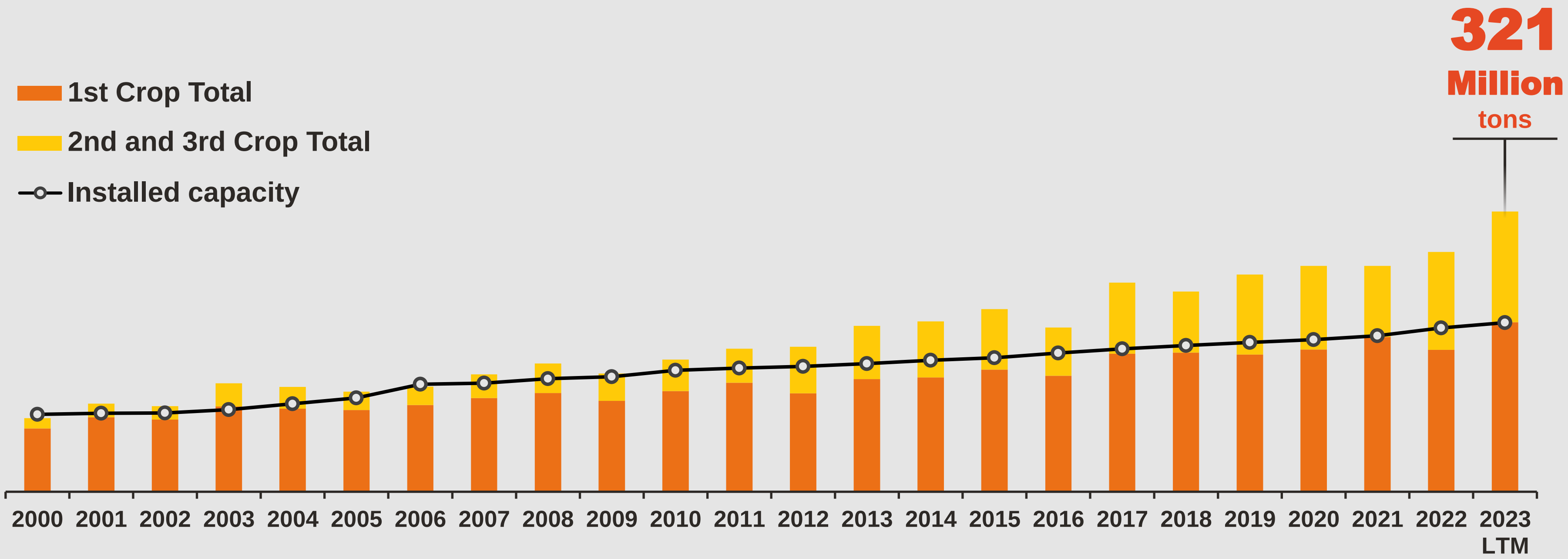
KEPLER DAY
2023

RESILIENCE, CONSISTENCY AND GROWTH

GROWTH FACTORS

BERNARDO NOGUEIRA
CHIEF SALES OFFICER

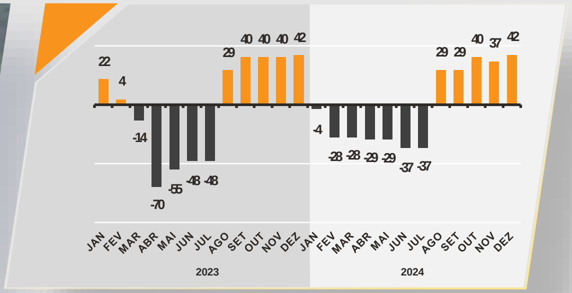
FIRST CROP EXCEEDS
STATIC CAPACITY FOR THE FIRST TIME



INFRASTRUCTURE COLLAPSE

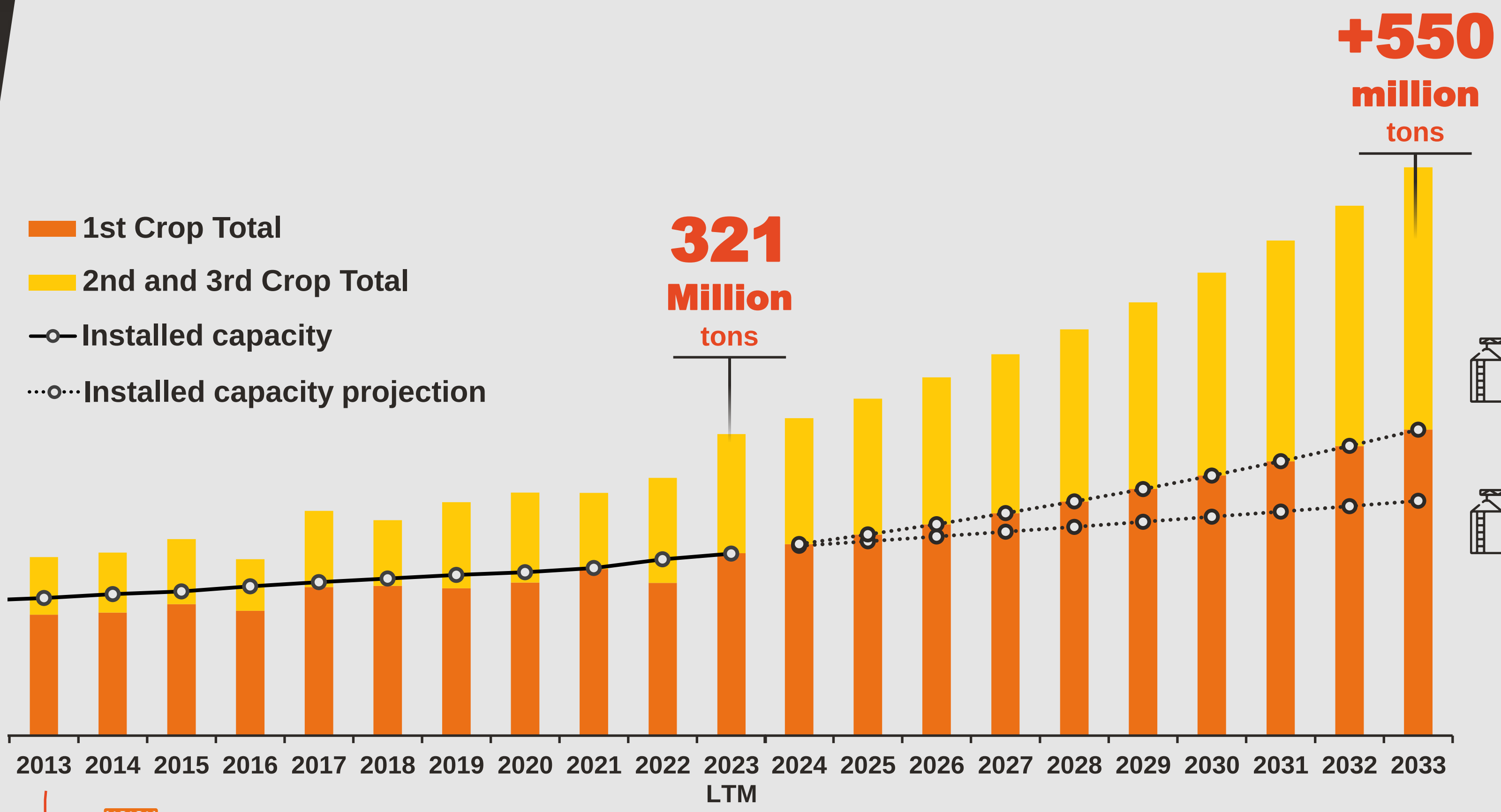
FREIGHT INFLATION

NEGATIVE PREMIUMS AT PORTS



Source: COGO JULY 23 / Conab (National Supply Company).

STORAGE HAS BECOME CRITICAL
AND WILL CONTINUE TO BE FOR THE NEXT DECADE



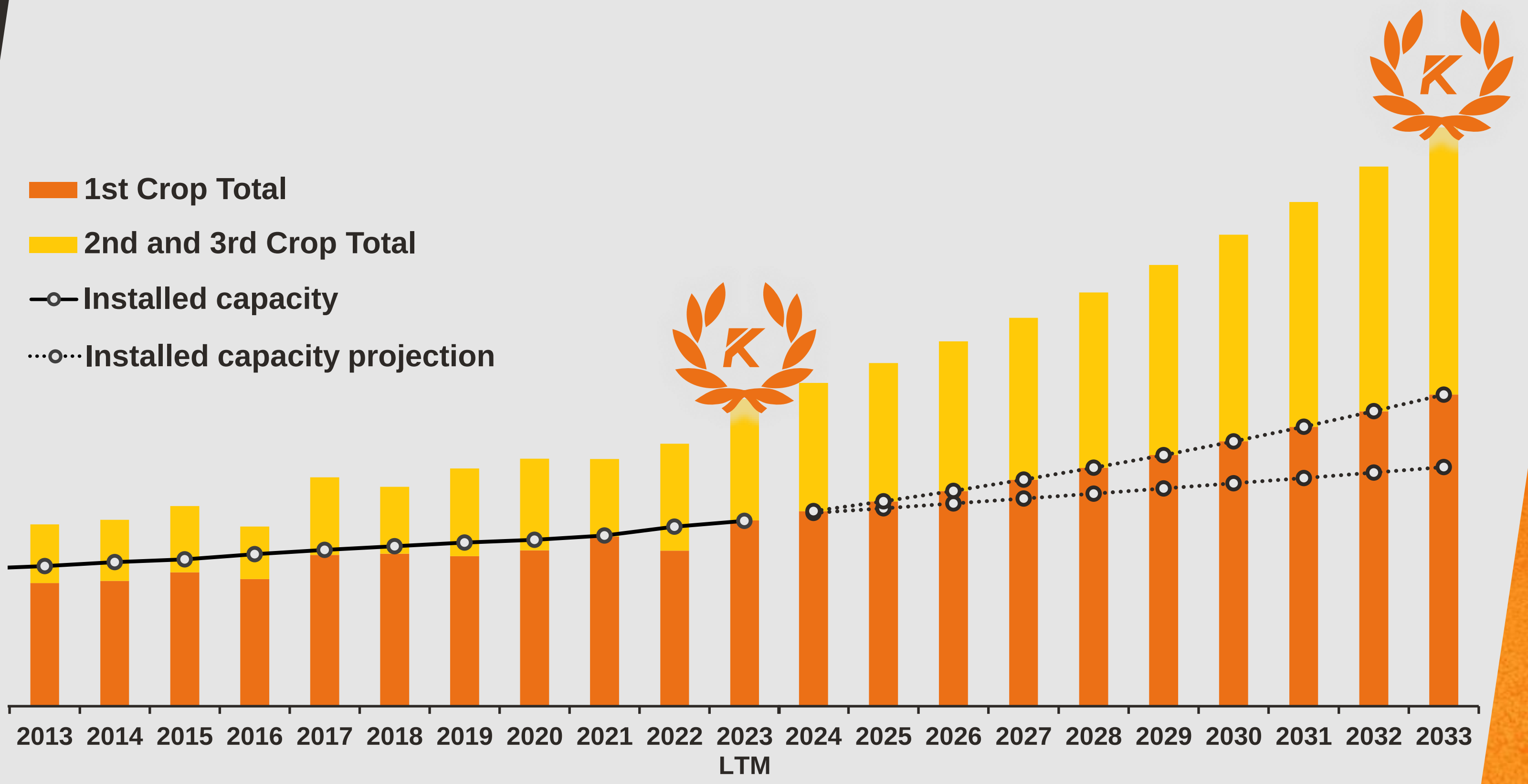
12.2 Million tons stored per year*
MINIMUM REQUIRED

