



**KEPLERWEBER<sup>®</sup>**

**INSTITUTIONAL PRESENTATION**

March 2026



**KEPLERWEBER<sup>®</sup>**

**KEPLER WEBER OVERVIEW**



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



WE HAVE AN IMPORTANT LOGISTICS INFRASTRUCTURE

**KEPLERWEBER**



# A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

## PHASE 1

### FROM FOUNDATION TO IPO



QUALITY



PEOPLE

## PHASE 2

### IPO AND AGRIBUSINESS GROWTH



RELATIONSHIPS



PORTS

## PHASE 3

### SUSTAINABLE GROWTH AND RETURNS



OPERATIONAL EXCELLENCE



DIVERSIFICATION

**1925**  
FOUNDATION OF KEPLER IRMÃOS,  
A SMALL BLACKSMITH SHOP



**1975**  
OPENING OF NEW INDUSTRIAL  
COMPLEX IN PANAMBI – STATE OF  
RIO GRANDE DO SUL



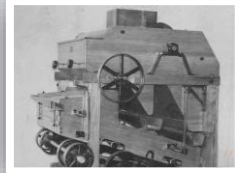
**1992**  
FIRST PORT PROJECT IN  
SANTOS, STATE OF SÃO  
PAULO



**2015**  
LEAN MANUFACTURING E  
SAP IMPLEMENTATION



**2022**  
ANNOUNCEMENT OF  
PRO CER 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



Gains



Market



Operations



People



**BRL 1.45 bn**

USD 266.6 mm<sup>(1)</sup>

Net Revenues

*(1Q26 LTM)*



**14.7%**

EBITDA Margin

*(1Q26 LTM)*



**21.4%**

ROIC

*(1Q26 LTM)*



Post-Harvest Leader  
in LATAM



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



**120% appreciation**  
of KEPL3 shares over  
the last 5 years<sup>(2)</sup>



**9 Distribution**  
Centers in Brazil



**3 factories**  
strategically located  
in Brazil



**209 projects**  
managed  
simultaneously  
during 1Q26



**1,863**

*(1Q26)*



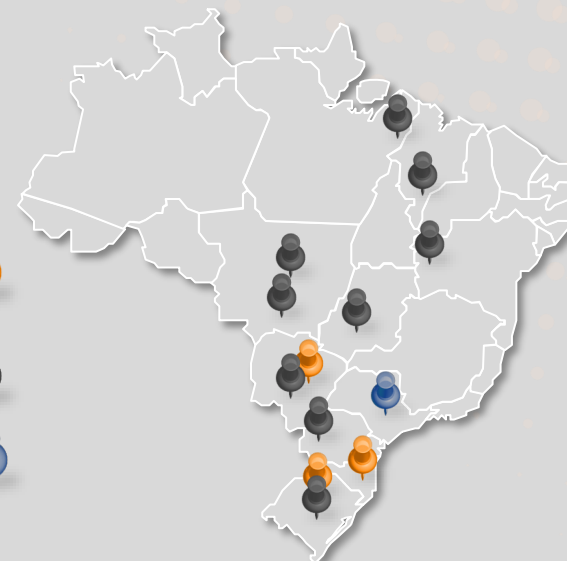
**8,127**

Training Hours

*(1Q26)*



## Present at Strategic Locations:



Production Facilities

Distribution Centers

Head office



+ 1,570 clients served during 1Q26



The company recorded 92% on-time deliveries during 1Q26



~13 thousand silos and warehouses connected with Procer technology at the end of 1Q26

[1] Considers the average USD/BRL exchange rate of 5.44 at the end of 1Q26 LTM. Revenue CAGR (2020-LTM 1Q26) in USD: 12.81%.

[2] Adjusted for dividends; Reference Date: 03/31/2026.

Sources: KW Market Intelligence, Abimaq

# OUR FACTORIES

**Panambi, RS**  
**(55 thousand sqm)**

**Campo Grande, MS**  
**(33 thousand sqm)**

**Procer, SC**  
**(1.5 thousand sqm)**

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

Silos



Dryers

Conveyors



Safety Equipment

Elevators



Pipes

Cleaning Machines



Data Management

Bulk Products



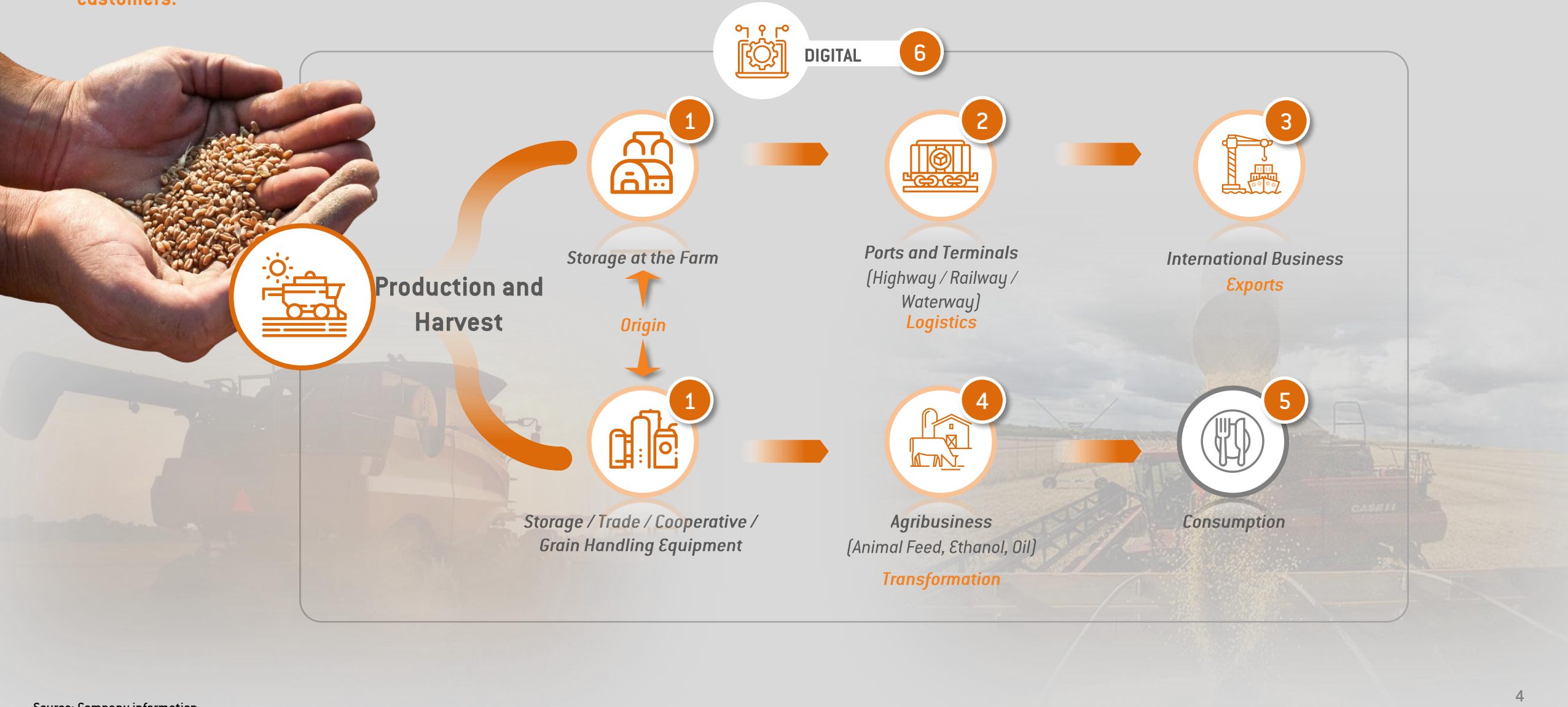
Dryer Management



Storage Control

# 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.

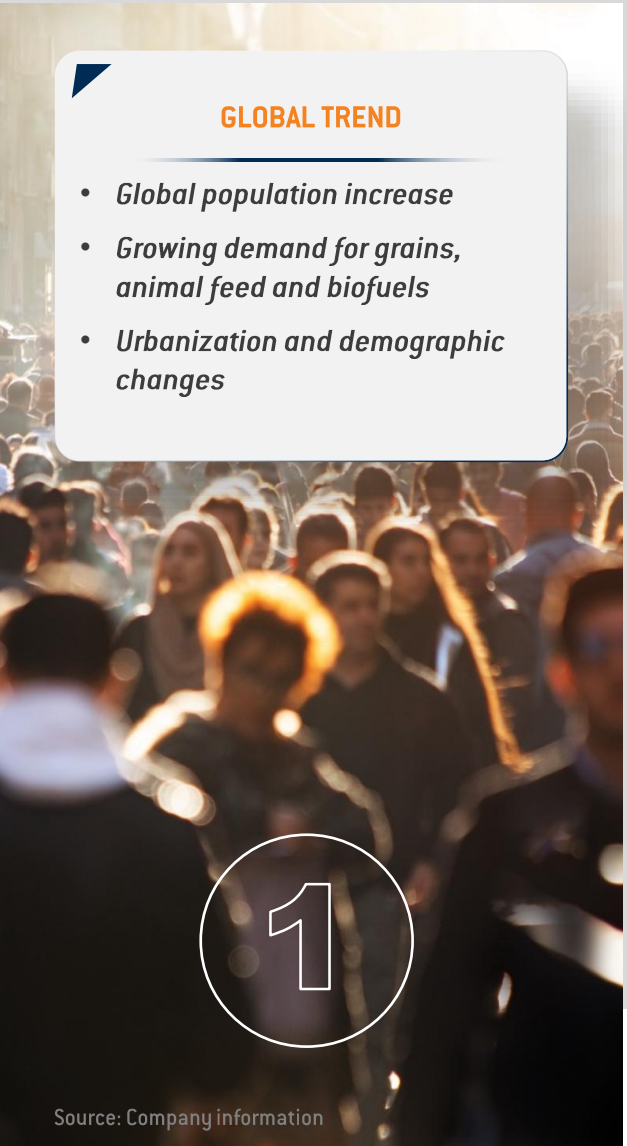




**KEPLERWEBER**<sup>®</sup>

**BRAZILIAN AGRIBUSINESS**

# KEY DRIVERS OF KEPLER WEBER GROWTH: EXPANDING HORIZONS IN AGRIBUSINESS



## GLOBAL TREND

- *Global population increase*
- *Growing demand for grains, animal feed and biofuels*
- *Urbanization and demographic changes*

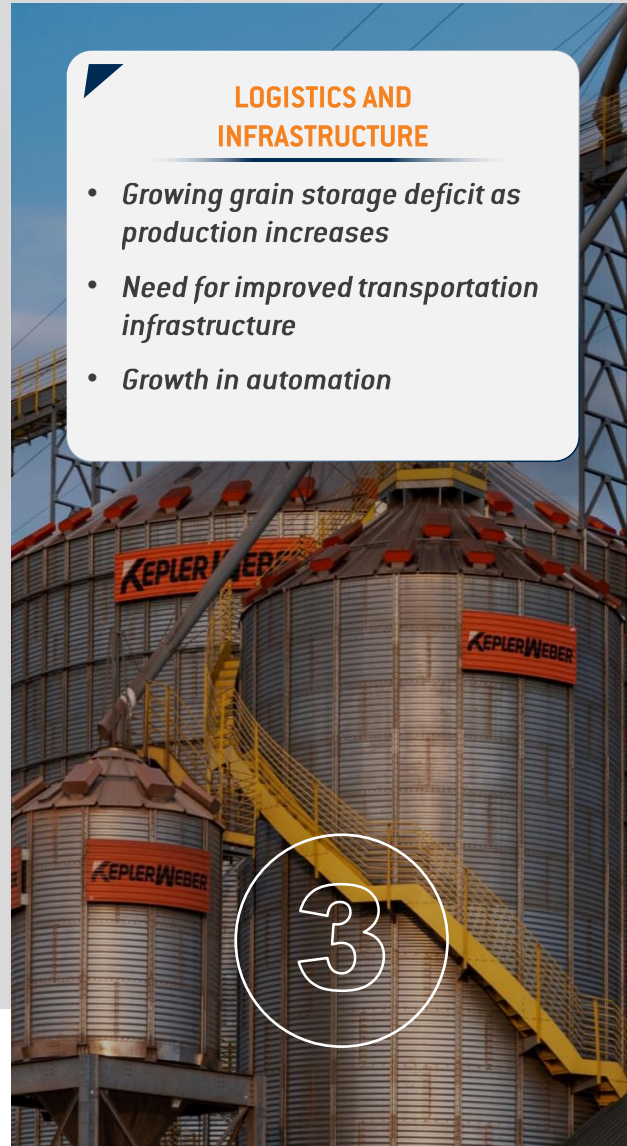
1



## AGRICULTURE IN BRAZIL

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

2



## LOGISTICS AND INFRASTRUCTURE

- *Growing grain storage deficit as production increases*
- *Need for improved transportation infrastructure*
- *Growth in automation*

3



## INCORPORATION OF NEW REVENUES











































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

4

# 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	1st 	3rd 	2nd 	1st 	1st 	9th 	2nd 	3rd 	4th 	1st 	3rd 
Exports	1st 	3rd 	2nd 	1st 	1st 	7th 	1st 	1st 	4th 	1st 	1st 
% of Global Exports	60%	22%	8%	27%	54%	3%	32%	36%	17%	72%	34%
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












