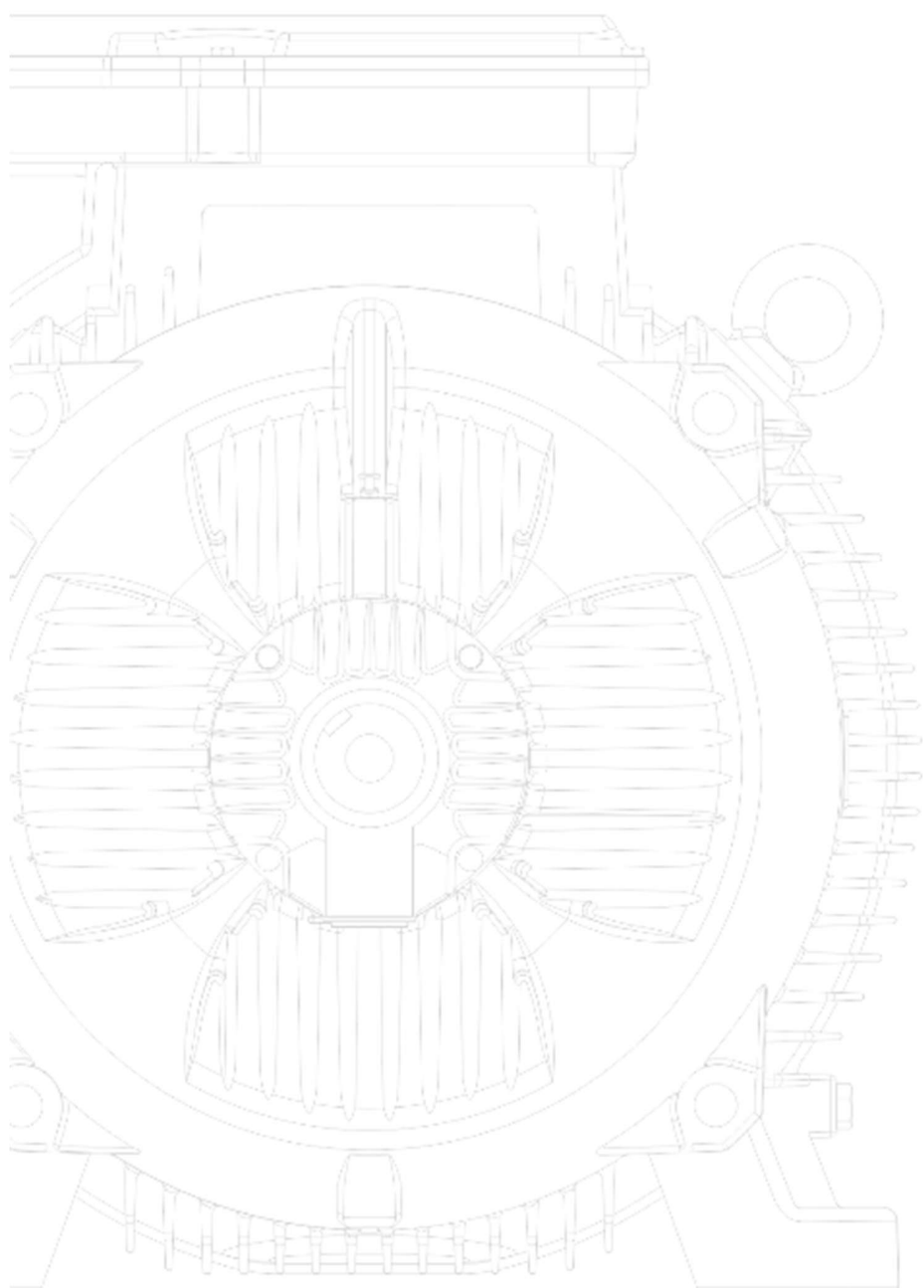


# WEG S.A.

## Financial statements

December 31, 2025 and 2024



## FINANCIAL STATEMENTS

December 31, 2025 and 2024



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## MANAGEMENT REPORT

December 31, 2025



### WEG S.A. MANAGEMENT REPORT December 31, 2025

We hereby present to our shareholders the Consolidated Financial Statements of the WEG Group and WEG S.A. for the fiscal year ended December 31, 2025.

## SCENARIO

The beginning of 2025 was marked by a political and economic landscape of volatility, with geopolitical conflicts and, mainly, changes in tariff legislation that generated uncertainties about global economic growth. Throughout the year, despite the challenges in the external market, we managed to maintain a healthy performance in our business.

According to the projection of the International Monetary Fund (IMF<sup>(1)</sup>), world GDP grew 3.3%, an expansion at the same level of the one recorded in 2024. In Brazil, even with the basic interest rate at a high level in Brazil, the economy showed a growth of GDP growth of 2.5% according to IMF.

Our strategy for diversifying products and solutions has been essential for us to take advantage of the opportunities present in the market, especially in the area of Power Generation, Transmission, and Distribution (GTD), with an emphasis on transmission & distribution (T&D) projects and centralized solar generation (GC). We also continued globally developing our motion drive strategy with a nice demand for short-cycle equipment, such as low-voltage electric motors, gearboxes and serial automation equipment.

The growth in revenues in dollars in the foreign market contributed significantly to the result of the year. In addition to the revenue in reais was also positively impacted by the exchange-rate change, whose average exchange rate for the year rose from R\$ 5.39 in 2024 to R\$ 5.59 in 2025, an appreciation of 3.6% against the real.

We highlight an important milestone in the history of the Company reached in 2025: the recognition<sup>(2)</sup> as a global leader in low voltage industrial electric motors. We continued with our strong industrial strategy, which, along with our global presence and constant pursuit of operational efficiency, contributes to delivering solid operating margins and return on capital invested above the industry average.