HISTORICAL AVERAGE
5.0 Million tons stored per year*

THE LAST 10 YEARS
5.0 Million tons, on average, stored per year*

Source: COGO JULY 23 / Conab (National Supply Company). *Approximate estimate, considering the forecasts made by COGO.

STORAGE HAS BECOME CRITICAL
AND WILL CONTINUE TO BE FOR THE NEXT DECADE



CUSTOMERS

KEPLER TEAM

EVOLUTION

KEPLERWEBER®

Source: COGO JULY 23 / Conab (National Supply Company).

AND KEPLER IS A STRATEGIC PARTNER FOR COMPANIES THAT

TAKE BRAZILIAN AGRIBUSINESS TO THE WORLD

15,000
CUSTOMERS IN THE PORTFOLIO

4,000
CUSTOMERS SERVED IN 2022

+10%
INCREASE IN CUSTOMER PORTFOLIO[1]

Rural Magazine Award [3]
22 times winner

A Granja Award [3]
36 times winner

Forbes AGRO100 **10%** OF GDP[2]

1) Customer portfolio growth in 2022. 2) Share of GDP by companies served by Kepler Weber that are part of the Forbes 100. 3) In the Silos and Storage category.

AND KEPLER IS A STRATEGIC PARTNER FOR COMPANIES THAT

POWER BRAZILIAN AGRICULTURE

KEPLER QUALITY:
80% OF CUSTOMERS NAME KEPLER
AS HAVING THE BEST EQUIPMENT*

ON-TIME DELIVERY

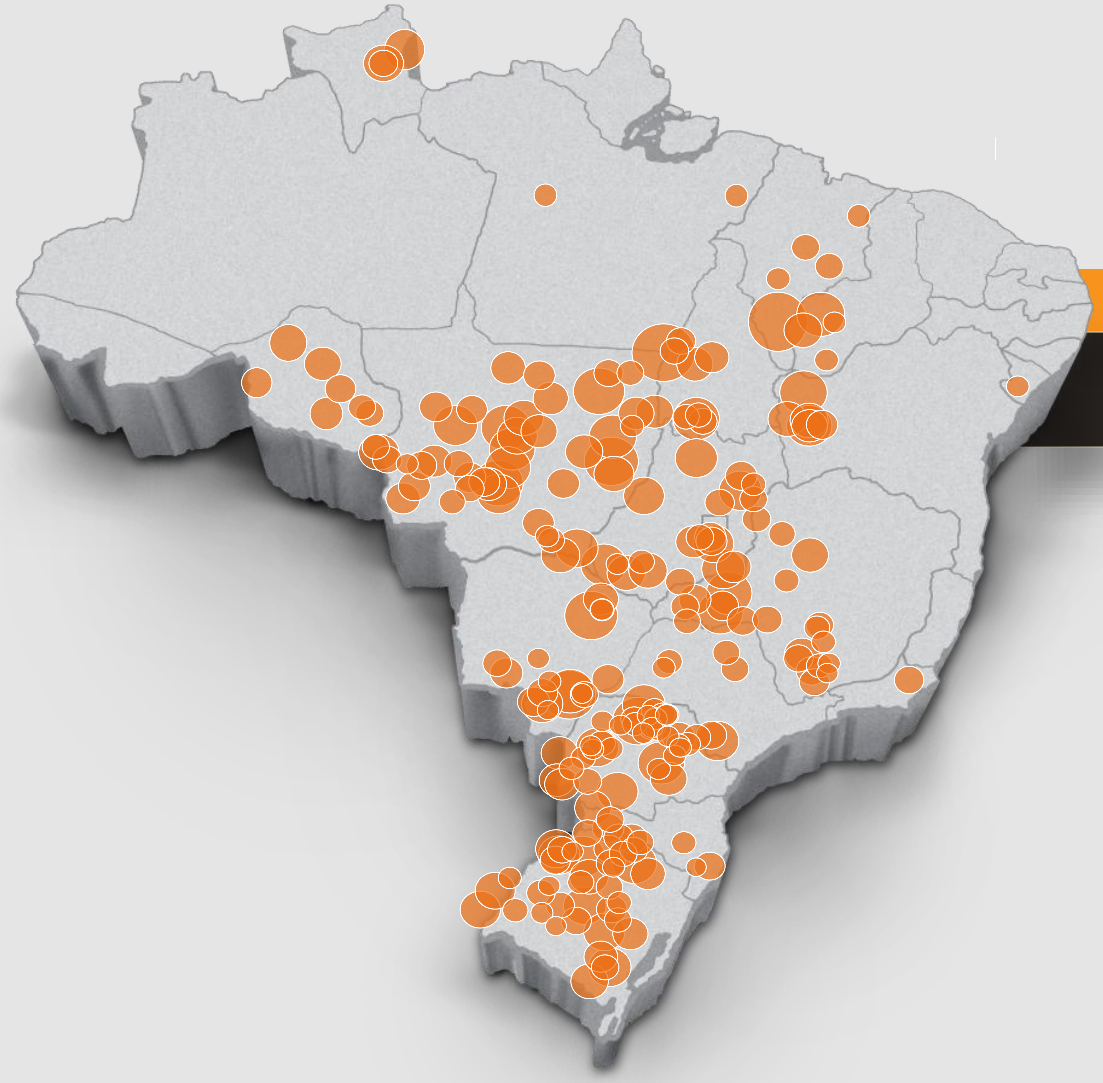
CLOSENESS OF TECHNICAL ASSISTANCE
PRESENCE IN DISTRIBUTION CENTERS

*According to NPS Kepler survey conducted since 2018

KEPLERWEBER®

AND THESE CUSTOMERS ARE SERVED BY THE

KEPLER TEAM



WORKS SOLD IN 2022

473

KEPLER TEAM
EXPERIENCE

SALES TEAM

112

KEPLER TEAM
EXPERIENCE

SALES TEAM	ENGINEERING
112	107

KEPLER TEAM
EXPERIENCE

SALES TEAM	112
ENGINEERING	107
PRODUCTION AND LOGISTICS	1,110

KEPLER TEAM
EXPERIENCE

SALES TEAM
112

ENGINEERING
107

PRODUCTION AND LOGISTICS
1,110

IMPLEMENTATION
93

KEPLER TEAM
EXPERIENCE

SALES TEAM

112

ENGINEERING

107

PRODUCTION AND LOGISTICS

1,110

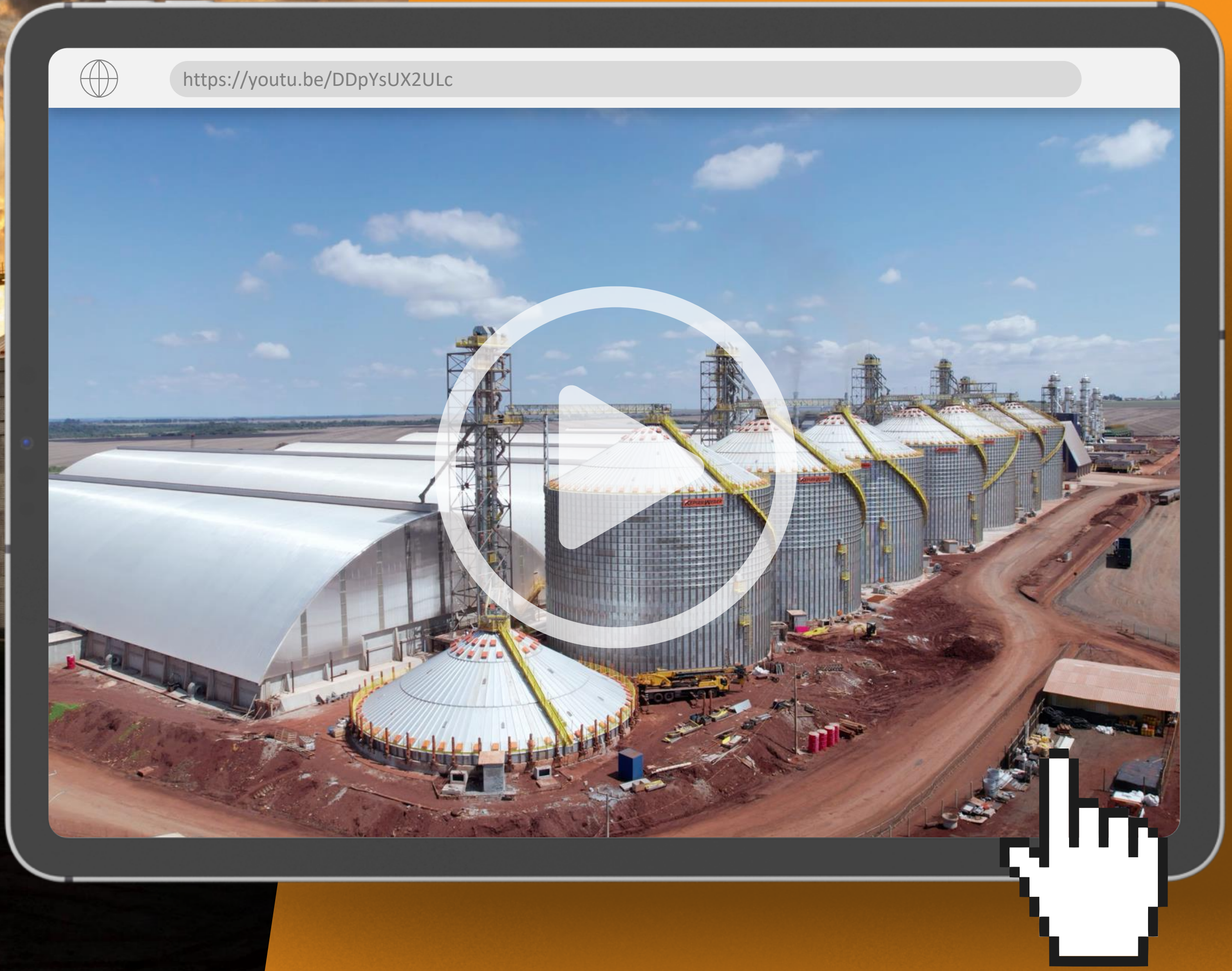
IMPLEMENTATION

93

KEPLER PROFESSIONALS

1,780

KEPLERWEBER



GROWTH FACTORS

EVER-EVOLVING KEPLER JOURNEY

TECHNOLOGY FOR GROWING RECURRING REVENUES

	2017	2018	2019	2020	2021	2022	2023 YTD
DISTRIBUTION CENTERS	1	4	4	5	5	7	8
EXCLUSIVE PARTNERS - PDEK (1)	-	-	8	8	39	46	44
DIGITAL MARKETING: BUSINESS GENERATED THROUGH LEADS (BRL MILLION) (2)	-	-	BRL 8	BRL 158	BRL 177	BRL 264	BRL 458
CONNECTED UNITS	-	-	4	112	314	375	1,700

1) There was no contractor development program before 2019;
2) 1) There was no digital lead capture process before 2019.

FATORES DE CRESCIMENTO

EVOLUÇÃO CONSTANTE DA JORNADA KEPLER