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	
													

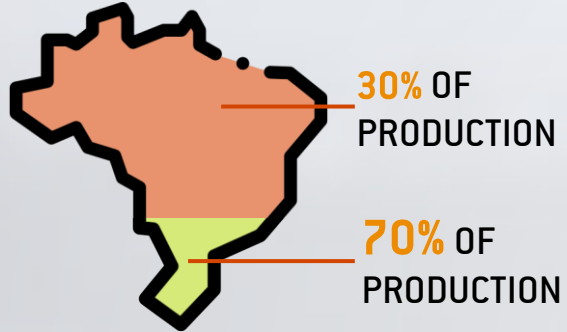
## Agricultural Calendar from 2020

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

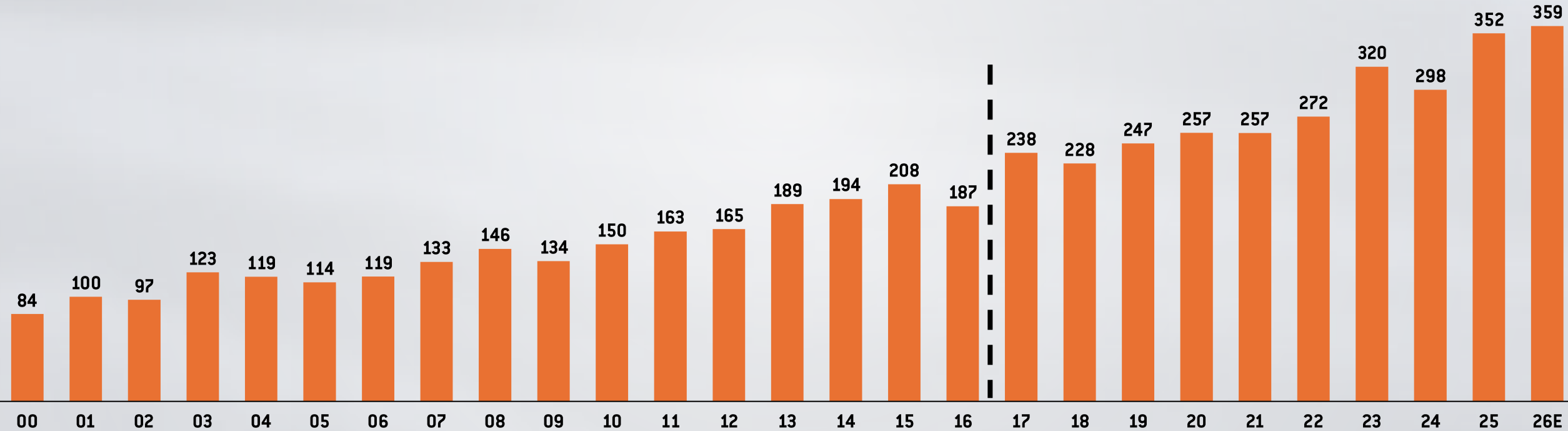
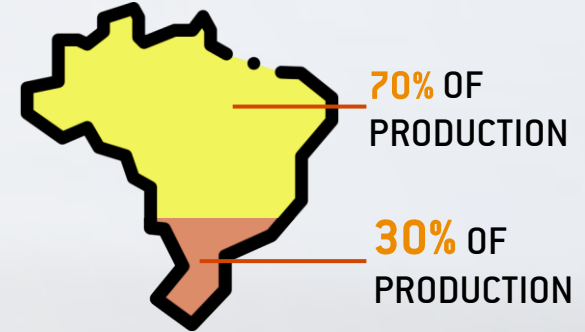
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1 <sup>st</sup> Crop (Soybeans)												
2 <sup>nd</sup> Crop (Corn)												

# AGRIBUSINESS GROWTH AND 6.0% CAGR (2000-2026)

PHASE 2



PHASE 3



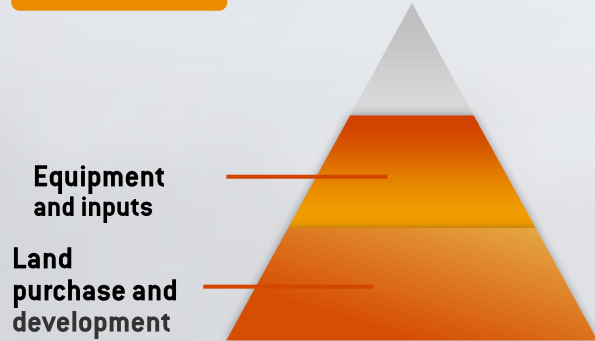
## BRAZILIAN GRAIN HARVEST

Amounts in millions of tons

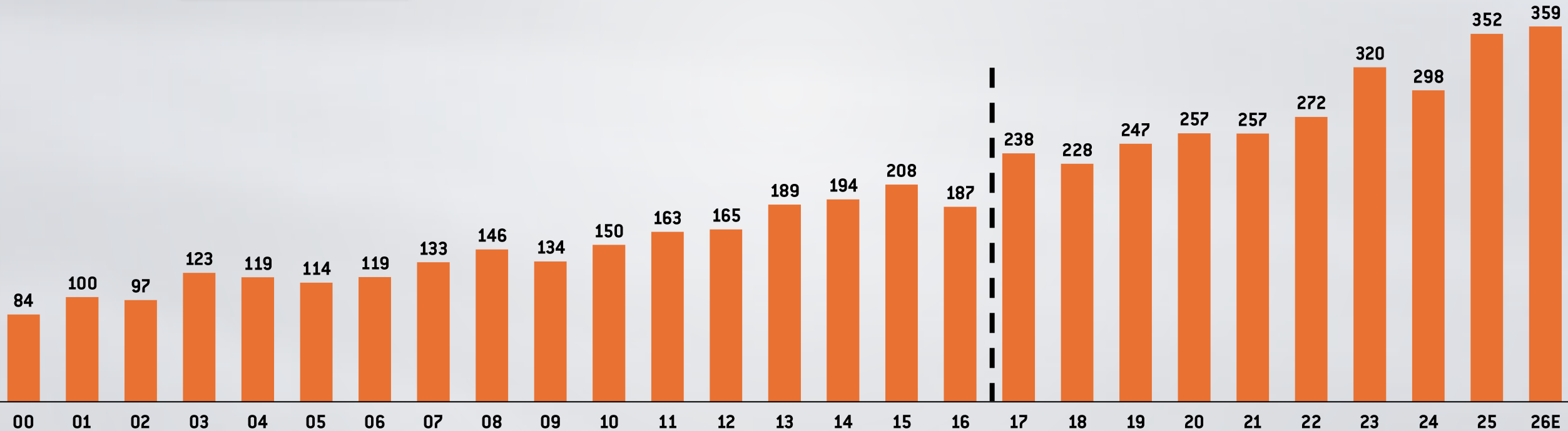
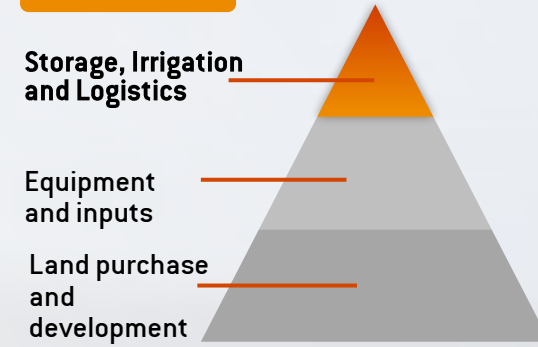
Source: Cogo Inteligência em Agronegócio

# AGRIBUSINESS GROWTH AND 6.0% CAGR (2000-2026)

## 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

### 2016-2025

- The average storage deficit increased to 27%
- The average annual increase in static capacity remained at 5 mm t

#### CAGR for the Period:

Static Capacity

**2.54%**

Grain Production

**6.76%**

### 2026-2033 - Projection

- The projected average storage deficit is 42%
- The average annual increase in static capacity is expected to be 6.0 mm t.

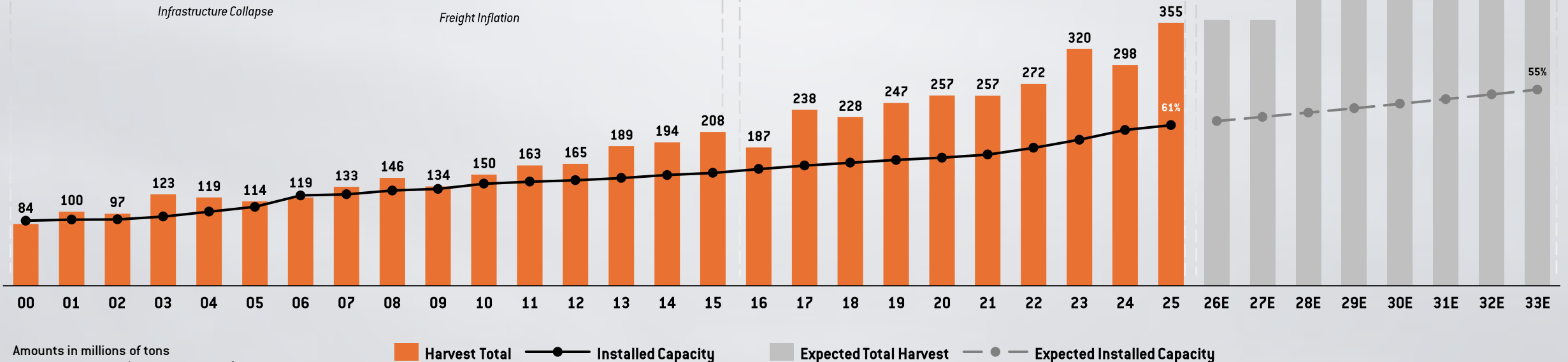
#### Expected CAGR:

Static Capacity

**2.54%**

Grain Production

**4.26%**



Amounts in millions of tons  
Source: Cogo Inteligência em Agronegócio

# STORAGE DEFICIT SENSITIVITY TO DIFFERENT STATIC CAPACITY GROWTH RATES

Scenario analysis: Even with CAGR growing 1 percentage point above 4.3%, it would take 50 years to eliminate the storage deficit in Brazil

		CAGR Static Capacity							
		2.5%	4.1%	4.7%	5.3%	5.9%	6.5%	7.1%	7.7%
Years: 2026-2090	26	38%	38%	38%	38%	38%	38%	38%	38%
	30	42%	39%	37%	36%	34%	33%	31%	30%
	35	47%	39%	36%	32%	29%	25%	21%	17%
	40	51%	40%	35%	29%	23%	17%	10%	3%
	45	55%	40%	33%	26%	17%	8%	-2%	-14%
	50	59%	41%	32%	22%	11%	-2%	-17%	-34%
	55	62%	41%	31%	18%	4%	-13%	-34%	-57%
	60	65%	42%	29%	14%	-4%	-26%	-53%	-84%
	65	68%	43%	28%	10%	-12%	-40%	-74%	-117%
	70	71%	43%	27%	6%	-21%	-55%	-99%	-154%
	76	74%	44%	25%	0%	-33%	-76%	-133%	-208%
	80	75%	44%	24%	-4%	-41%	-91%	-159%	-250%
	85	77%	45%	22%	-9%	-52%	-112%	-196%	-311%
	87	78%	45%	22%	-11%	-57%	-121%	-212%	-339%
90	79%	45%	21%	-14%	-64%	-136%	-238%	-383%	

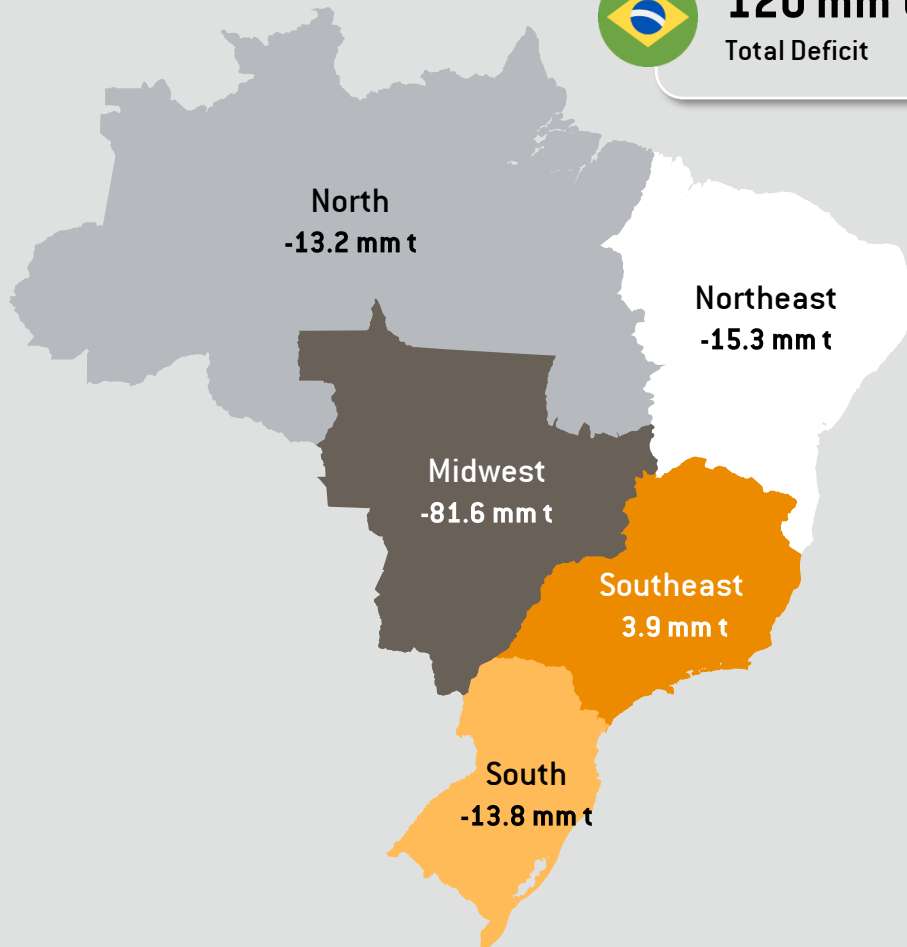
# SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST DEMAND

