

KEPLERWEBER®

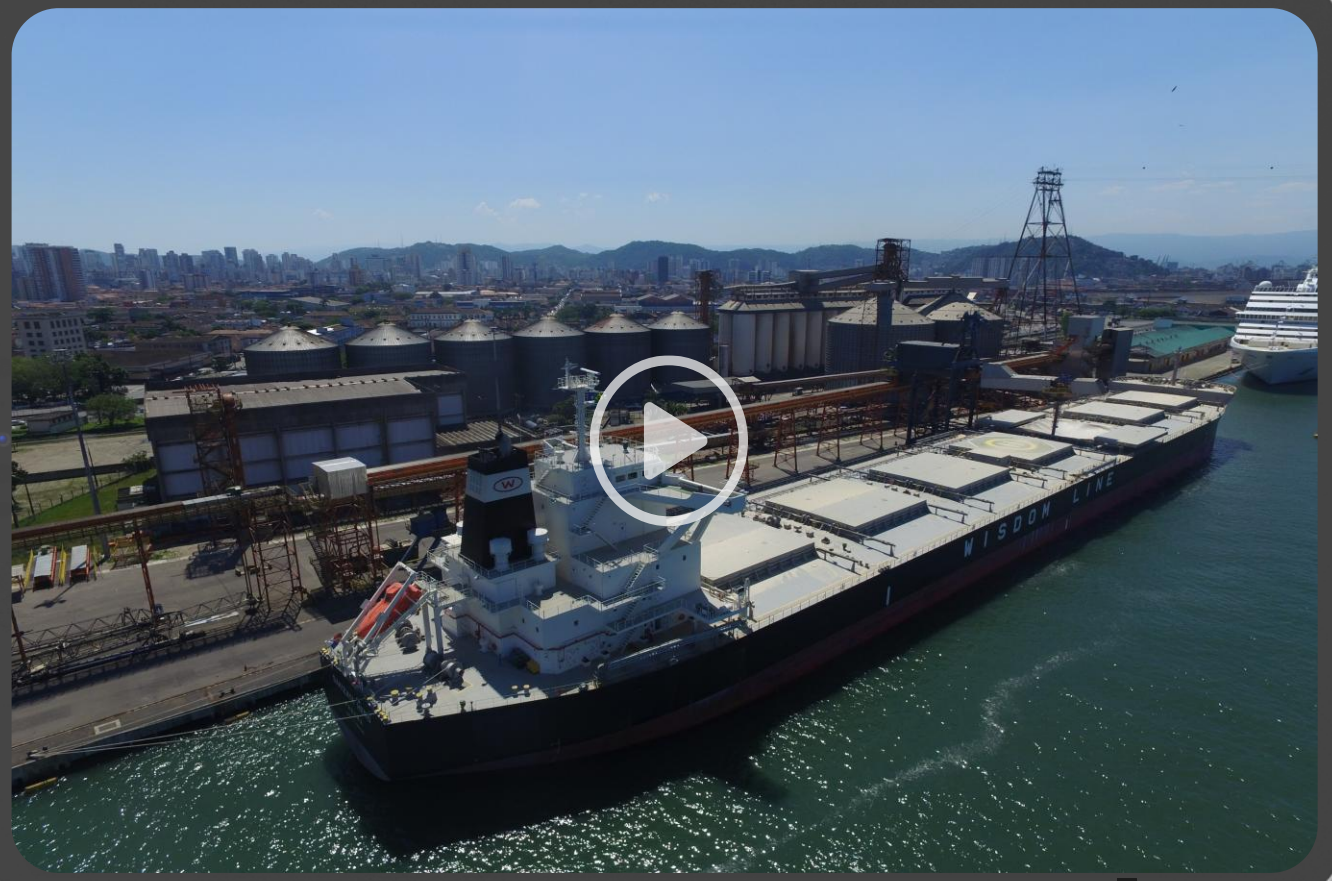
INSTITUTIONAL PRESENTATION

September 2026



KEPLERWEBER®

KEPLER WEBER OVERVIEW



KEPLERWEBER®

A HISTORY WITH REMARKABLE MILESTONES AND SUSTAINABLE GROWTH

PHASE 1
FROM FOUNDATION TO IPO

PHASE 2
IPO AND AGRIBUSINESS GROWTH

PHASE 3
SUSTAINABLE GROWTH AND RETURNS

QUALITY

PEOPLE

RELATIONSHIPS

PORTS

OPERATIONAL EXCELLENCE

DIVERSIFICATION

1925
FOUNDATION OF KEPLER IRMÃOS, A SMALL BLACKSMITH SHOP



1950
BEGINNING OF PRODUCTION OF CLEANING MACHINES AND GRAIN EQUIPMENT



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



1980
KEPLER (KEPL3) IPO



1992
FIRST PORT PROJECT IN SANTOS, STATE OF SÃO PAULO



2004
OPENING OF MANUFACTURING PLANT IN CAMPO GRANDE, STATE OF MATO GROSSO DO SUL



2015
LEAN MANUFACTURING AND SAP IMPLEMENTATION



2016
OPENING OF FIRST DISTRIBUTION CENTER



2022
ANNOUNCEMENT OF PROCER ACQUISITION



2025
100-YEAR MILESTONE

OVERVIEW OF KEPLER WEBER

Kepler is the leading provider of grain storage equipment and post-harvest solutions in Latin America.

Financial and Operational Highlights

Gains

R$1.36 bn
US$261.01 mm[1]
Net Revenue
(3Q26 LTM)

11.3%
EBITDA Margin
(3Q26 LTM)

14.2%
ROIC
(3Q26 LTM)

Market

Post-Harvest Leader in LATAM

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

65% appreciation of KEPL3 shares over the last 5 years[2]

Operations

9 Distribution Centers in Brazil

3 factories strategically located in Brazil

192 projects **managed simultaneously** during 3Q26

People

+1,775
Employees
(3Q26)

+25,299
Training Hours
(9M26)

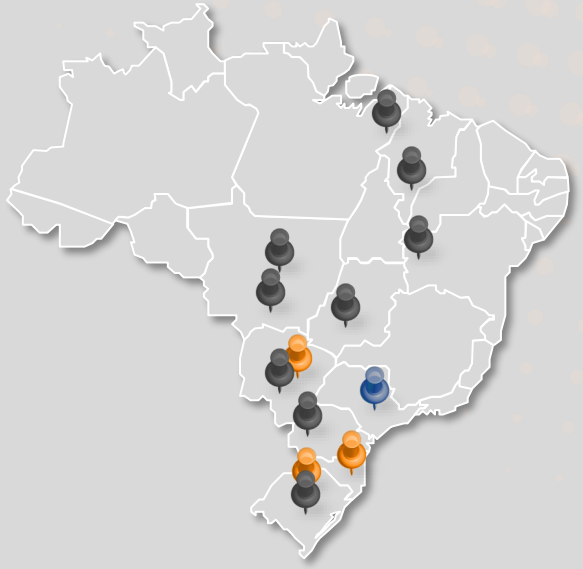
GREAT PLACE TO WORK®

Present at Strategic Locations:

Production Facilities

Distribution Centers

Head office



+ 1,428 clients serviced during 3Q26

The company recorded 92% on-time deliveries during 9M26

+5.3 thousand silos and warehouses connected with Procer technology at the end of 3Q26

(1Considers the average USD/BRL exchange rate of 5.21 for the 3Q26 LTM period. Revenue CAGR (2020-2Q26 LTM) in USD: 12.4%.
(2) Adjusted for dividends; base date: 09/30/2026.
Sources: KW Market Intelligence, ABIMAQ.

OUR FACTORIES

Panambi, RS (55 thousand sqm)

- Silos 
- Conveyors 
- Elevators 
- Cleaning Machines 
- Bulk Products 

End-to-End

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

Campo Grande, MS (33 thousand sqm)

- Dryers 
- Safety Equipment 
- Pipes 

Procer, SC (1.5 thousand sqm)

- Data Management 
- Dryer Management 
- Storage Control 

Source: Company information

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.



DIGITAL 6

Production and Harvest

1 Storage at the Farm

Origin

1 Storage / Trade / Cooperative / Grain Handling Equipment

2 Ports and Terminals (Highway / Railway / Waterway)

Logistics

4 Agribusiness (Animal Feed, Ethanol, Oil)

Transformation

3 International Business

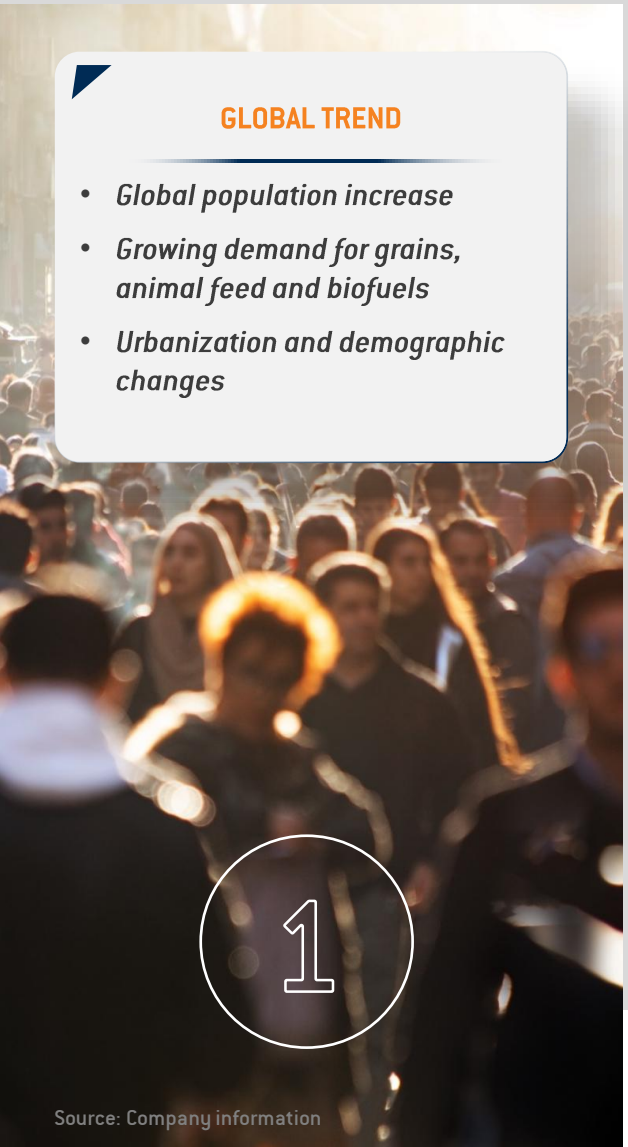
Exports

5 Consumption

Source: Company information


KEPLERWEBER®
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*

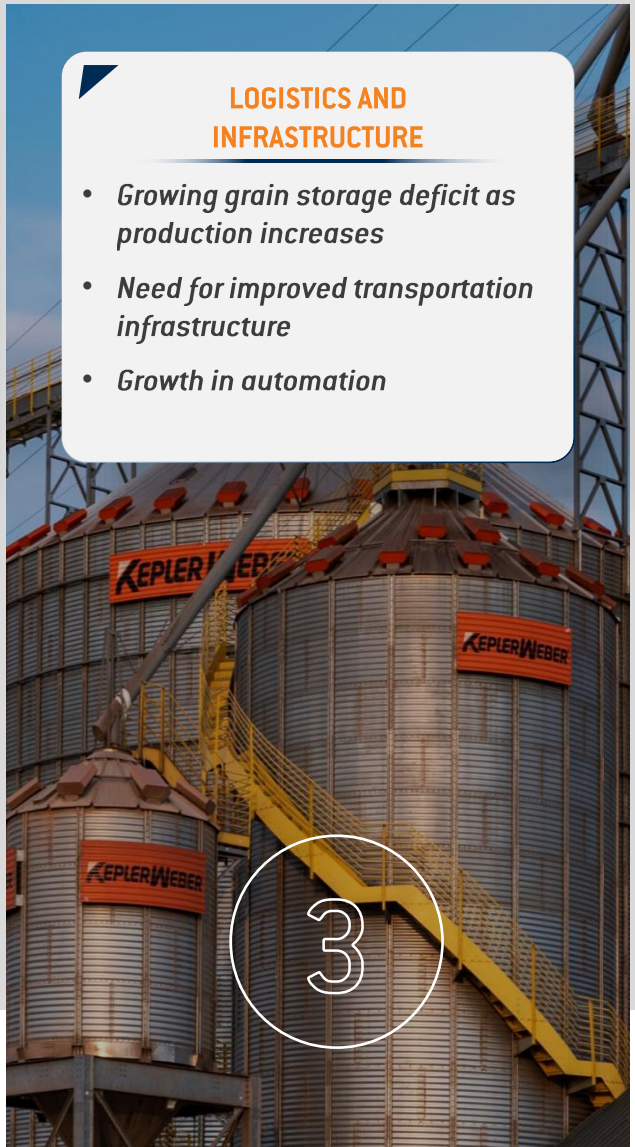
1



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

Source: Company information

BRAZIL'S AGRICULTURAL LEADERSHIP IN GLOBAL MARKETS

Two harvests enhance Brazil's leadership and resilience throughout the year in agricultural production

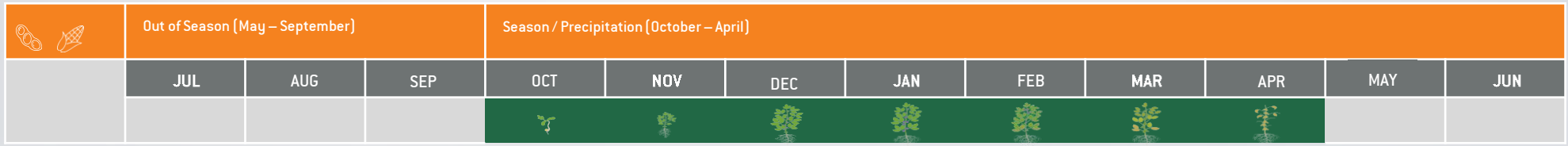
Brazil´s leading position in global food production and exports

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	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 Union's 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)



Source: Cogo Inteligência em Agronegócio

AGRIBUSINESS GROWTH AND 5.8% CAGR (2000-2026)