TECNOLOGIA PARA RECEITAS RECORRENTES CRESCENTES

	2017	2018	2019	2020	2021	2022	2023 YTD
CONNECTED UNITS	-	-	4	112	314	375	1,700

PROCER
AGROINTELIGÊNCIA DE PÓS-COLHEITA

GROWTH FACTORS

EVER-EVOLVING KEPLER JOURNEY

TECHNOLOGY FOR GROWING RECURRING REVENUES

PROCER

AGROINTELIGÊNCIA DE PÓS-COLHEITA

1,700

CONNECTED PLANTS

GROWTH FACTORS

EVER-EVOLVING KEPLER JOURNEY

TECHNOLOGY FOR GROWING RECURRING REVENUES

1,700 CONNECTED PLANTS

MONITORING SERVICE
Grain conservation operation

PREDICTIVE SALES
Capacity expansions and data-driven modernization

REMOTE DIAGNOSIS
Operation and maintenance

E-COMMERCE SPARE PARTS
Wear and tear and programming

DATA FOR FINANCIAL AGENTS
Insurance companies, banks

KEPLERWEBER®

SUMMARY GROWTH FACTORS

COMPETITIVE ADVANTAGE

- **WAREHOUSING SUPER-DECADE**
- **BETTER CUSTOMERS**
- **KEPLER TEAM/ EXPERIENCE AND PROXIMITY**
- **CONSTANT EVOLUTION**

KEPLER DAY

2023

RESILIENCE, CONSISTENCY AND GROWTH

OPERATIONAL EFFICIENCY

FABIANO SCHNEIDER

INDUSTRIAL & PRODUCT DIRECTOR

HOW WE DELIVER

PROCESSES, PEOPLE, OPERATIONS

- SAFE ENVIRONMENT
- BUSINESS SUSTAINABILITY / ESG
- INDUSTRY 4.0
- PROCESS INNOVATION
- SYSTEM AUTOMATION
- DIGITIZATION IN MANUFACTURING
- LEAN MANUFACTURING AND OFFICE
- CONTINUOUS IMPROVEMENT
- CUSTOMER FOCUS!

PURPOSE KEPLERWEBER

Caring for life, protecting what comes from the earth with post-harvest solutions

A NEW
“CROP OF PRODUCTS”

A product family platform through **the lean product development process (LPPD)**, which creates a dynamic intersection for the innovation and long-term success of our products.

THIS PROCESS ALLOWS:

1 PRODUCT DEVELOPMENT **IN A HIGHLY CHANGING ENVIRONMENT**

2 Connect our network of customers and partners to **INTERACTIVE PRODUCT DEVELOPMENT**

3 Practically apply the lean methodology **OPTIMIZING PROJECTS**

4 We explore interaction **THROUGHOUT THE PRODUCTION CHAIN**

5 Building a strong knowledge and products base for **MULTIPLE NEEDS**

LPPD

LEAN PRODUCT AND PROCESS DEVELOPMENT

NEW RANGE OF SILOS

STANDARD
ABNT NBR
17066 SILOS

SAFER

Greater resistance

6.7%
MORE RESISTANT

Lower Carbon Emission

4.2%
REDUCED EMISSIONS
(2,160 ton/year in manufacturing)

" Carbon dioxide (CO_2) is the most significant greenhouse gas emitted by the global steel industry. On average, 1.8 tons of CO_2 are emitted for each ton of steel produced" (WORLDSTEEL, 2013, p. 02)"