## 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%



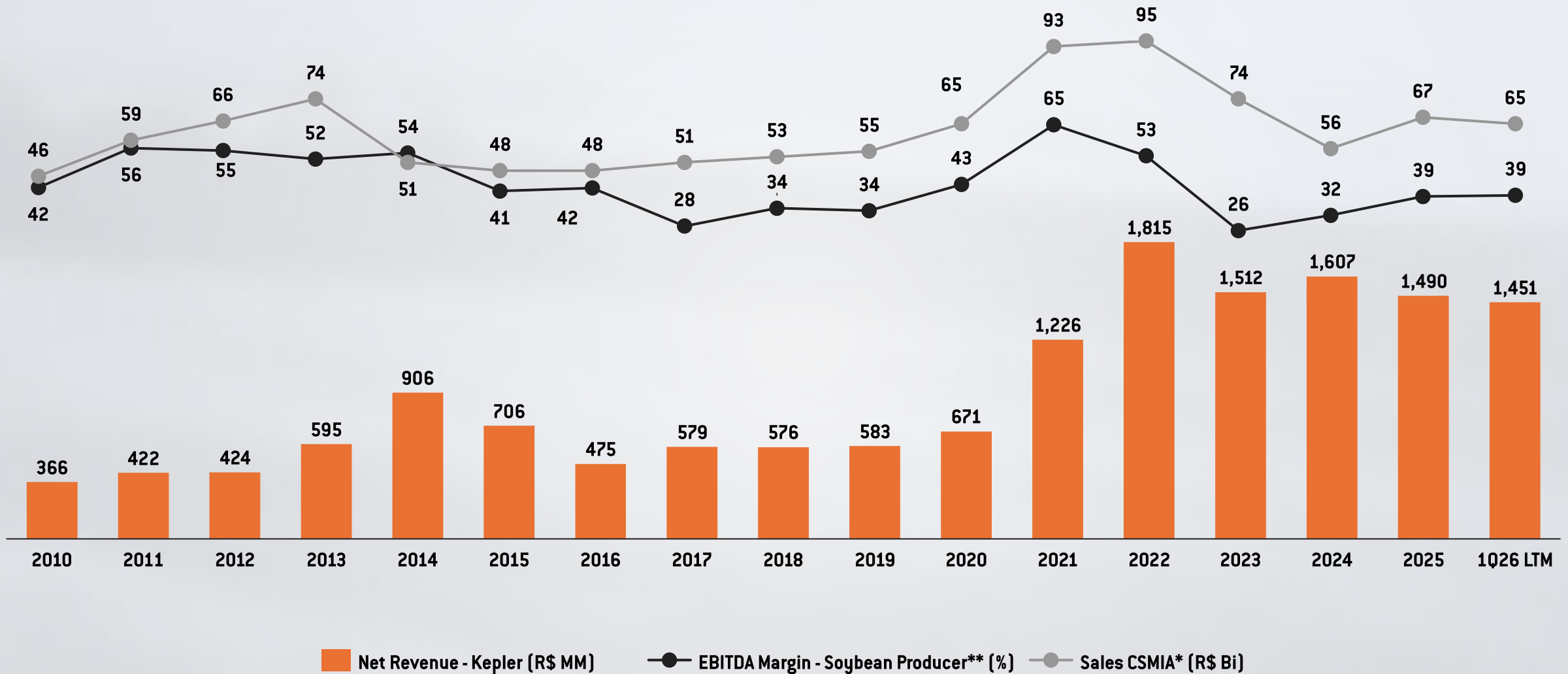
Brazil

17%

## Virtuous Cycle of Agricultural Chain



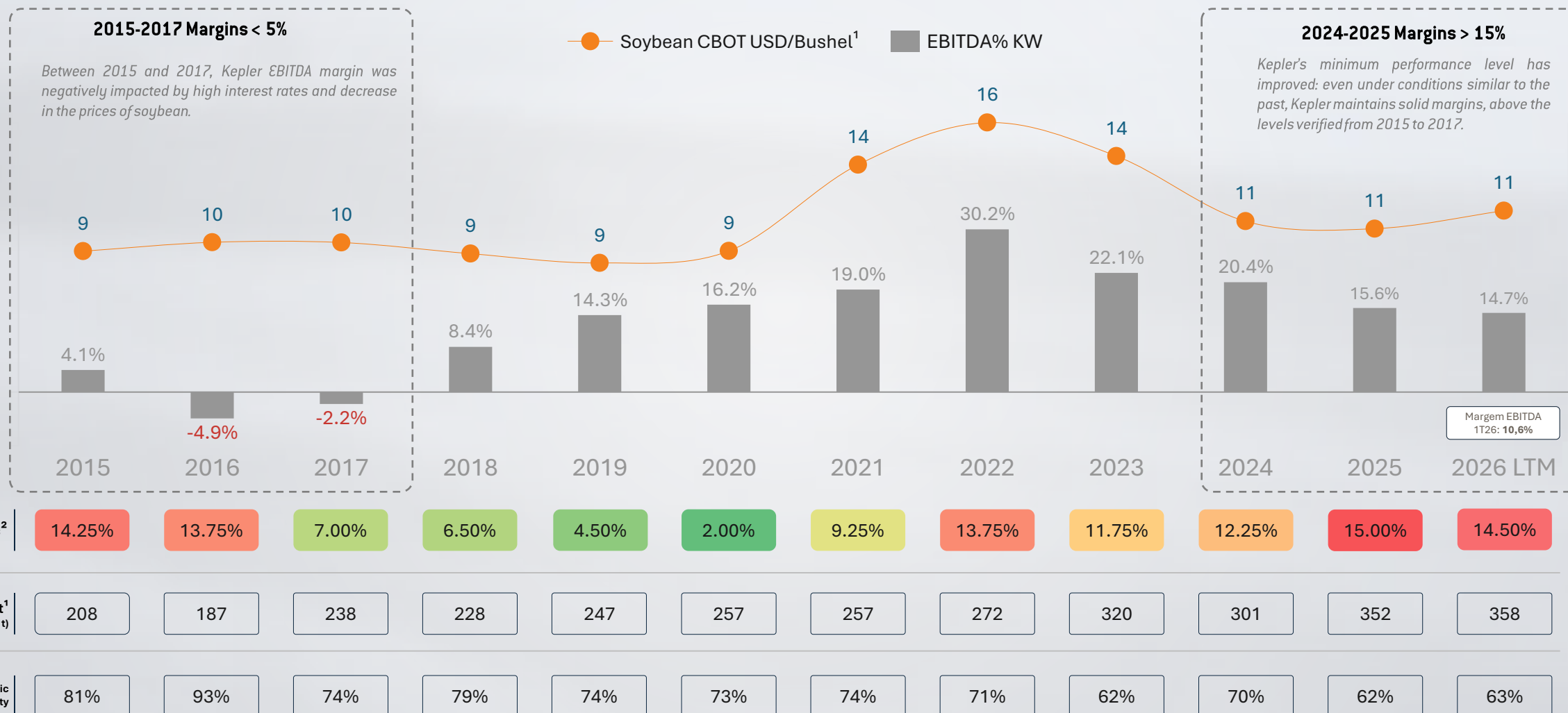
# CORRELATION BETWEEN MARKET CYCLES KEPLER RESULTS



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

# 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%.

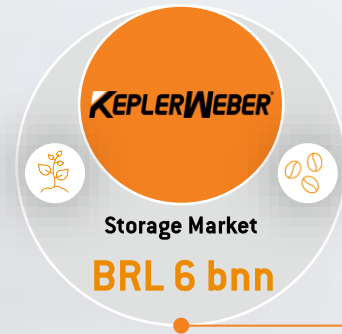
(1) Source: Cogo Inteligência; (2) Source: Central Bank of Brazil. Base date: 04/29/2026.



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**KW2030 STRATEGY**

# KW 2030 STRATEGIES



## Strategy 1

Strengthen leadership



**Market Intelligence and Coverage**

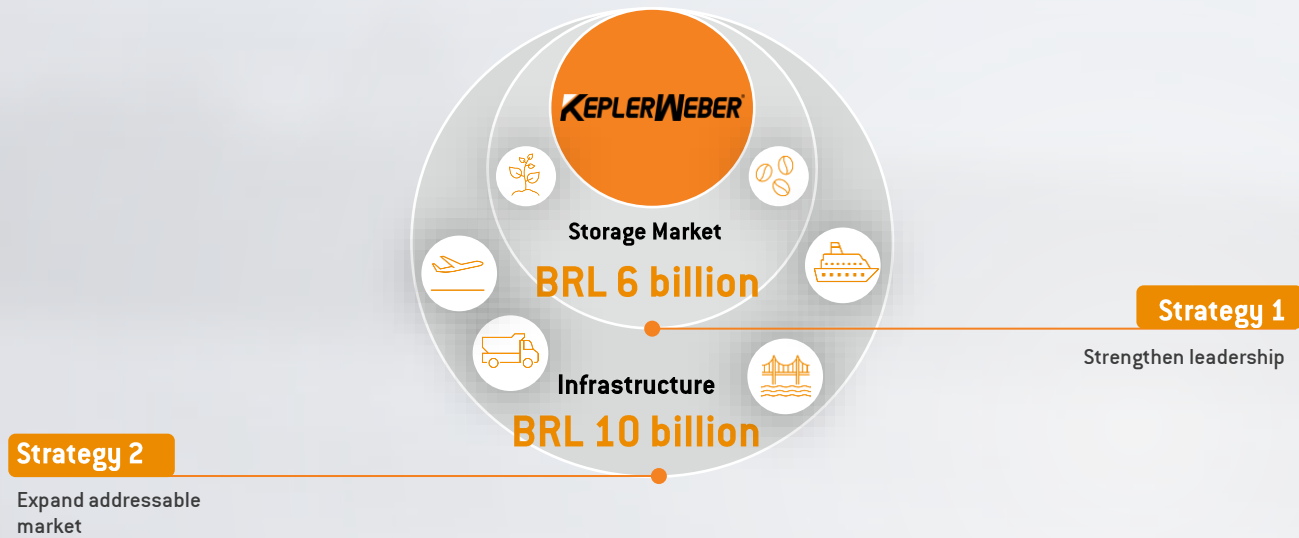


**Research & Development**



**Excellence in Service**

# KW 2030 STRATEGIES



**New markets**

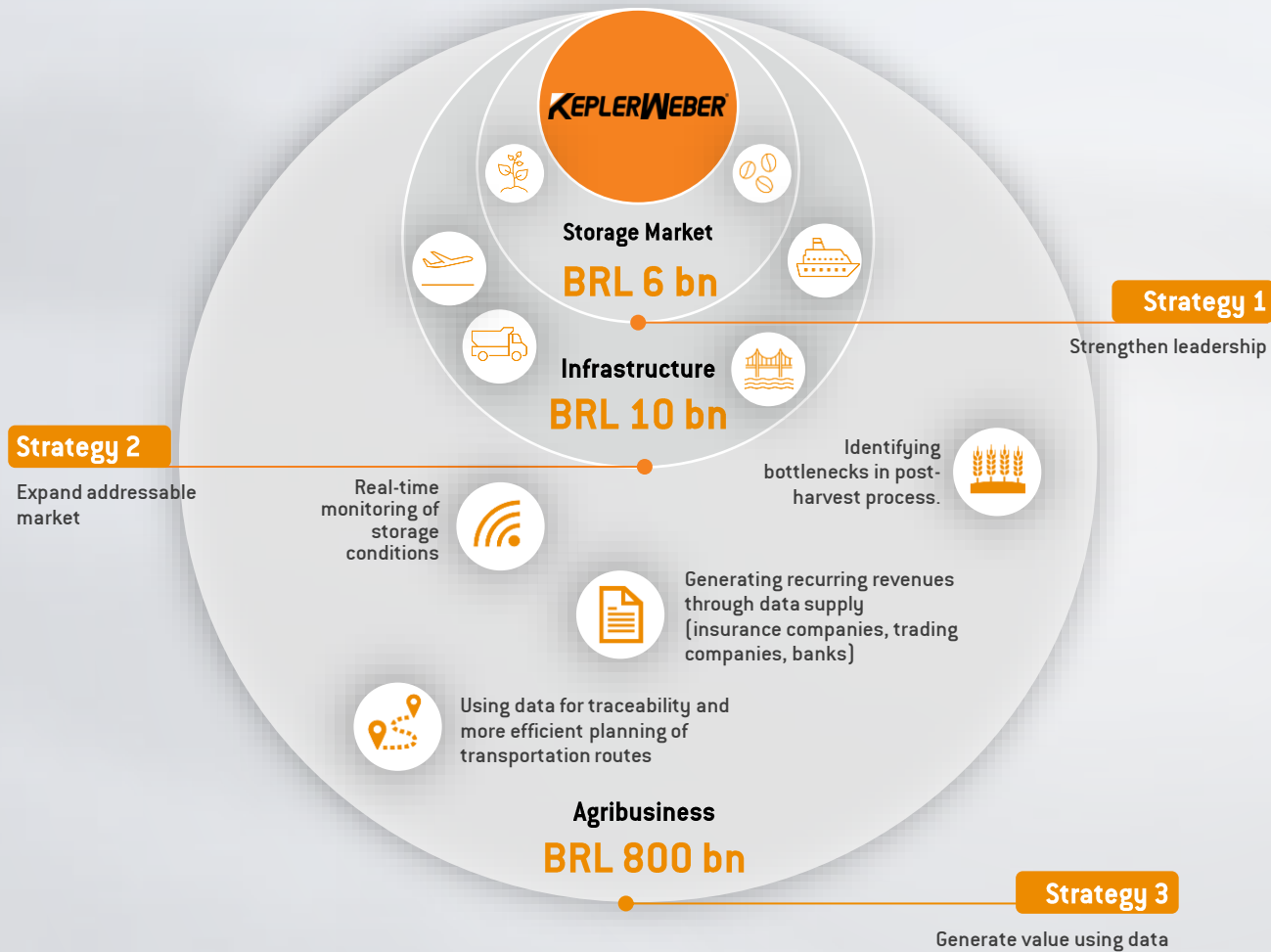


**New business models**



**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

The storage deficit sustains demand for Kepler's solutions, **ensuring revenue resilience** and continuity in the commercial pipeline.