## ECONOMIC AND FINANCIAL ASPECTS

### OPERATING REVENUE

In 2025, the consolidated net operating revenue (NOR) reached R\$ 40,804.1 million with the growth of 7.4% over 2024. If adjusted for the acquisition of the businesses of Marathon, Volt Electric Motor, Reivax, Heresite, and Tupinambá, revenue growth would be 4.3%.

**Foreign market:** R\$ 16,504.5 million, a 1.0% growth in relation to the prior year, accounting for 40.4% of total NOR.

**Foreign market:** R\$ 24,299.6 million, a 12.3% growth in relation to the prior year, accounting for 59.6% of total NOR. In Dollars, the growth of foreign market revenue was 9.3%. In local currencies, weighted by the importance of each market, revenue from the foreign market grew 2.8%<sup>(3)</sup> in the year.

We present below the performance in each of WEG's business areas.

#### Industrial electro-electronic equipment

This area includes low and high voltage electric motors, gearboxes, drives & controls, industrial automation equipment, systems and services, solutions for electric mobility, for Industry 4.0, electrical infrastructure for civil construction and maintenance services.

<sup>(1)</sup> World Economic Outlook (WEO) Report, January 2026

<sup>(2)</sup> Omdia Low Voltage Motors Report - 2025 Data

<sup>(3)</sup> Disregarding changes in countries with hyperinflation and acquisitions during the period.

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Electric motors and other products and solutions in this area are used in practically all industrial segments (i.e., compressors, pumps and fans). We compete with our products and solutions in the main worldwide markets.

In Brazil, industrial activity has shown good results, with healthy demand for short-cycle products, such as low-voltage industrial motors, serial automation products, and gearboxes, spread across sundry segments. We observed positive performance in the delivery of long-cycle equipment, such as high-voltage electric motors, despite the more restrictive investment environment, which caused some fluctuations in project delivery throughout the year.

In the foreign market, we maintained a good performance in North America, despite changes in tariff legislation. In Europe, even in a scenario of geopolitical uncertainties, we observed an improvement in industrial activity, with a recovery throughout the year. And in Asia, especially in China, where we continue to have favorable industrial activity. It is important to remember the contribution of recent acquisitions to revenue growth in this business area, especially Marathon, Cemp, Rotor and Volt Electric Motor.

### Energy Generation, Transmission, and Distribution (GTD)

Products and services included in this area are electric generators, alternators, wind turbines, solar generation, hydraulic and thermal steam turbines (biomass), energy storage systems (BESS), compensatory systems and synchronous compensators, substations, transformers, measuring instruments, control panels, systems and systems integration services. Generally, process maturation times in this industry are longer, with longer investment decisions and longer design and manufacturing times.

In the domestic market, the T&D business continued to be heated, driven by the deliveries of large transformers and substations. Also noteworthy is the good volume of deliveries of centralized solar generation (GC) projects, especially in the first semester of the year. Despite the absence of wind generation projects in 2025 and the slowdown in demand for solar generation in the second semester of the year, we observed growth in GTD revenue throughout the year.

In the foreign market, we continued to have a good volume of deliveries in the T&D business, especially in opportunities related to the reinforcement of the electricity grid infrastructure and renewable energy generation applications in the USA. In the generation business, a consistent demand has been observed for generators purchased from Marathon in the United States and China, primarily aimed at backup power generation for Data Centers, despite the reduction in the volume of generation projects in Europe and India.

### Commercial and appliance motors

Businesses in this area mainly include single-phase motors for consumer durables such as washing machines, air conditioners, water pumps, etc. In Brazil, we are market leaders with the main manufacturers of this type of equipment. Abroad, we offer a broad portfolio of products to meet our global clients. In this short-cycle business, changes in consumer demand are quickly transferred to the industry, with almost immediate impacts on production and revenue.

In the domestic market, we observed a good volume of sales, with positive performance from relevant segments such as air conditioner manufacturers, water pumps, and compressors. In the foreign market, we continued to see growth in demand for our products, particularly in operations in China and North America, as well as the contribution from Volt Electric Motor's business.

### Paints and varnishes

In this area of business, products are liquid paints, powder paints and electro-insulating varnishes focused on industrial applications and on the Brazilian market, with a gradual expansion to other countries in Americas. Target markets range from white goods manufacturers to the shipbuilding industry, among others. We seek to maximize the scale of production and the effort to develop new products and new segments. Characterized as a short cycle business, changes in our clients' demand are quickly reflected on our production and revenue.

In Brazil, there is strong demand for the main products in this business area, spread across the different operating segments. In the external market, we observed revenue growth, mainly driven by the strong performance in Mexico, as well as the contribution from the newly acquired Heresite's businesses.

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## COST OF GOODS SOLD

Cost of Goods Sold (COGS) increased 7.7%, reaching R\$ 27,122.5 million, with a gross margin of 33.5%. The mix of products sold, along with the ongoing search for operational efficiency, contributed to the maintenance of healthy operating margins throughout the year, despite the increase in the costs of some raw materials that make up our cost structure, especially copper.

## SALES, GENERAL AND ADMINISTRATIVE EXPENSES

Consolidated Sales, General and Administrative Expenses totaled R\$ 4,867.3 million, accounting for an increase of 13.5% compared to 2024. When analyzed in terms of operating revenue, expenses account for 11.9%, a 0.6 p.p. increase in relation to the prior year. The increase compared to the previous year was mainly driven by the impact of the consolidation of the businesses acquired from Marathon, in addition to higher freight expenses throughout the year, despite the ongoing efforts to increase productivity and optimize the administrative structure.

## EBITDA

The breakdown of the EBITDA (earnings before interest, taxes, depreciation and amortization) calculation, according to CVM Resolution 156/2022, as well as the EBITDA margin, are presented in Table 1. We present another year of healthy EBITDA margin, mainly reflecting the current mix of products sold, combined with efforts to improve operational efficiency and productivity gains.