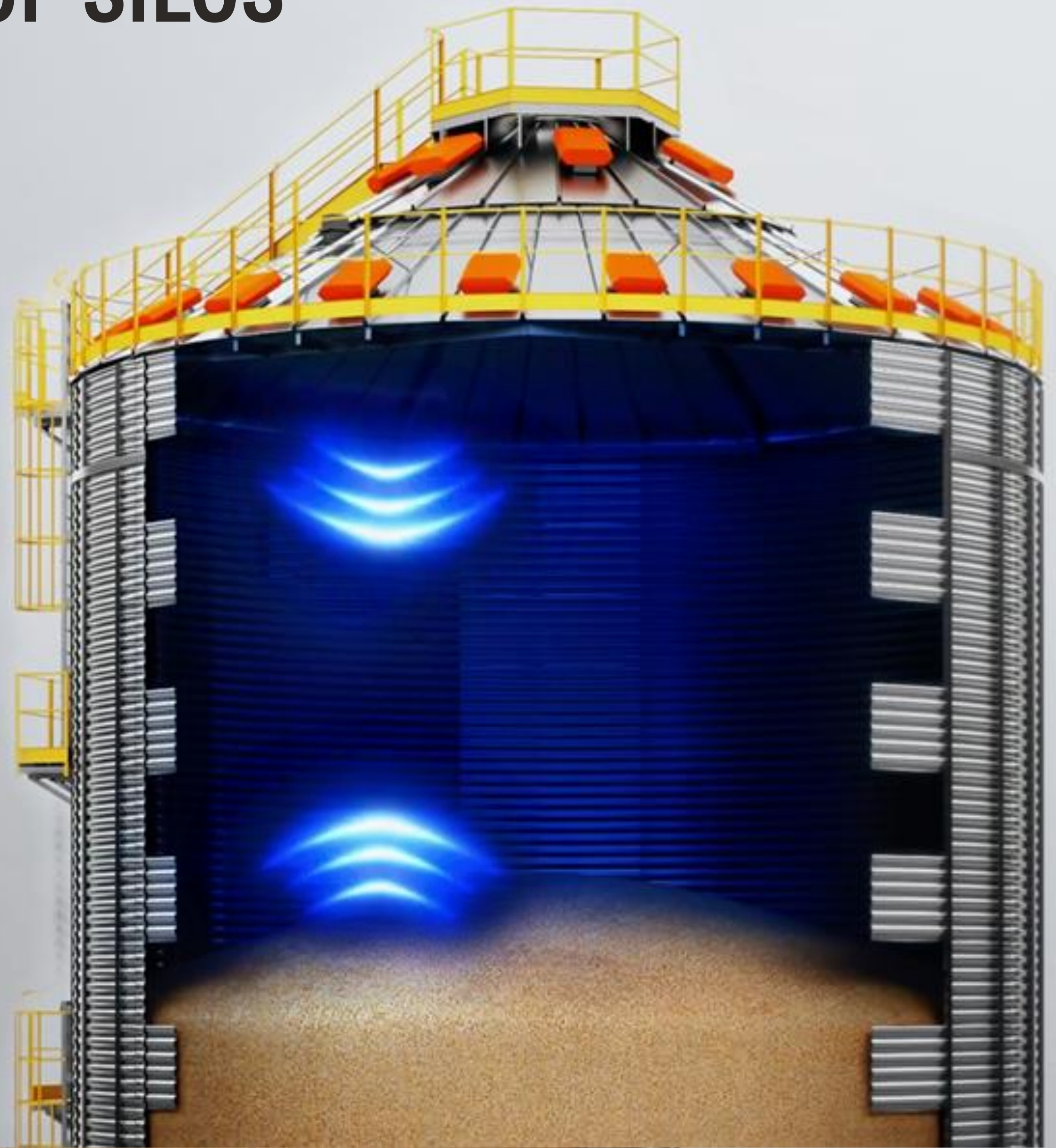
NEW RANGE OF SILOS

DIGITAL THERMOMETRY

INTERGRANULAR MOISTURE SENSOR

CO^2 SENSOR

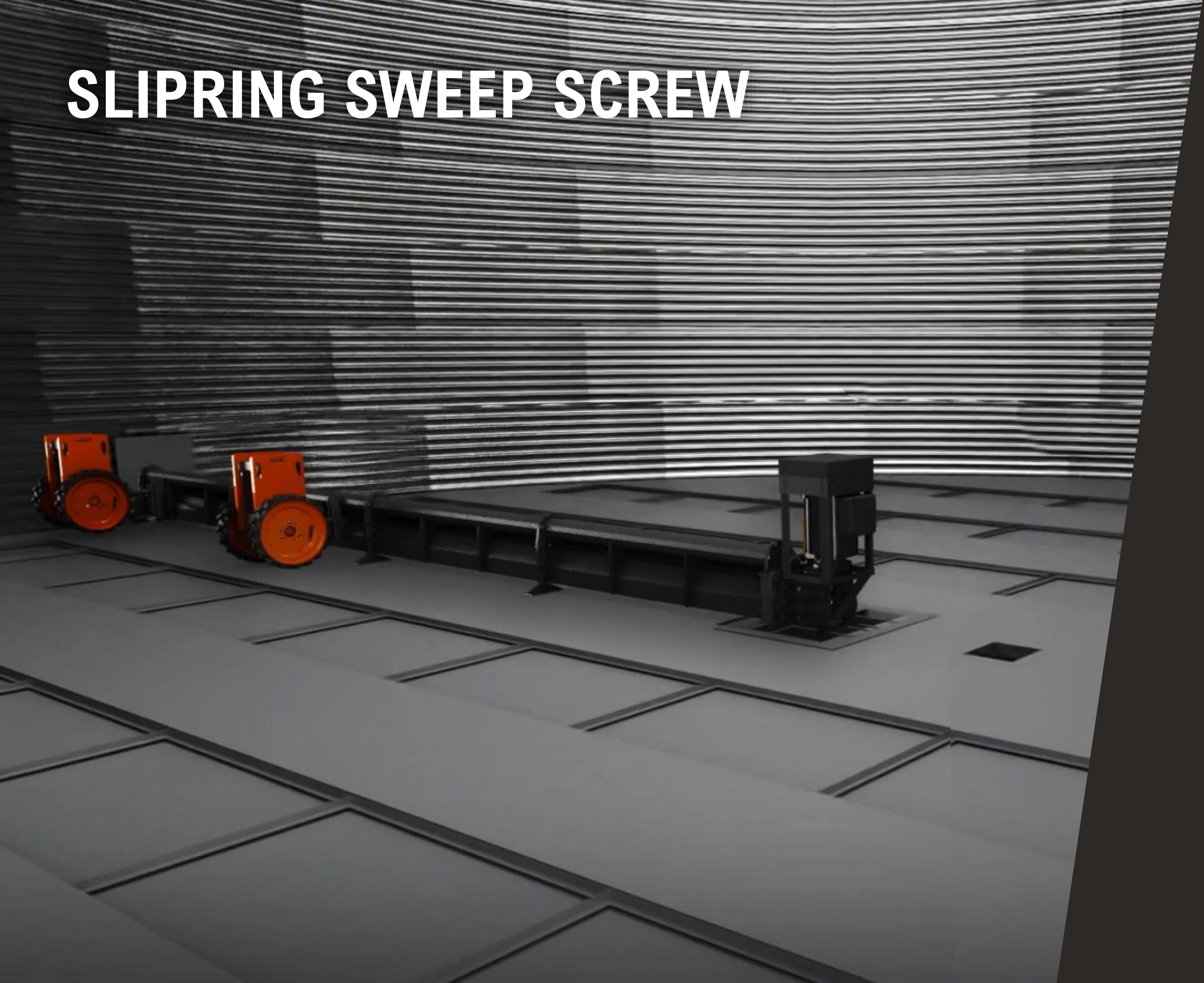
VOLUMETRIC SENSOR
Approximate 95% inventory accuracy



STANDARD
ABNT NBR
17066 SILOS

GREATER SAFETY AND PROCESS AUTOMATION

SLIPRING SWEEP SCREW



PRODUCT SAFETY

NO MORE WORKING IN CONFINED SPACES

The operation is carried out from the outside of the silo, **thus avoiding the need to access the inside of the silo.**

KW MAX

PERFORMANCE

Eletric efficiency

11%

LESS ENERGY CONSUMED

Thermal efficiency

28%

REDUCED BIOMASS CONSUMPTION

Reduced carbon emission

28%

REDUCED EMISSIONS

271 tons of CO_2

for every **99,000** tons of soybeans*

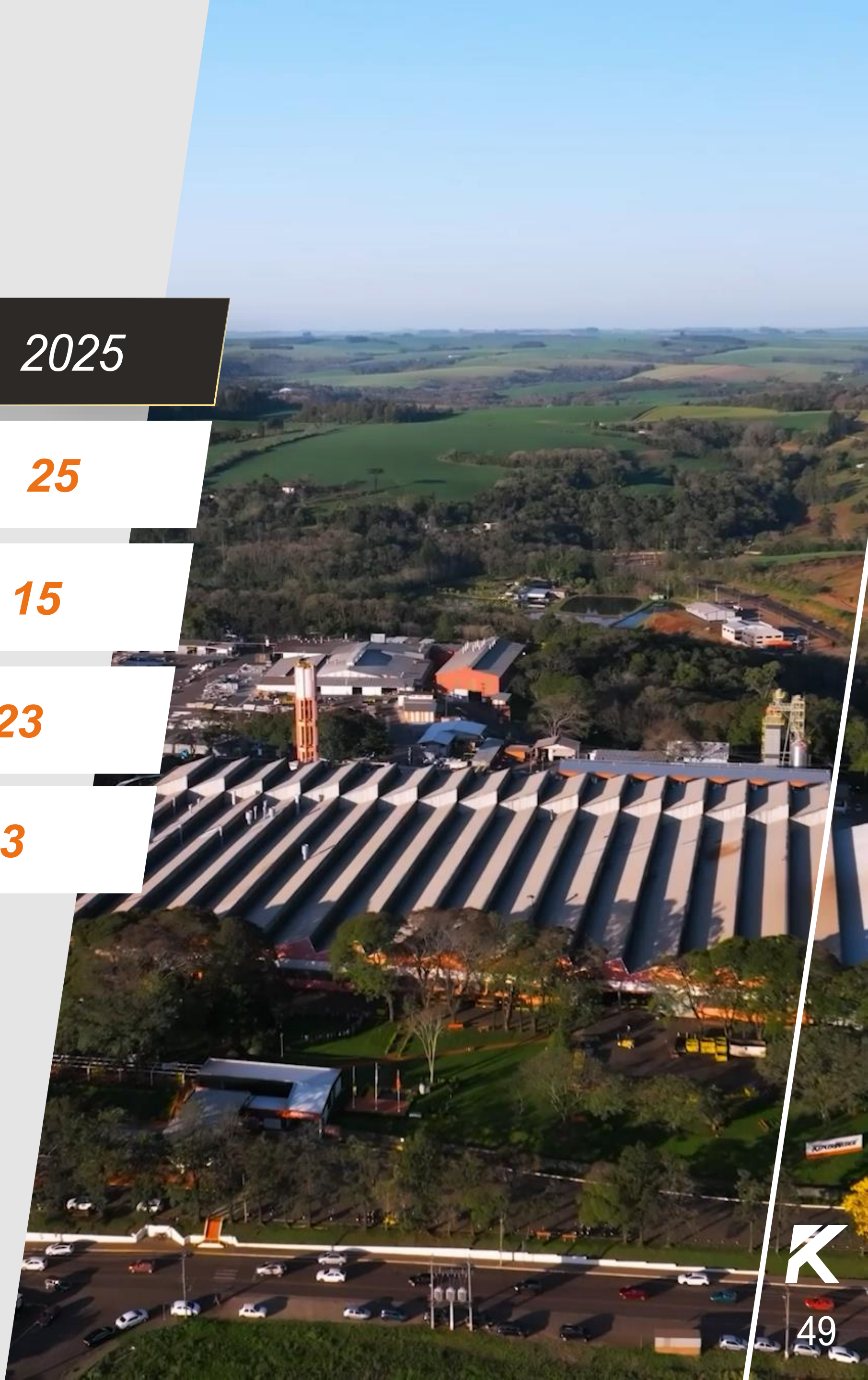
* Average operation in a crop year is 22 hours for 45 days.

INCREMENTAL INVESTMENTS

HIGH IMPACT ON THE OPERATION

	2015	TODAY	2025
ROBOTS	8	13	25
LASER MACHINES	8	13	15
SOFTWARE SIMULATIONS	3	19	23
CONNECTED MACHINES*	18	46	63

FOCUS ON PRODUCTIVITY AND INDUSTRY **4.0**
INITIATIVES **PERFORMANCE AND RESULTS**



* Machines with CNC connected to the network. E.g.: Bending machines, laser, new paint, etc.

MAIN INVESTMENTS

FOCUS ON PRODUCTIVITY, AUTOMATION AND INDUSTRY 4.0 INITIATIVES

ENVIRONMENTAL IMPACTS *

-40% CO^2 EMISSION

-26% ENERGY CONSUMPTION

-54% EFFLUENT GENERATION

-99% CO^2 EMISSION

FINAL PRODUCT QUALITY

GREATER **CORROSION** resistance

GREATER **SURFACE** resistance

EXCELLENT **FINISH**

TECHNOLOGY

+95% PAINT UTILIZATION

REAL TIME **MONITORING**

PRODUCTIVITY

SIGNIFICANT GAINS

+52% PAINTING CAPACITY

* Use of physical area from gains from LEAN Journey projects * Based on the nominal capacity of the line.

