



Investor Presentation



Driving efficiency and sustainability



WEG in numbers



67

manufacturing sites

18

countries

5

continents

Distributors in 120 + countries

Net revenue in 2025

R\$ **41 billion**

Market value (Mar/2026)

R\$ **214 billion**

[B]³
WEGE3

OTCPink
WEGZY

IBOVESPA B3
ISE B3

The **world's largest manufacturer** of low-voltage industrial motors

The world's largest industrial plant for low-voltage motors with **+ 1 million M²**

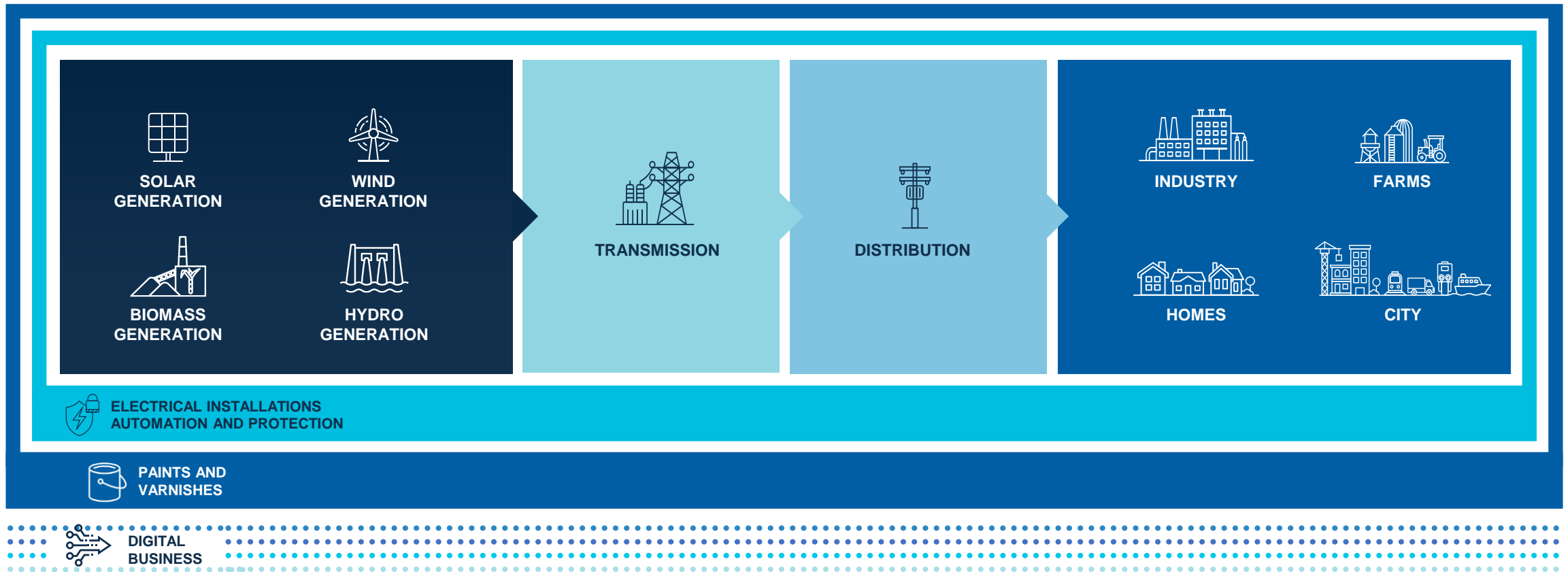
+ 49,300
employees worldwide

+ 5,500
engineers worldwide

51.1%
of 2025 revenue are from products launched in last 5 years

End-to-End Solutions

Electrical machines, automation and digitalization, infrastructure, electric mobility and energy systems



Why WEG?



Fast-growing global company specializing in energy efficiency and renewable energy generation

Compound annual growth rate of **17.6%** over the past **29** years, with organic growth and acquisitions.



Unique business model

Established on vertical integration, economies of scale, operational excellence, production flexibility, and technological innovation



Diversification

A diversified portfolio together with commercial and industrial presence allows for growth across different segments, geographies and market cycles



Long-term vision

A strategic plan focused on continuous and sustainable growth, with international and product line expansions.

Megatrends

Ready to support the energy transition



Energy Efficiency

Innovative solutions promoting reduced energy consumption and accelerating the industry's decarbonization journey.



Operational Efficiency

Global industry in search for automation, electrification, and digitalization solutions that can optimize processes, reduce costs and increase productivity.



Renewables Energies

Demands of a more efficient and sustainable world, seeking strategic partners in the energy transition, through systems for the generation, transmission, distribution, and storage of clean energy.



Electrical Mobility

Constant expansion of electric mobility ecosystems, with products and technological partnerships for companies seeking complete solutions for the electrification of transport and infrastructure systems.