PHASE 2



30% OF PRODUCTION

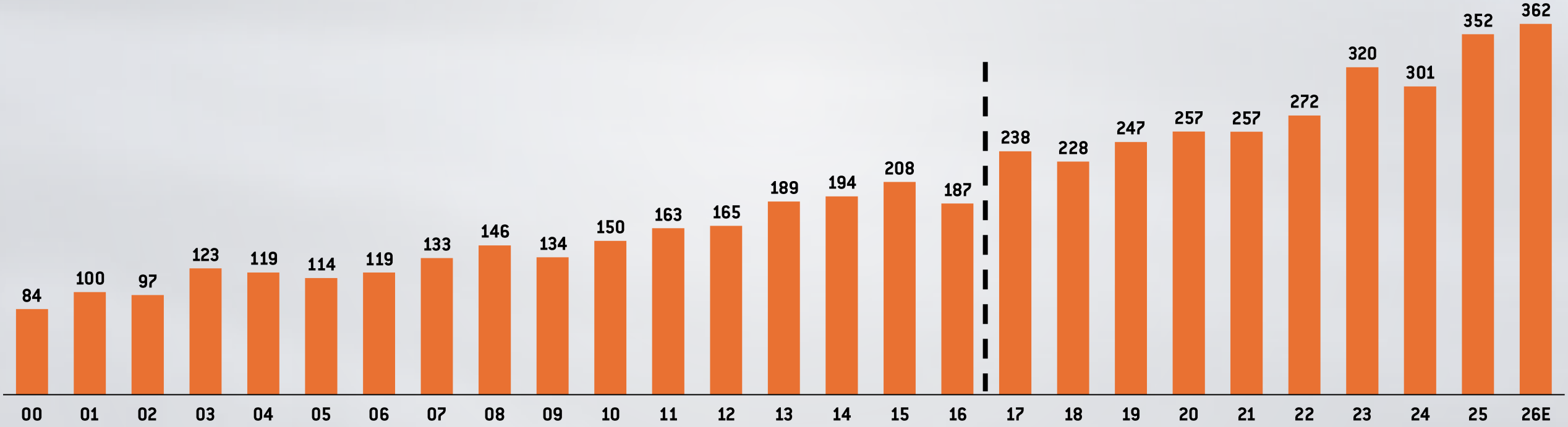
70% OF PRODUCTION

PHASE 3



70% OF PRODUCTION

30% OF PRODUCTION



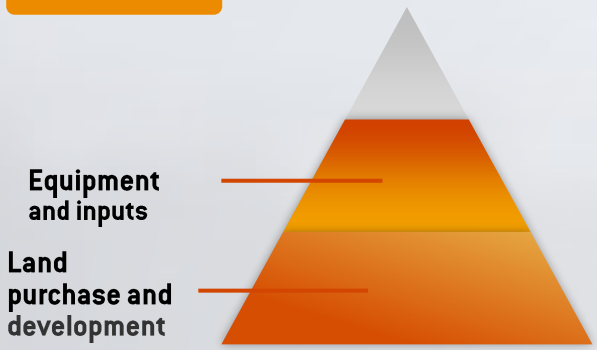
BRAZILIAN GRAIN HARVEST

Amounts in millions of tons

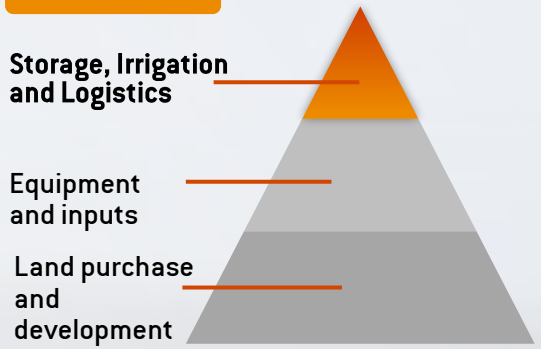
Source: Cogo Inteligência em Agronegócio

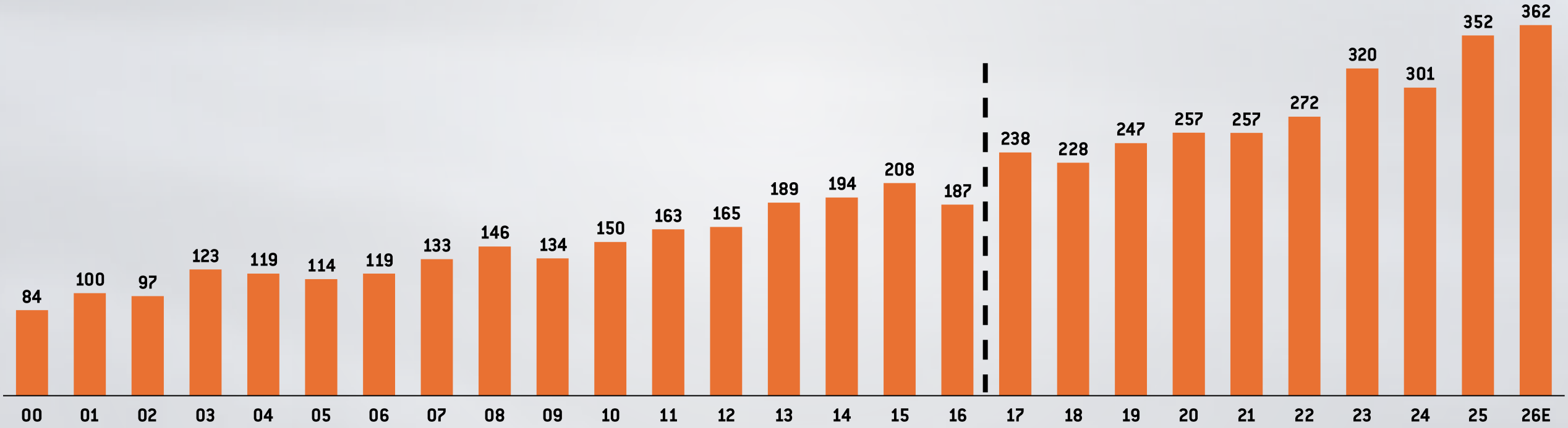
AGRIBUSINESS GROWTH AND 5.8% CAGR (2000-2026)

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:

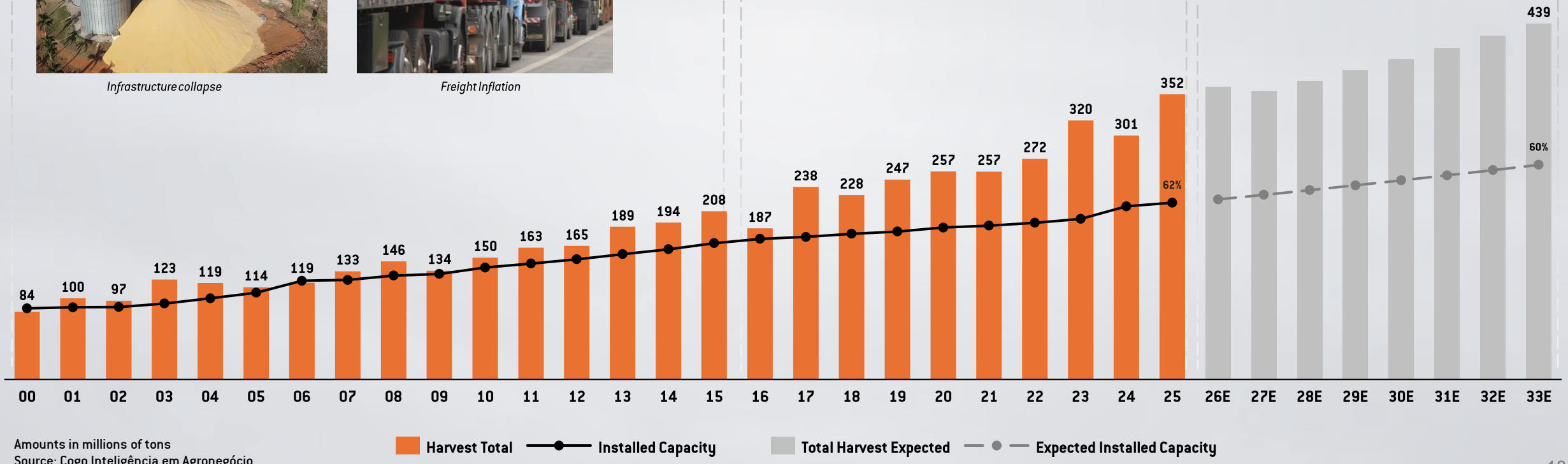
Static Capacity	Grain Production
2.82%	7.61%

2026-2033 - *Expected*

- The projected average storage deficit is 38%
- The average annual increase in static capacity is expected to be 5.8 mm t.

CAGR Expected:

Static Capacity	Grain Production
2.54%	2.80%



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 2.8%, it would take 50 years to eliminate the storage deficit in Brazil

Static Capacity CAGR

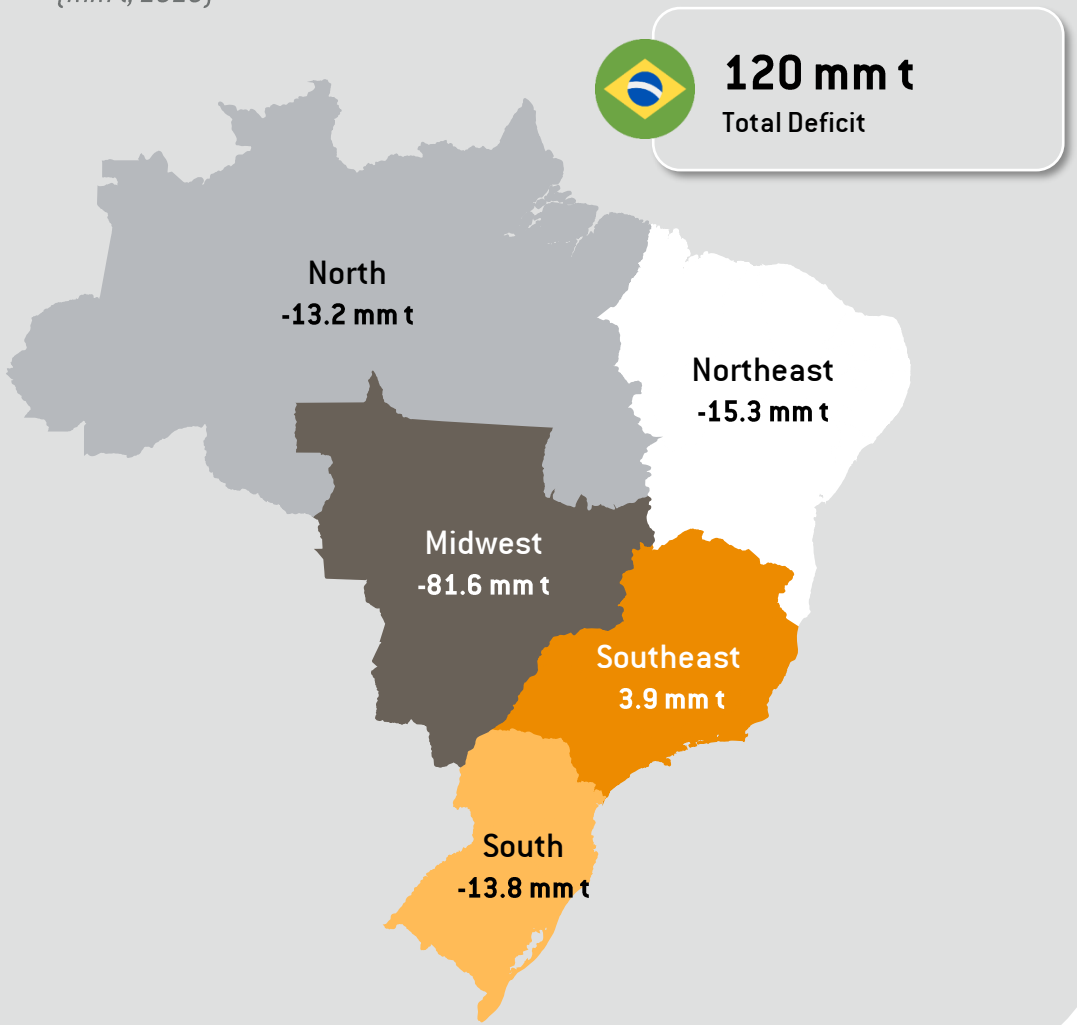
Years: 2026-2090	2.5%	2.6%	3.2%	3.8%	4.4%	5.0%	5.6%	6.2%
26	38%	38%	38%	38%	38%	38%	38%	38%
30	39%	39%	37%	36%	35%	33%	31%	30%
35	40%	40%	36%	33%	29%	26%	22%	18%
40	41%	40%	35%	30%	24%	17%	10%	3%
45	42%	41%	34%	26%	17%	8%	-3%	-14%
50	43%	41%	32%	22%	11%	-2%	-17%	-34%
55	44%	42%	31%	18%	4%	-14%	-34%	-58%
60	45%	42%	30%	14%	-4%	-26%	-53%	-86%
65	46%	43%	28%	10%	-12%	-41%	-76%	-119%
70	47%	43%	27%	6%	-21%	-56%	-101%	-158%
76	48%	44%	25%	0%	-33%	-77%	-136%	-213%
80	49%	45%	24%	-4%	-42%	-93%	-163%	-257%
85	49%	45%	23%	-9%	-53%	-115%	-200%	-319%
87	50%	45%	22%	-11%	-58%	-124%	-217%	-348%
90	50%	46%	21%	-14%	-65%	-139%	-244%	-394%

Source: Cogo Inteligência em Agronegócio; Compiled by the Company.

