

Investor

Presentation





Driving efficiency and sustainability



WEG in numbers

69 manufacturing sites

18 countries

5 continents

Distributors in 120 + countries

Net revenue in 2025 **R$ 41 billion**

Market value (Jun/2026) **R$ 197 billion**

[B]³ WEGE3

OTC Pink 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**

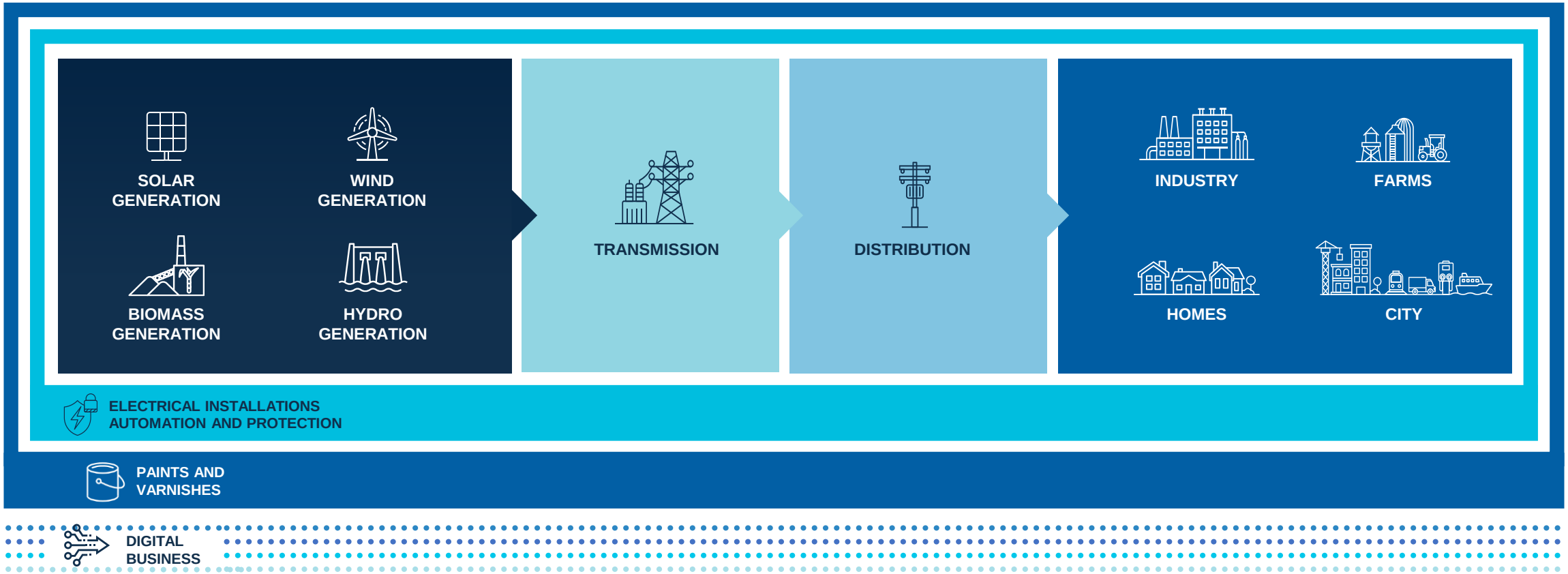
+ 50,000 employees worldwide

+ 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