Competitive advantages

Unique business model creates important competitive and defensive advantages



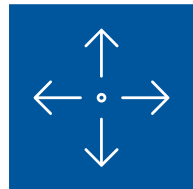
Vertical Integration

Production flexibility that reduces costs and optimizes processes



Diversification

A diverse mix of solutions that serves various markets and consolidates our global presence



Scale

Production scale allows for gains in competitiveness in the global market



Modular Expansion

Production system dedicated to maximizing capital return and minimizing demand risks



Mass Customization

We understand needs to meet objectives and thus develop customized solutions



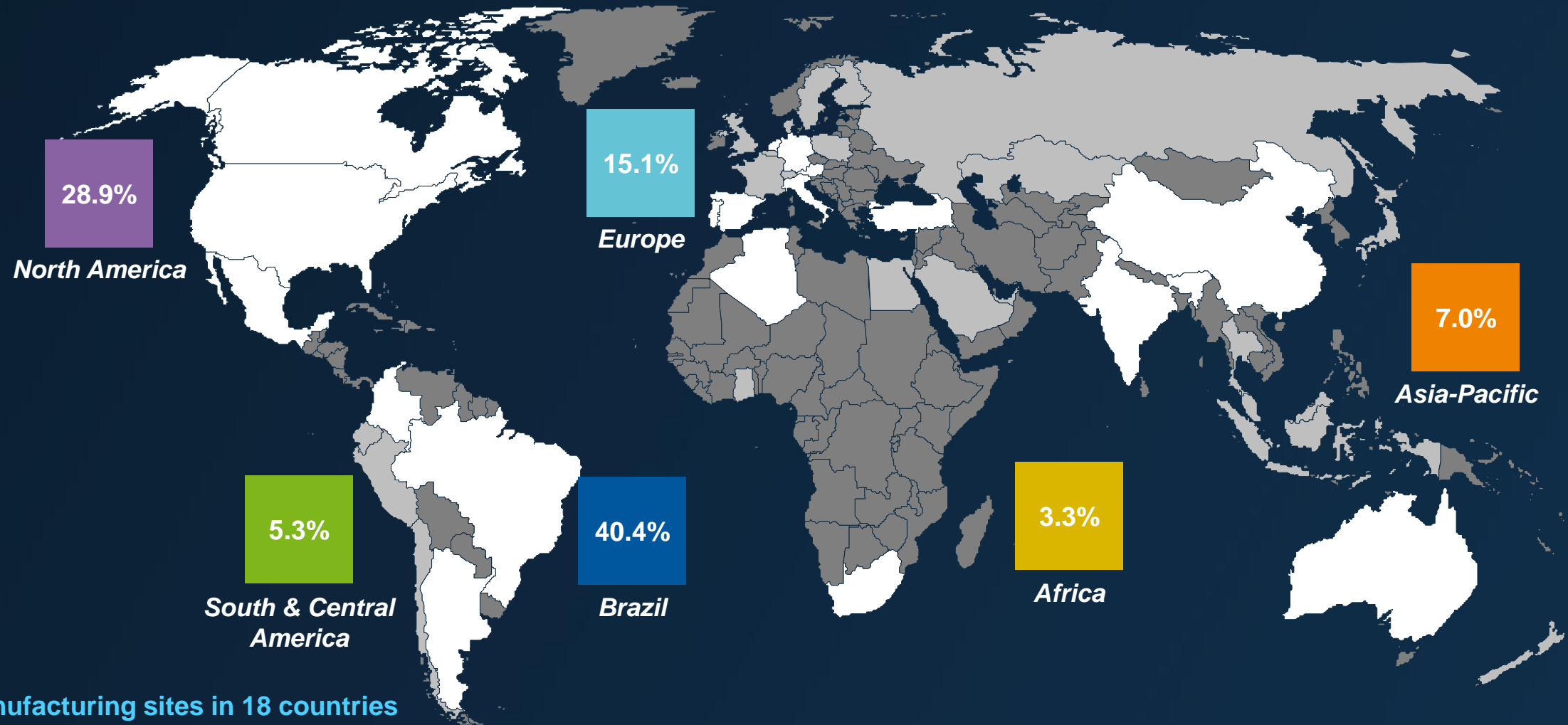
Financial Flexibility

Allows WEG to seek growth opportunities as they become available

Global Presence



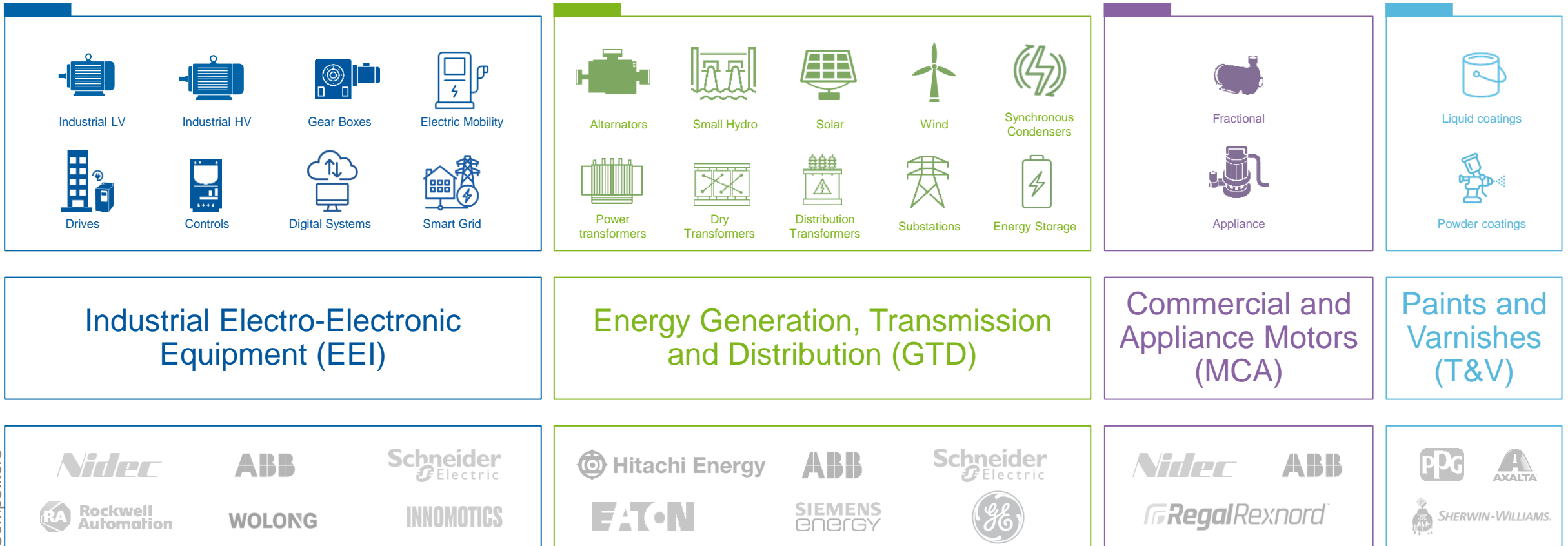
Net revenue distribution by geographical area