SUBSTANTIAL STORAGE DEFICIT AND LOW INSTALLED CAPACITY EXPECTED TO BOOST DEMAND

Storage Deficit by Region in Brazil

(mm t, 2025)



Installed Storage Capacity at the Farm

(%, 2025)

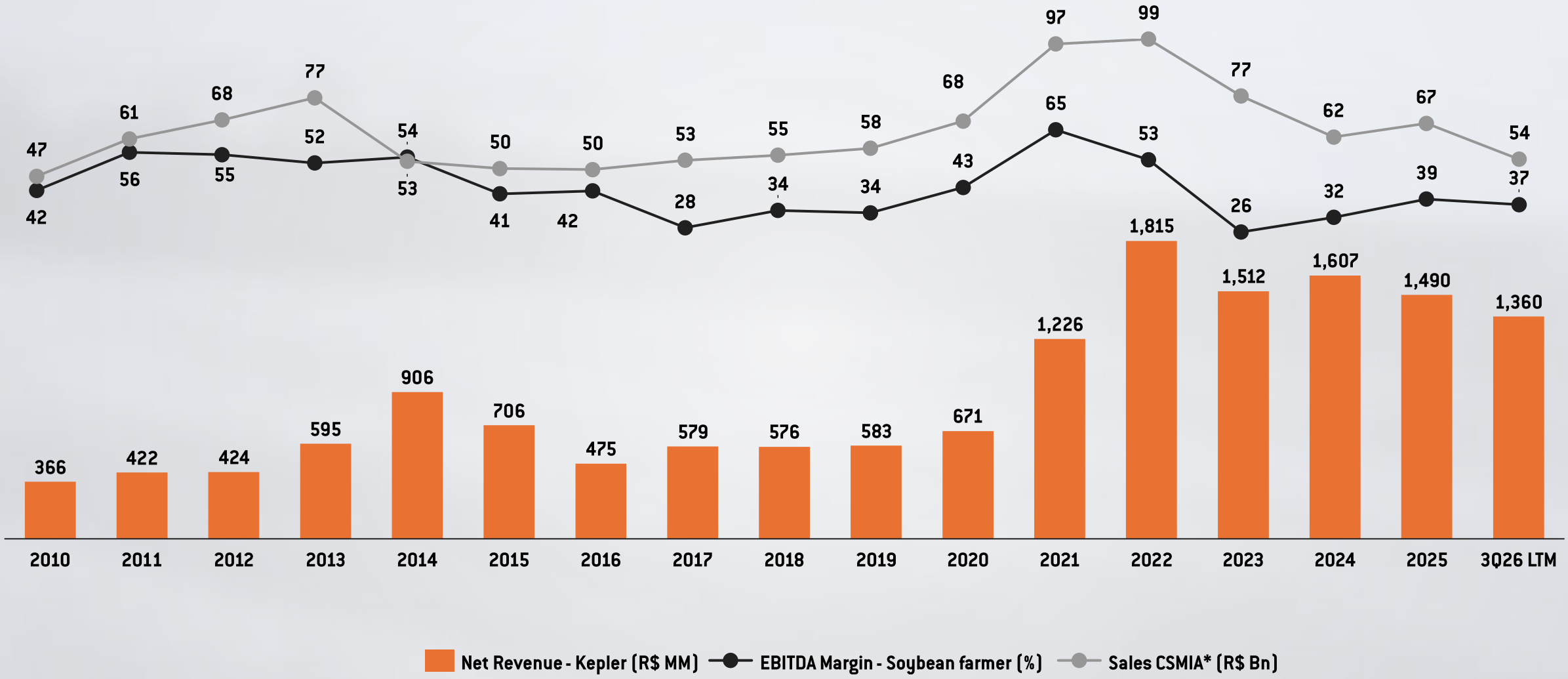
Canada	85%
United States	65%
European Union	50%
Argentina	40%
Brazil	**17%**

Virtuous Cycle of Agricultural Chain



Source: Conab; Cogo Inteligência em Agronegócio

CORRELATION BETWEEN MARKET CYCLES KEPLER RESULTS



*CSMIA: Sector Chamber for Agricultural Machinery and Implements;
** The producer's EBITDA margin is based on the average between the Southern Region (Paraná - PR) and the Cerrado (Mato Grosso - MT). Source: Cogo Inteligência em Agronegócio; ABIMAQ

NEW PROFITABILITY LEVEL FOR KEPLER

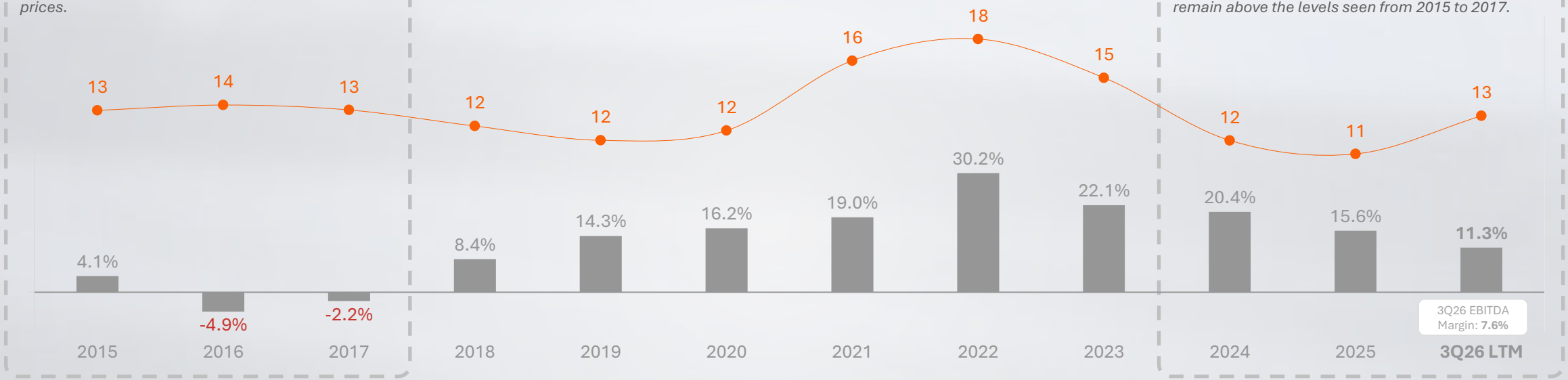
Storage demand, strategic initiatives, and strong management have raised current margins to levels far above those observed in the 2015–2017 period

2015-2017 | Margins < 5%

From 2015 to 2017, the EBITDA margin was negatively impacted by high interest rates and lower Soybean prices.

2024-2026 UDM | Margins ~ 10%

Kepler's profitability has improved: *even under conditions similar to those of the past, its margins remain above the levels seen from 2015 to 2017.*



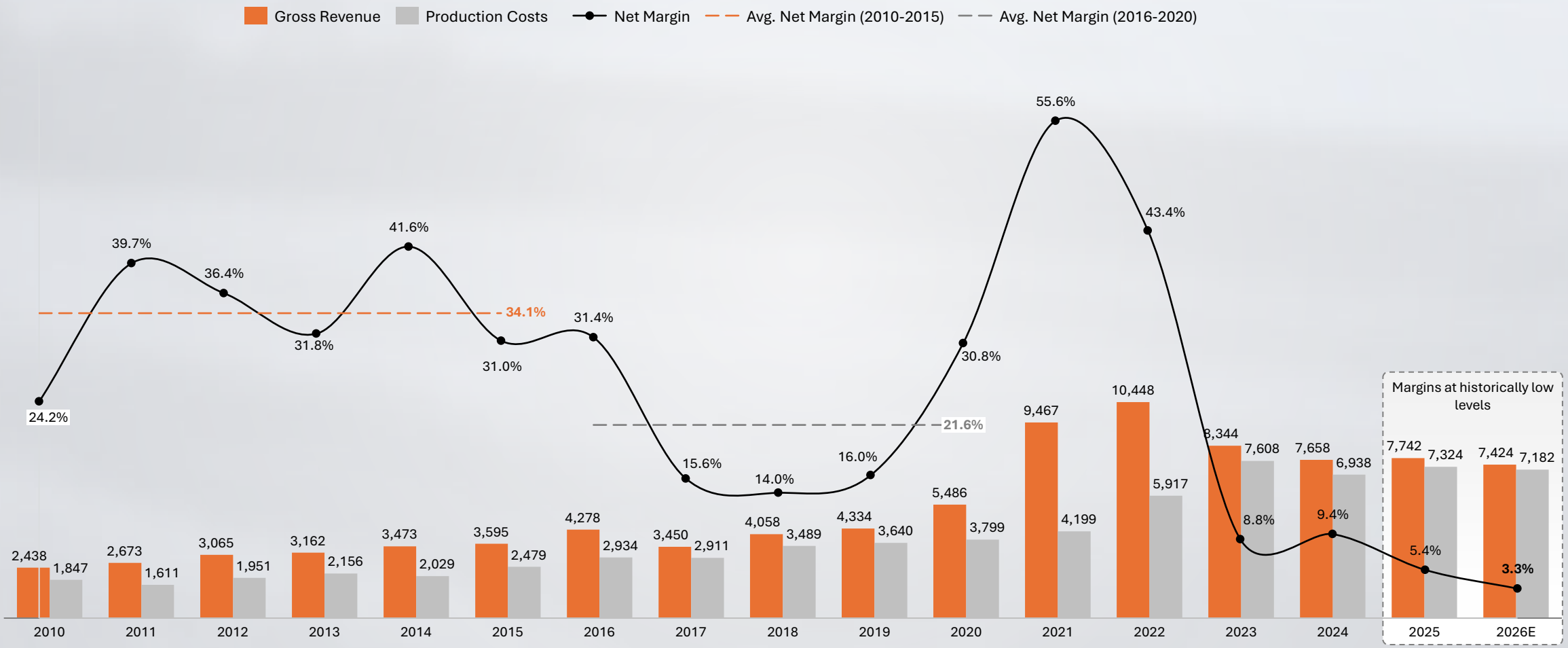
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	3Q26 LTM
Selic	14.25%	13.75%	7.00%	6.50%	4.50%	2.00%	9.25%	13.75%	11.75%	12.25%	15.00%	13.75%
Harvest (MM T)	208	187	238	228	247	257	257	272	320	301	352	362
% of Static Storage Capacity	81%	93%	74%	79%	74%	73%	74%	71%	62%	70%	62%	62%

Note: (1) Soybean prices adjusted for U.S. inflation (CPI), allowing for a comparison of the trend in real terms.
Sources: Cogo Inteligência; Bureau Of Labor Statistics; Banco Central do Brasil. Base date: 09/30/2026.

Soybean Farmer's Margins |Pressured Cycle

Periods 25/26 and 26/27, with high costs and historically low margins

Soybeans: Gross Revenue, Production Costs and Net Margin (Nominal R$/HA) – Mato Grosso(MT)



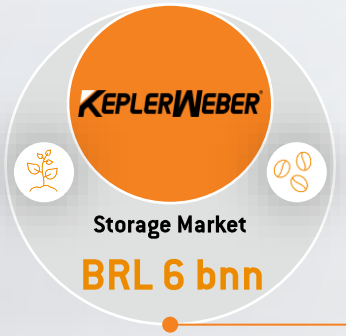
Note: 2026E: market estimates based on external sources. They do not constitute projections or guidance from Kepler Weber.
Sources: Conab; Cogo Inteligência (October/26 report).



KEPLERWEBER®

KW2030 STRATEGY

KW 2030 STRATEGIES



Strategy 1

Strengthen leadership



Market Intelligence and Coverage



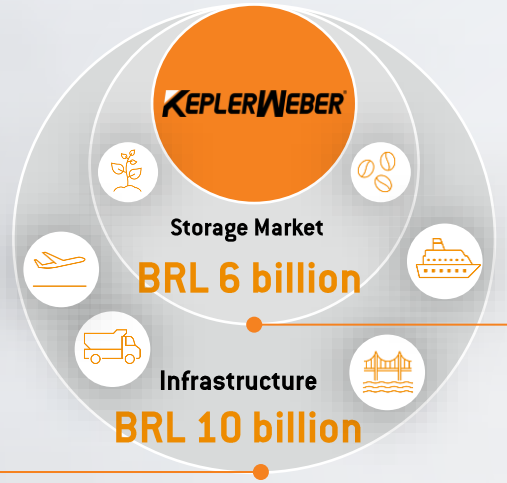
Research & Development



Excellence in Service

Source: Cogo Inteligência em Agronegócio; ABIMAQ (CSMIA - Sector Chamber for Agricultural Machinery and Implements); KW Internal Data.

KW 2030 STRATEGIES



Strategy 1

Strengthen leadership

Strategy 2

Expand addressable market



New markets



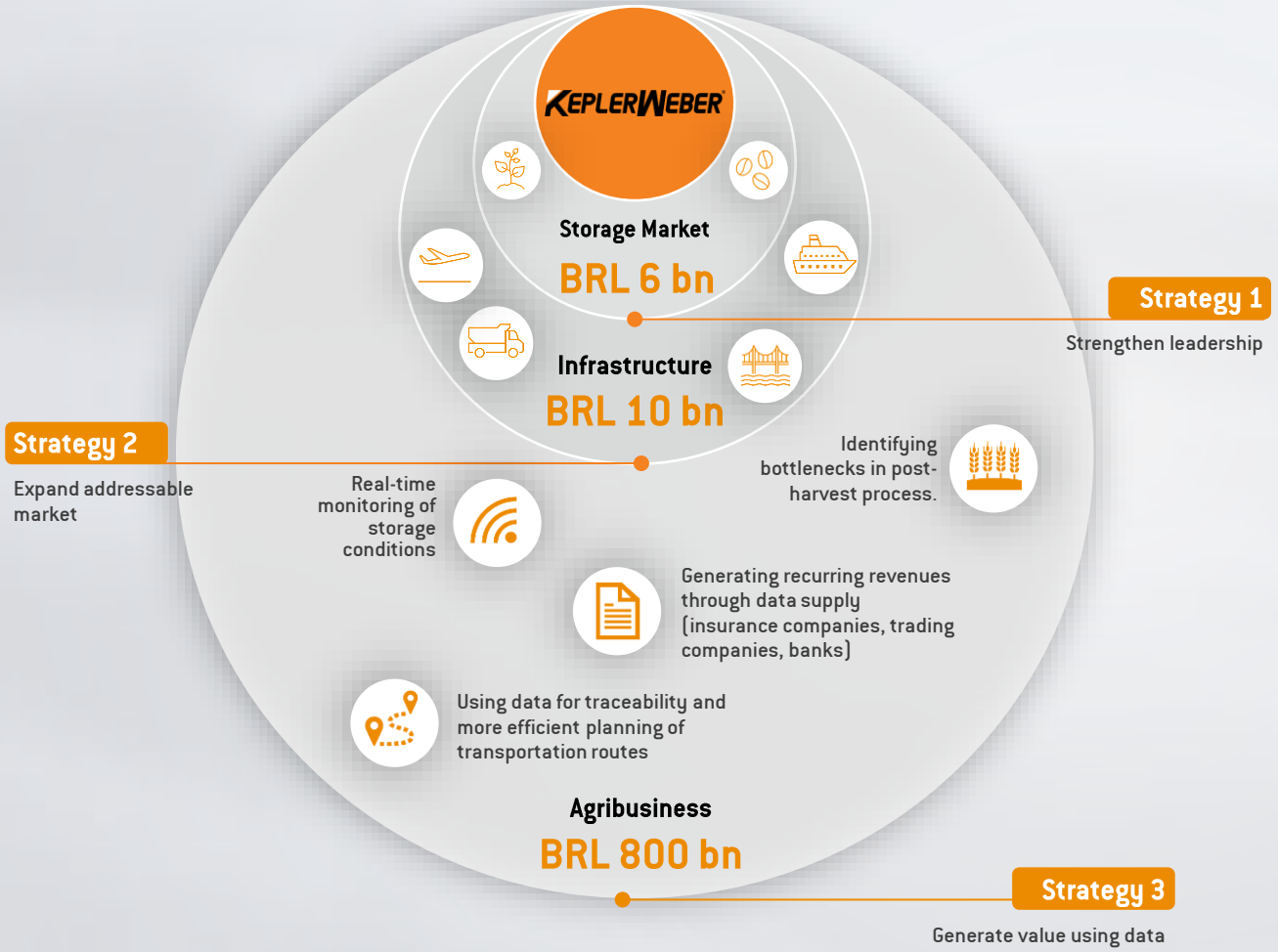
New business models



Modernization of units

Source: Cogo Inteligência em Agronegócio; ABIMAQ (CSMIA - Sector Chamber for Agricultural Machinery and Implements); KW Internal Data.