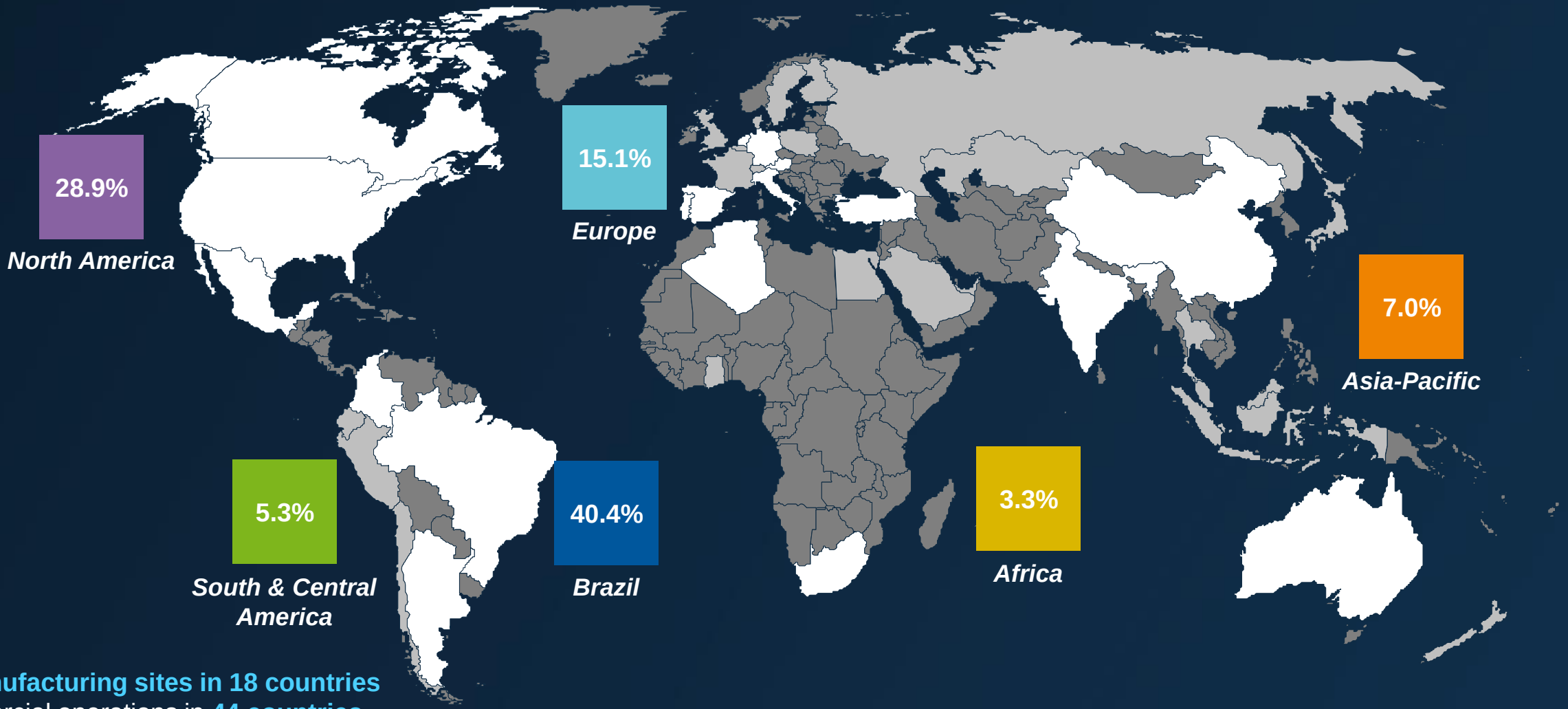


Financial Flexibility

Allows WEG to seek growth opportunities as they become available

Global Presence

Net revenue distribution by geographical area



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

Strategic Positioning

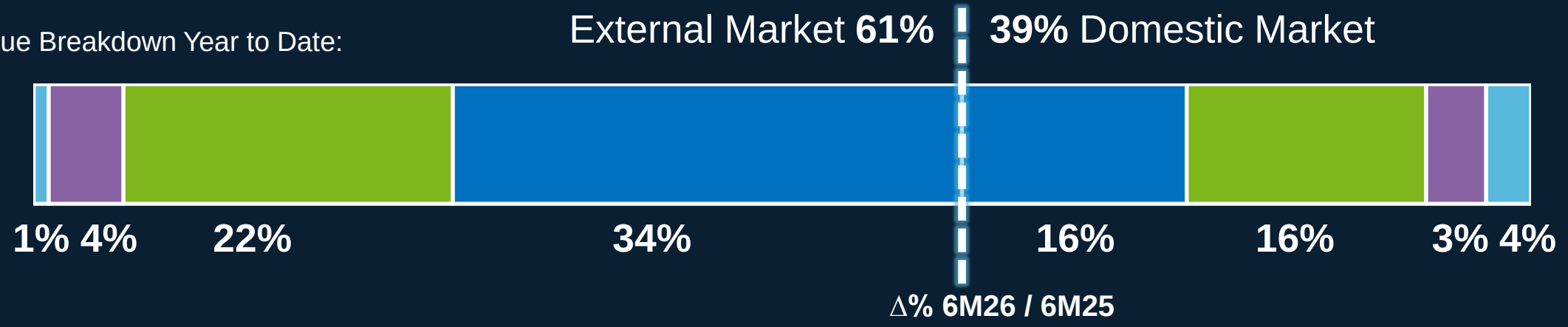
Reference in solutions with a wide integrated offer of electrification, automation and digitalization