#### Highlights:

- Even in the face of a challenging scenario for farmers, the Brazilian harvest continues to grow [358k tons in 25/26 and 359k tons in 26/27]<sup>1</sup>, further strengthening the **sector's structural demand**.
- The order backlog for the 2026 and March 2026 seasons grew by single digits compared to 2025 and March 2025, respectively.

### Industrialization of Agribusiness

The sector's industrialization is driving demand for complete solutions and the renovation of existing infrastructure, strengthening Kepler's position as a **partner in the modernization of the field**.

#### Highlight:

- Progress on large-scale projects with major agribusiness clients, including a grain trader [North] and a cooperative [South], strengthening our presence in larger-scale contracts.

## Strategy

### Business Diversification

The expansion and diversification of Kepler's business portfolio reinforce the strategy that ensures resilience during more challenging cycles in agribusiness.

#### Highlight:

- Despite pressure on farmer profitability, the diversification strategy drove revenue growth in the International Business segment [+47.1% vs. Q1 2025], with the segment delivering its best-ever performance for a first quarter.

### Connection and Value Creation in the Post-Harvest Stage

Data monetization has become a strategic driver, integrating digital solutions into agribusiness and **accelerating the sector's digital transformation**.

#### Highlight:

- In 1Q26, Procer reached over 2,800 connected units [+41% vs. 1Q25].

## Efficient Management

### Cost and Expense Control

Efficient cost and expense management remains **a cornerstone of margin preservation**.

#### Highlight:

- SG&A remained under control in 1Q26 (up 0.8% from 1Q25), reflecting management discipline and the ongoing advancement of the Lean culture.

### Cash Generation and Delinquency

**Highlight:** The Company delivered strong cash generation in 1Q26, ending the period with net cash of R\$56.6 million, alongside low delinquency [1%].

### Client Relationship

Close relationships with customers and high levels of satisfaction with our services.

**Highlight:** NPS remained within the confidence zone in 1Q26.






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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.

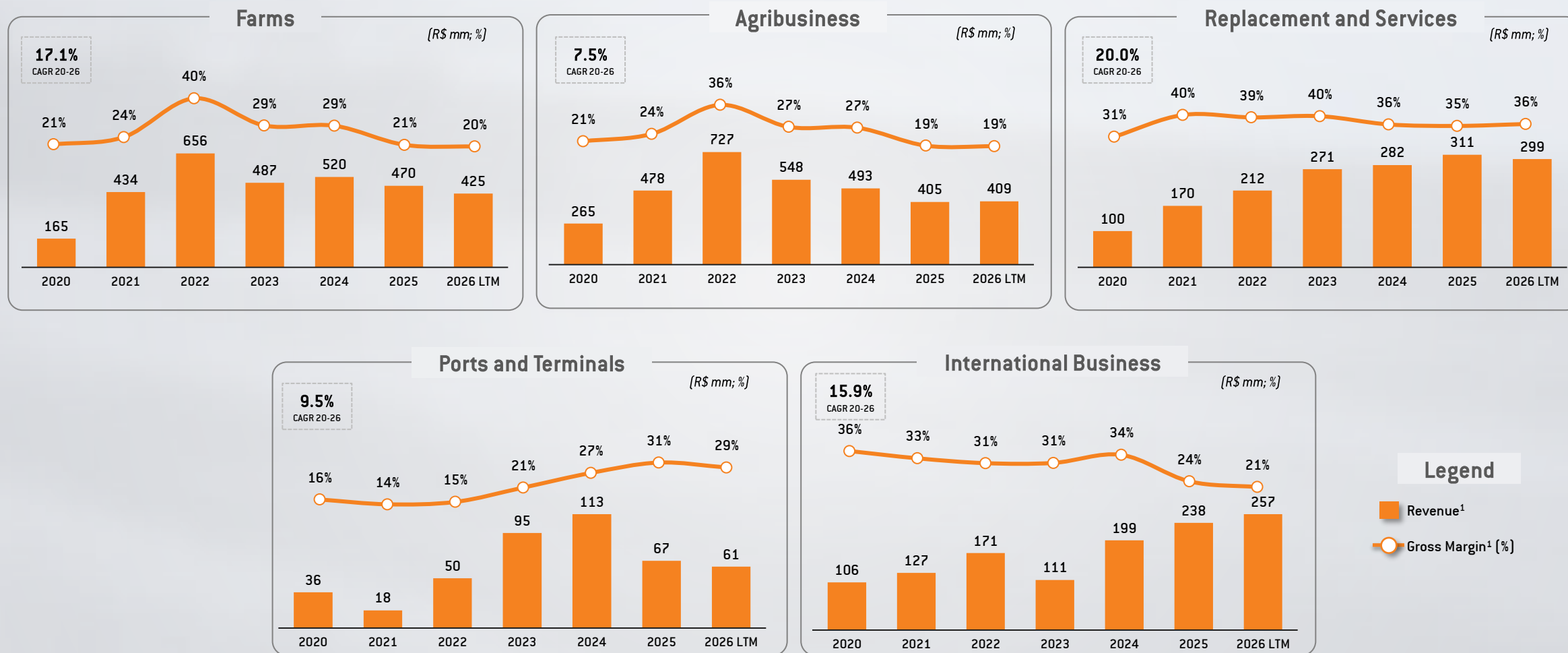
 <b>Harvest</b>	 <b>Negotiation Period</b>	 <b>Net Revenues<sup>1</sup></b>
<p><b>2024 – 298 mm t</b></p> <ul style="list-style-type: none"> <li>• Soybean: USD 11.51</li> <li>• Corn: USD 3.97</li> <li>• Interest 3Q24 (BRL): 10.75%</li> </ul>	<p>Apr/24 – Oct/24</p>	<p>3Q24, 4Q24, 1Q25 and 2Q25</p>
<p><b>2025 – 355 mm t</b></p> <ul style="list-style-type: none"> <li>• Soybean: USD 11.25</li> <li>• Corn: USD 4.24</li> <li>• Interest 4Q25 (BRL): 15.00%</li> </ul>	<p>Apr/25 – Oct/25</p>	<p>3Q25, 4Q25, 1Q26 and 2Q26</p>
<p><b>2026E – 358 mm t</b></p> <ul style="list-style-type: none"> <li>• Soybean<sup>2</sup>: USD 11.40</li> <li>• Corn<sup>2</sup>: USD 4.28</li> <li>• Interest Rates (BRL)<sup>2</sup>: 14.50%</li> </ul>	<p>Apr/26 – Oct/26</p>	<p>3Q26, 4Q26, 1Q27 and 2Q27</p>

Note: [1] 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: [2] Central Bank of Brazil (Interest), Reference date: 04/29/2026; Cogo Inteligência (Soybean and Corn CBOT USD/bushel), Reference date: 03/31/2026.

# 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.

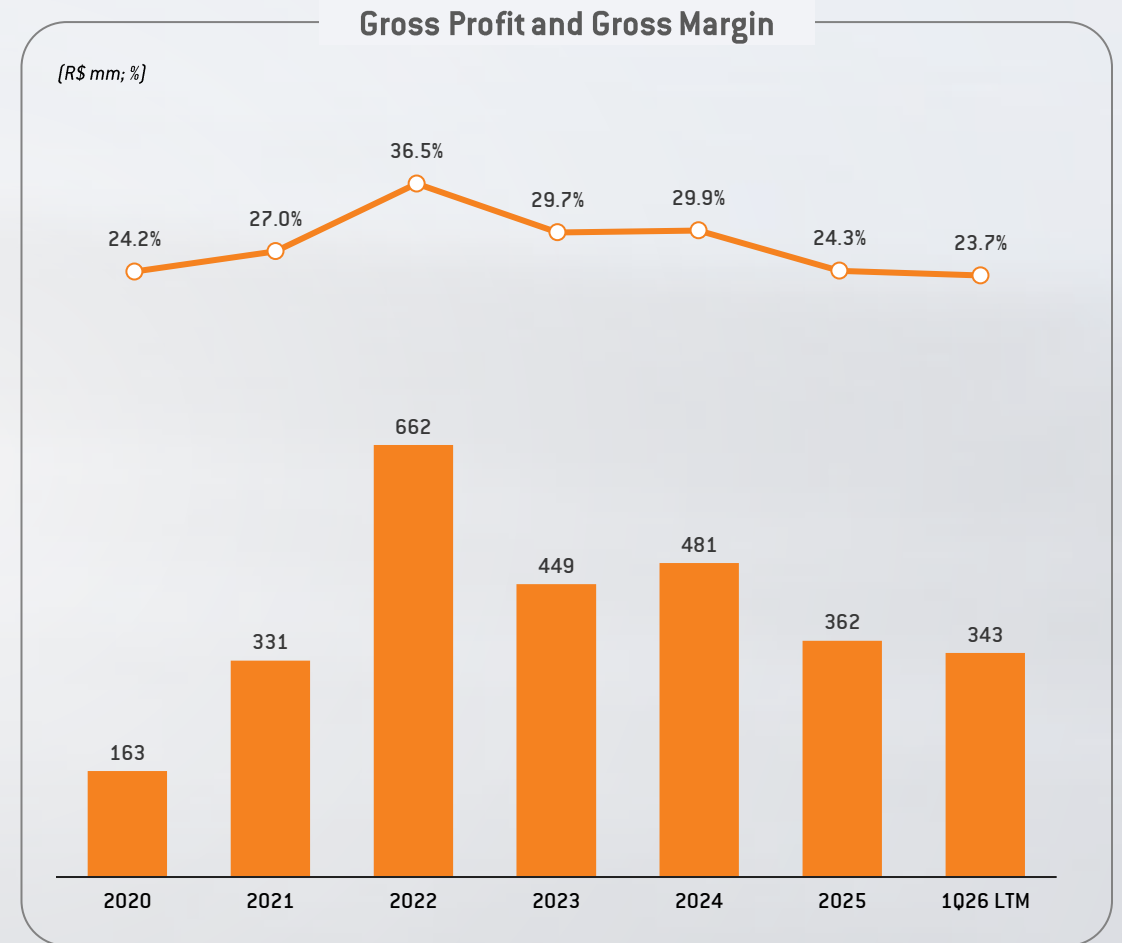
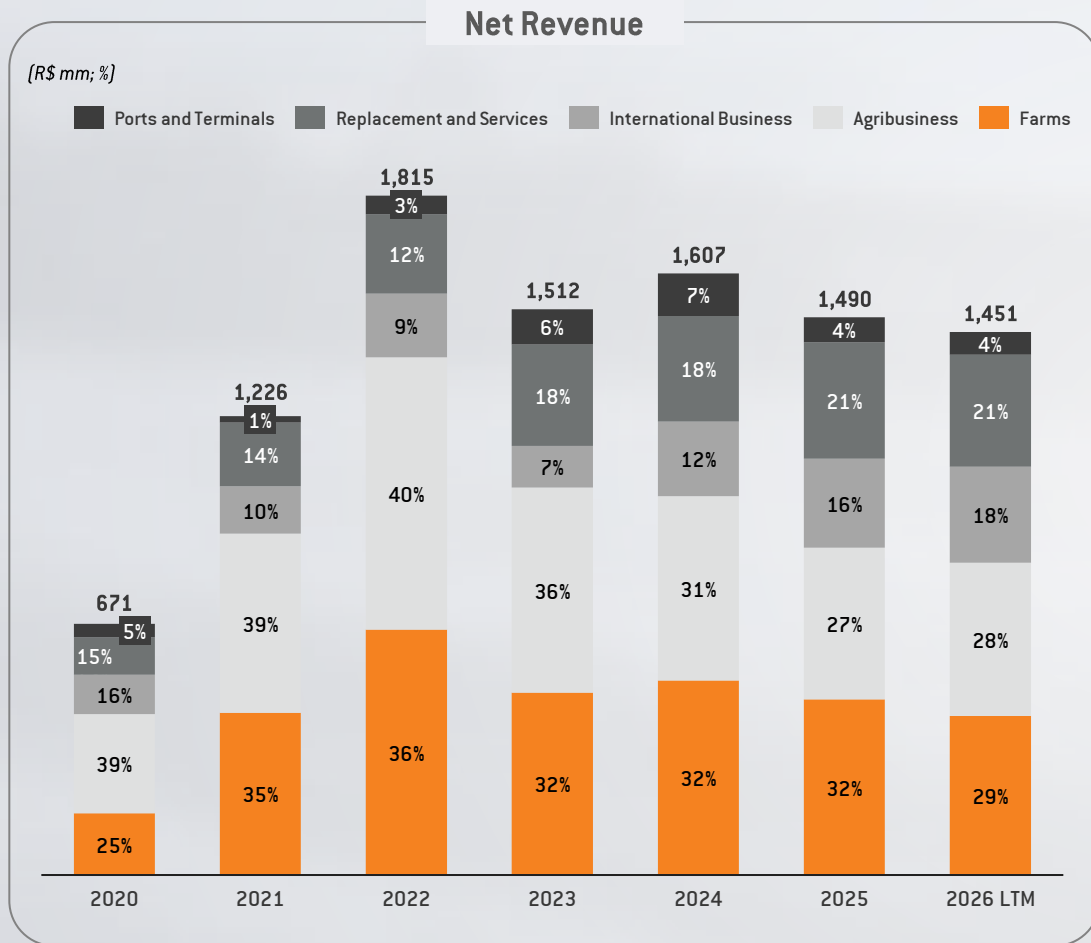


Notes: (1) Related to each business unit, LTM 2026.