**Table 1 – EBITDA and EBITDA margin calculation**

| Amounts in R\$'000                             | 2025             | 2024             | %                | 2023             | %               |
|------------------------------------------------|------------------|------------------|------------------|------------------|-----------------|
| Net operating revenue                          | 40,804,110       | 37,986,941       | 7.4%             | 32,503,601       | 25.5%           |
| Net income for the year                        | 6,376,219        | 6,042,593        | 5.5%             | 5,731,670        | 11.2%           |
| Net income before non-controlling shareholders | 6,775,958        | 6,318,763        | 7.2%             | 5,867,615        | 15.5%           |
| (+) IRPJ and CSLL                              | 1,371,719        | 1,589,745        | -13.7%           | 723,182          | 89.7%           |
| (+/-) Financial income (loss)                  | (148,936)        | (217,980)        | -31.7%           | (128,672)        | 15.7%           |
| (+) Depreciation/amortization                  | 1,001,297        | 812,485          | 23.2%            | 628,042          | 59.4%           |
| <b>EBITDA</b>                                  | <b>9,000,038</b> | <b>8,503,013</b> | <b>5.8%</b>      | <b>7,090,167</b> | <b>26.9%</b>    |
| <b>EBITDA margin</b>                           | <b>22.1%</b>     | <b>22.4%</b>     | <b>-0.3 p.p.</b> | <b>21.8%</b>     | <b>0.3 p.p.</b> |

## FINANCIAL INCOME (LOSS)

In 2025, the net financial income (loss) was positive by R\$ 148.9 million (R\$ 218.0 million in 2024). Financial revenues reached R\$ 2,322.3 million in 2025 (R\$ 1,942.1 million in 2024), while financial expenses totaled R\$ 2,173.4 million (R\$ 1,724.1 million in 2024), mainly due to exchange-rate changes of foreign operations, as well as the increase in tax expenses deriving from the higher payment of interest on own capital (JCP) in 2025.

## NET INCOME (LOSS)

The Consolidated Net Income of WEG S.A. reached R\$ 6,376.2 million, 5.5% above the amount obtained in 2024. The return on initial shareholders' equity (December 31, 2024) was 28.7% in 2025 (34.8% in 2024) and the net margin reached 15.6% in 2025 (15.9% in 2024).

## RETURN ON INVESTED CAPITAL

The Return on Invested Capital (ROIC) reached the good level of 32.5% in 2025. When compared to 2024, it decreased 1.7 percentage points. The increase in capital used, primarily explained by the greater need for working capital, and the higher CAPEX during the period, were the main factors for the reduction in ROIC, despite the growth of Net Operating Income After Taxes throughout 2025.

## MANAGEMENT REPORT

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## CASH AND CASH EQUIVALENTS AND INDEBTEDNESS

The ability to identify and take advantage of investment opportunities with attractive returns is one of the main characteristics of WEG's business model. Said ability is provided by our financial flexibility, which allows us to take advantage of investment opportunities when they emerge, which is evidenced by the solid capital structure and the maintenance of access to competitive resources and sources of financing with the main financial institutions in Brazil and abroad.

Cash and cash equivalents, interest earning bank deposits and derivative financial instruments, invested in top-tier banks and mostly in local currency, are presented in Table 2. Likewise, the total gross financial debt is presented with a breakdown between short and long term in reais (R\$) and other currencies, resulting in the Company's net cash at the end of 2025.

Table 2 – Cash and cash equivalents and Financing

| Amounts in R\$'000                                                  | December 2025           | December 2024           | December 2023           |
|---------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|
| <b>Cash and cash equivalents and interest earning bank deposits</b> | <b>7,294,128</b>        | <b>8,013,210</b>        | <b>7,091,927</b>        |
| Short term                                                          | 7,279,865               | 7,996,076               | 7,081,224               |
| Long-term                                                           | 14,263                  | 17,134                  | 10,703                  |
| <b>Derivative financial instruments</b>                             | <b>(51,296)</b>         | <b>190,678</b>          | <b>(141,917)</b>        |
| Short-term assets                                                   | 25,146                  | 210,749                 | 22,423                  |
| Long-term assets                                                    | -                       | 6,166                   | 605                     |
| Short-term liabilities                                              | (75,075)                | (26,237)                | (73,082)                |
| Long-term liabilities                                               | (1,367)                 | -                       | (91,863)                |
| <b>Financings</b>                                                   | <b>(4,590,822) 100%</b> | <b>(3,595,237) 100%</b> | <b>(2,835,061) 100%</b> |
| Short term                                                          | (3,549,314) 77%         | (2,850,956) 79%         | (2,170,324) 77%         |
| In Brazilian Reais                                                  | (1,472,221)             | (6,089)                 | (158,814)               |
| In other currencies                                                 | (2,077,093)             | (2,844,867)             | (2,011,510)             |
| Long-term                                                           | (1,041,508) 23%         | (744,281) 21%           | (664,737) 23%           |
| In Brazilian Reais                                                  | (394,588)               | (248,894)               | (91,192)                |
| In other currencies                                                 | (646,920)               | (495,387)               | (573,545)               |
| <b>Net cash</b>                                                     | <b>2,652,010</b>        | <b>4,608,651</b>        | <b>4,114,949</b>        |

## INVESTMENTS (CAPEX)

Investments in property, plant and equipment for the expansion and modernization of production capacity totaled R\$ 2,691.5 million in 2025, 55% of which were allocated to assets in Brazil and 45% to industrial parks and other subsidiaries abroad.

In addition to continuous improvements in existing operations, including the process automation and robotization, investments for expansion were made in strategic units throughout the year. In Brazil, we continued the investments in modernization and expansion of the production capacity of transformers at the facilities in Betim, Itajubá, and Gravataí, in addition to the increase in capacity and gains in productivity of electric motors in Jaraguá do Sul and Linhares. Abroad, we continued with investments in Mexico and Colombia, with a focus on the progress in the construction of new transformer factories, as well as investments in expanding production capacity in China.