Industrial Electro-Electronic Equipment (EEI)	Energy Generation, Transmission and Distribution (GTD)	Commercial and Appliance Motors (MCA)	Paints and Varnishes (T&V)
Industrial LV	Alternators	Fractional	Liquid coatings
Industrial HV	Small Hydro	Appliance	Powder coatings
Gear Boxes	Solar		
Electric Mobility	Wind		
Drives	Synchronous Condensers		
Controls	Power transformers		
Digital Systems	Dry Transformers		
Smart Grid	Distribution Transformers		
	Substations		
	Energy Storage		
Main Competitors: Nidec, ABB, Schneider Electric, Rockwell Automation, WOLONG, INNOMOTICS	Hitachi Energy, ABB, Schneider Electric, EATON, SIEMENS energy, GE	Nidec, ABB, RegalRexnord	PPG, AXALTA, SHERWIN-WILLIAMS

WEG Business

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

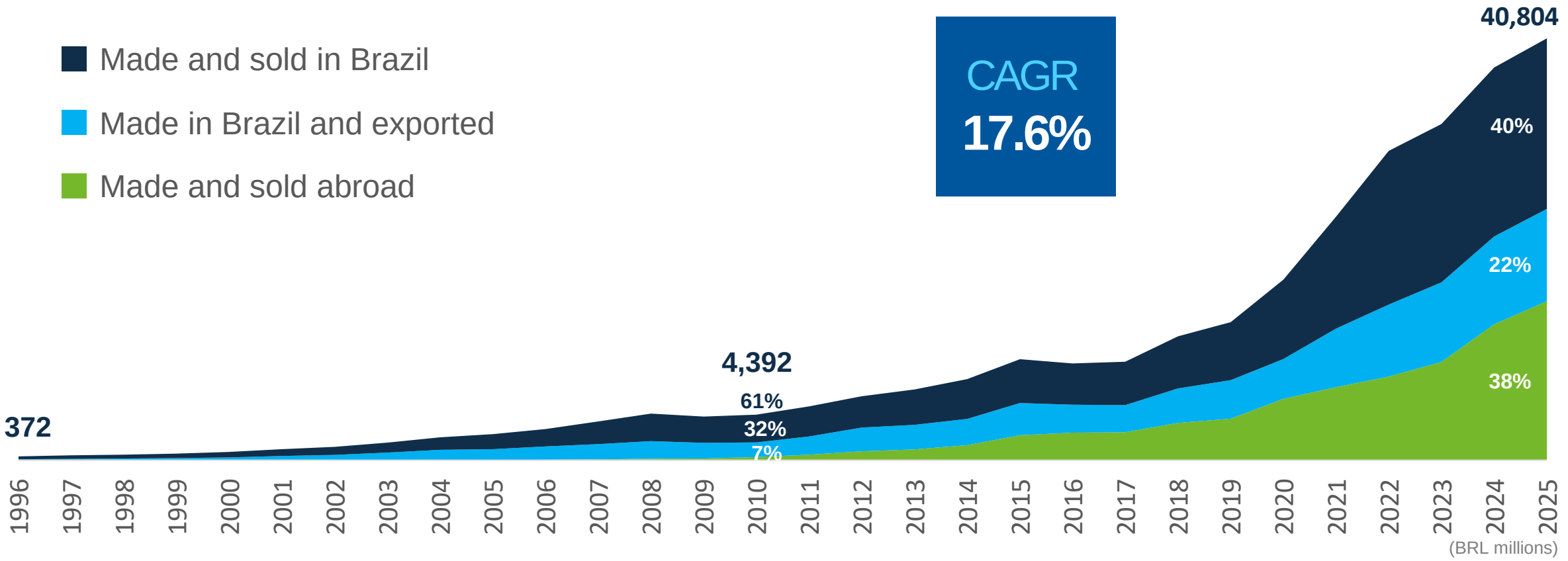
Revenue Breakdown Year to Date:



	Δ% 6M26 / 6M25		
	Domestic Market	External Market	Total Net Revenue
Industrial Electro-Electronic Equipment (EEI)	+9%	+4%	+6%
Energy Generation, Transmission and Distribution (GTD)	-30%	+4%	-14%
Commercial and Appliance Motors (MCA)	-2%	-6%	-4%
Paints and Varnishes (T&V)	+5%	+7%	+5%

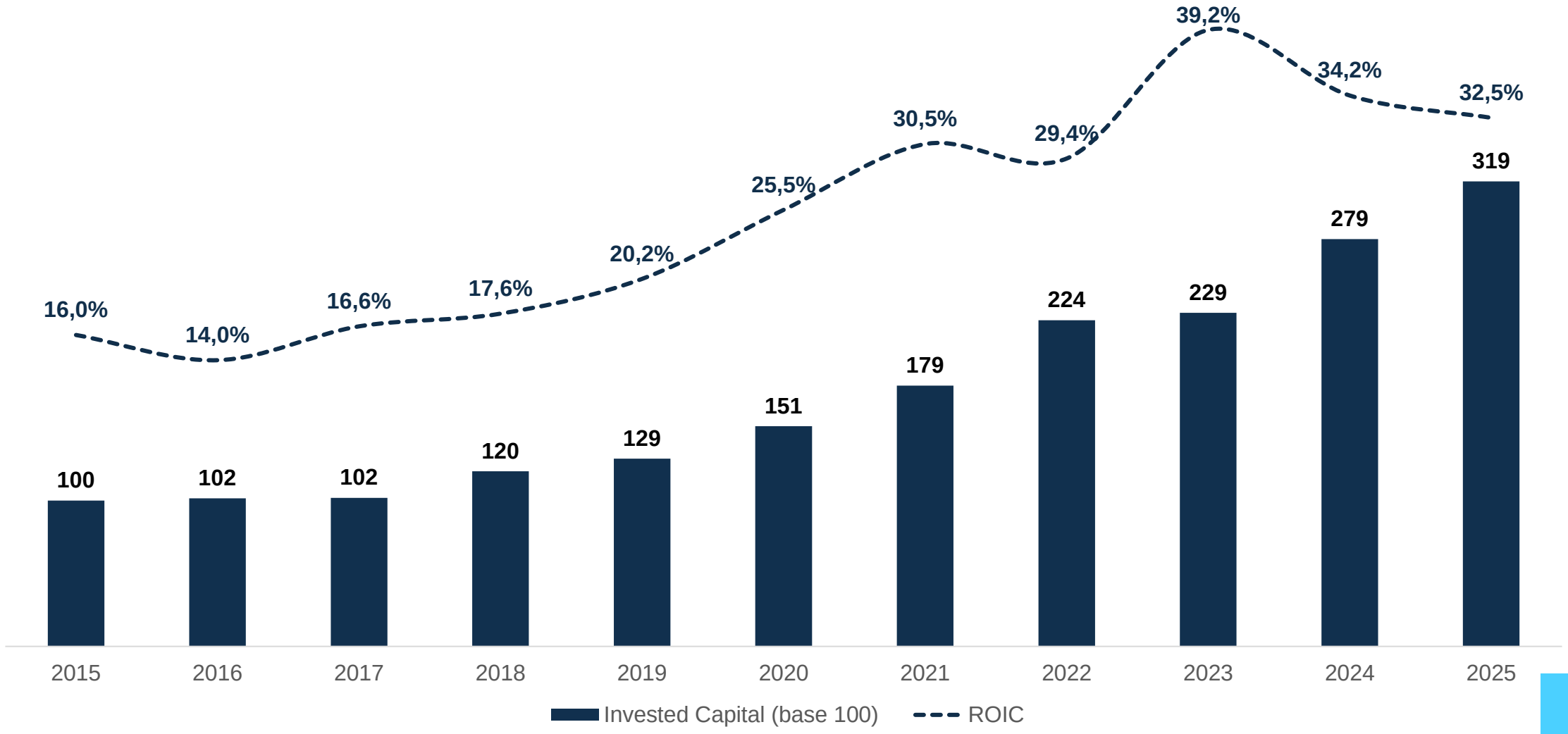
Consistent growth trajectory

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



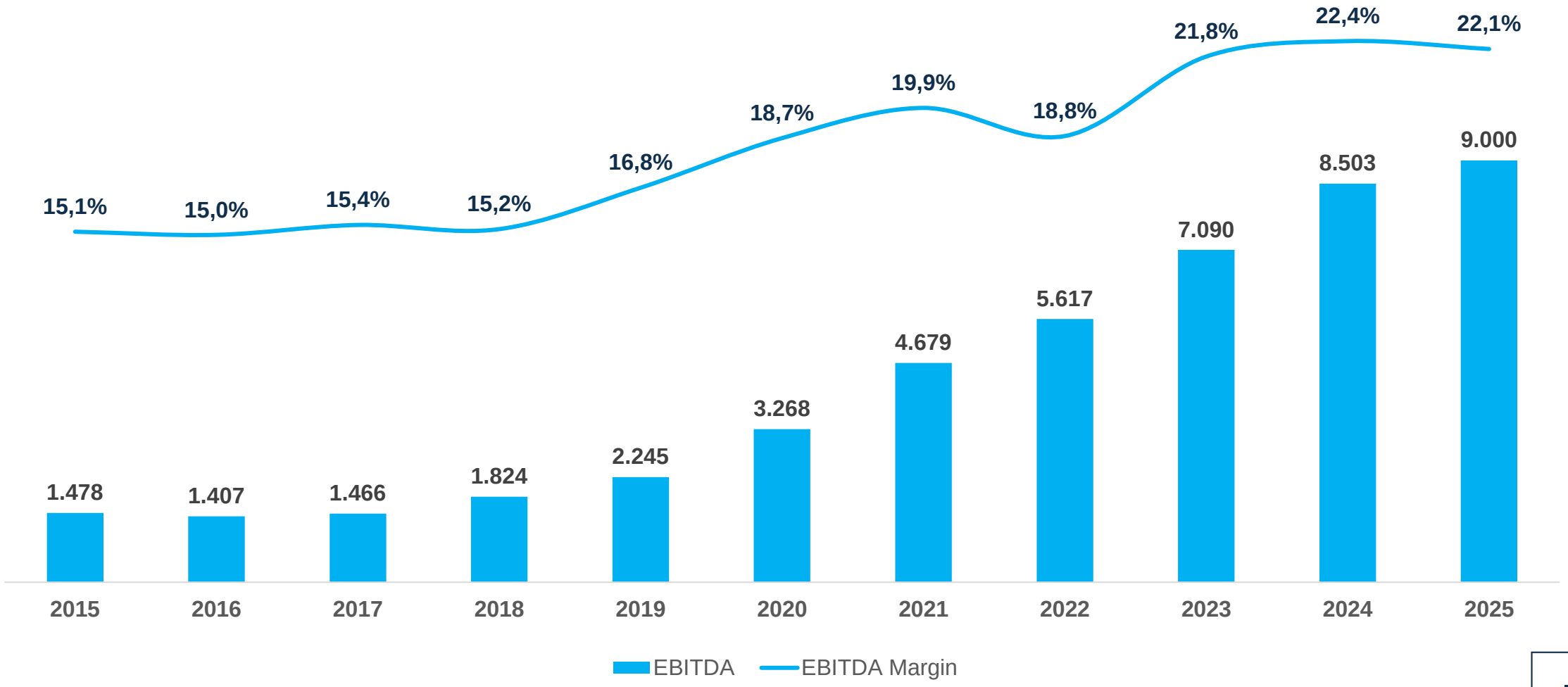
Solid Returns and Disciplined Capital Allocation