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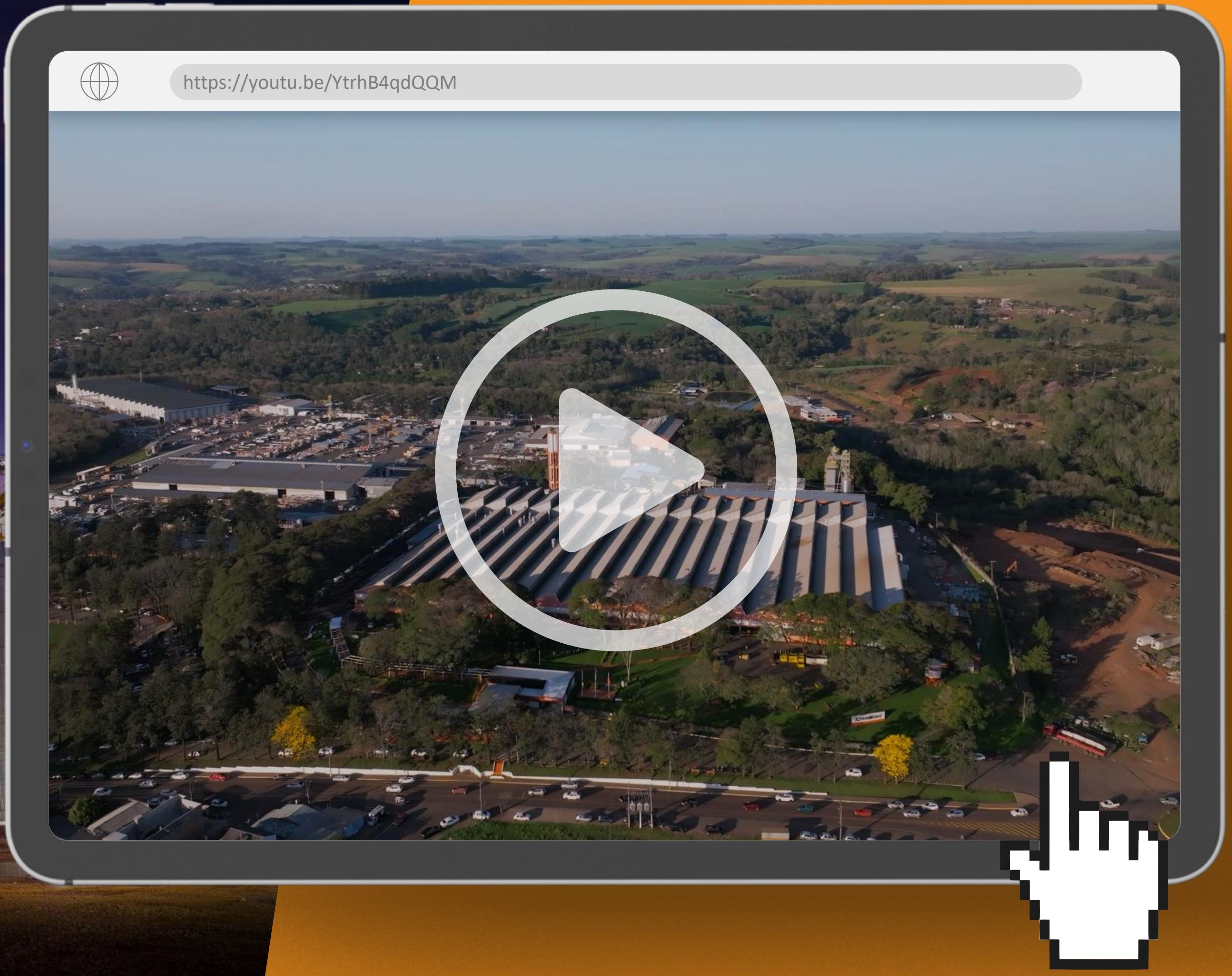


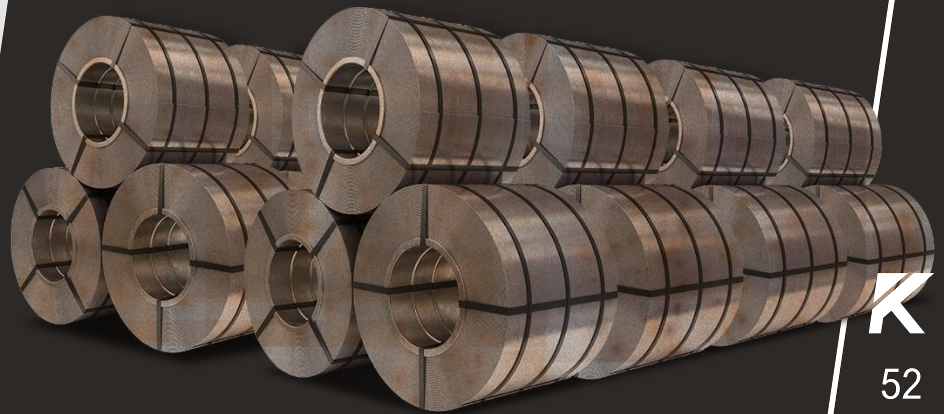
OPERATIONAL EFFICIENCY

	2015	TODAY	2025
PRODUCTIVITY (Kg/h.H)	33.7	43.5	56.0
ON-TIME DELIVERY	28%	93%	97%
SCRAP	13.6%	11.9%	10.8%
KAIZENS	-	1,042	2,500

SCRAP REDUCTION

202

TONS OF SCRAP IN 2022



EFFICIENCY WITH SUSTAINABILITY

	2020	TODAY	2025
CO2 EMISSION (TON PER TON PROCESSED)	0.150	0.089	0.087
ELECTRICITY (KW PER TON PROCESSED)	227	219	208
WATER CONSUMPTION (LITERS PER TON PROCESSED)	599	533	500
ENERGY GENERATED BY RENEWABLE SOURCES	62%	63%	65%

THE CO^2 REDUCTION IN 2023 IS EQUIVALENT TO

27,000

TREES PLANTED

Source: AEDB (https://www.aedb.br/seget/arquivos/artigos18/17526182.pdf)

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RESILIENCE, CONSISTENCY AND GROWTH

FINANCIAL DASHBOARD

PAULO POLEZI

CFO AND CHIEF IR OFFICER

PURPOSE

SUPPORT BUSINESS GROWTH,

BOTH ORGANIC AND INORGANIC, GENERATING VALUE BY SUPPORTING DECISION MAKING WITHIN THE BEST PARAMETERS RISK MANAGEMENT, GOVERNANCE AND OPTIMIZED CAPITAL STRUCTURE

Revenue Diversification & Margin Resilience

Focus on Cost & Expense Management

Growth with Low Working Capital Consumption

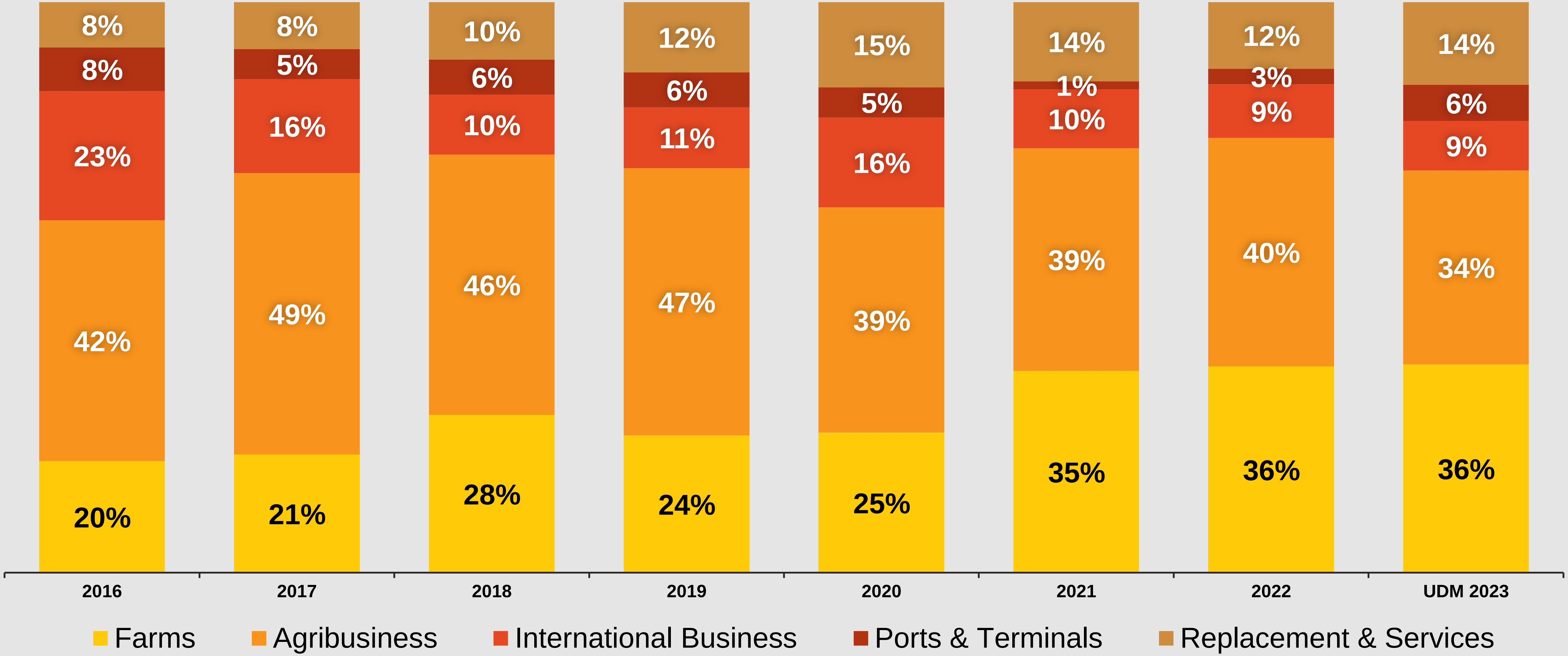
Capital Allocation Discipline (> ROIC)