We emphasize that our ability to adjust the speed of execution of the investment program to the actual market demand, in our modular expansion strategy, always seeking to maximize the return on invested capital.

## INVESTMENTS IN RESEARCH, DEVELOPMENT AND INNOVATION

We spent R\$ 1,405.1 million in research, development and innovation (RD&I) in 2025, accounting for 3.4% of net operating revenue. The RD&I program focuses on the development of new products, the continuous improvement of

## MANAGEMENT REPORT

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products already available, application engineering and the improvement of industrial processes seeking to maintain our technological leadership position in the market.

## DIVIDENDS AND INTEREST ON OWN CAPITAL

Management will propose to the Annual Shareholders' Meeting the allocation of R\$ 3,815.7 million as dividends and interest on own capital, as remuneration to shareholders on the income (loss) for 2025, representing 59.8% of net income before statutory adjustments.

As of August 13, 2025, we paid dividends related to shareholder remuneration that were declared during the first semester of the year (interim dividends and interest on own capital), totaling R\$ 1,452.6 million. The payment of dividends referring to the second semester of 2025 (complementary) of R\$ 2,363.1 million occurred on December 12, 2025.

As of December 19, 2025, the constitution and payment of dividends calculated on the balance of the Profit Reserves, amounting to R\$ 5,196.3 million, were approved in an Extraordinary General Meeting (AGE), to be paid in three annual installments in August 2026, 2027, and 2028, recorded in the Shareholders' Equity of the Interim Financial Statements, disclosed and audited, on September 30, 2025.

Amounts in R\$ million

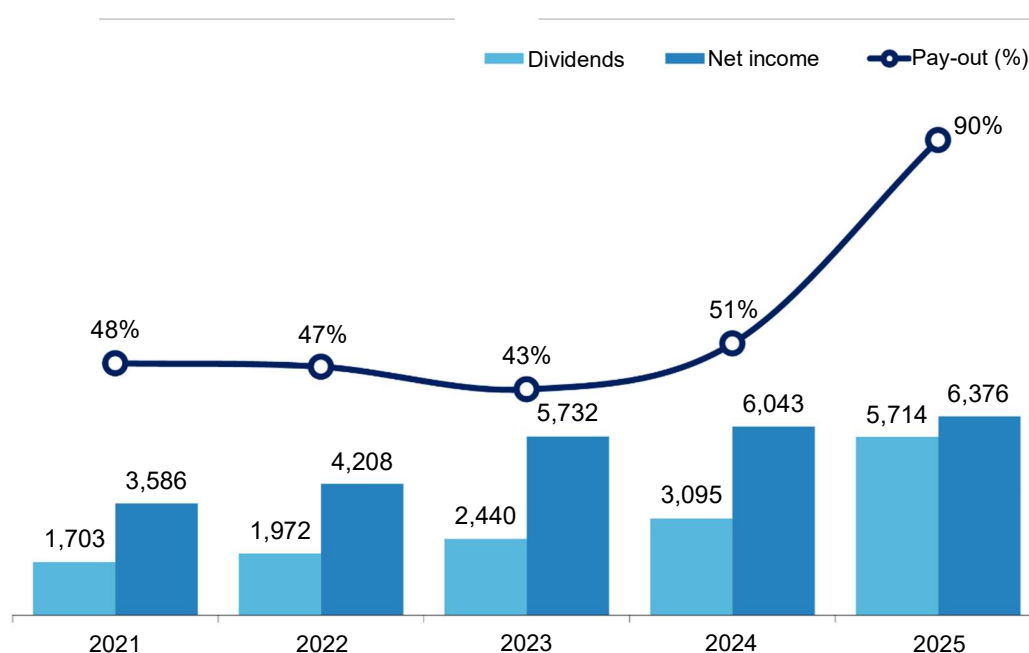


Figure 1 – Net Income, Dividends and Pay-out <sup>(4)</sup>

<sup>(4)</sup> Percentage of net income paid as dividends related to remuneration to shareholders.

## CAPITAL MARKET

As of December 31, 2025, the Company had a total of 4,197,317,998 common shares, traded on B3 S.A. – Brasil, Bolsa, Balcão under the ticker WEGE3. The performance of the Company's shares at the end of the last trading day of 2025, considering dividends and interest on own capital declared in the period, is presented in Table 3.



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**Table 3 – Capital Market**

|                                   | 2025       | 2024       | HA %   |
|-----------------------------------|------------|------------|--------|
| Quotation (R\$)                   | 48.51      | 52.77      | -8.1%  |
| Traded financial amount (R\$'000) | 93,017,393 | 73,658,113 | 26.3%  |
| Number of traded shares (R\$'000) | 2,155,137  | 1,631,302  | 32.1%  |
| Equity value per share (VPA)      | 4.42       | 5.51       | -19.8% |
| Market value (R\$ billion)        | 203.6      | 221.5      | -8.1%  |

**ACQUISITIONS**

In 2025, we made progress in executing our growth strategy, with significant acquisitions made throughout the year, as detailed below:

**Acquisition of the remaining portion of V2COM**

On February 04, 2025, we announced the acquisition of the remaining portion of the shares representing the capital of V2COM, a company specializing in IoT (Internet of Things) and complete telemetry and automation solutions for electricity and Smart Grid systems.

The acquisition is part of WEG's strategy for growing its digital business, which, since 2019, includes V2COM and its complete line of IoT devices, connectivity solutions, including 5G, and intelligent software and hardware systems for the automation and monitoring of the electrical Grid. This initiative is aligned with the growing demand for solutions for Electrification and Industry 4.0, seeking an increase in operational efficiency, evolution of connectivity systems, and monitoring solutions.