Capital allocation discipline and above average returns



Solid Returns and Disciplined Capital Allocation

Resulting in improved EBITDA margin

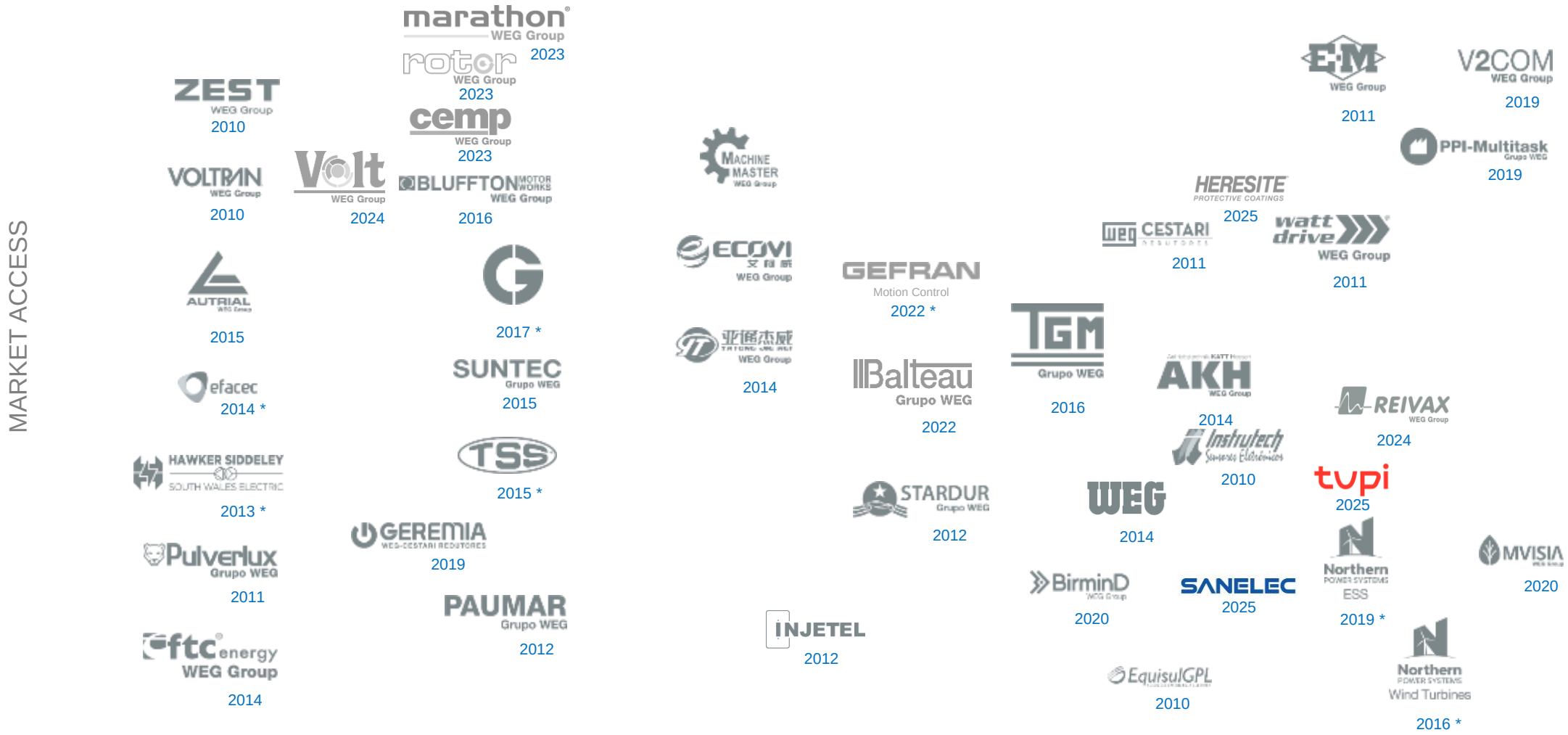


Margin Dynamics