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.

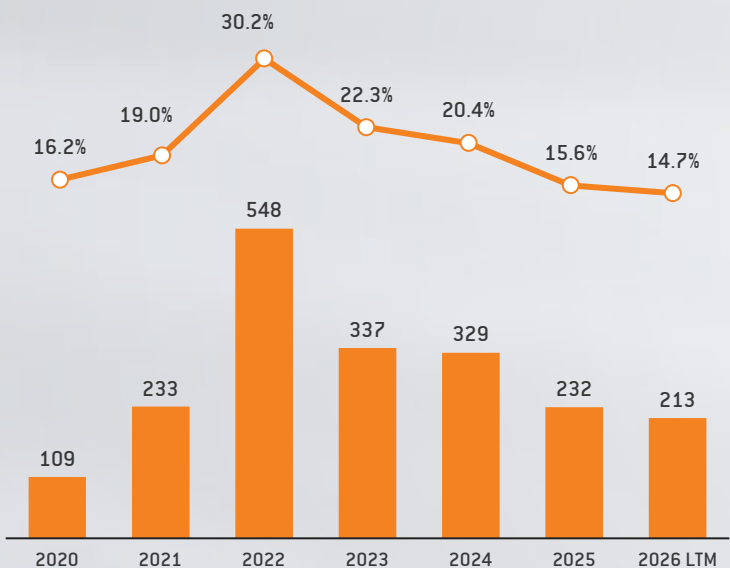


# CONSISTENT MARGINS, RESILIENT REVENUE AND HIGH ROIC AT KEPLER

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

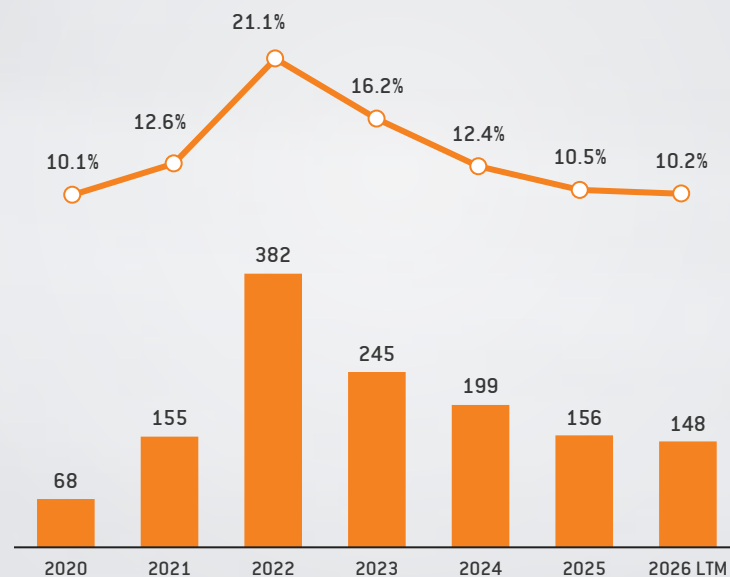
### EBITDA and EBITDA Margin

(RS mm; %)

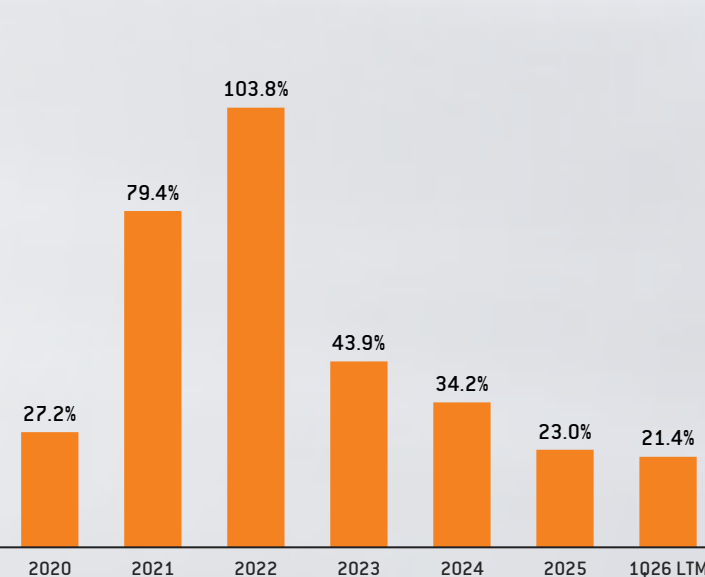


### Net Income and Net Margin

(RS mm; %)



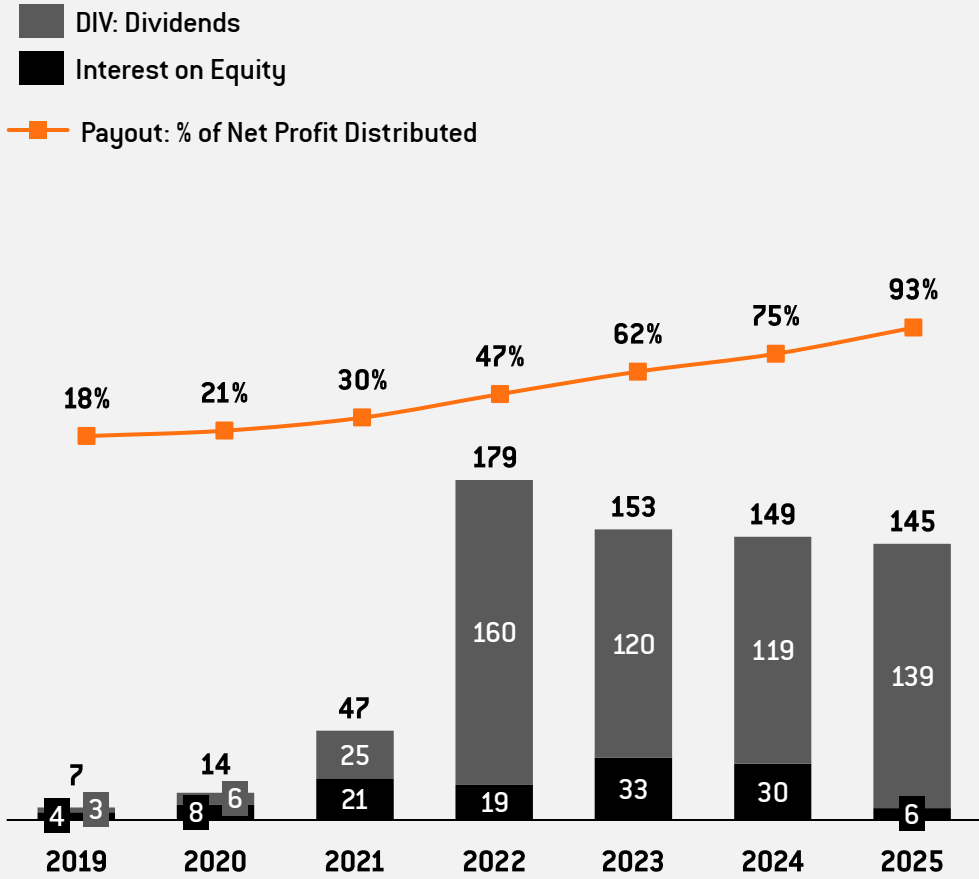
### ROIC



# RETURN TO SHAREHOLDERS AND PROSPECTS FOR 2026

Increasing shareholder returns with financial strength

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



## Outlook for 2026



Disciplined capital allocation, prioritizing higher-return projects and sustainable value creation for shareholders.

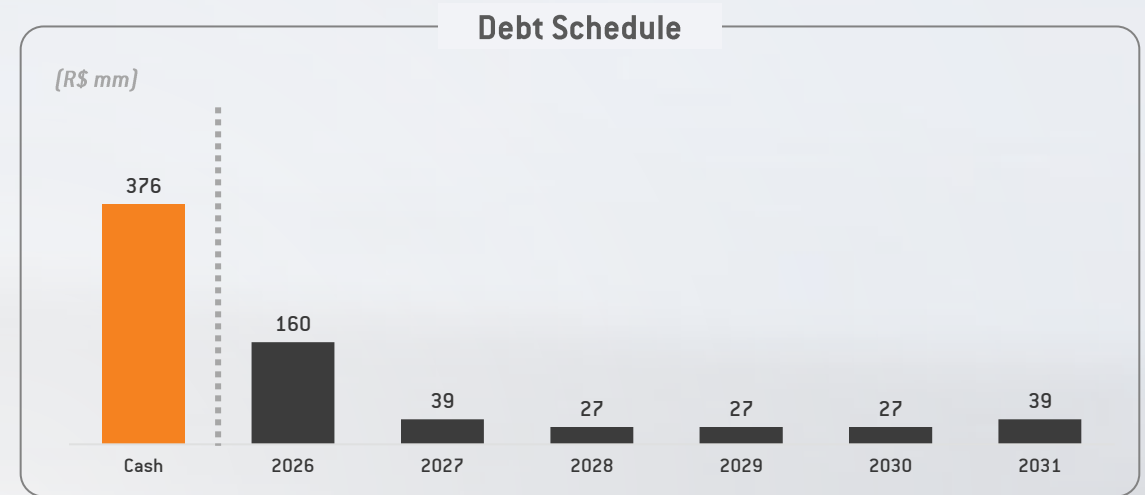
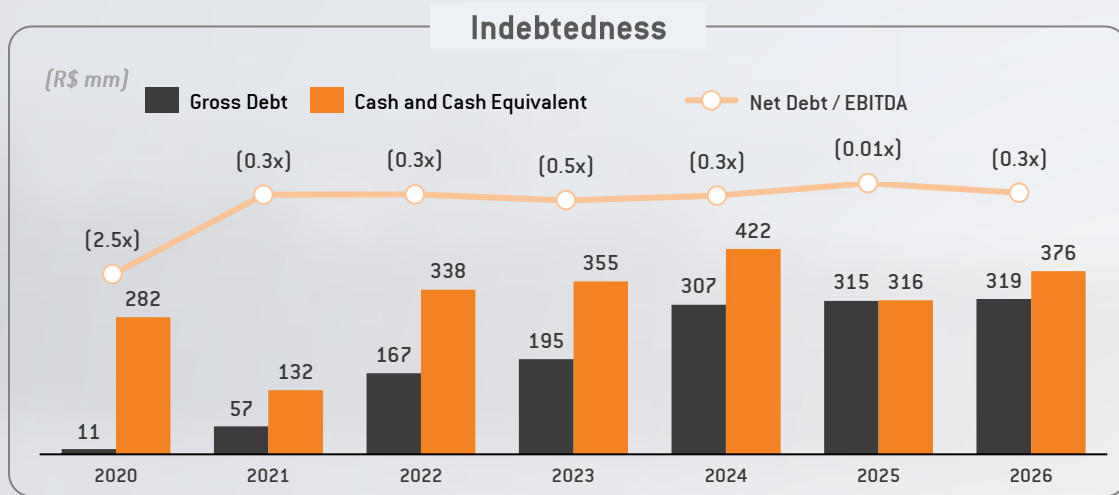


Focus on executing the KW2030 plan, driving efficiency through a LEAN culture, market expansion and the strategic use of data.



Expectation of another record harvest in 2026, sustaining solid demand across the segments.