**Strategic acquisition in the industrial coatings segment in the USA**

On May 1, 2025, we announced the acquisition of assets of Heresite Protective Coatings, a North-American company specializing in industrial coatings located in the United States. Founded in 1935 in Manitowoc, Wisconsin, Heresite Protective Coatings is a well-established company in the industrial coating market, specializing in solutions for heating, ventilation, and air conditioning (HVAC) equipment, designed for harsh environments, particularly in the oil & gas and water treatment markets. In addition to operating in the North American market, Heresite has a strong international presence.

**Acquisition of the remaining portion of PPI Multitask**

On July 17, 2025, we announced the acquisition of the remaining portion of the shares representing the capital of PPI-Multitask, specialized in Industrial Automation Systems Integration, MES (Manufacturing Execution System) solutions, IIoT (Industrial Internet of Things), and software for the industry. The acquisition is part of WEG's strategy for developing solutions in software and real-time process and manufacturing management systems. The main founders will continue to be involved in the operation, ensuring the retention of knowledge and excellence in the development of innovative solutions.

**Acquisition of control of Tupinambá Energia to advance in the electric mobility ecosystem**

On October 16, 2025, we announced the execution of Binding agreements for investment and acquisition of nearly 56% of the capital of Tupinambá Energia ("Tupi Mob"), a company prominent in the software and complete services market for managing electric vehicle charging networks.

Founded in 2019 in São Paulo, Tupi Mob is the owner of the Tupi App, a robust digital platform that connects electric vehicle users to charging networks, and occupies a strategic position in the electric mobility ecosystem, integrating energy suppliers, charging station manufacturers, network operators, automakers, and end users. Tupi Mob strengthens WEG's strategy to lead the transformation of the electric mobility sector and paves the way for the gradual expansion of the model in international markets.



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### Acquisition of Sanelec, an Indian company that manufactures voltage regulators and excitation systems

On December 11, 2025, we announced the signing of a binding agreement, through an indirect subsidiary abroad, for the acquisition of Sanelec Excitation Systems, an Indian company specialized in the manufacture of voltage regulators and excitation systems, and the current exclusive partner of REIVAX in India, a company of the WEG Group.

Founded in 1998 in the city of Bangalore, Karnataka, Sanelec is a company specialized in the design and manufacturing of automatic voltage regulators for generators and synchronous electric motors, as well as excitation control systems for power generation. The acquisition aims to expand REIVAX's presence in the international market, supporting the current client portfolio and seeking to increase its equity interest in the energy generation control solutions market.

## EXECUTIVE BOARD

We announce the following changes in 2025:

### Executive Committee

On October 27, 2025, we announced the changes in the Executive Board, where the positions reporting directly to the Chief Executive Officer will now be called Vice Presidencies, but without implying changes in the statutory structure of the management.

### Vice-President of Technology

On October 27, 2025, we announced the creation of a new vice presidency responsible for defining strategic guidelines for technological development and identifying and fostering synergies between WEG's products and solutions, which will operate in a matrix manner, supporting all the company's Business Units. The Vice-President in charge will be Mr. Carlos José Bastos Grillo, effective as of January 01, 2026.

### Vice-President of the International Division

On October 27, 2025, we announced the appointment of Mr. Anderson Fernandes to the position of Vice President of the International Division, effective as of January 01, 2026, replacing Mr. Elder Jurandir Stringari, who took up the position of Sales Director for Drives & Controls in the Automation Business Unit.

## AUTOMATION & SYSTEMS BUSINESS UNIT

On October 27, 2025, we announced the restructuring of the Automation and Digital & Systems Business Units, which will now be integrated into the new Business Unit, aiming for better resource optimization and synergy between the businesses. The Vice President responsible for this Business Unit will be Mr. Manfred Peter Johann, effective as of January 01, 2026.

## SUSTAINABILITY

### WEG Carbon Neutral Program

By the end of 2025, WEG reduced Scope 1 and 2 Greenhouse Gas (GHG) emissions by 28% compared to 2021, representing 48% of the target achievement for 2030.

The global targets for reducing GHG emissions set in 2022 are to reduce 52% of GHG emissions by 2030 and to achieve net-zero emissions by 2050, referring to WEG's global Scope 1 and 2 emissions based on 2021. In 2025, a target was also approved to reduce Scope 3 greenhouse gas emissions by 60% per added value by 2030, with 2021 as the base year. The WEG Carbon Neutral Program has over 1,390 mapped reduction projects, of which 990 have already been approved (2021 to 2025).

### Climate commitments certified by SBTi

In 2025, WEG achieved approval for its short-term targets by the Science Based Targets initiative (SBTi). The first approved goal, to reduce absolute Scope 1 and 2 GHG emissions by 52%, follows the commitment already made in 2022 for absolute emissions within operations. The second approved goal, to reduce Scope 3 GHG emissions by 60% per added value, aims to tackle the challenge of reducing Scope 3 emissions related to the value chain and product sales.

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The approval by SBTi represents international credibility, reinforcing WEG's commitment to a science-based decarbonization trajectory. In addition to increasing transparency and trust with stakeholders, it positions the company as a reference in social and environmental responsibility and sustainable competitiveness.

### Highlights and acknowledgements

WEG demonstrates a solid and ongoing commitment to sustainability, evidenced by its good performance in different evaluation agencies in the areas of the environment, ethics, human rights and responsible supply chain management. Focusing on sustainable growth and innovative solutions, WEG reaffirms its dedication to contributing to a more efficient and responsible future.

In 2025, we won the Gold seal in the EcoVadis assessment, placing us in the top 2% of companies globally.

We achieved the A- rating in the CDP assessment, remaining in the Leadership category, a clear recognition of WEG's progress on the climate change agenda.

This year we also maintained our "low risk" rating from Sustainalytics, a recognition that stresses WEG's commitment to sustainability.