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



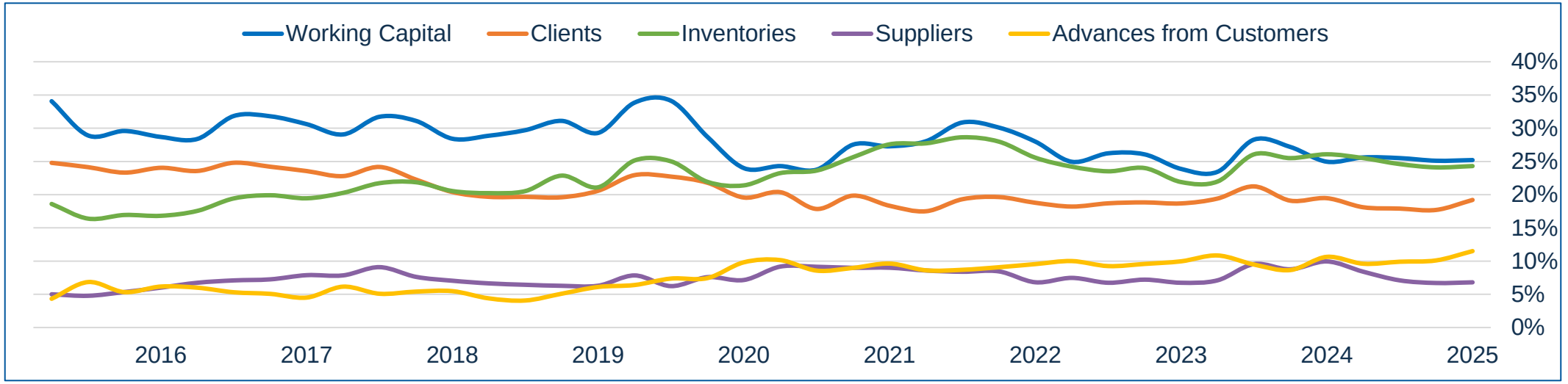
Portfolio Strategy



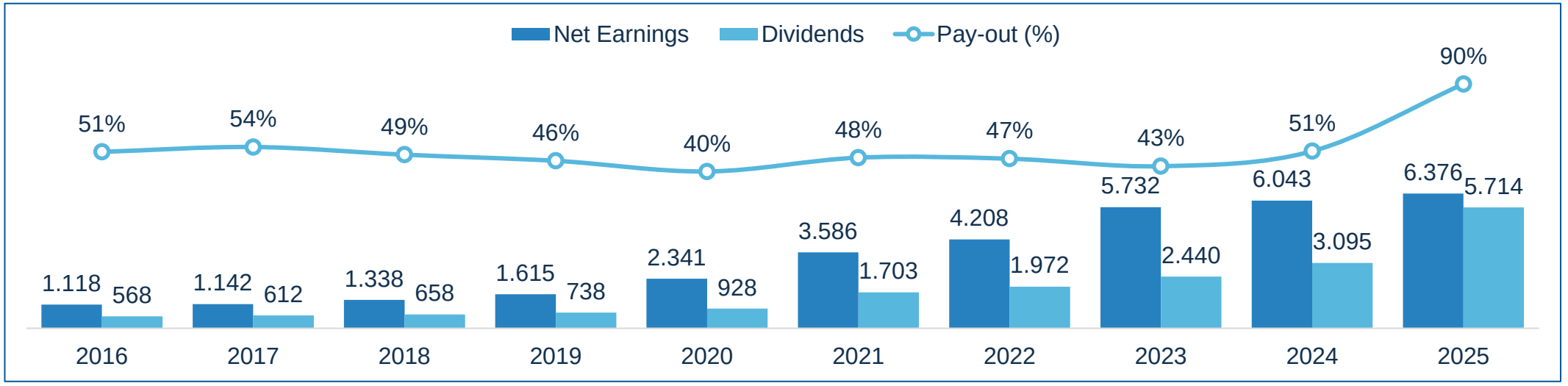
*Acquisition of specific technology or businesses.

Use of Cash

Working Capital (% of Net Revenue)