67 manufacturing sites in 18 countries
Commercial operations in 44 countries
Distributors in more than 120 countries

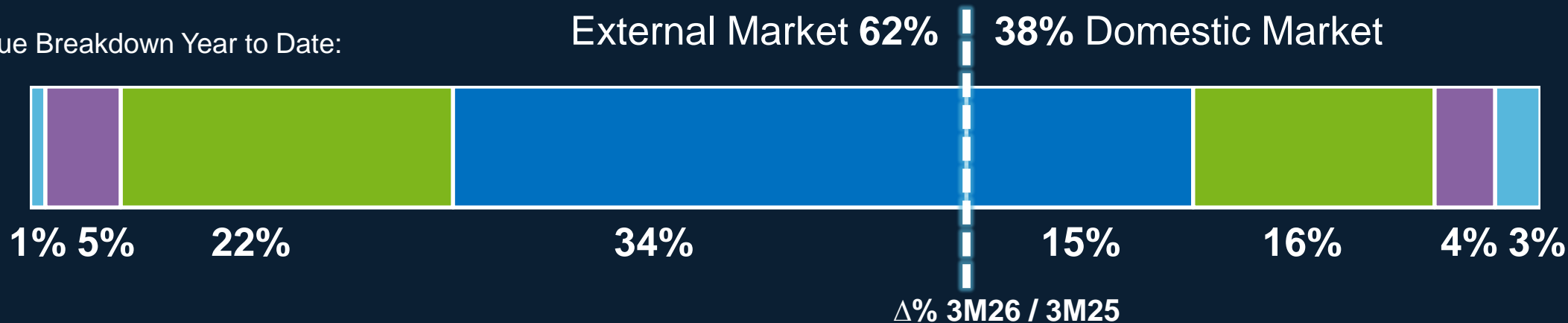
Strategic Positioning

Reference in solutions with a wide integrated offer of electrification, automation and digitalization



A diversified product line allows for strong growth in different market cycles

Revenue Breakdown Year to Date:

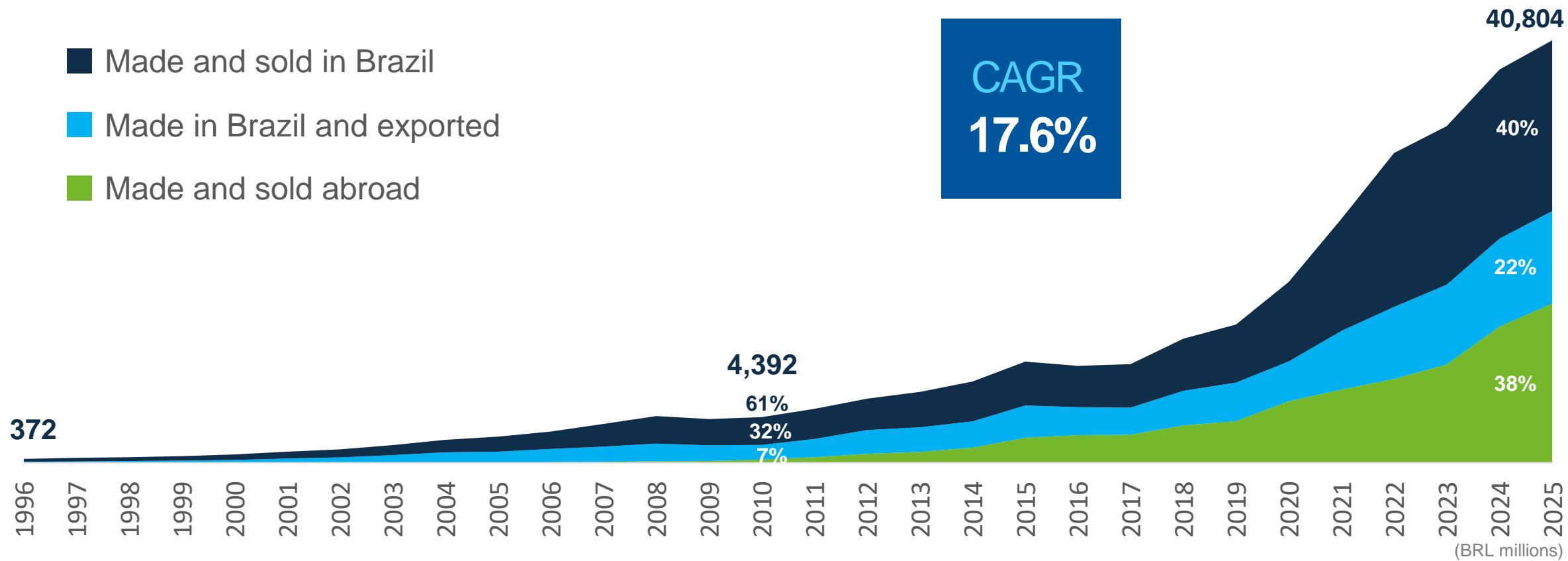


	Domestic Market	External Market	Total Net Revenue
Industrial Electro-Electronic Equipment (EEI)	+2%	+6%	+5%
Energy Generation, Transmission and Distribution (GTD)	-36%	+3%	-18%
Commercial and Appliance Motors (MCA)	+7%	+2%	-4%
Paints and Varnishes (T&V)	+2%	+14%	+4%

Consistent growth trajectory



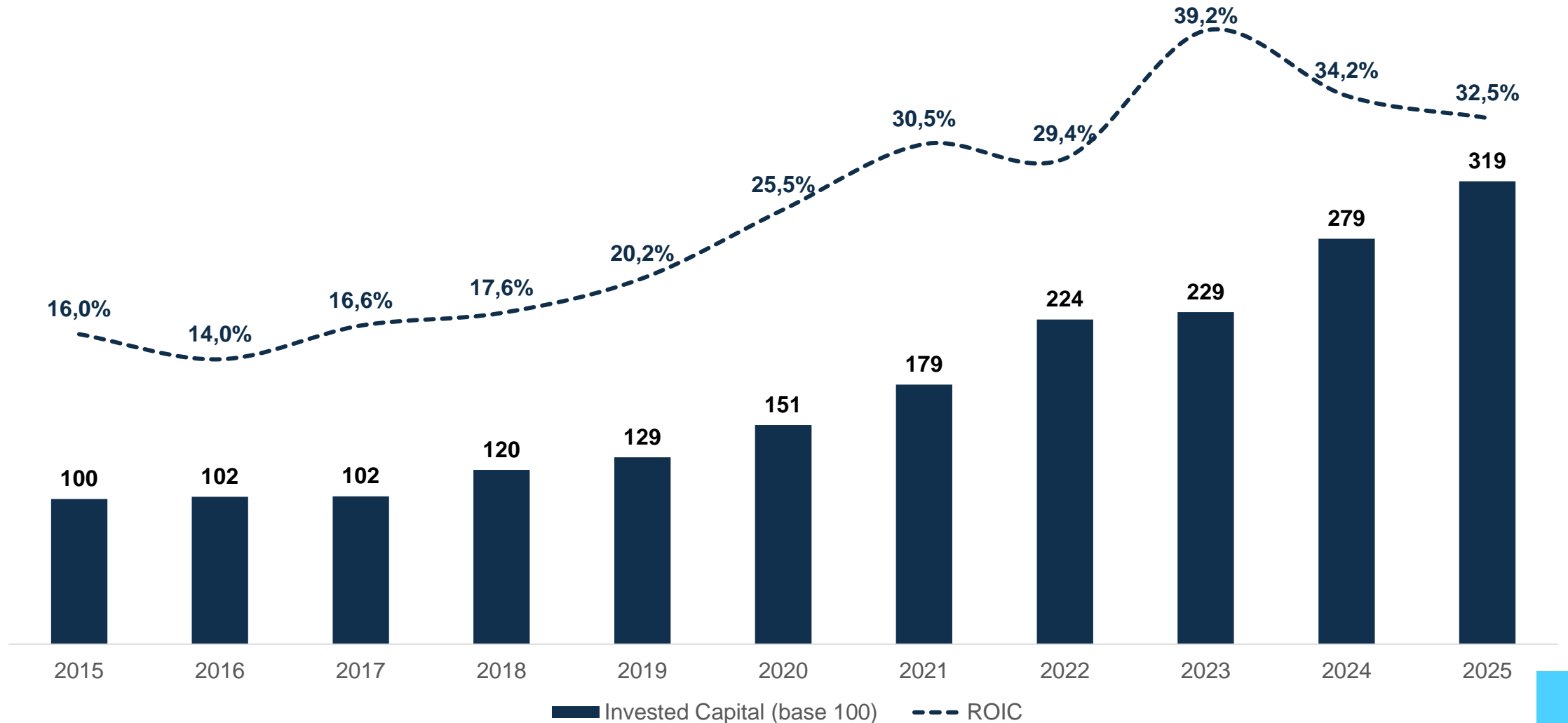
Business model allows finding and exploring growth opportunities even under unfavorable macroeconomic conditions