### WEG participation in COP30

WEG actively participated in COP30 through official panels in the Blue Zone and the Green Zone, as well as through its own panels and events for clients and partners. WEG's position on its 4 pillars (energy efficiency, operational efficiency, renewable energy, and electric mobility) was disclosed through concrete examples, such as the ATAIC (Association of Agro-extractivist Workers of Ilha das Cinzas) project carried out in partnership with Natura, the solar power generation and energy storage systems in Fernando de Noronha, and the solutions implemented on the SESI hospital ship, in addition to the electric buses and charging stations used in the Belém fleet.

## HUMAN RESOURCES

The Company ended the year with a total of 49,258 employees, an increase of 3.6% compared to the prior year. The distribution of employees by geographic region is presented in Table 4.

**Table 4 - Employees**

|                        | 2025   | 2024   | HA %   |
|------------------------|--------|--------|--------|
| <b>Total employees</b> | 49,258 | 47,529 | 3.6%   |
| <b>North America</b>   | 8,204  | 7,691  | 6.7%   |
| <b>South America</b>   | 33,272 | 31,755 | 4.8%   |
| <b>Europe</b>          | 2,664  | 2,665  | 0.0%   |
| <b>Africa</b>          | 1,045  | 885    | 18.1%  |
| <b>Asia Pacific</b>    | 4,073  | 4,533  | -10.1% |

## PROSPECTS

The instabilities related to changes in international tariff legislation and the impacts of geopolitical movements can bring fluctuations in demand, an increase in the costs of important raw materials, such as the already observed acceleration of copper at the end of 2025, and exchange rate fluctuations, which are expected to bring challenges throughout the year. Still, we believe it is possible to continue our mission of continuous and sustainable growth in 2026, even in a challenging scenario for global economic growth, with distinct behaviors among the main regions in which we operate, with a world GDP growth estimate of 3.3%, according to the IMF. In Brazil, we maintain positive outlooks for our business, even in a scenario of high interest rates and with a projected GDP growth of 1.6%, a figure lower than that recorded in 2025. Despite this economic context, we believe that our operational strategy will allow us to identify and seize opportunities in the main segments in which we operate. In the GTD business, the highlight is on the T&D segment, which, even with its production capacity already heavily utilized, continues to show growth potential, especially given the strong demand for new transmission and the modernization lines of the country's energy infrastructure. We still face a challenging scenario for revenue growth in renewable generation businesses due to the lack of centralized wind and solar generation projects. In the industrial sector, we continue to seek opportunities in the sundry segments in which we operate, with an emphasis on electric motors, gear reducers, and automation equipment, which are essential for the modernization and efficiency of our clients' production processes. Additionally, we are focused on expanding our

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operations in the energy storage systems (BESS) business, essential for ensuring the safety and stability of energy supply, as well as compensatory systems and synchronous compensators, which contribute to the quality and efficiency of electrical grids, in addition to electric mobility, keeping up with the trends of fleet electrification and the growing interest in sustainable transportation solutions. The constant search for new technologies and innovative solutions remains one of the pillars of our strategy, effectively contributing to the creation of a more efficient and sustainable world.

We continue to have a favorable scenario in the external market, driven by different dynamics in the regions where we operate. In North America, we expect the continuation of our expansion strategy, driven by the strong performance of the industrial motor business and the advancements generated by the acquisition of Marathon, expanding our presence in new segments. In addition, the acquisition also contributed to the consolidation of our presence in the alternator market, which is expected to show good growth due to the high demand associated with the construction of data centers. We continue to have good expectations for T&D, given the increase in energy demand in the country, driven by the strengthening of the electrical grid infrastructure, electrification of processes, and the growth of data centers, but still limited by production capacity, which is only expected to expand by 2027. In Europe, we expect economic growth to exceed that of 2025, with good opportunities in sundry segments, despite an environment of geopolitical instability. Furthermore, the recent improvement in demand for short-cycle equipment in key countries such as Germany and Italy, combined with the operations of the brands Rotor, Cemp, and Volt, brings good prospects for industrial business, providing growth in new segments and expanding our presence in sundry markets, especially in Eastern Europe. In Asia, we are seeking progress in the Chinese market, reflected in the increase in orders, greater equity interest in the industrial motors segment, expansion of medium voltage business with the new unit in Rugao, and continuous growth in drives. In India, opportunities are driven by high voltage generator and motor businesses, competitive for export, and by the strengthening resulting from the integration of Marathon's businesses.

In 2026, our capital budget foresees investments of R\$ 3,539.5 million in property, plant and equipment, in addition to R\$ 22.4 million in intangible assets, amounts higher than those recorded in 2025; thus, supporting the Company's continuous and sustainable growth strategy. Among the planned investments in Brazil are the completion of investments in T&D in Betim, Gravataí, and Itajubá, and the start of construction of the new industrial plant dedicated to large rotating machines in Guaramirim. Abroad, the new T&D and liquid paint factories in Mexico, the new high-voltage electric motor factory in China, and the new transformer factory in Colombia are already included.

## AUDIT SERVICES

In accordance with CVM Resolution 162/2022 and the professional standards applicable to auditor independence, including NBC PA 290 (R3) and other standards issued by the Federal Accounting Council, the Company and its subsidiaries maintain a formal policy for the service contract of independent audit services and non-audit-related services, duly approved by the Board of Directors.

KPMG Auditores Independentes issues an annual formal declaration of independence, presented to the Audit Committee and the Board of Directors, in accordance with NBC TA 260 (R2) and the applicable ethical standards, stating that there are no situations that could affect its independence in relation to the Company and its subsidiaries.

In the fiscal year, no services prohibited by the regulations of the Securities and Exchange Commission that would compromise the independence of the auditor were contracted.

During 2025, KPMG provided audit and non-audit services, as presented in Table 5.