Strong Cash Generation and more room for Dividends

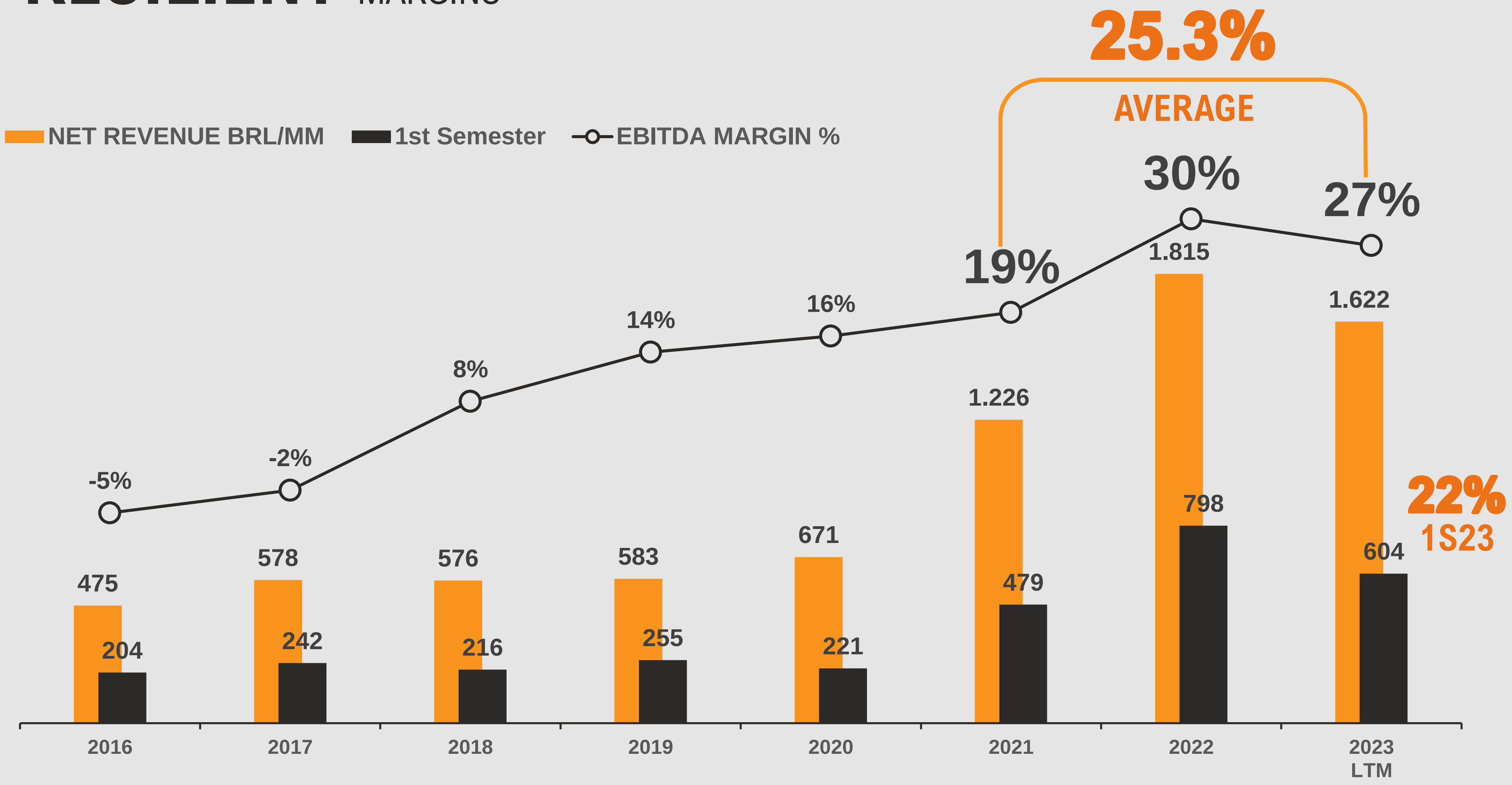
GREATER DIVERSIFICATION OF REVENUE

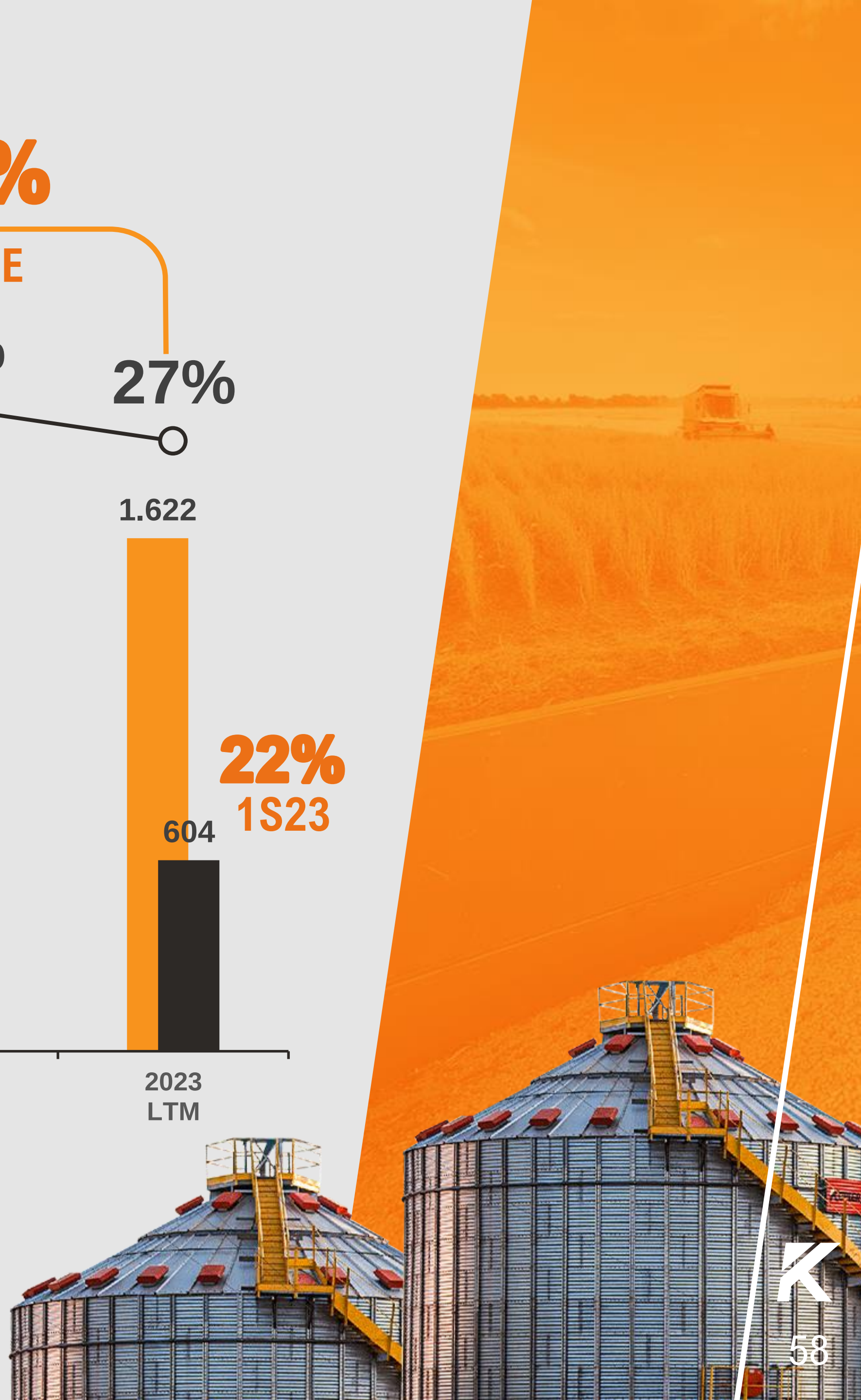
AND REDUCED CYCLICALITY,

ESPECIALLY THROUGH THE R&S SEGMENT



RESILIENT MARGINS





FOCUS ON

COST & EXPENSE MANAGEMENT

GREATER DIVERSIFICATION OF REVENUE
AND REDUCED CYCLICALITY, ESPECIALLY THROUGH THE R&S SEGMENT

GMD – MATRIX EXPENSES MANAGEMENT

	SALES OFFICER	FINANCIAL AND IR OFFICER	PEOPLE AND MANAGEMENT	PROJECT IMPLEMENTATION	INDUSTRIAL AND PRODUCT	LEGAL
Personnel expenses			✓			
IT & Communication Expenses		✓				
Commission Expenses	✓					
Travel & Vehicle Expenses		✓				
Trade Fairs & Exhibitions Expenses	✓					
Consumables					✓	
Maintenance Expenses					✓	
Rental Expenses					✓	
Third Party Services						✓
Other Miscellaneous Expenses		✓				
Raw Material Costs		✓				
Assembly Costs				✓		
Inventory Turnover		✓				
Contingency Management						✓