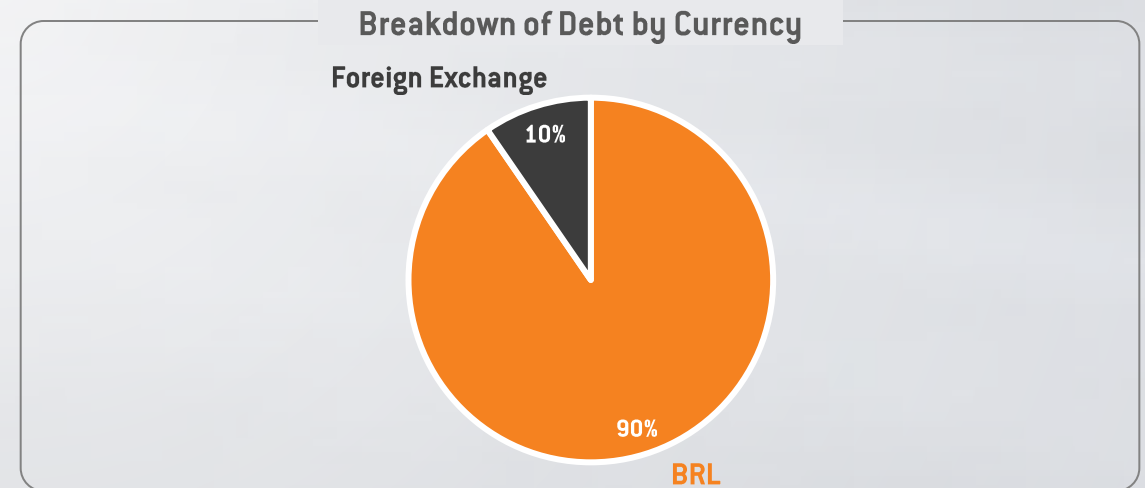
# SOLID BALANCE SHEET AND ROBUST NET CASH POSITION



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



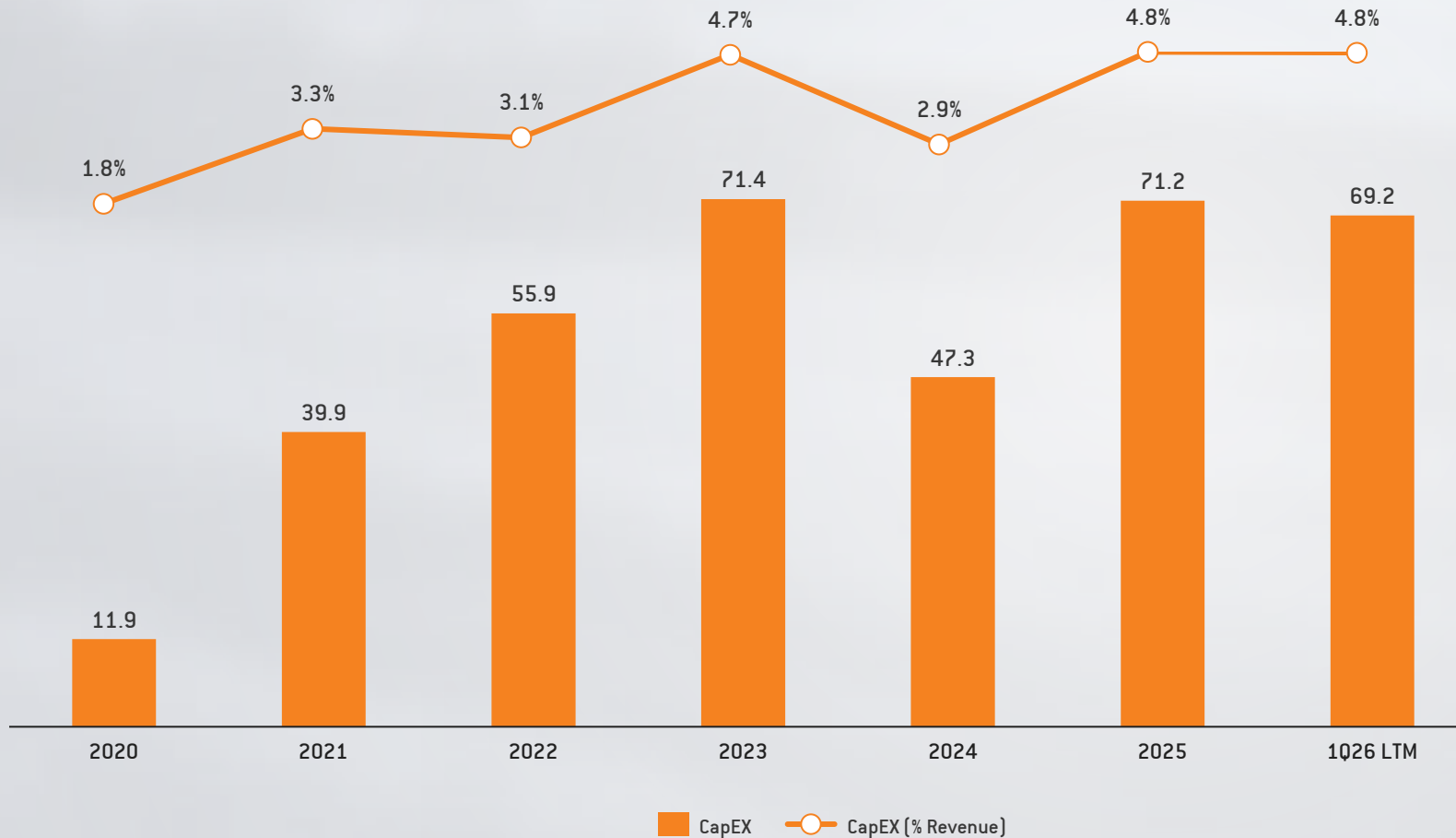
Current debt duration is **2.0 years**



# INVESTMENTS - CAPEX

## Capex and Capex as a percentage of Net Revenues

(in BRL million)



## CAPEX LTM 1Q26

Distribution of BRL 69.2 mm:



**21.9%**

Aiming to increase manufacturing capacity



**19.6%**

Aiming to develop new products



**25.8%**

Intended for Information Technology Development



**32.7%**

For Reforms and Legislation (NR)



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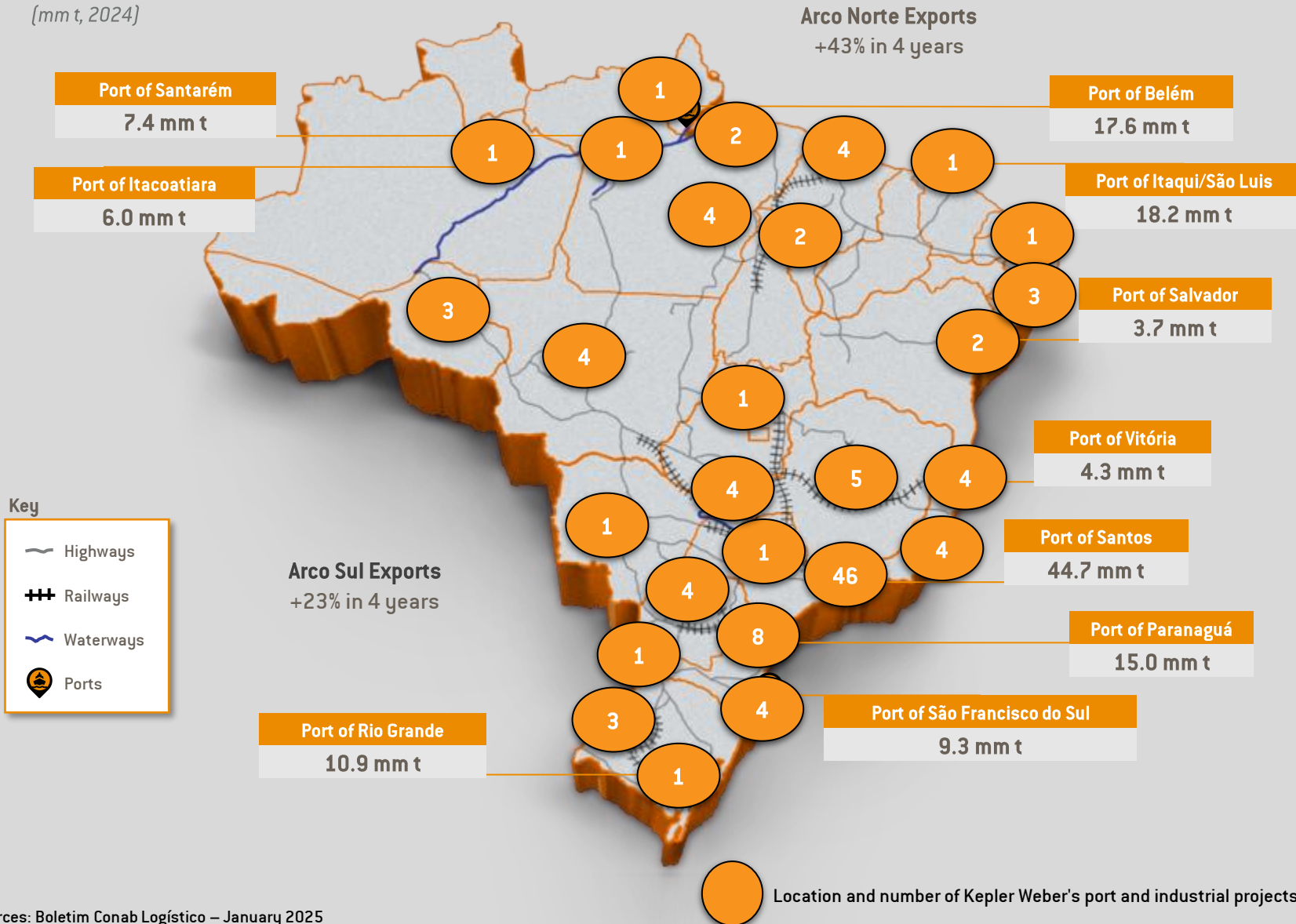
# KEPLERWEBER®

## APPENDIX

# BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

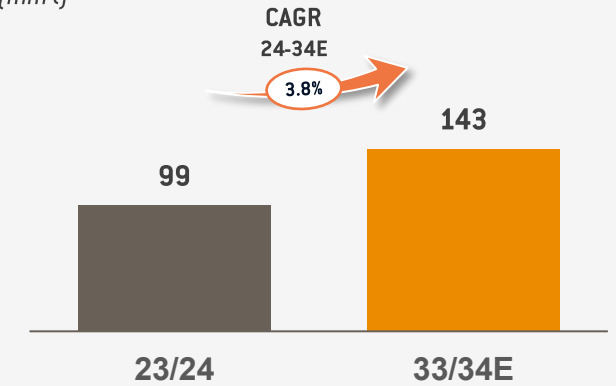
## Exports of Soybean and Corn

(mm t, 2024)



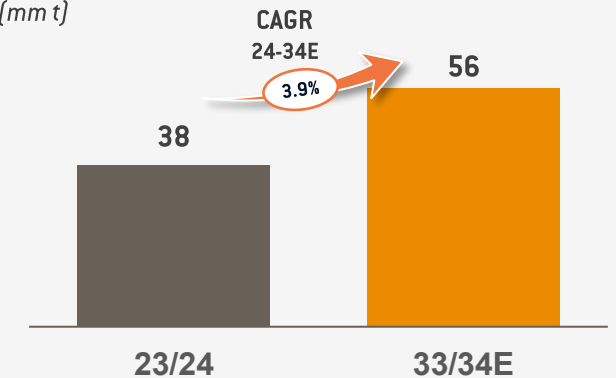
## Exports of Soybeans in Brazil

(mm t)



## Exports of Corn in Brazil

(mm t)

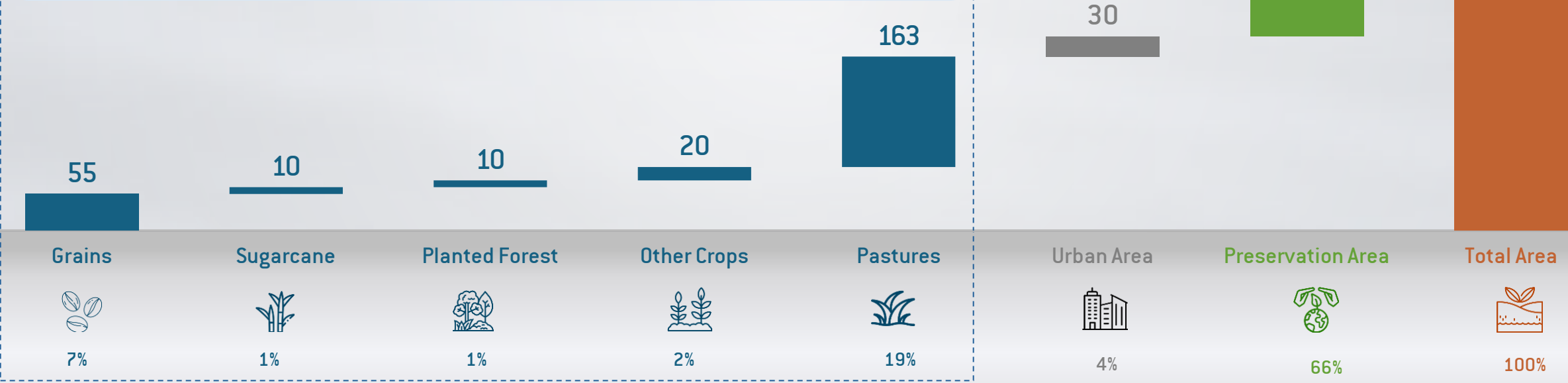


BACK

# 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.

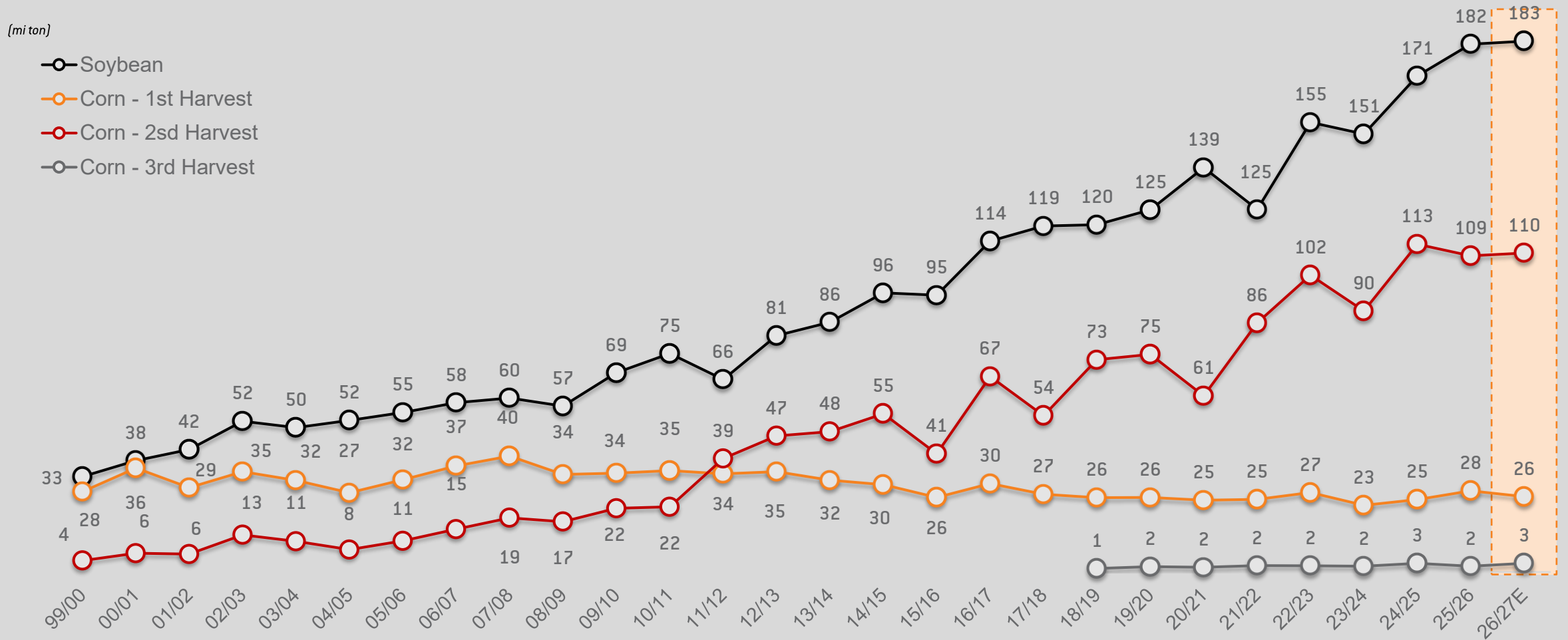
 **TOTAL AGRICULTURAL LAND: 258M HA**  
 With only 30% of its land dedicated to agriculture, Brazil maintains a leading role in global food production.