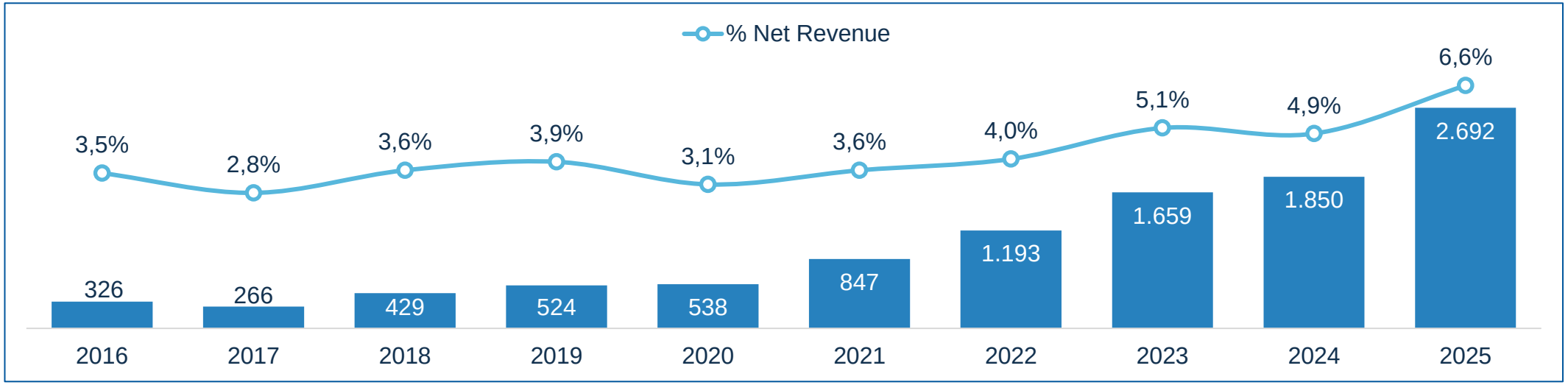


Net Income and Dividends (BRL millions)

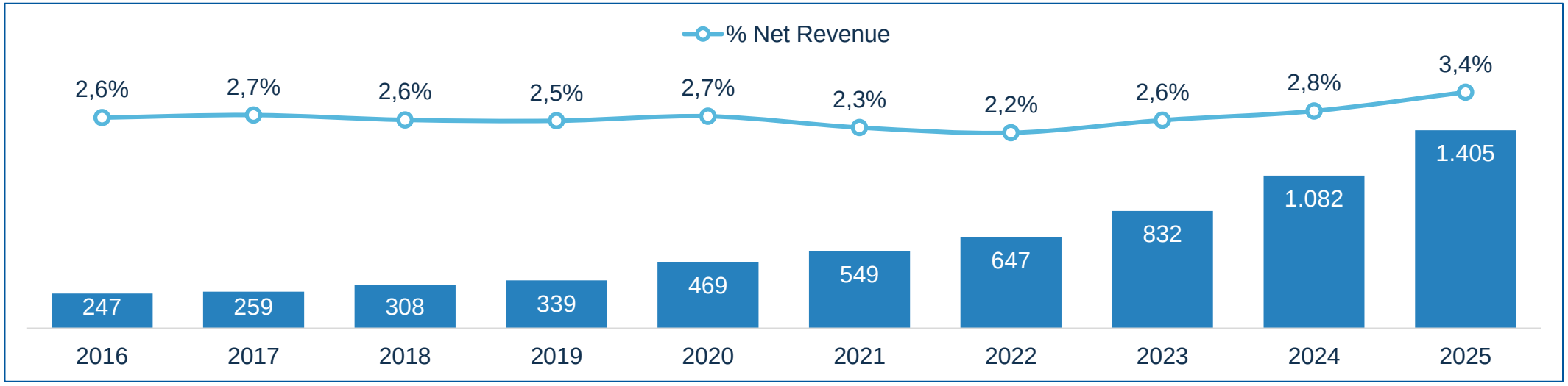


Use of Cash

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



Stock Market

Company	▪ WEG S.A.
Ticker	▪ WEGE3 (B3) / WEGZY (OTC – ADR Level 1)
Listed Segment	▪ Novo Mercado (since 2007)
Number of Shares 2026-06-30	▪ Issued: 4,197,317,998 ▪ In Treasury: 1,488,307 ▪ Ex-treasury: 4,195,829,691
Stock Price	▪ On 2025-06-30: BRL 40.79 ▪ On 2026-06-30: BRL 46.91
Market Value	▪ On 2025-06-30: BRL 171.2 billion ▪ On 2026-06-30: BRL 196.9 billion
Liquidity (average daily volume)	▪ On 2025: BRL 379.7 million / day ▪ On 2026: BRL 370.0 million / day
Composition of Free Float 2026-06-30	▪ 55% - Foreign institutions ▪ 5% - Brazilian institutions ▪ 40% - Others (individuals, etc.)

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Driving efficiency and sustainability