KW 2030 STRATEGIES





Source: Cogo Inteligência em Agronegócio; ABIMAQ (CSMIA - Sector Chamber for Agricultural Machinery and Implements); KW Internal Data.

THESIS, STRATEGY AND MANAGEMENT

Diversification and efficient management support consistent results even in challenging scenarios.

Investment Thesis

Storage Deficit

The storage shortage is a significant industry factor for the post-harvest market and may influence demand for the Company's solutions, subject to market conditions, credit, execution, and customer contracts.

Highlights:

- Despite adverse conditions for growers, Brazilian grain production continues to expand (362 million metric tons in 2025/26 and 367 million metric tons in 2026/27), reinforcing the sector's structural demand.
- The financial backlog increased 2.2% compared with 2Q26.[1]

Agribusiness Industrialization

Agribusiness industrialization increases demand for integrated solutions and the modernization of existing facilities, **strengthening Kepler's position as a partner in modernizing agriculture**.

Highlight:

- Agribusiness segment grew 38.0% and accounted for 43.6% of revenue in 3Q26, driven by grain-processing and biofuel projects.

Strategy

Business Diversification

Expansion and diversification of Kepler's business portfolio reinforce a strategy designed to **increase resilience** in more challenging agribusiness cycles.

Highlights:

- From 2021 to 2026[2], diversification revenue[3] grew 72.5% (11.5% CAGR), increasing its share of net revenue from 26% to 40% and reinforcing its role as a key driver of resilience.

Connecting and Creating Value Across the Post-Harvest Chain

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

Highlight:

- In 3Q26, Procer exceeded 2,860 connected units (+12% vs. 3Q25) and reached 2,209 customers (+9% vs. 3Q25).

Efficient Management

Cost and Expense Control

Efficient management **of costs and expenses** remains a key pillar in preserving margins.

Highlights:

- SG&A declined 17.2% in 3Q26 and 7.5% in 9M26, reflecting disciplined expense management and ongoing operating efficiency gains.

Cash Generation

Highlight: Thanks to the financial resilience supported by its diversification strategy, the Company reported net cash of R$27.4 million.

Customer Relationships

Close customer relationships and high satisfaction levels reflect an ongoing, collaborative approach.

Highlights:

- We held the 4th edition of our Open House event in 3Q26, bringing together 131 customers and strengthening our customer engagement.

Notes: (1) The backlog is subject to contractual terms and does not constitute a projection of future revenue or results. (2) The 2026 figures cover the last 12 months (Oct/25–Sep/26); (3) Diversification Revenue includes revenue from International Business, Ports and Terminals, and Replacement & Services.
Sources: Cogo Inteligência; Company Data.



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FINANCIAL KPIs

KEPLER WEBER BUSINESS CYCLE

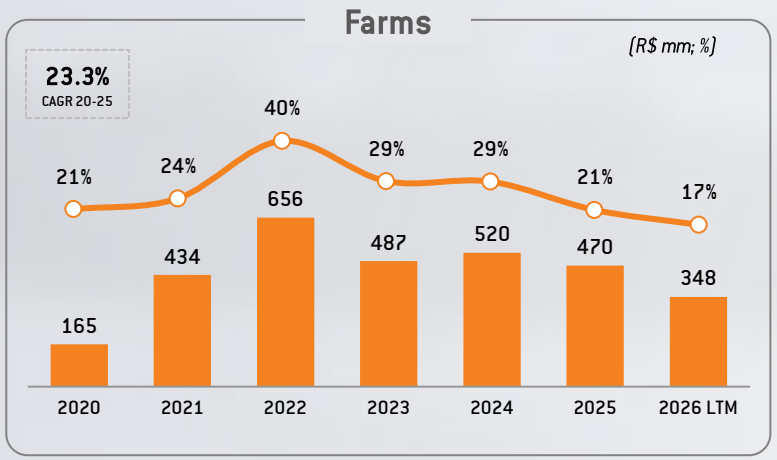
Macroeconomic factors, including harvest size, commodities prices and interest rates shape the cyclical nature of agribusiness.

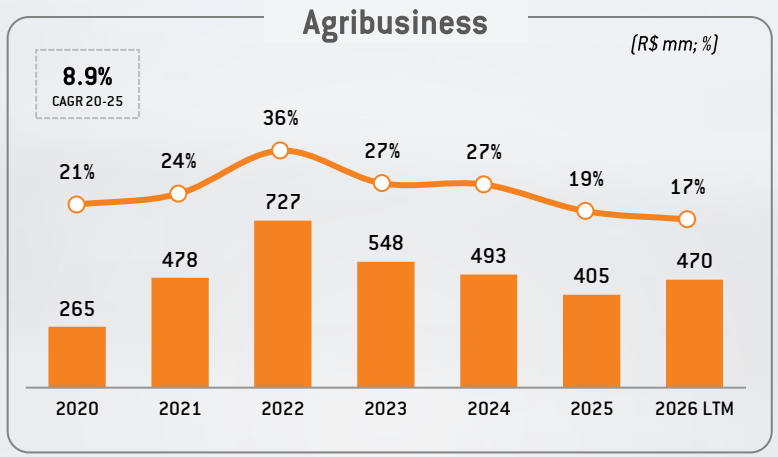
Harvest	Negotiation Period	Net Revenues[1]
2024 – 298 MM T • Soybean: USD 11.51 • Corn: USD 3.97 • Interest 3Q24 (BRL): 12.25%	Apr/24 – Oct/24	**3Q24, 4Q24, 1Q25 and 2Q25**
2025 – 352 MM T • Soybean: USD 11.25 • Corn: USD 4.24 • Interest 4Q25 (BRL): 15.00%	Apr/25 – Oct/25	**3Q25, 4Q25, 1Q26 and 2Q26**
2026E – 361 MM T • Soybean[2]: USD 13.19 • Corn[2]: USD 5.28 • Interest Rates (BRL)[2]: 13.75%	Apr/26 – Oct/26	**3Q26, 4Q26, 1Q27 and 2Q27**

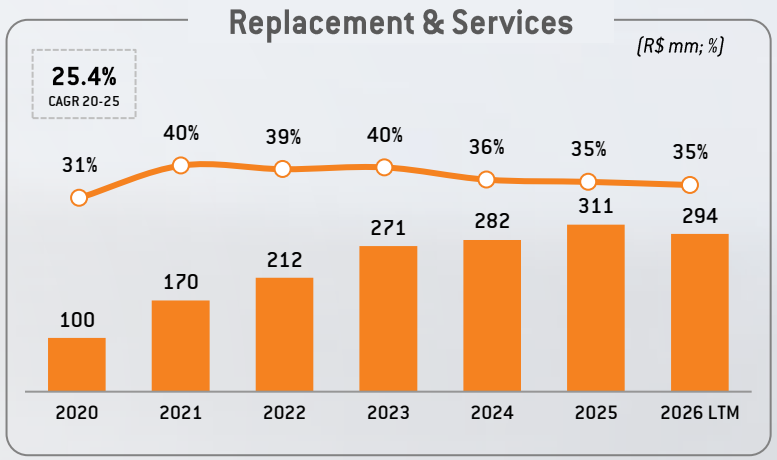
Note: (1) There is a gap of three to nine months between negotiations with customers and the recognition of Net Revenues, which takes place upon product delivery.
Source: (2) Central Bank of Brazil (Interest), Reference date: 09/30/2026; Cogo Inteligência (Soybean and Corn CBOT USD/bushel), Reference date: 09/30/2026.

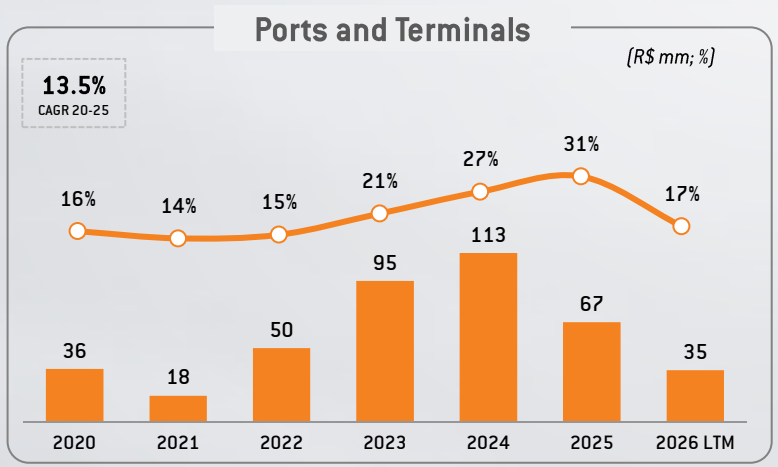
KEPLER'S SUSTAINED GROWTH AND STRONG MARGINS IN VARIOUS MARKETS

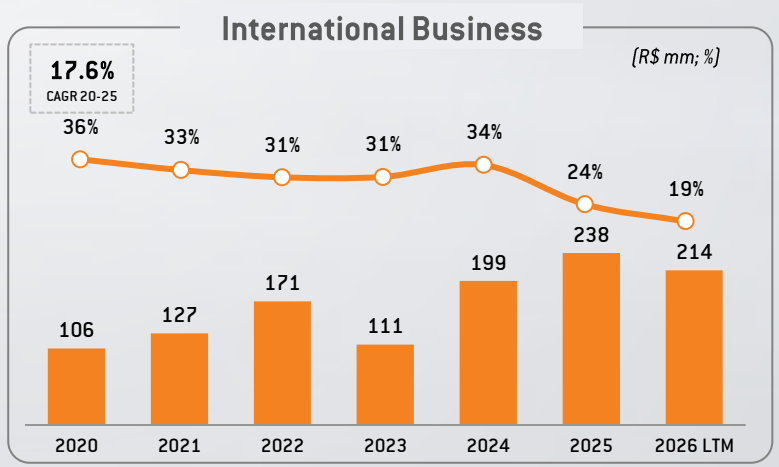
Keplers activities in diversified segments enable growth across different cycles, ensuring consistent profitability and a balanced contribution of revenues across business units.