Solid Returns and Disciplined Capital Allocation



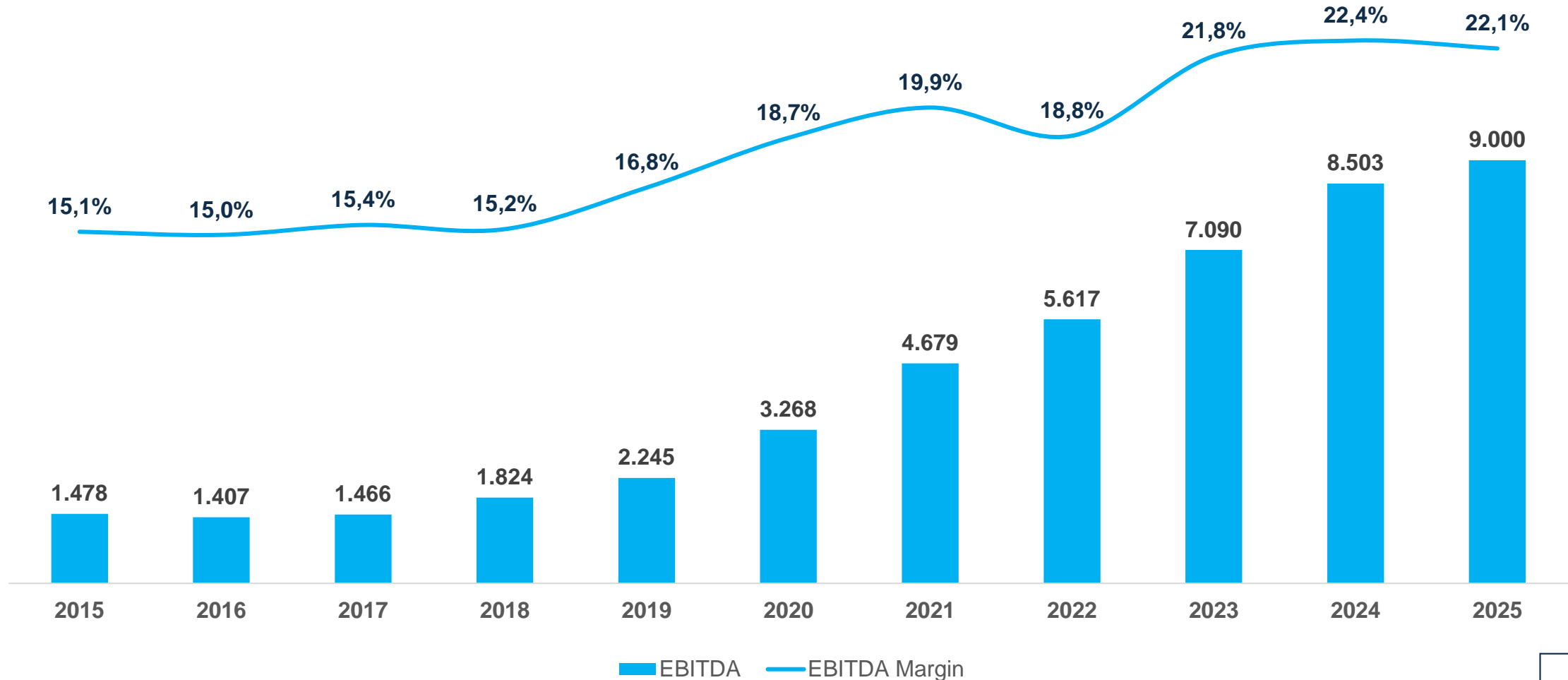
Capital allocation discipline and above average returns