**Table 5 – Audit and non-audit fees**

| Amounts in R\$'000 | 2025           | VA %          |
|--------------------|----------------|---------------|
| Audit fees         | 8,911.9        | 98.5%         |
| Non-audit fees     | 137.9          | 1.5%          |
| <b>Total fees</b>  | <b>9,049.8</b> | <b>100.0%</b> |

## MANAGEMENT REPORT

December 31, 2025



### ARBITRATION CHAMBER

The company is subject to arbitration in the court of arbitration of the market, pursuant to an arbitration clause contained in its bylaws.

Jaraguá do Sul (SC), February 2026.

THE MANAGEMENT.

## FINANCIAL STATEMENTS IN 2025

Balance sheet at December 31, 2025 and 2024

In thousands of reais, unless otherwise indicated



|                                                     |       | PARENT COMPANY |            | CONSOLIDATED |            |
|-----------------------------------------------------|-------|----------------|------------|--------------|------------|
|                                                     | Notes | 12/31/25       | 12/31/24   | 12/31/25     | 12/31/24   |
| Assets                                              |       |                |            |              |            |
| Current assets                                      |       |                |            |              |            |
| Cash and cash equivalents                           | 4     | 413,983        | 810,170    | 6,296,498    | 7,347,599  |
| Interest earning bank deposits                      | 5     | 983,179        | 648,477    | 983,367      | 648,477    |
| Derivative financial instruments                    | 28    | -              | -          | 25,146       | 210,749    |
| Clients                                             | 6     | -              | -          | 7,837,018    | 7,394,411  |
| Inventories                                         | 7     | -              | -          | 9,911,053    | 9,903,951  |
| Recoverable taxes                                   | 8     | -              | -          | 762,068      | 685,536    |
| Recoverable income tax/<br>social contribution      |       | 23,365         | 14,710     | 221,894      | 131,878    |
| Dividends and interest on<br>own capital receivable |       | 101,818        | 540,273    | -            | -          |
| Other current assets                                |       | 4              | 753        | 873,801      | 898,758    |
|                                                     |       | 1,522,349      | 2,014,383  | 26,910,845   | 27,221,359 |
| Non-current assets                                  |       |                |            |              |            |
| Interest earning bank deposits                      | 5     | -              | -          | 14,263       | 17,134     |
| Derivative financial instruments                    | 28    | -              | -          | -            | 6,166      |
| Judicial deposits                                   | 17.d  | -              | 857        | 58,623       | 58,279     |
| Deferred taxes                                      | 10    | 8,206          | 7,679      | 981,841      | 1,141,821  |
| Recoverable taxes                                   | 8     | -              | -          | 167,197      | 115,193    |
| Recoverable income tax/<br>social contribution      |       | -              | -          | 1,552        | 8,394      |
| Other noncurrent assets                             |       | -              | -          | 146,892      | 95,233     |
| Investments                                         | 11    | 21,155,655     | 20,773,166 | 67,026       | 71,808     |
| Property, plant and equipment                       | 12    | 3,698          | 3,785      | 10,625,487   | 9,035,224  |
| Right-of-use in leases                              | 13    | -              | -          | 886,315      | 898,435    |
| Intangible assets                                   | 14    | 10             | 10         | 2,784,989    | 2,820,655  |
|                                                     |       | 21,167,569     | 20,785,497 | 15,734,185   | 14,268,342 |
| TOTAL ASSETS                                        |       | 22,689,918     | 22,799,880 | 42,645,030   | 41,489,701 |

See the accompanying notes to the financial statements.

## FINANCIAL STATEMENTS IN 2025

Balance sheet at December 31, 2025 and 2024

In thousands of reais, unless otherwise indicated



|                                                  | Notes | PARENT COMPANY |            | CONSOLIDATED |            |
|--------------------------------------------------|-------|----------------|------------|--------------|------------|
|                                                  |       | 12/31/25       | 12/31/24   | 12/31/25     | 12/31/24   |
| Liabilities                                      |       |                |            |              |            |
| Current liabilities                              |       |                |            |              |            |
| Suppliers                                        | 15    | 322            | 325        | 2,789,346    | 3,778,116  |
| Loans and financing                              | 16    | -              | -          | 3,549,314    | 2,850,956  |
| Derivative financial instruments                 | 28    | -              | -          | 75,075       | 26,237     |
| Social and tax liabilities                       |       | 43,378         | 31,652     | 1,170,206    | 1,053,539  |
| Income tax and social contribution               |       | 292            | -          | 321,188      | 474,494    |
| Dividends and interest on<br>own capital payable | 19.b  | 1,747,393      | 548,144    | 1,759,319    | 561,679    |
| Advance from clients                             |       | -              | -          | 4,693,390    | 4,040,292  |
| Profit sharing                                   |       | -              | -          | 621,573      | 569,328    |
| Leases                                           |       | -              | -          | 221,934      | 107,668    |
| Billing for future delivery                      |       | -              | -          | 200,215      | 77,589     |
| Provision for product warranty                   |       | -              | -          | 578,055      | 579,009    |
| Other current liabilities                        |       | 12,400         | 11,208     | 1,406,786    | 1,335,358  |
|                                                  |       | 1,803,785      | 591,329    | 17,386,401   | 15,454,265 |
| Non-current liabilities                          |       |                |            |              |            |
| Loans and financing                              | 16    | -              | -          | 1,041,508    | 744,281    |
| Derivative financial instruments                 | 28    | -              | -          | 1,367        | -          |
| Leases                                           |       | -              | -          | 625,219      | 715,450    |
| Provision for contingencies                      | 17.a  | -              | -          | 812,188      | 783,034    |
| Deferred taxes                                   | 10    | -              | -          | 220,971      | 170,520    |
| Taxes payable                                    |       | -              | -          | 33,314       | 23,647     |
| Dividends payable                                | 19.b  | 3,464,232      | -          | 3,464,232    | -          |
| Other non-current liabilities                    |       | 4,716          | 4,330      | 506,466      | 473,287    |
|                                                  |       | 3,468,948      | 4,330      | 6,705,265    | 2,910,219  |
| Total liabilities                                |       | 5,272,733      | 595,659    | 24,091,666   | 18,364,484 |
| Shareholders' equity                             |       |                |            |              |            |
| Controlling shareholders                         |       |                |            |              |            |
| Capital                                          | 19.a  | 12,504,517     | 7,504,517  | 12,504,517   | 7,504,517  |
| Capital reserves                                 |       | (145,575)      | (121,178)  | (145,575)    | (121,178)  |
| Stock option plan                                | 20    | 20,215         | 17,458     | 20,215       | 17,458     |
| Treasury shares                                  | 19.d  | (43,579)       | (47,840)   | (43,579)     | (47,840)   |
| Profit reserves                                  |       | 2,575,748      | 10,196,349 | 2,575,748    | 10,196,349 |
| Equity valuation adjustment                      |       | 267,222        | 277,498    | 267,222      | 277,498    |
| Other comprehensive income                       |       | 2,238,637      | 3,107,626  | 2,238,637    | 3,107,626  |
| Additional dividends proposed                    |       | -              | 1,269,791  | -            | 1,269,791  |
|                                                  |       | 17,417,185     | 22,204,221 | 17,417,185   | 22,204,221 |
| Non-controlling shareholders                     |       | -              | -          | 1,136,179    | 920,996    |
| Total shareholders' equity                       |       | 17,417,185     | 22,204,221 | 18,553,364   | 23,125,217 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY       |       | 22,689,918     | 22,799,880 | 42,645,030   | 41,489,701 |