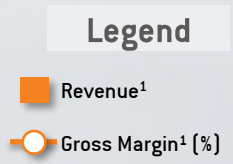










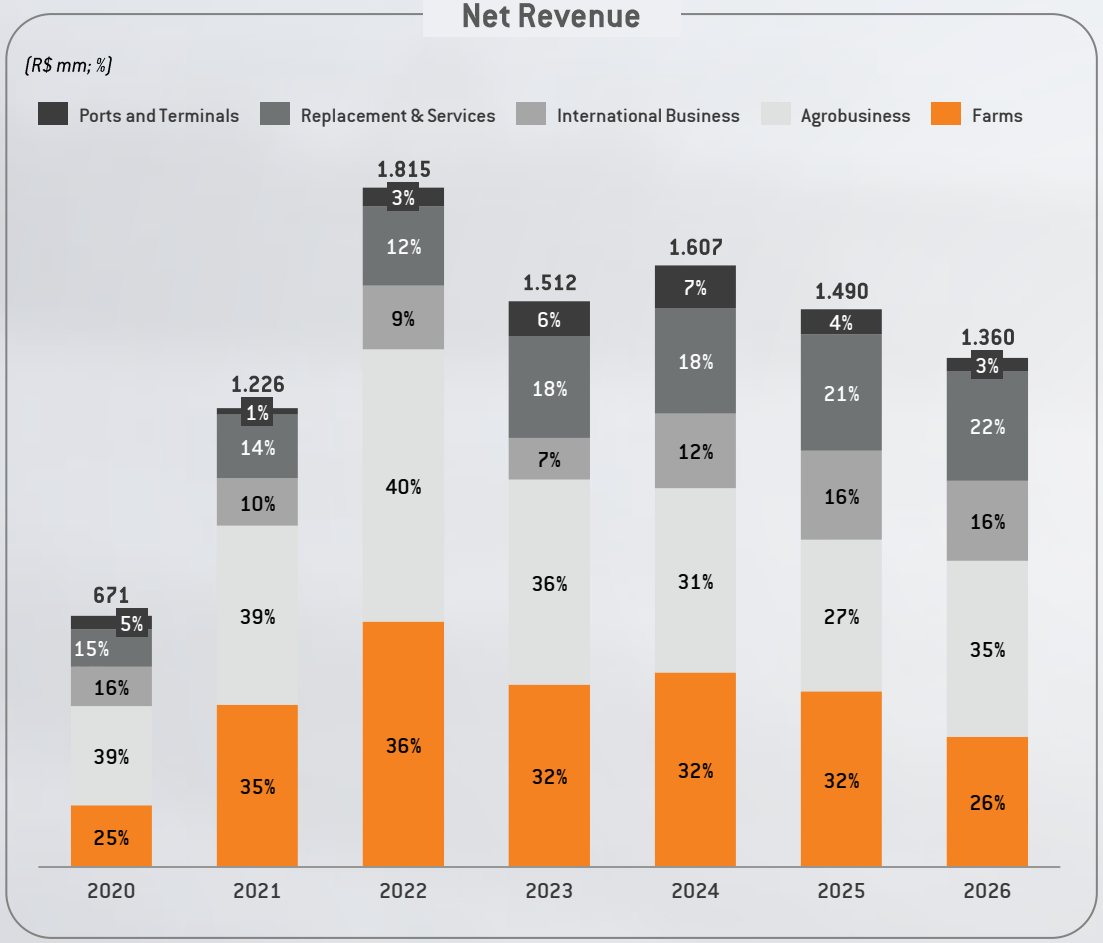


Notes: (1) Related to each business unit, LTM 2026.
Source: Company information

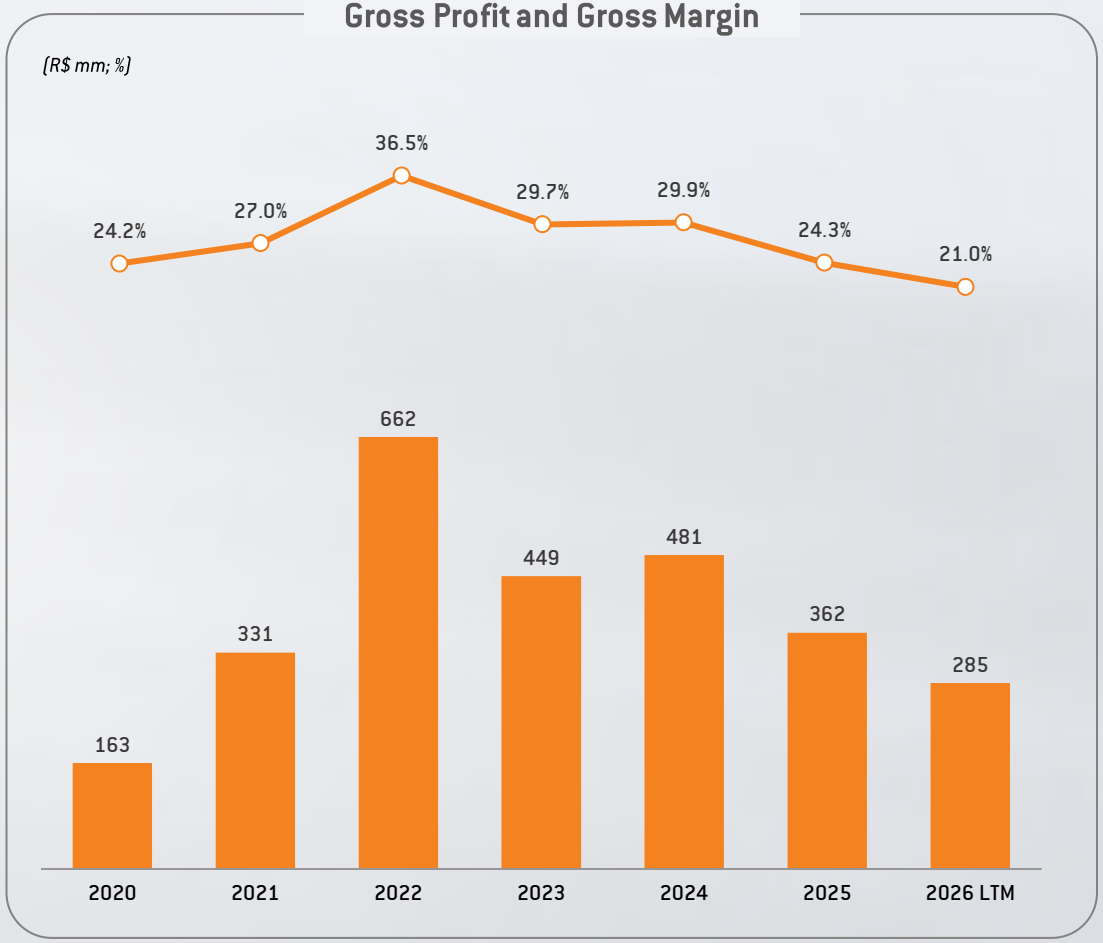
KEPLER'S CONSISTENT MARGINS AND EXPANDING FLOWS OF REVENUES

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

Net Revenue



Gross Profit and Gross Margin

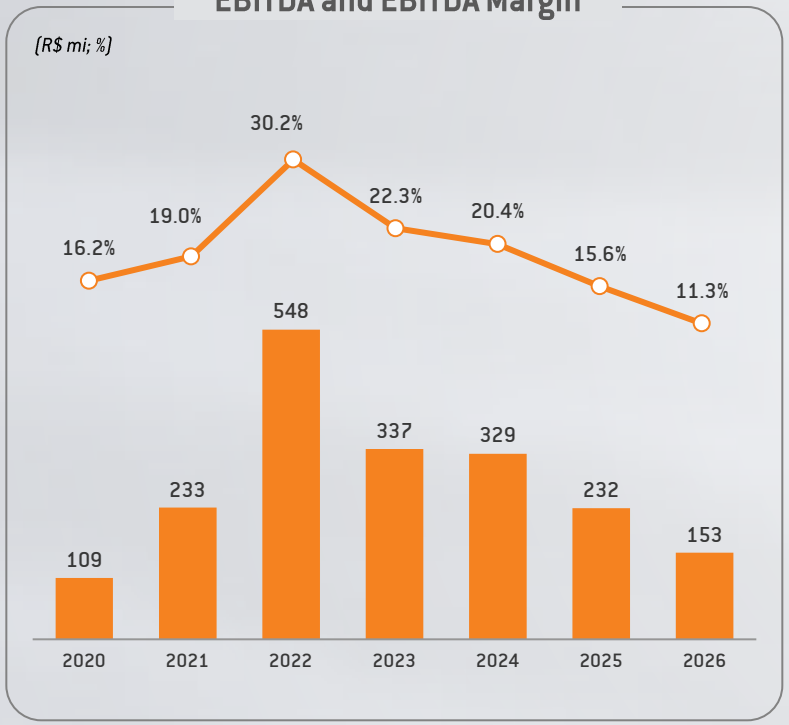


Source: Company information; Reference date: 09/30/2026

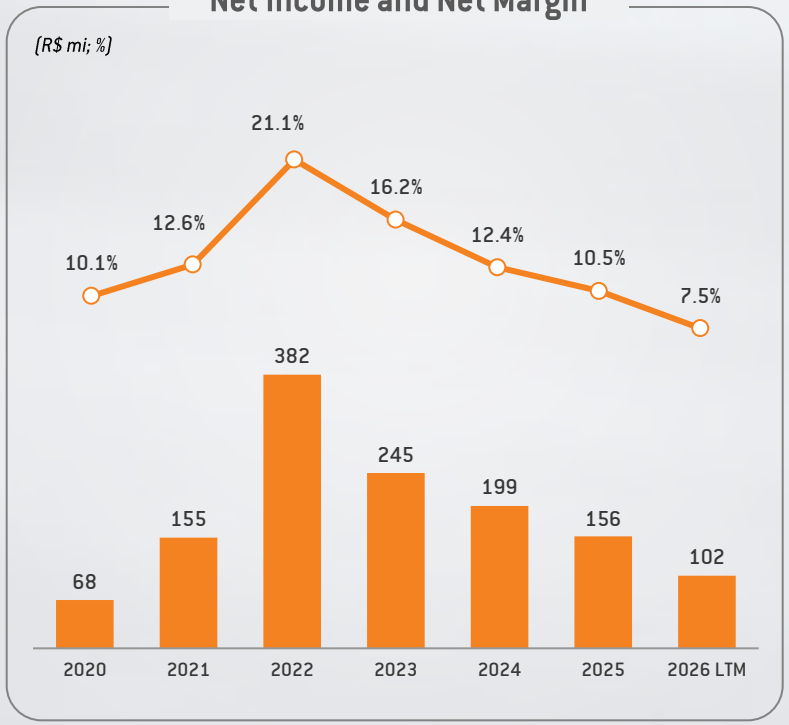
CONSISTENT MARGINS, RESILIENT REVENUE AND HIGH ROIC AT KEPLER

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

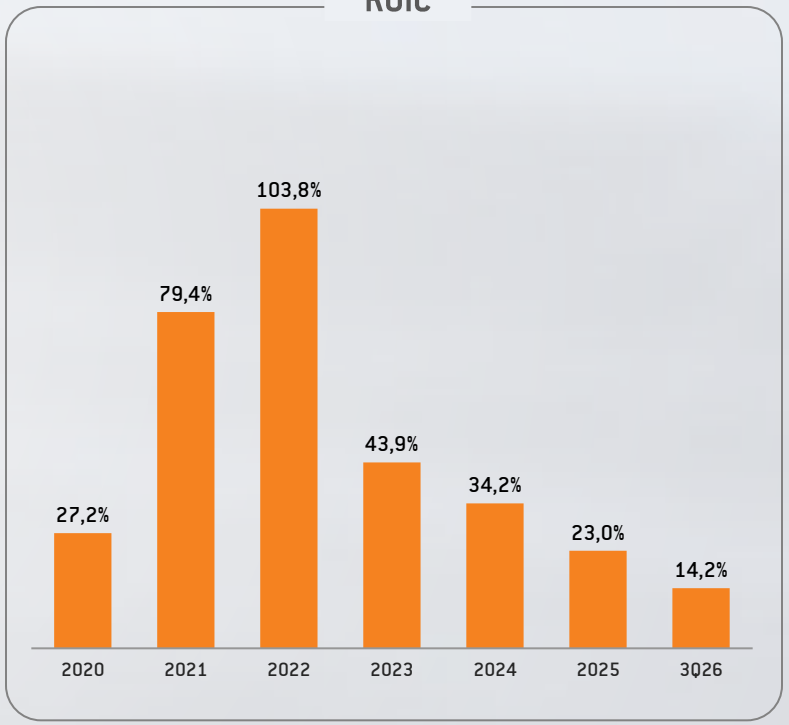
EBITDA and EBITDA Margin



Net Income and Net Margin



ROIC

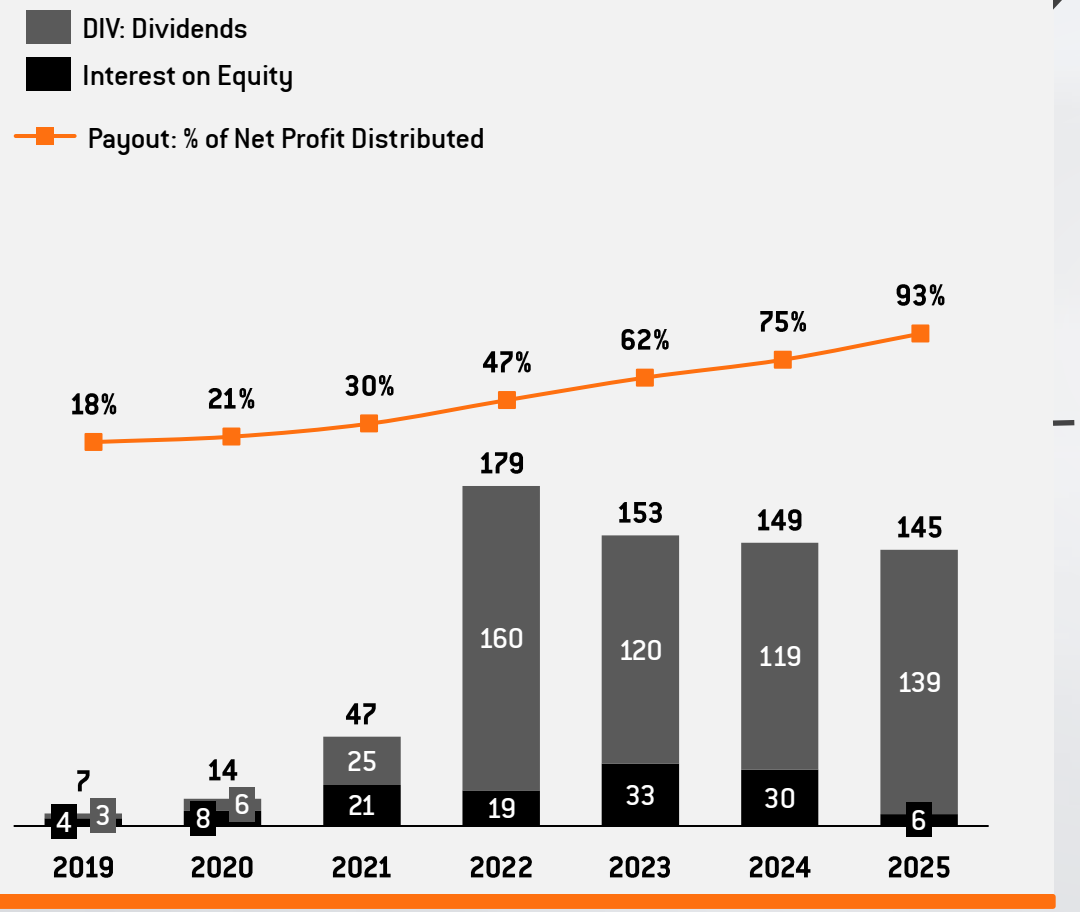


Source: Company information; Reference date: 09/30/2026

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.

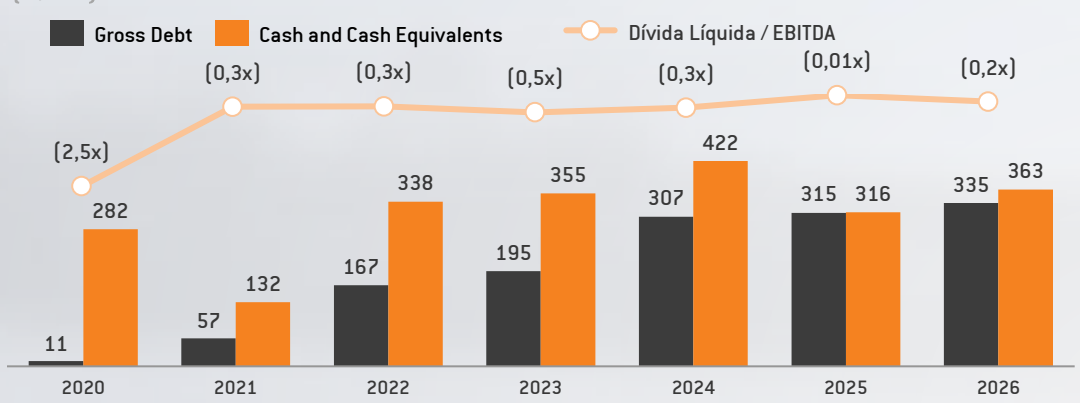
Focus on executing the KW2030 plan, driving efficiency through a LEAN culture, market expansion and the strategic use of data.