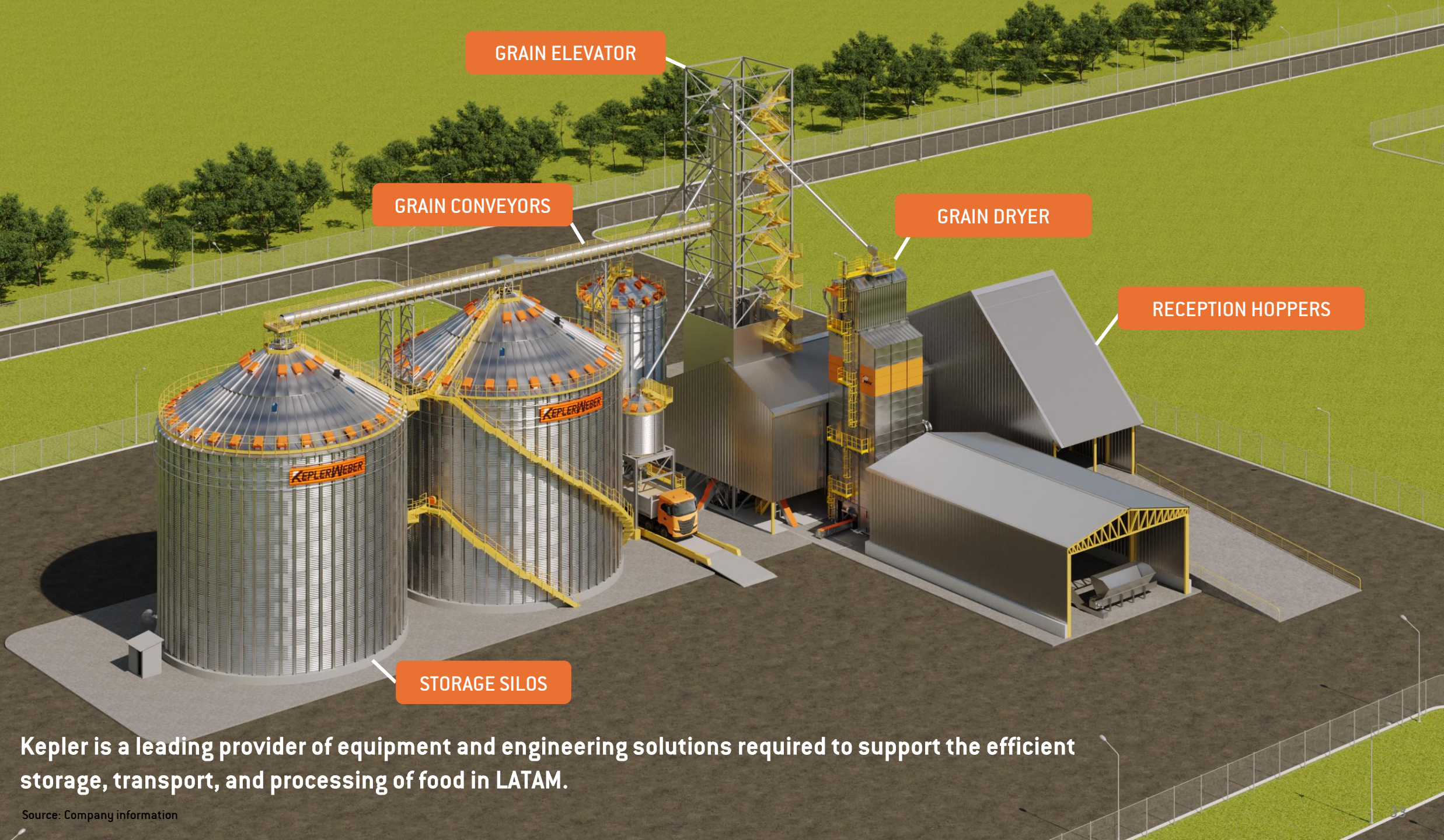


Sources: EMBRAPA, IBGE, INPE, CAR

# SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

## Soybeans and Corn Harvests





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

# GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

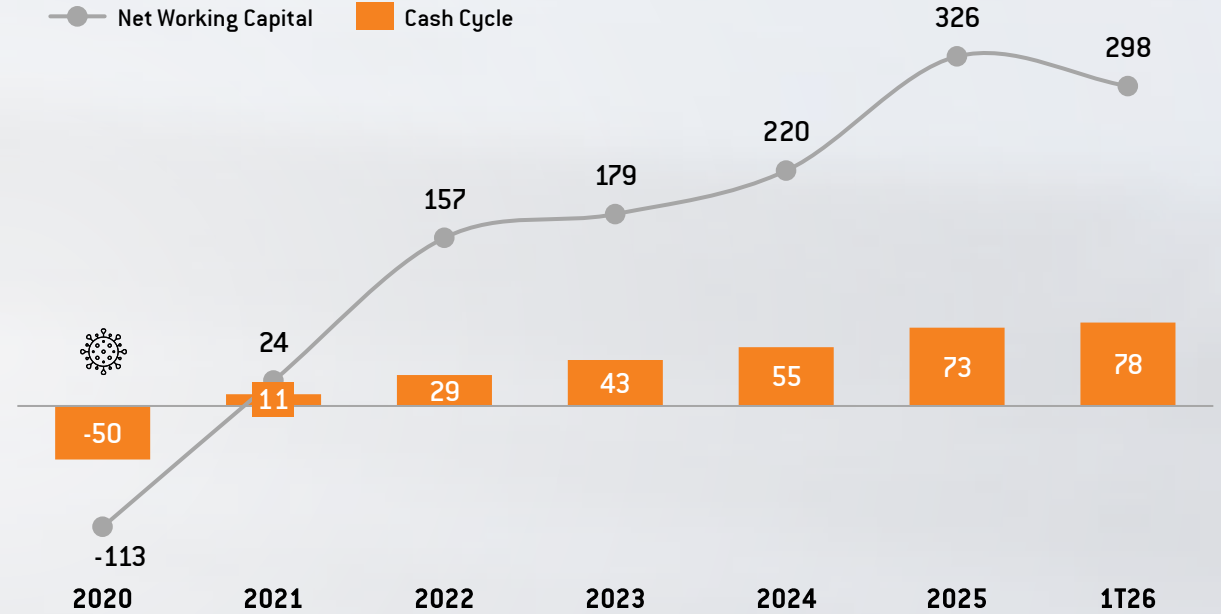
Focus on working capital optimization

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)



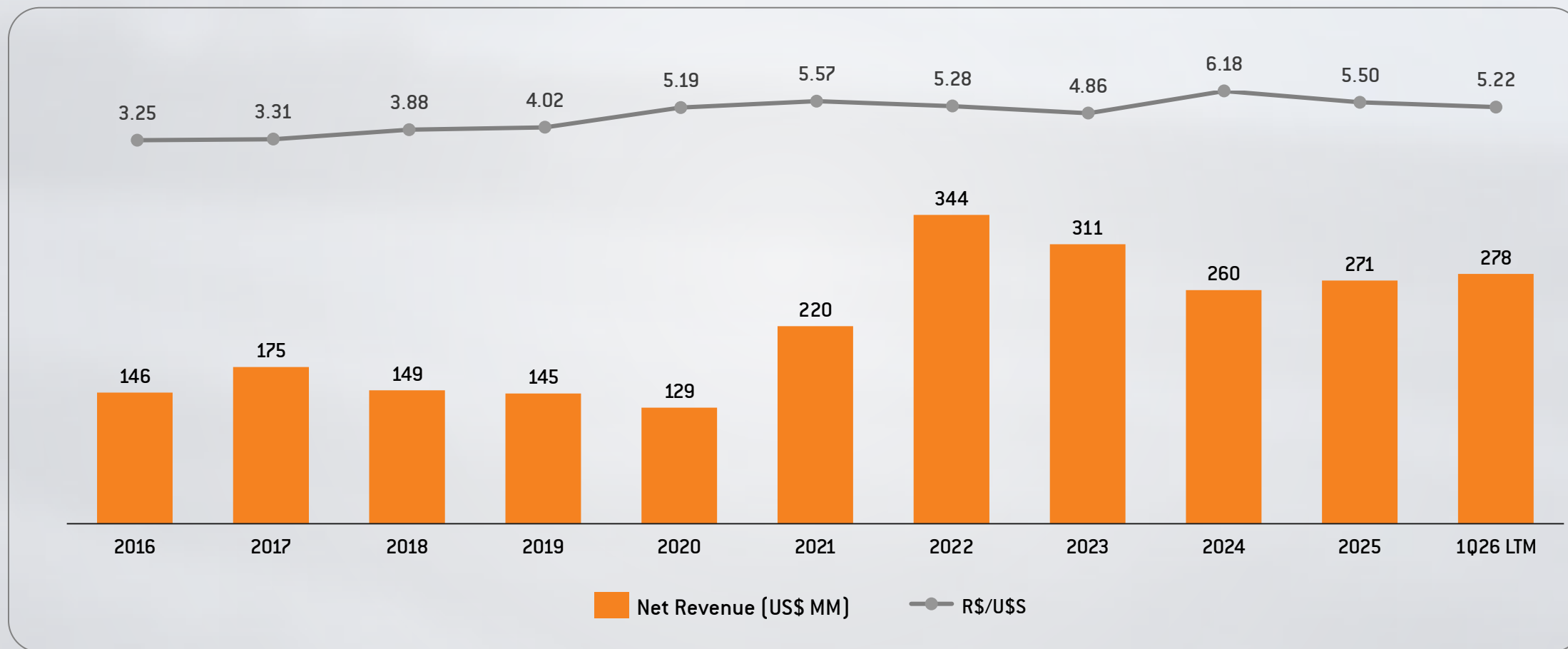
**GREATER INVENTORY COVERAGE TO ENSURE ON-TIME DELIVERY OF CONSTRUCTION PROJECTS**

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)