Solid Returns and Disciplined Capital Allocation

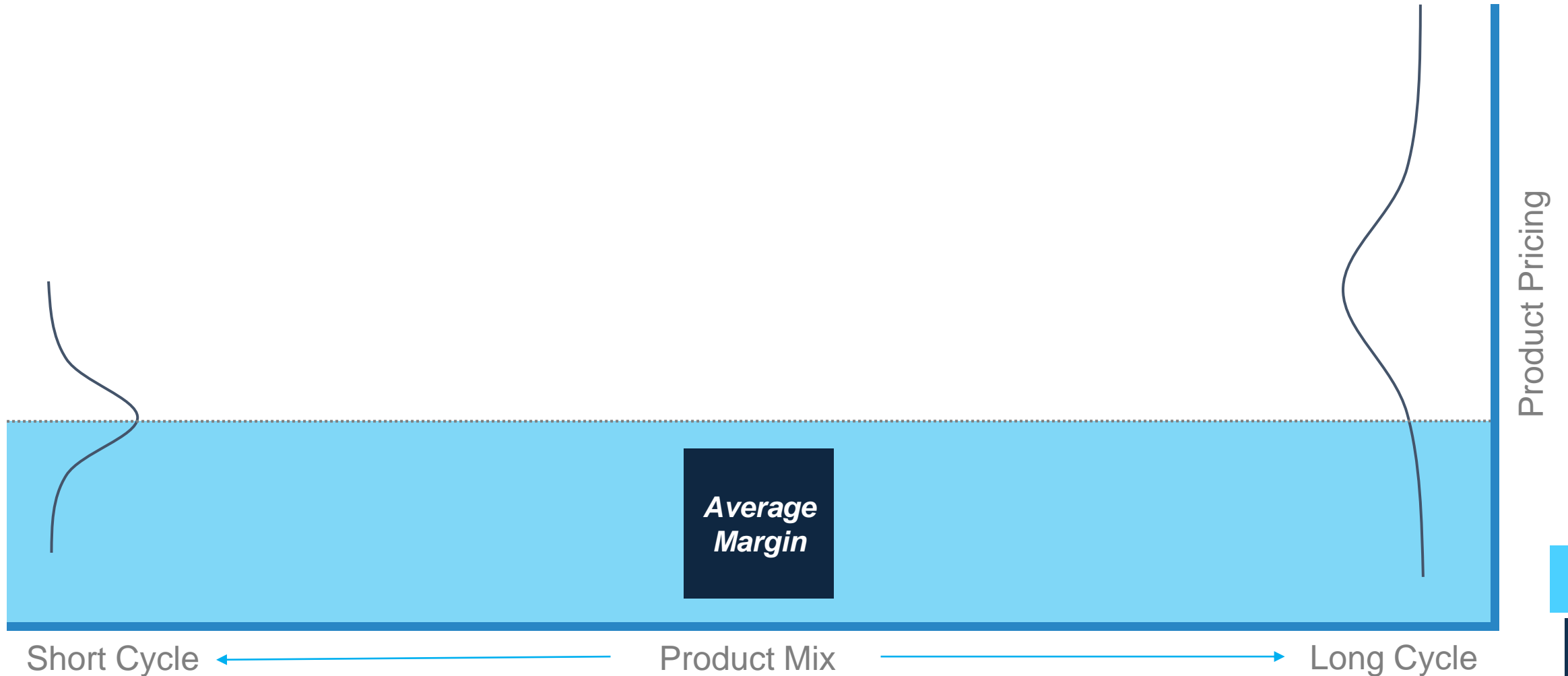


Resulting in improved EBITDA margin



Margin Dynamics

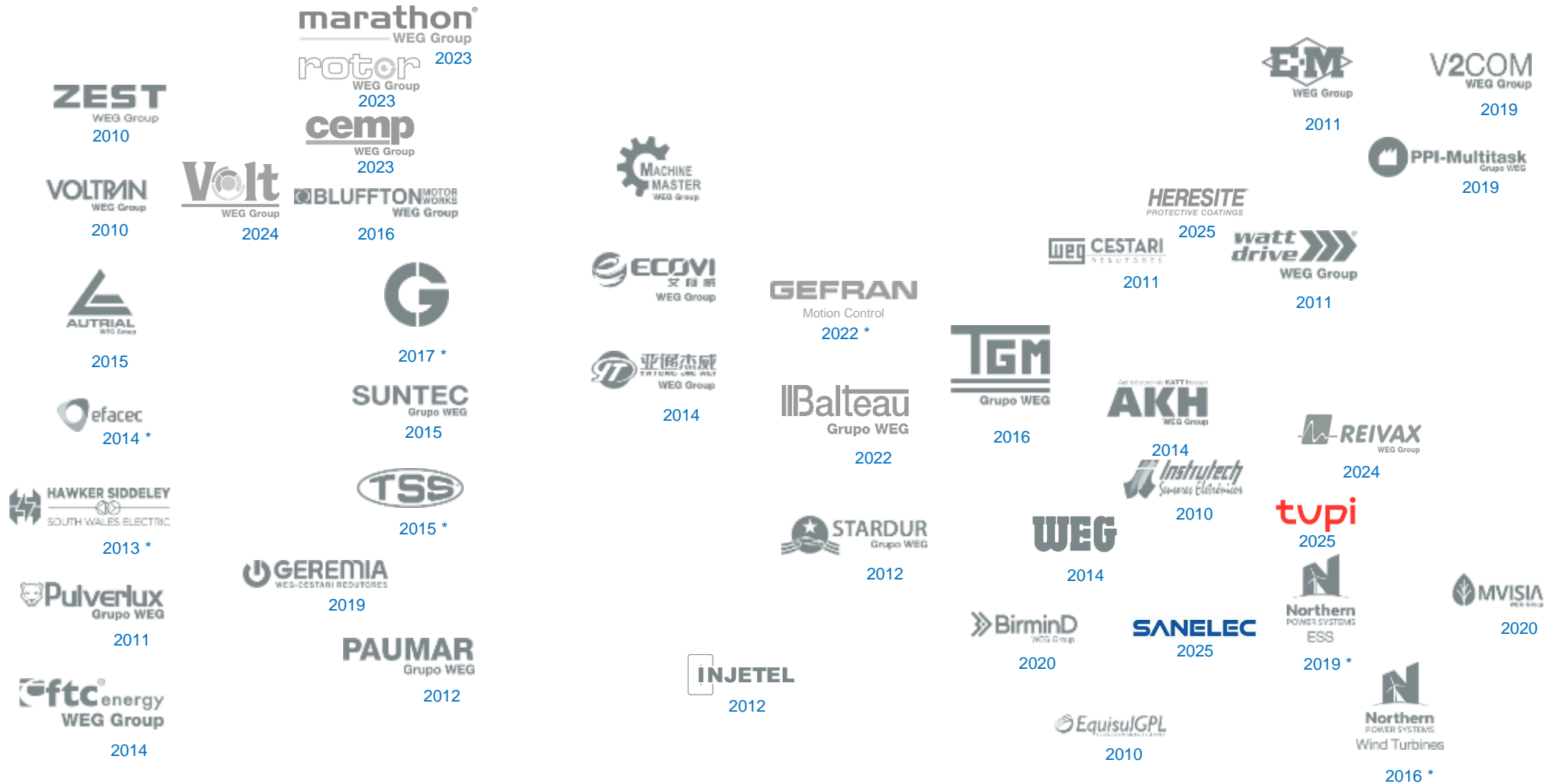
Product mix and pricing conditions tend to follow the global economic cycle