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

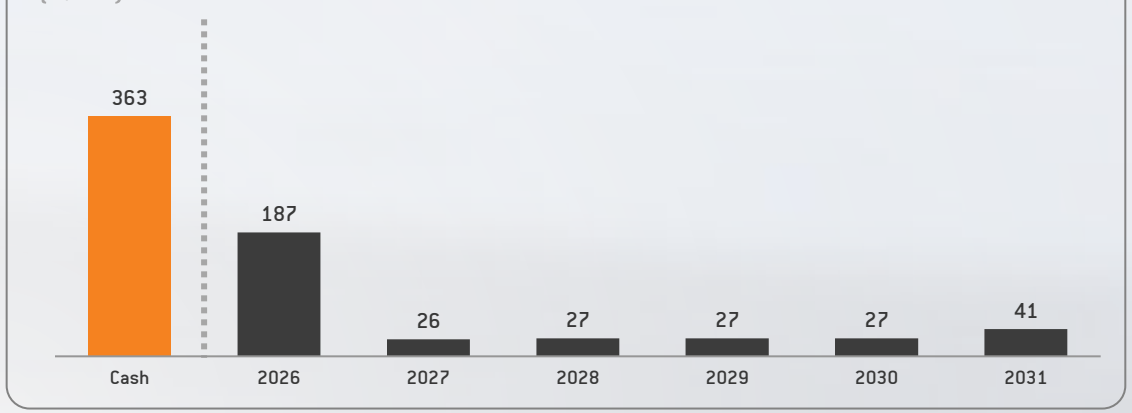
Source: Company information; Cogo Inteligência em Agronegócio

SOLID BALANCE SHEET AND ROBUST NET CASH POSITION

Indebtedness



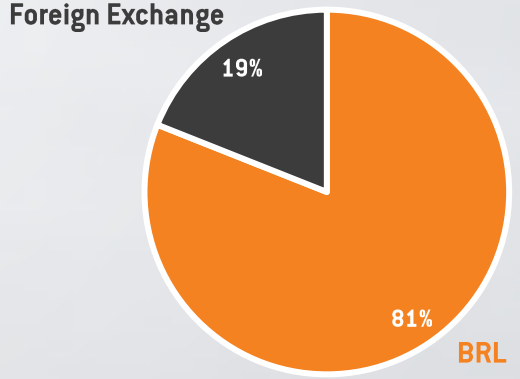
Debt Schedule



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

Current debt duration is **1.9 years**

Breakdown of Debt by Currency



Source: Company information; Reference date: 09/30/2026



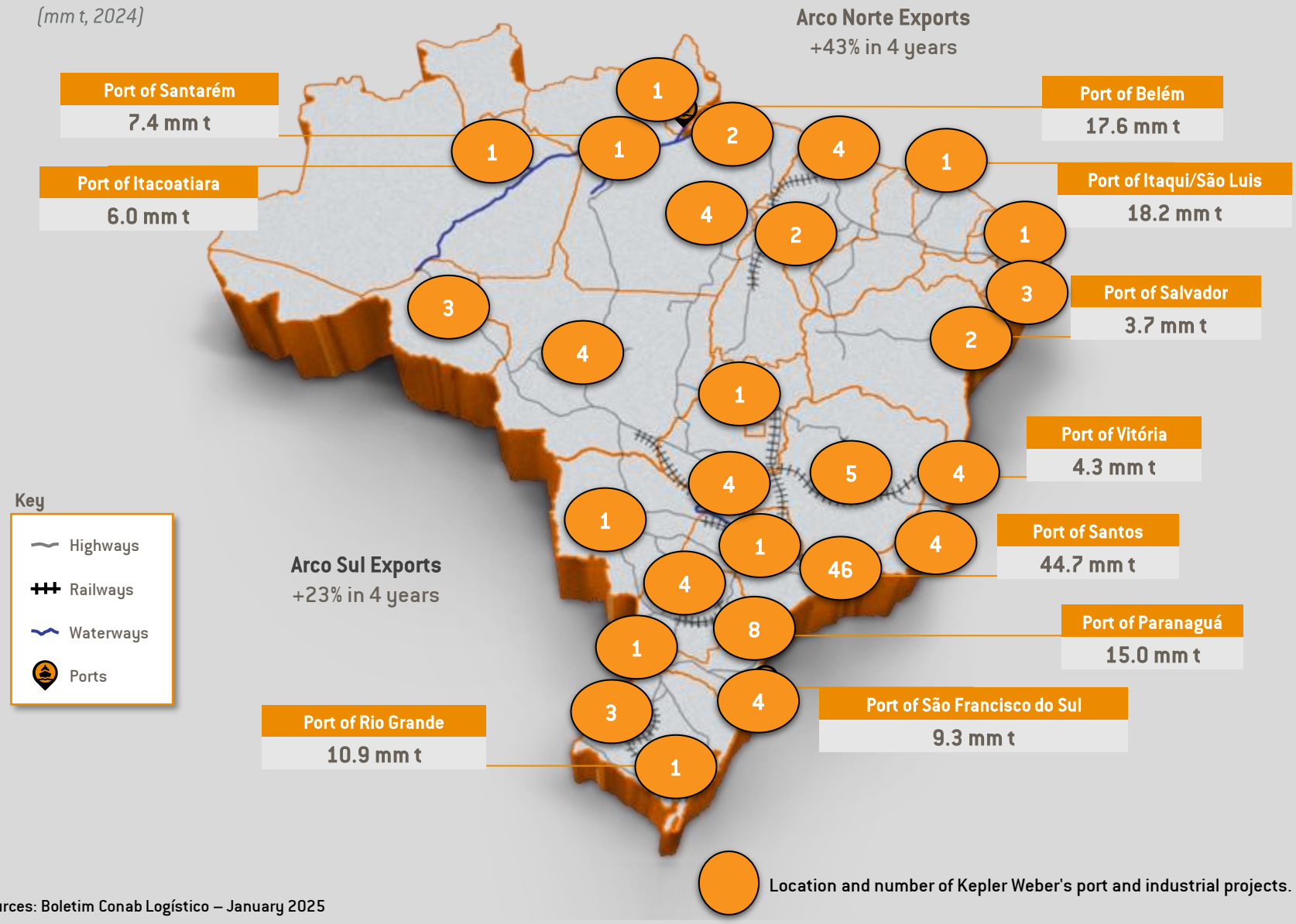
KEPLERWEBER®

APPENDIX

BROAD LOGISTICS NETWORK CONNECTING AGRIBUSINESS TO MAJOR PORTS

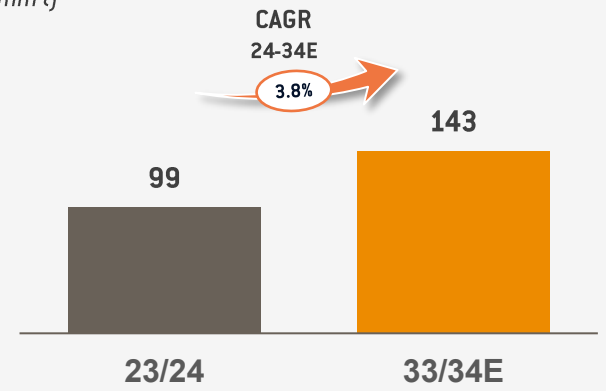
Exports of Soybean and Corn

(mm t, 2024)



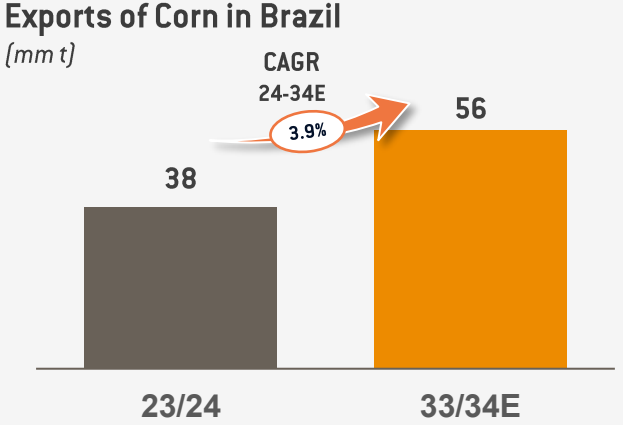
Exports of Soybeans in Brazil

(mm t)



Exports of Corn in Brazil

(mm t)



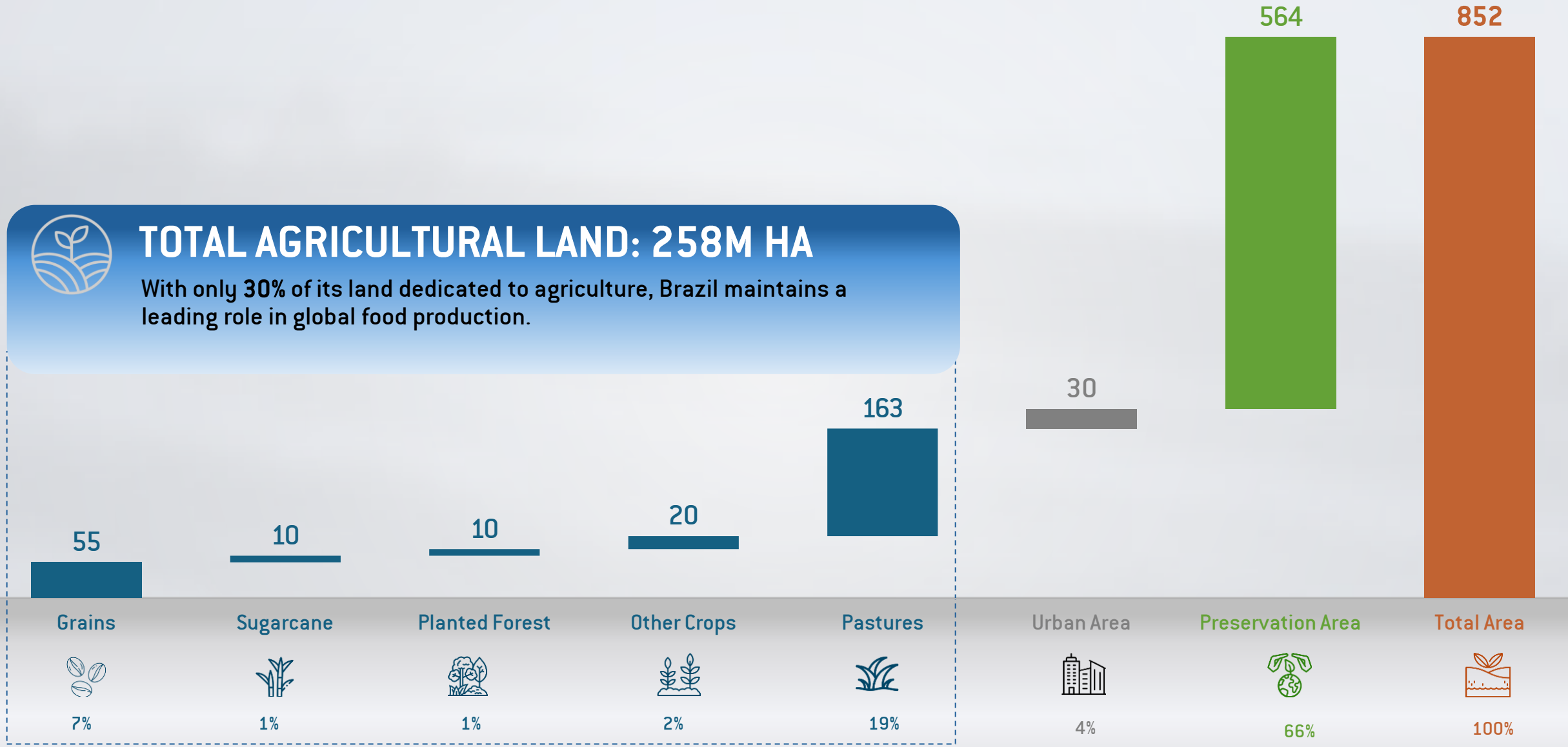
Sources: Boletim Conab Logístico – January 2025

LAND USE IN BRAZIL (MILLION HA) – 2025

Brazil is not only the worlds 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.