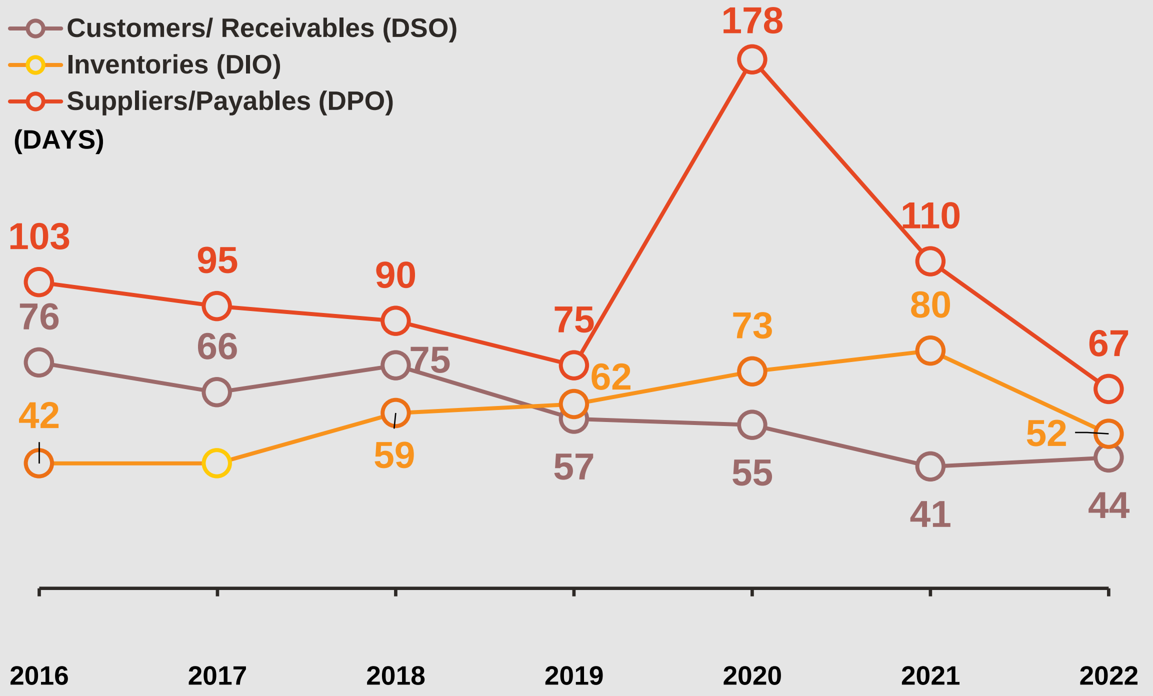
CROSS CONTROL

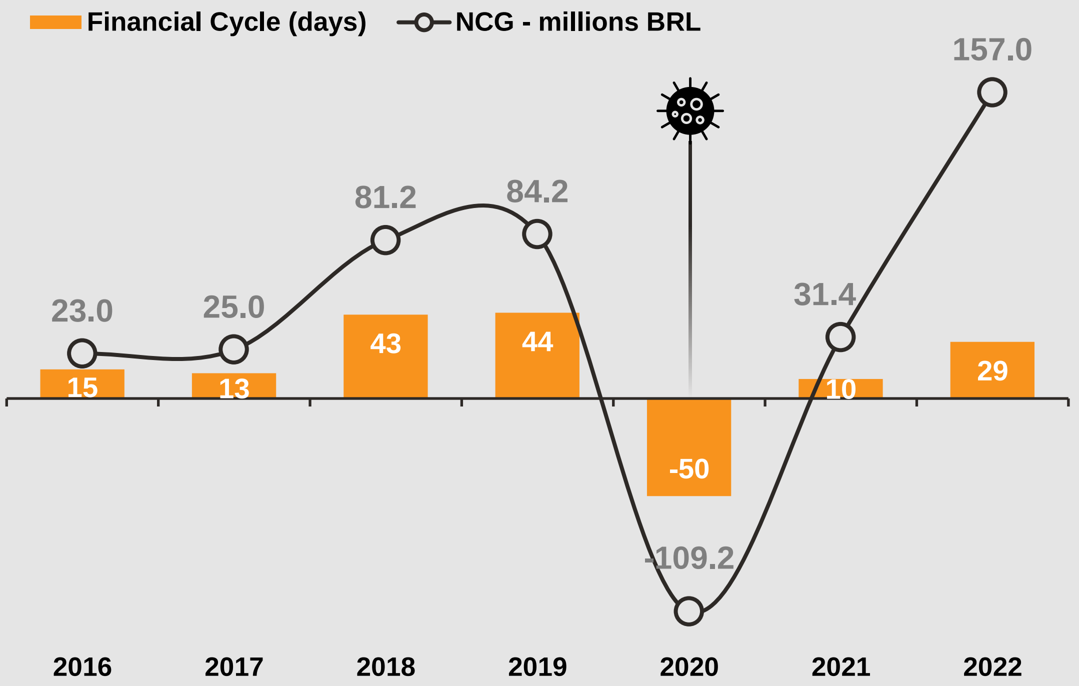
SYSTEMATIC MONITORING

BREAKDOWN OF EXPENSES

GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

FOCUS ON WORKING CAPITAL OPTIMIZATION





INCREASED INTERNAL FOCUS ON MANAGING DSO, DIO, DPO AT OPERATIONAL LEVELS

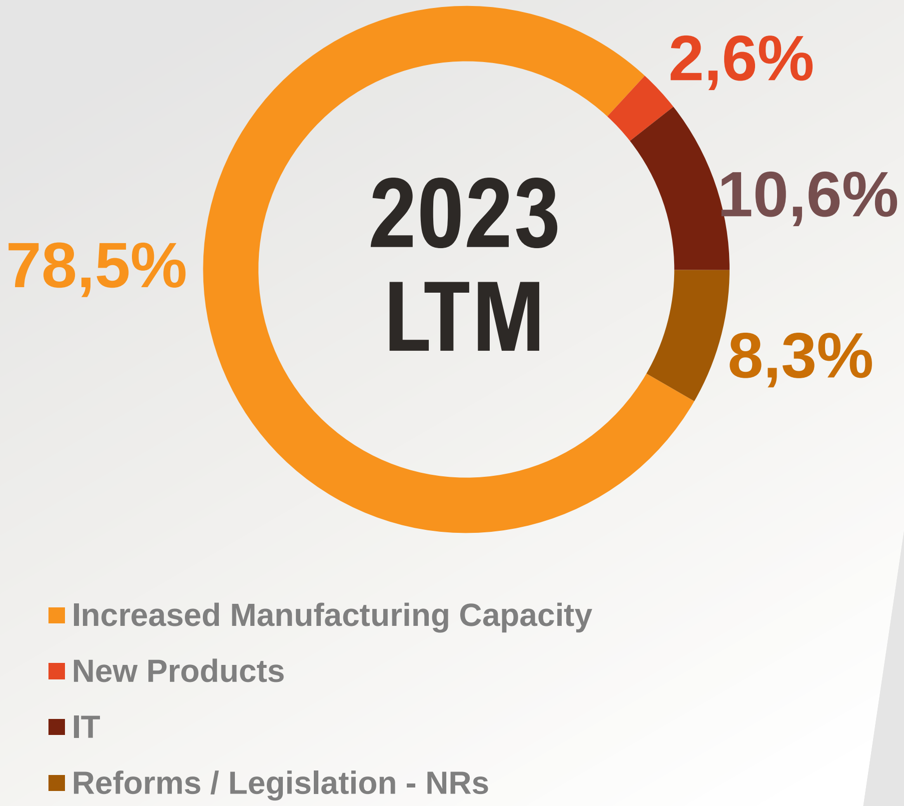
DOWNWARD TREND COMPARED TO RECENT YEARS

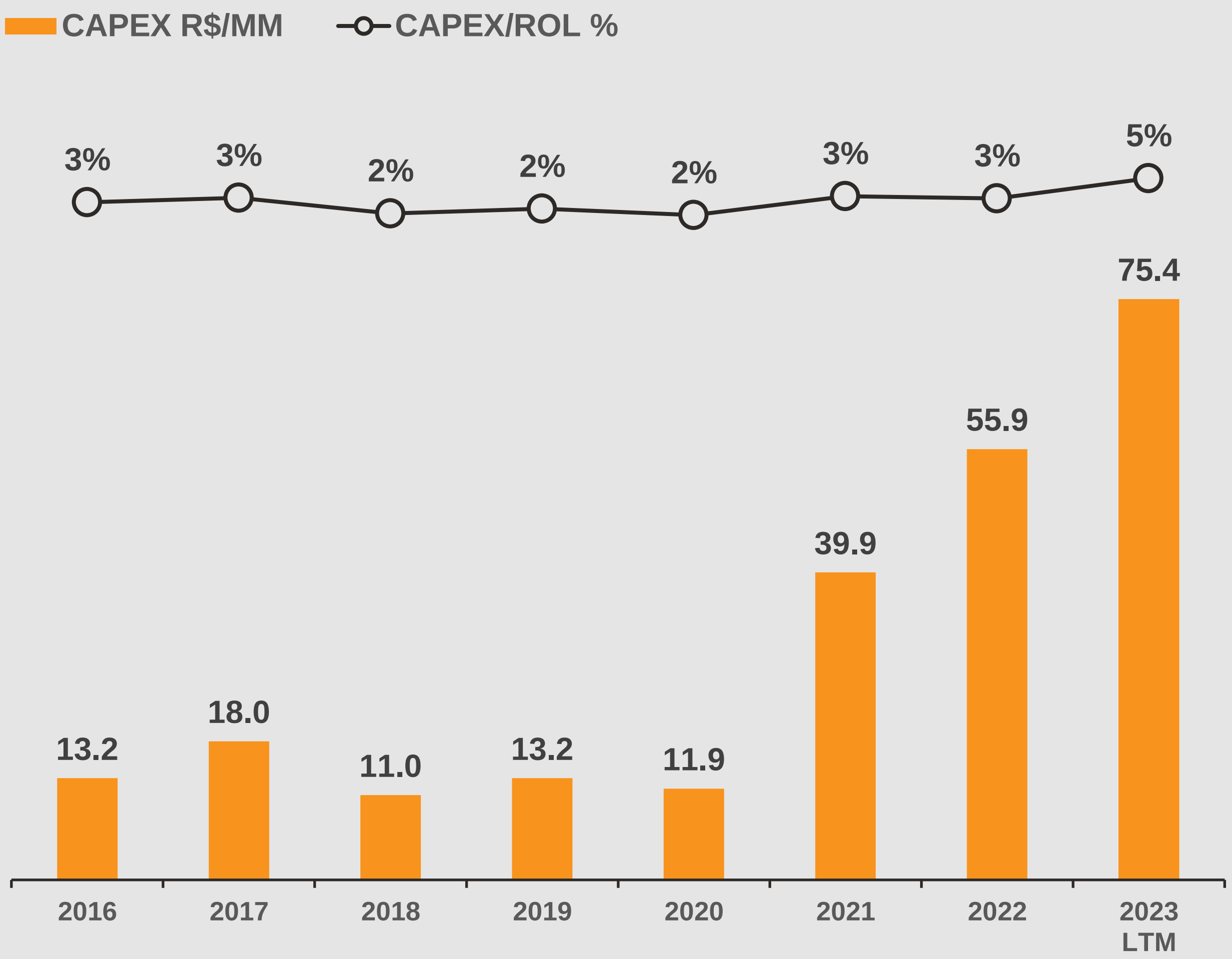
BETTER INVENTORY COVERAGE TO ENSURE ON-TIME DELIVERY OF CONSTRUCTION PROJECTS

DIO (Inventories) = Value of the "Inventory" balance (current assets).
DSO (Customers/ Receivables) = Value of the balance of "Accounts receivable from Customers" (current/non-current assets); "Taxes to be recovered", "Prepaid expenses" and "Other receivables" (current assets).
DPO (Suppliers/Payables) = Balance of "Suppliers", "Salaries", "Customer Ad. Customers", "Taxes to be collected", "Commissions" and "Other accounts payable" (current liabilities).