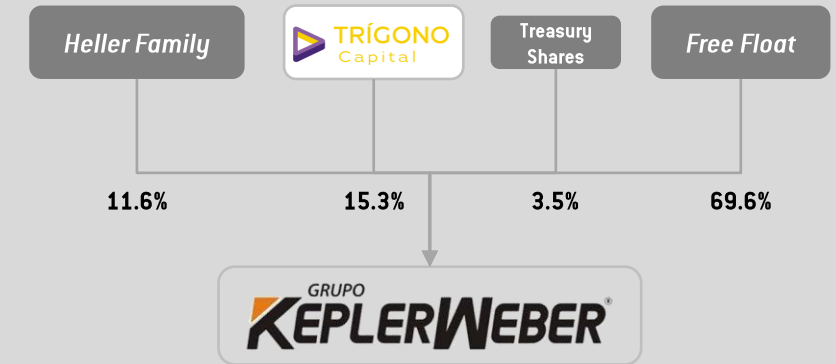


# BOARD AND SHAREHOLDING STRUCTURES

## Board of Directors



## Shareholding Structure<sup>(1)</sup>



## Support Structure



Fiscal  
Council



Strategy,  
Investment and  
Finance Committee



Audit  
Committee



People,  
Compliance and  
Sustainability  
Committee



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**PROCER**



# PROCER

AGROINTELIGÊNCIA DE PÓS-COLHEITA



Founded in 2011



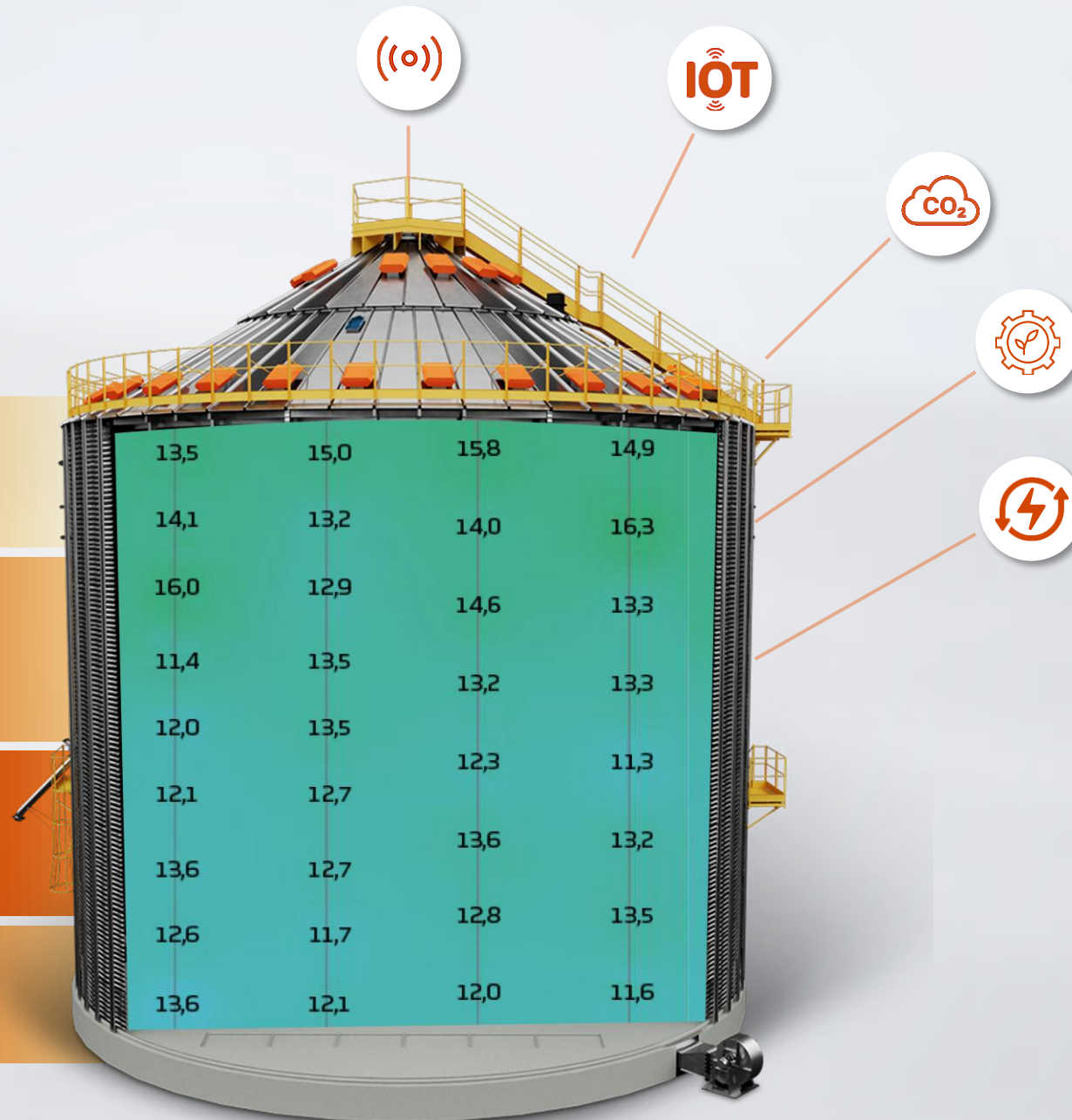
Technology 4.0  
Applied to storage units



Commitment to grain  
quality  
Preserve crop profit



Connect post harvest



# OUR NUMBERS

+ 2.2 thousand  
Active Clients

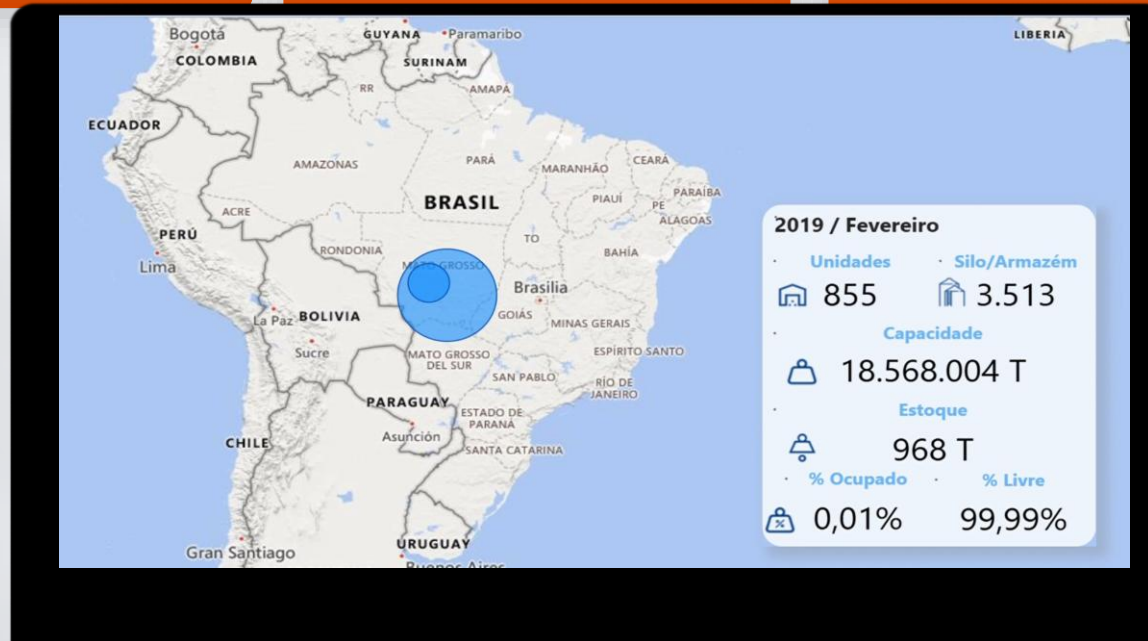


+ 2.8 thousand  
Storage Units connected  
in March, 2026

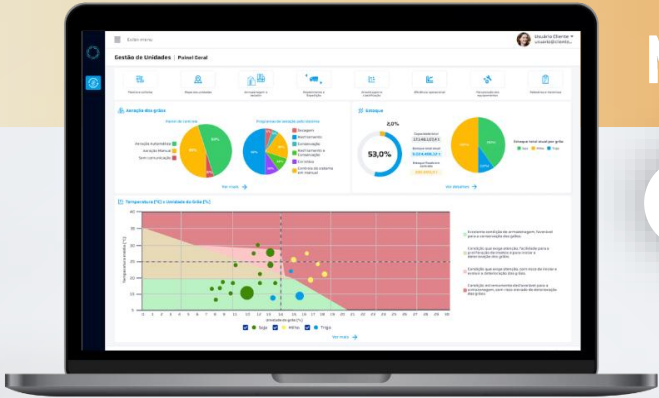


59 million tons  
Monitored in March, 2026

**BRL 135 billion**  
Amount of connected grains



# PROCER KEEPS ON Innovating



## MANAGEMENT OF UNITS



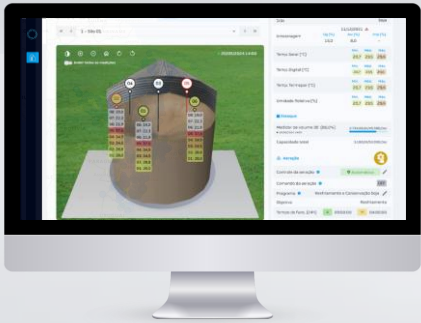
Operational



Quality



Financial



Ceres  
ORION 2.0



CERES ORION  
App



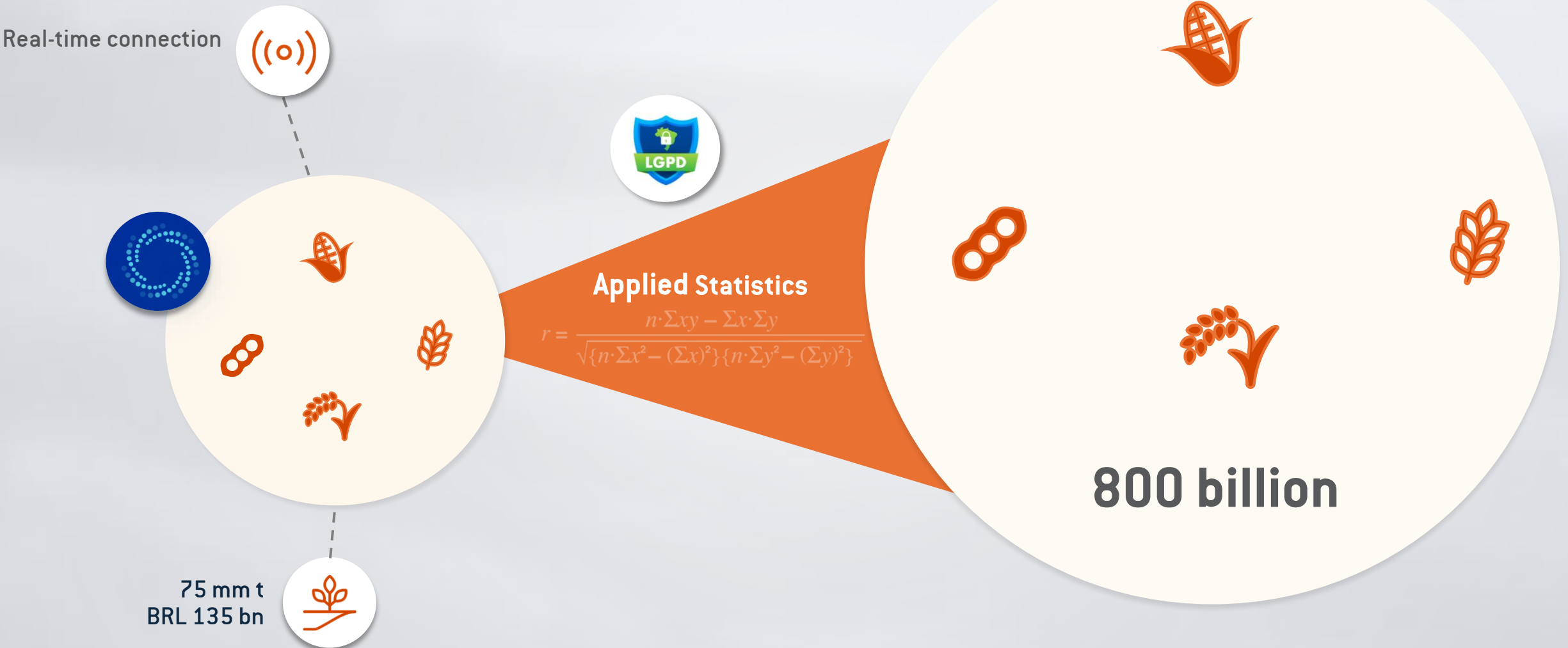
3D Volume  
Meter

## NEW VERTICAL DATA INTELLIGENCE

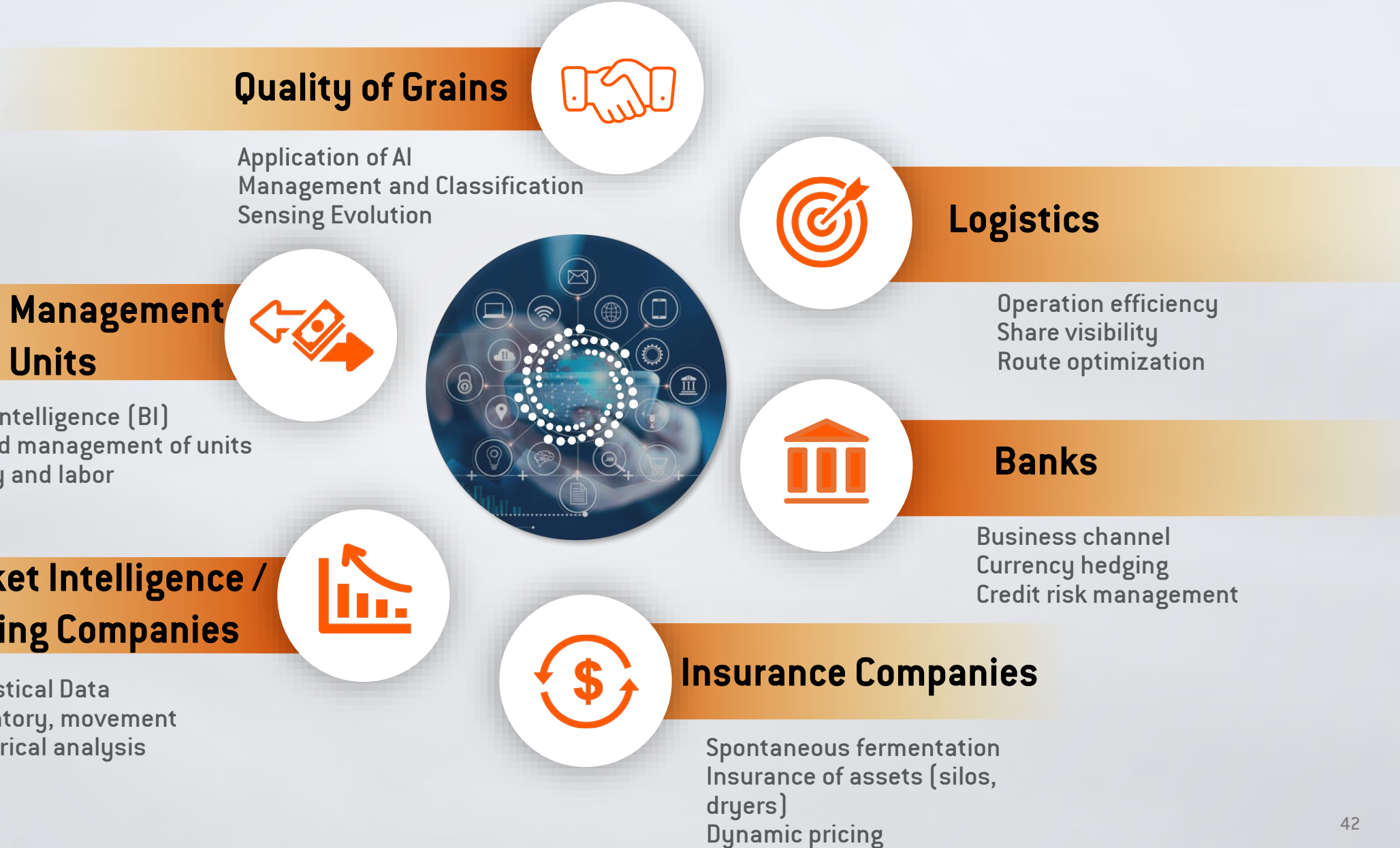


# NEW MONETIZATION AVENUES: Data intelligence

## Total Agribusiness



# MONETIZATION AVENUES



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*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.*

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*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.*



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