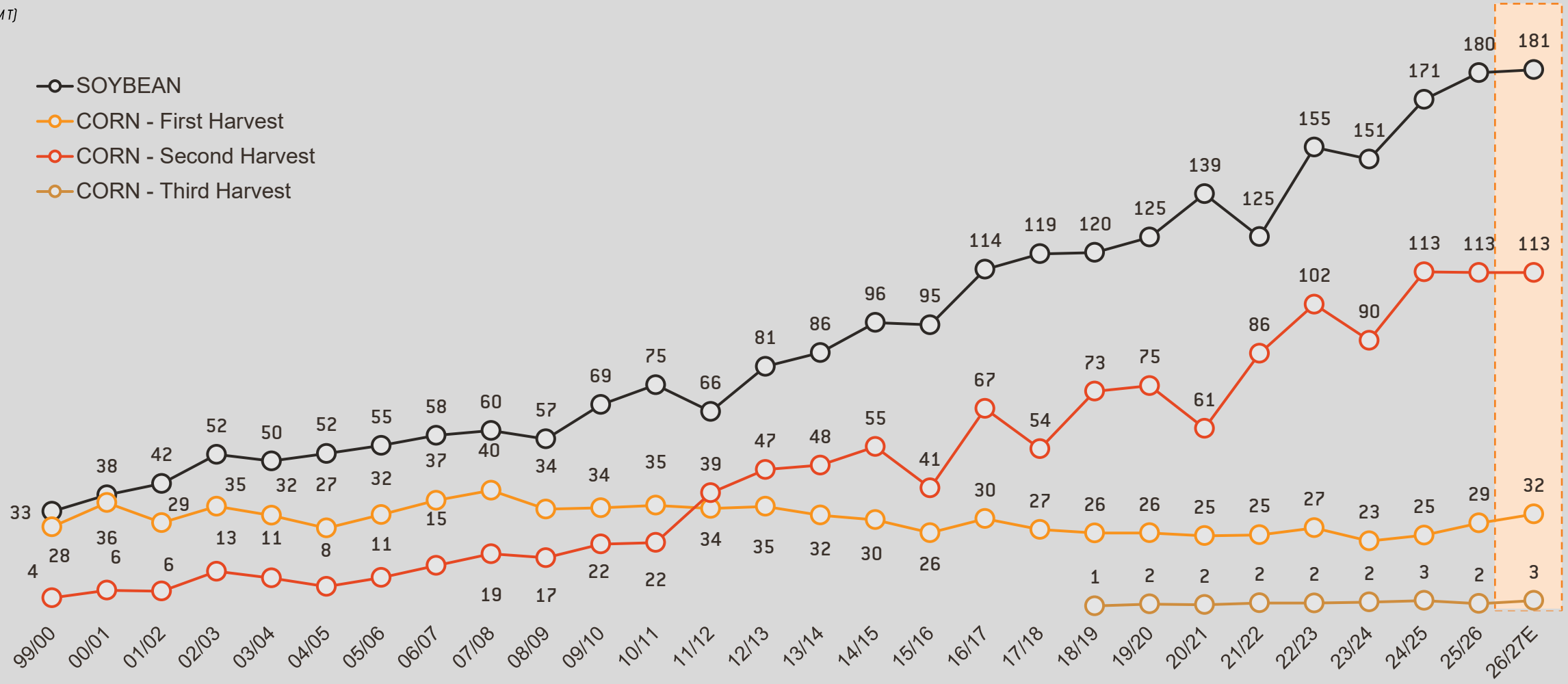


Sources: EMBRAPA, IBGE, INPE, CAR

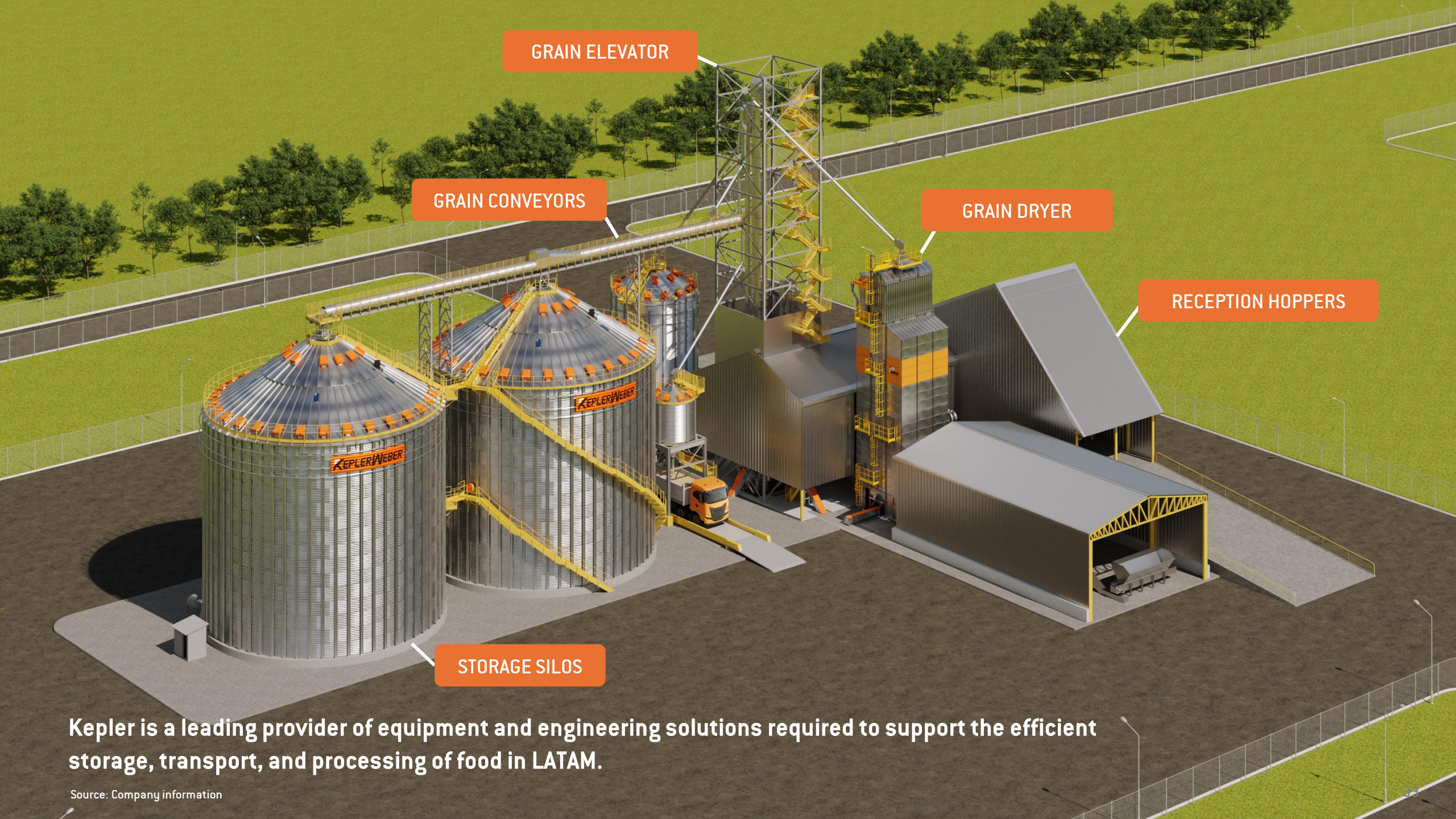
SUSTAINED GROWTH IN DATA FOR SOYBEANS AND CORN HARVESTS

Soybeans and Corn Harvests

(MMT)



Source: Cogo Inteligência em Agronegócio



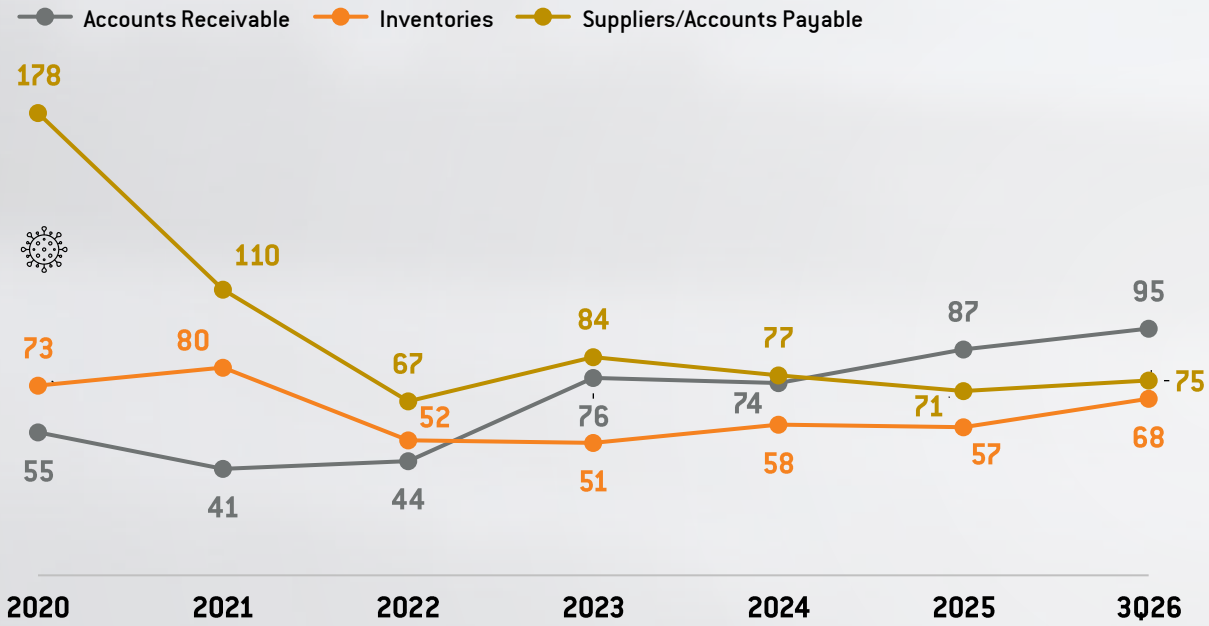
Kepler is a leading provider of equipment and engineering solutions required to support the efficient storage, transport, and processing of food in LATAM.

Source: Company information

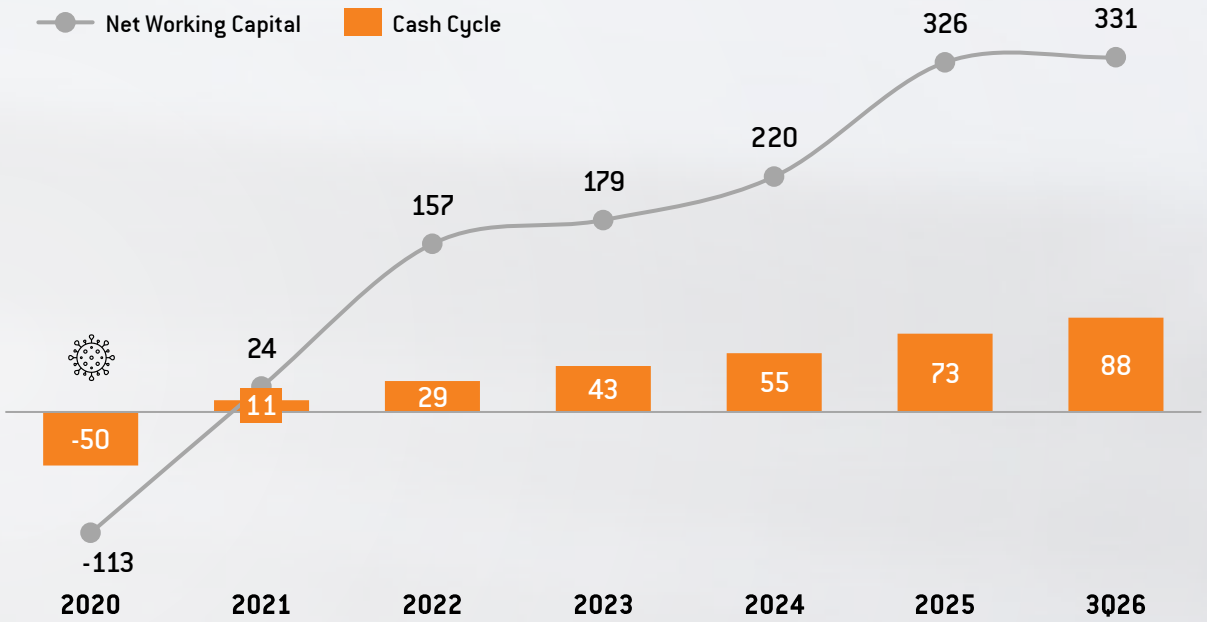
GROWTH WITH LOW WORKING CAPITAL CONSUMPTION

Focus on working capital optimization

Accounts Receivable, Inventories and Suppliers Turnover *(# of days)*



Net Working Capital and Cash Cycle *(BRL mm, # of days)*



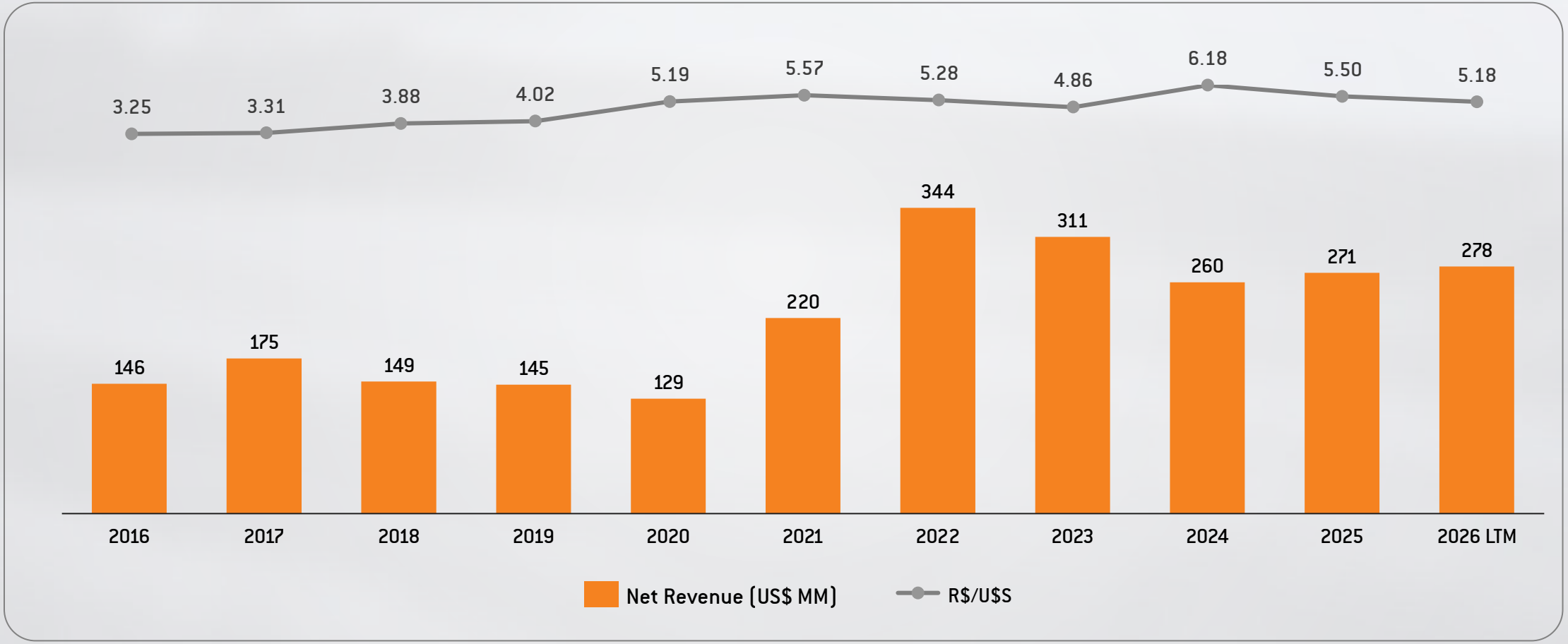
GREATER INTERNAL FOCUS ON MANAGEMENT DSO, DIO, DPO AT OPERATIONAL LEVELS

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

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

NO INFLUENCE OF US DOLLAR FLUCTUATION ON OPERATION

US DOLLAR AND NET REVENUES KEPLER (USD)



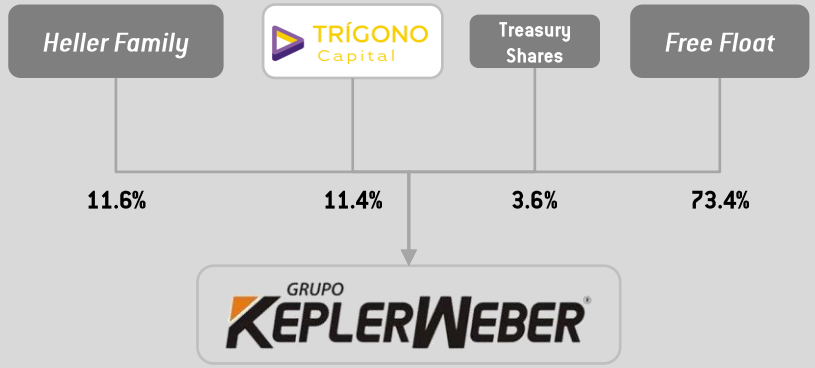
Note: Considers the average USD/BRL for the period
Source: Central Bank of Brazil and Company information.