Portfolio Strategy



MARKET ACCESS



TECHNOLOGY

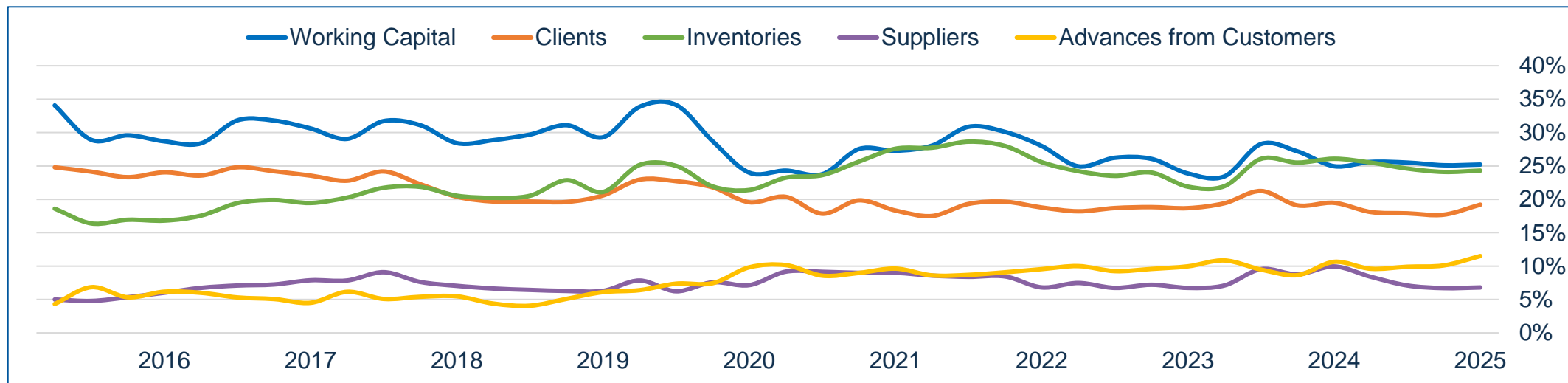


*Acquisition of specific technology or businesses.

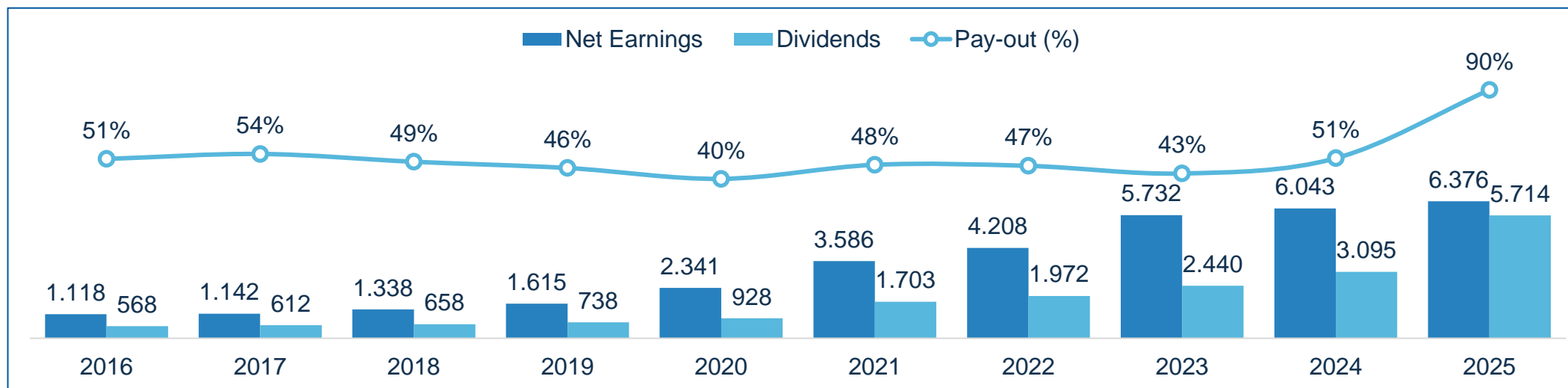
Use of Cash



Working Capital (% of Net Revenue)



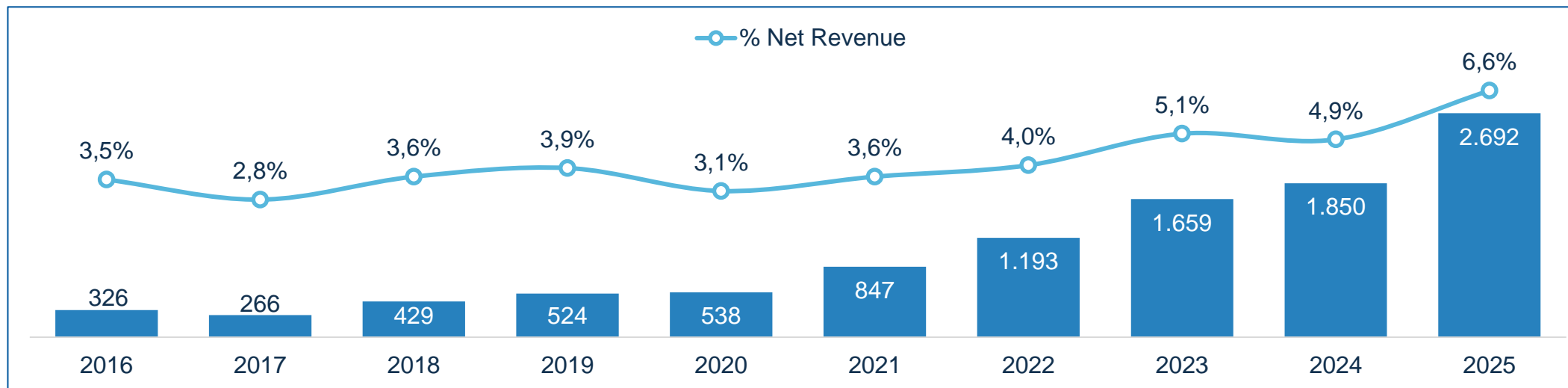
Net Income and Dividends (BRL millions)