CAPEX
FOCUS ON PRODUCTIVITY, PLANT AUTOMATION

AND ESSENTIAL MAINTENANCE FOR PRODUCTION EQUIPMENT

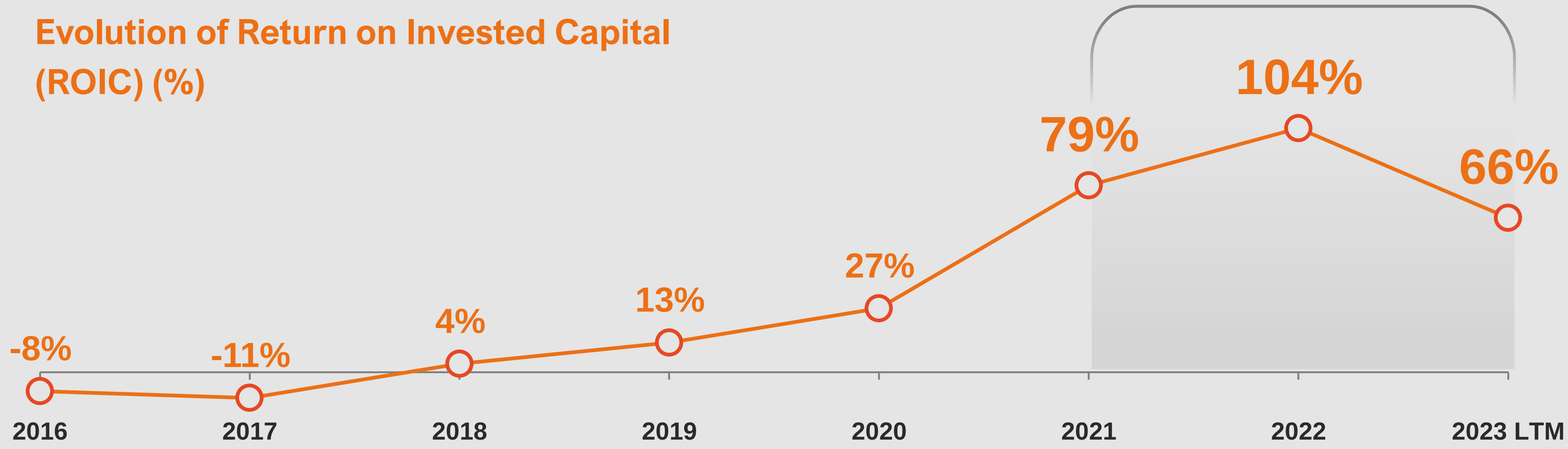


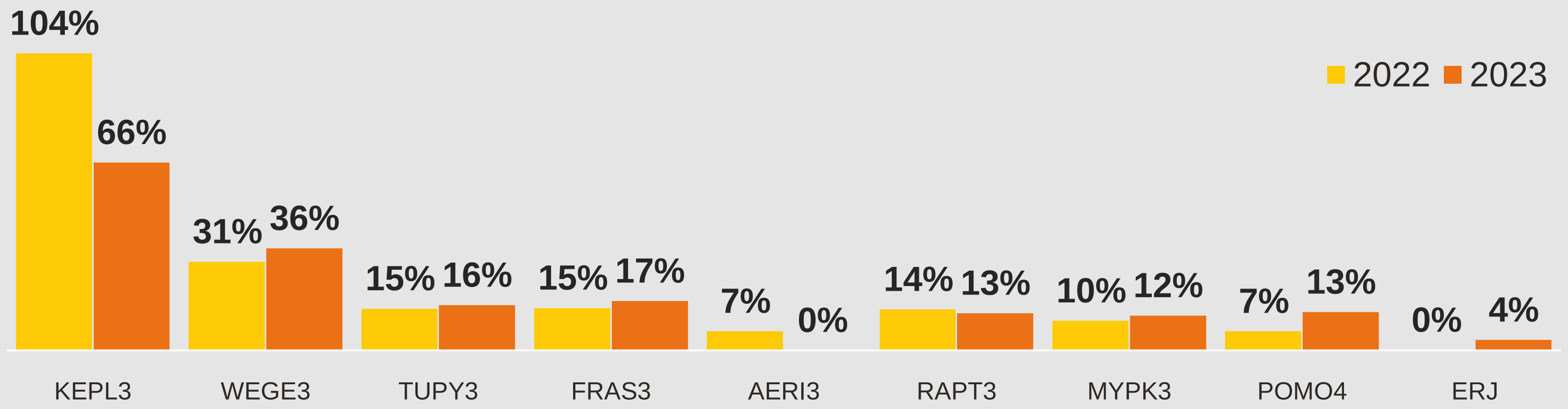


CAPITAL ALLOCATION DISCIPLINE

SUSTAINING HIGH ROIC LEVELS IN THE LONG RUN

Evolution of Return on Invested Capital (ROIC) (%)





Source: Refinitiv Eikon

STRONG CASH GENERATION AND GREATER

ROOM FOR DIVIDENDS

FINANCIAL STRENGTH DUE TO STRONG CASH GENERATION, WORKING CAPITAL OPTIMIZATION AND LOW LEVERAGE

BRL 266.5 million
Gross Cash
June 2023

BRL 114.1 million
Net Cash
June 2023

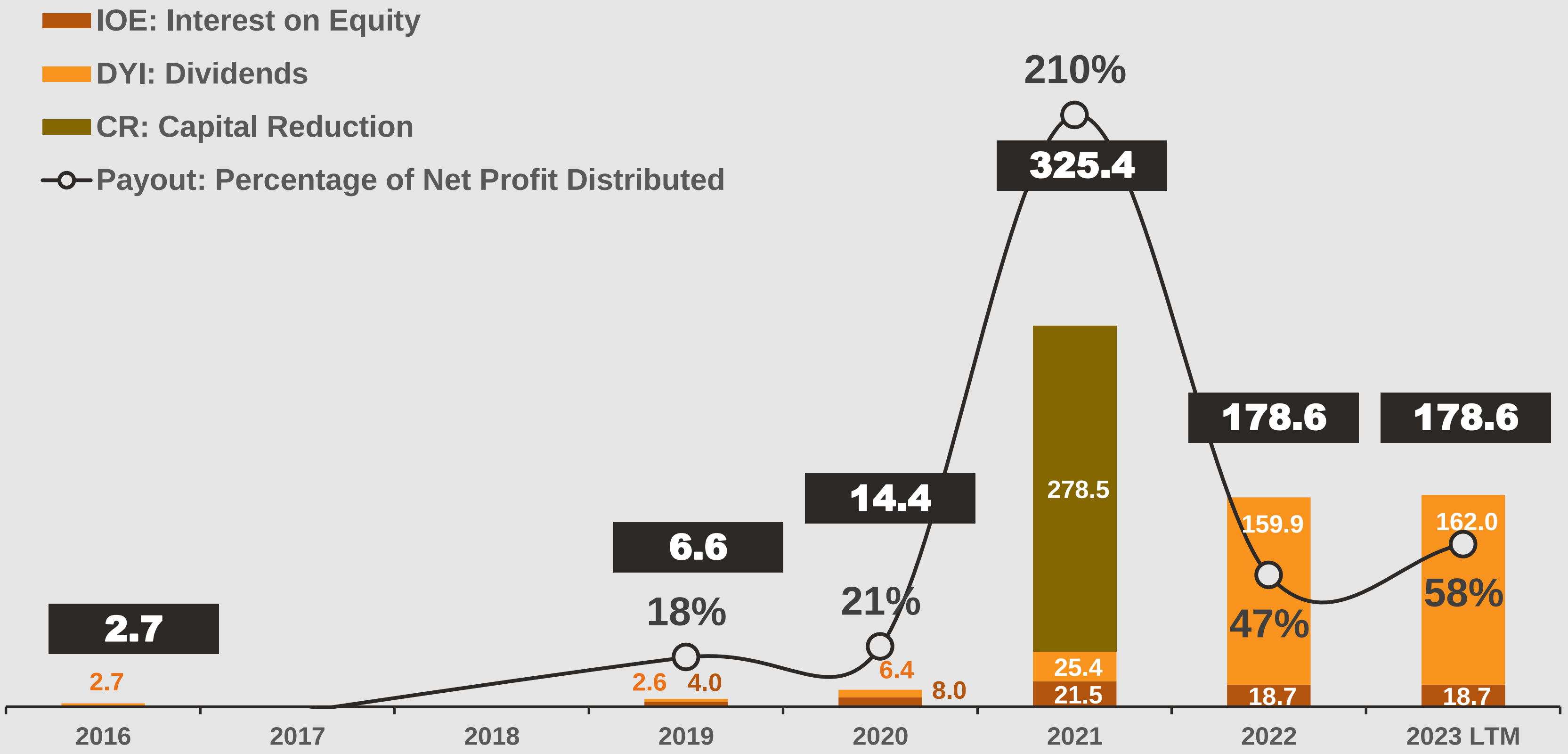


Chart data is presented on a cash basis.

KEY

MESSAGES & PRIORITIES

TOP 10

OVERALL RANKING HIGHLIGHT SMALL CAPS

1. FOCUS ON CAPEX WITH INCREASED PRODUCTIVITY

2. DISCIPLINED MANAGEMENT OF WORKING CAPITAL

3. EFFICIENT COST AND MARGIN MANAGEMENT

4. ACCELERATING M&A OPPORTUNITIES

5. MAINTENANCE OF THE SHARE REPURCHASE program

6. INCREASES IN THE FLOW OF DIVIDENDS AND INTEREST ON EQUITY

P&L EVOLUTION

2016	P&L EVOLUTION	ANO FECHADO EM AGOSTO 2023
	FINANCIAL PERFORMANCE	
0.5 BI	NET REVENUE (BRL)	1.6 BI
4.9%	EBITDA MARGIN	27.0%
85.2%	CPV/ROL	65.7%
	CAPITAL MARKET	
TRADITIONAL	LISTING SEGMENT	NEW MARKET
0.5 BI	MARKET CAP (BRL)	2 BI
5.2 MIL	NUMBER OF SHAREHOLDERS	70.8 MIL
0.7 MIL	AVERAGE DAILY VOLUME (BRL)	15.4 MILLION
	BUSINESS RESILIENCE	
37.7 MI	NET REVENUE R&S(BRL)	235.0 MI
2 FACTORIES + 1 DC	FACTORY & CD	2 FACTORIES + 8 DC
0	DIGITAL SOLUTIONS	1,700 UN. PROCER AGROINTELIGÊNCIA DE PÓS-COLHEITA + Ksync

KEPLERWEBER

KEPLER DAY 2023

THANK YOU

RESILIENCE, CONSISTENCY AND GROWTH