BOARD AND SHAREHOLDING STRUCTURES

Board of Directors



Shareholding Structure[1]



Support Structure



- Fiscal Council
- Strategy, Investment and Finance Committee
- Audit Committee
- People, Compliance and Sustainability Committee

Remarks: (1) Shareholding structure as of 09/30/2026
Source: CVM, Company information


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PROCER

PROCER

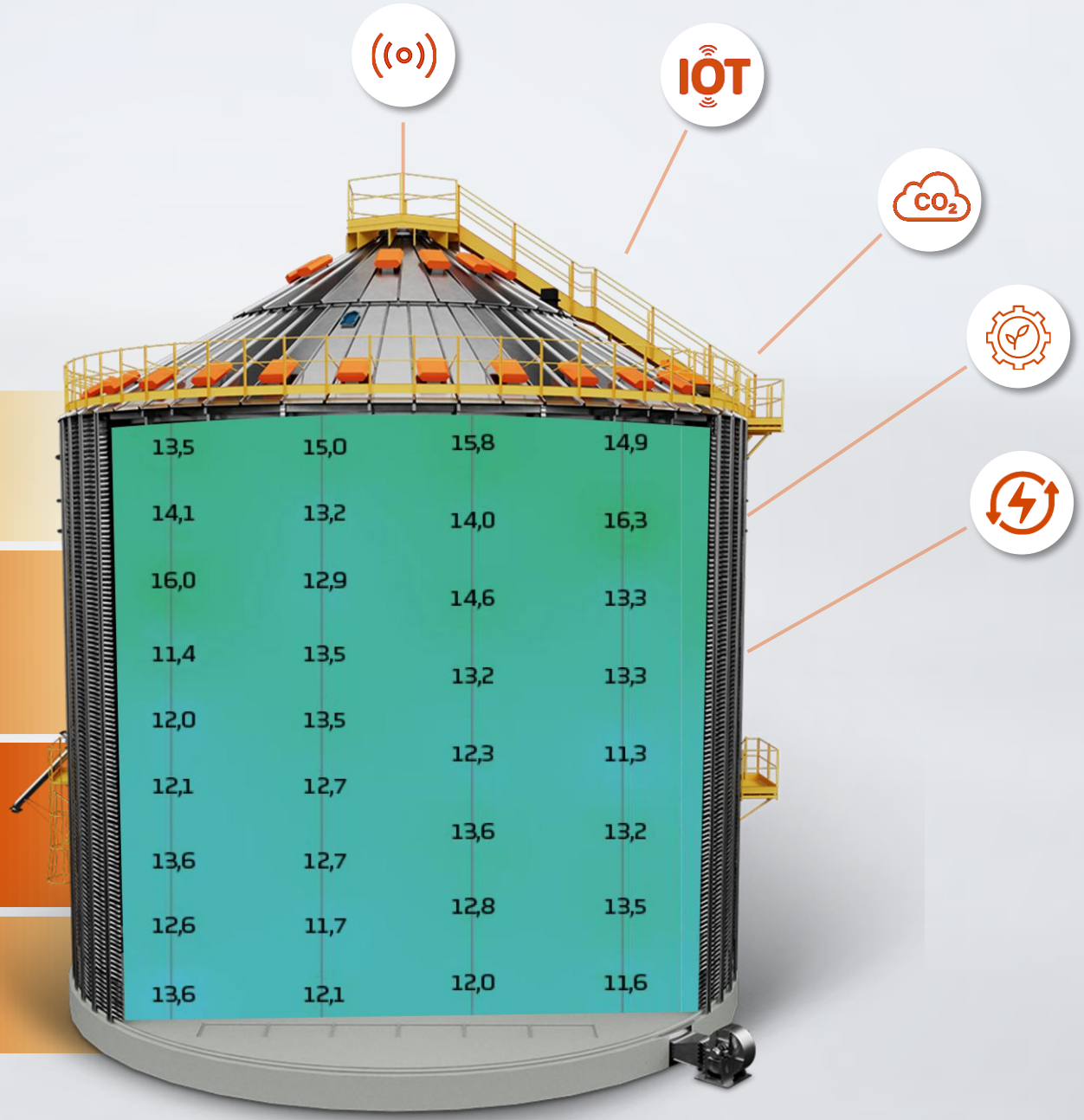
AGROINTELIGÊNCIA DE PÓS-COLHEITA

Founded in 2011

Technology 4.0
Applied to storage units

Commitment to grain quality
Preserve crop profit

Connect post-harvest



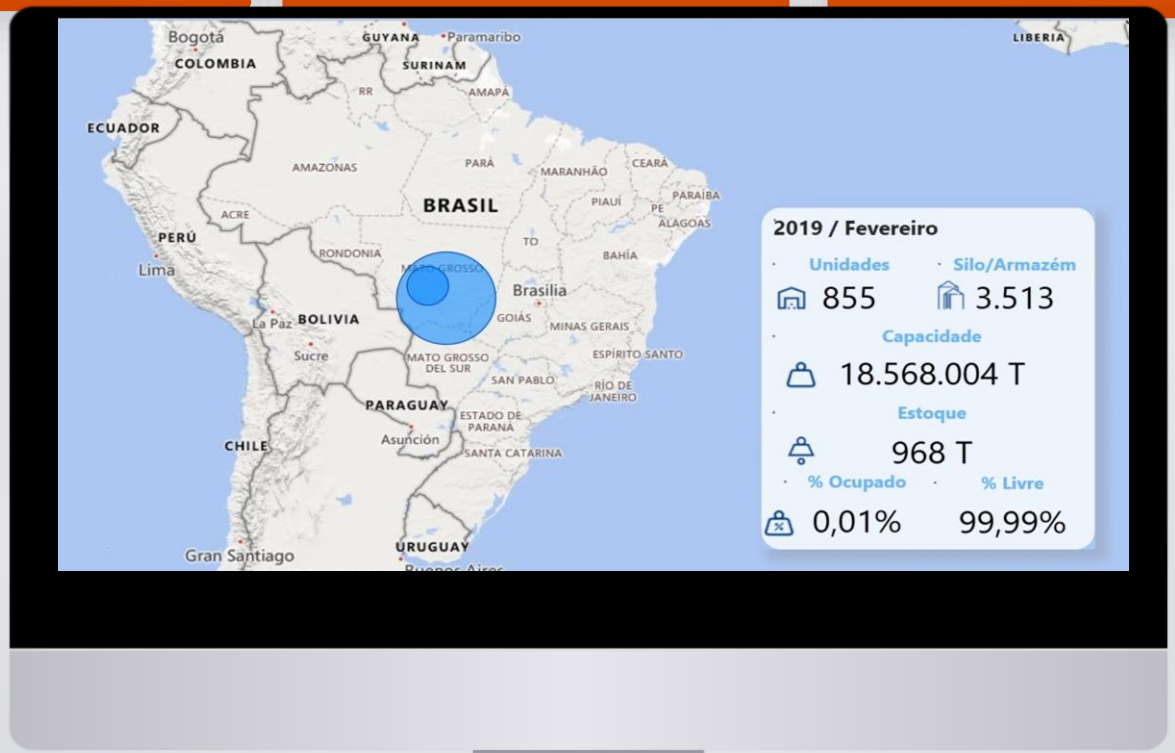
OUR NUMBERS

+ 2.2 thousand
Active Clients

+ 2.9 thousand
Storage Units connected in Sep/2026

63 million tons
Monitored in Sep/2026

BRL 161 billion
Amount of connected grains



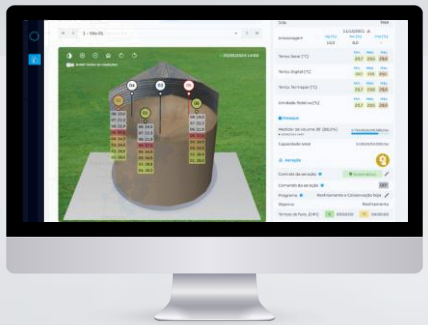
Base Date: September, 2026

PROCER KEEPS ON
Innovating



MANAGEMENT OF UNITS

- Operational
- Quality
- Financial



Ceres
ORION 2.0



CERES ORION
App

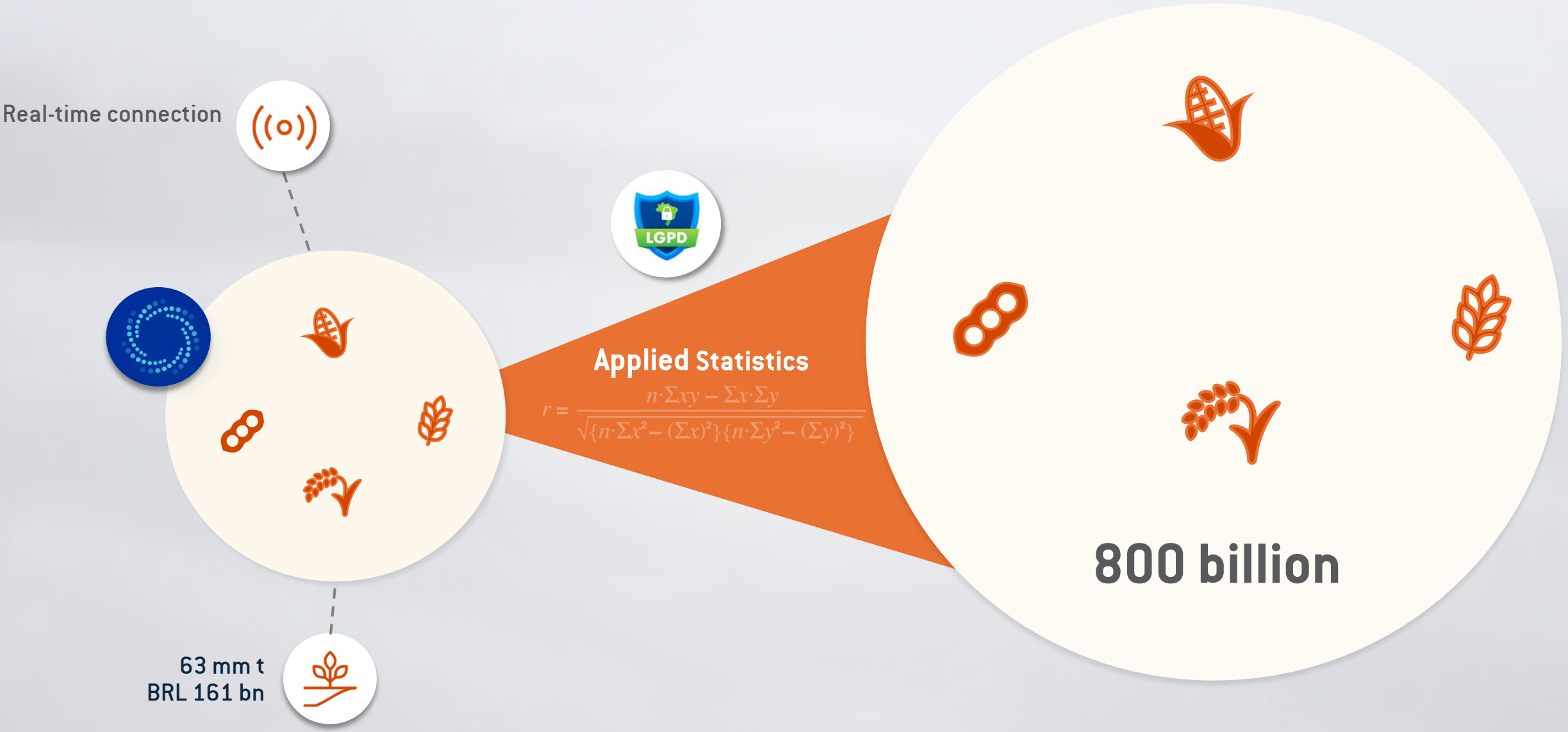


3D Volume
Meter

NEW VERTICAL
DATA INTELLIGENCE



NEW MONETIZATION AVENUES:
Data intelligence



MONETIZATION AVENUES

Quality of Grains

Application of AI
Management and Classification
Sensing Evolution

Management Units

Data Intelligence (BI)
Unified management of units
Safety and labor



Logistics

Operation efficiency
Share visibility
Route optimization

Banks

Business channel
Currency hedging
Credit risk management

Market Intelligence / Trading Companies

Statistical Data
Inventory, movement
Historical analysis

Insurance Companies

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

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 approve projects; (ii) market conditions, most notably agribusiness; (iii) performance of Brazilian economy as well as the economy of international markets where the Company operates, including interest and exchange rates; (iv) competitive environment; and (v) 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.


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