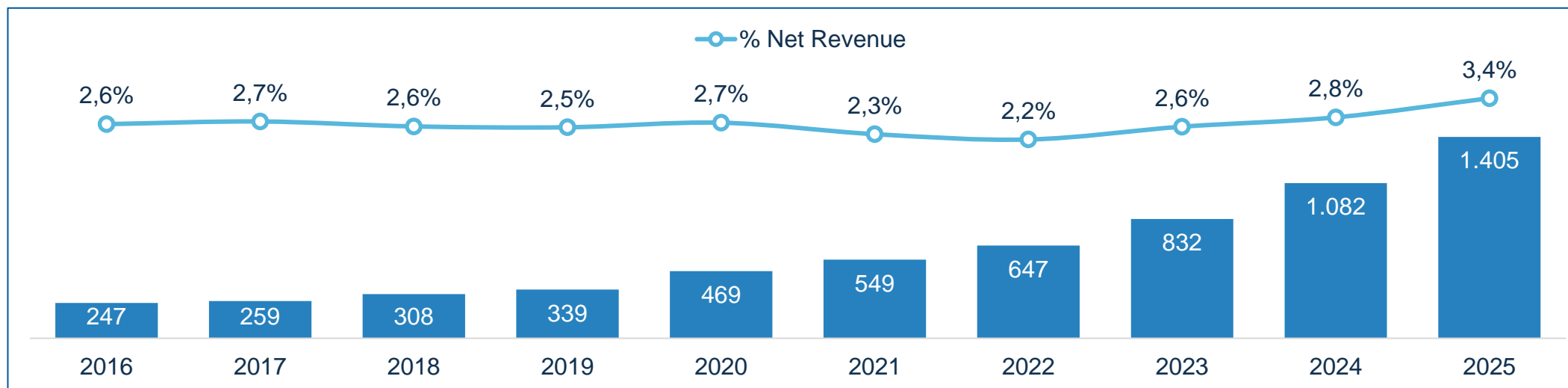
Use of Cash



CAPEX (BRL millions)



Research & Development (BRL millions)



Long-Term Strategic Planning



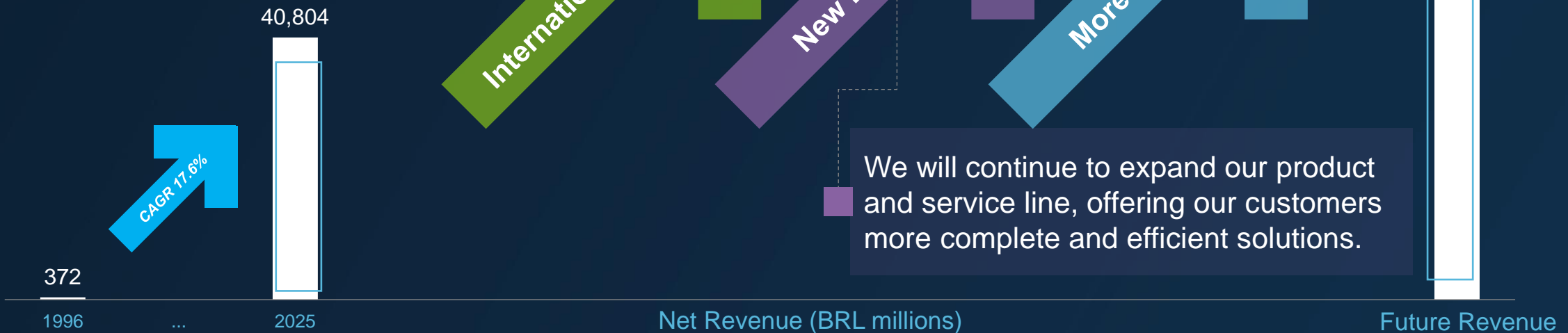
Growth avenues for continuous and sustainable development

Our products enjoy organic growth, keeping pace with the growth of the global industry in the various market segments to which we are exposed.

We will continue expanding into new geographies and developing factories abroad, replicating our verticalization model.



We will continue to expand our product and service line, offering our customers more complete and efficient solutions.



Shareholding Structure



Company	<ul style="list-style-type: none"> WEG S.A.
Ticker	<ul style="list-style-type: none"> WEGE3 (B3) / WEGZY (OTC – ADR Level 1)
Listed Segment	<ul style="list-style-type: none"> Novo Mercado (since 2007)
Number of Shares 2026-03-31	<ul style="list-style-type: none"> Issued: 4,197,317,998 In Treasury: 1,606,548 Ex-treasury: 4,195,711,450
Stock Price	<ul style="list-style-type: none"> On 2025-03-31: BRL 43.18 On 2026-03-31: BRL 51.01
Market Value	<ul style="list-style-type: none"> On 2025-03-31: BRL 181.2 billion On 2026-03-31: BRL 214.1 billion
Liquidity (average daily volume)	<ul style="list-style-type: none"> On 2024: BRL 377.9 million / day On 2025: BRL 373.1 million / day
Composition of Free Float 2026-03-31	<ul style="list-style-type: none"> 57% - Foreign institutions 4% - Brazilian institutions 39% - Others (individuals, etc.)



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