See the accompanying notes to the financial statements.

## FINANCIAL STATEMENTS IN 2025

Statement of income | Years ended December 31, 2025 and 2024

In thousands of reais, unless otherwise indicated



|                                                               | Notes | PARENT COMPANY   |                  | CONSOLIDATED      |                   |
|---------------------------------------------------------------|-------|------------------|------------------|-------------------|-------------------|
|                                                               |       | 12/31/25         | 12/31/24         | 12/31/25          | 12/31/24          |
| <b>Net revenue</b>                                            | 21    | -                | -                | <b>40,804,110</b> | <b>37,986,941</b> |
| Cost of products sold and services rendered                   | 23    | -                | -                | (27,122,477)      | (25,173,096)      |
| <b>Gross income</b>                                           |       | <b>-</b>         | <b>-</b>         | <b>13,681,633</b> | <b>12,813,845</b> |
| Sales expenses                                                | 23    | -                | -                | (3,353,431)       | (2,987,307)       |
| (Provision) at recoverable value of clients                   |       | -                | -                | (74,336)          | (22,896)          |
| Other selling expenses                                        |       | -                | -                | (3,279,095)       | (2,964,411)       |
| Administrative expenses                                       | 23    | (19,315)         | (17,447)         | (1,513,882)       | (1,299,421)       |
| Other operating income (loss)                                 | 24    | (17,185)         | (15,629)         | (803,963)         | (831,391)         |
| Equity in net income of subsidiaries                          | 11    | 6,370,525        | 6,058,220        | (11,616)          | (5,198)           |
| <b>Income (loss) before financial income (loss) and taxes</b> |       | <b>6,334,025</b> | <b>6,025,144</b> | <b>7,998,741</b>  | <b>7,690,528</b>  |
| Financial revenues                                            | 25    | 212,945          | 134,701          | 2,322,314         | 1,942,118         |
| Financial expenses                                            | 25    | (165,751)        | (113,787)        | (2,173,378)       | (1,724,138)       |
| <b>Income before taxes</b>                                    |       | <b>6,381,219</b> | <b>6,046,058</b> | <b>8,147,677</b>  | <b>7,908,508</b>  |
| Current taxes                                                 | 26    | (5,526)          | (2,776)          | (1,270,231)       | (1,611,654)       |
| Deferred taxes                                                | 26    | 526              | (689)            | (101,488)         | 21,909            |
| <b>Net income for the year</b>                                |       | <b>6,376,219</b> | <b>6,042,593</b> | <b>6,775,958</b>  | <b>6,318,763</b>  |
| Attributable to:                                              |       |                  |                  |                   |                   |
| Controlling shareholders                                      | 31    |                  |                  | <b>6,376,219</b>  | <b>6,042,593</b>  |
| Non-controlling shareholders                                  |       |                  |                  | 399,739           | 276,170           |
| Earnings per share attributable to controlling shareholders:  | 31    |                  |                  |                   |                   |
| Basic earnings per share (in R\$)                             | 31.a  |                  |                  | <b>1.51971</b>    | <b>1.44026</b>    |
| Diluted earnings per share (in R\$)                           | 31.b  |                  |                  | <b>1.51940</b>    | <b>1.43994</b>    |

See the accompanying notes to the financial statements.



## FINANCIAL STATEMENTS IN 2025

Statement of comprehensive income | Years ended December 31, 2025 and 2024

In thousands of reais



|                                                                             | PARENT COMPANY   |                  | CONSOLIDATED     |                  |
|-----------------------------------------------------------------------------|------------------|------------------|------------------|------------------|
|                                                                             | 12/31/25         | 12/31/24         | 12/31/25         | 12/31/24         |
| <b>Net income</b>                                                           | <b>6,376,219</b> | <b>6,042,593</b> | <b>6,775,958</b> | <b>6,318,763</b> |
| Amounts that may be subsequently reclassified to income (loss) for the year |                  |                  |                  |                  |
| Hedge accounting (net of taxes)                                             | 1,556            | 57,479           | 3,813            | 58,593           |
| Accumulated currency translation adjustments                                | (870,545)        | 1,953,545        | (887,317)        | 1,977,012        |
| <b>Total comprehensive income attributable to:</b>                          | <b>5,507,230</b> | <b>8,053,617</b> | <b>5,892,454</b> | <b>8,354,368</b> |
| Controlling shareholders                                                    |                  |                  | <b>5,507,230</b> | <b>8,053,617</b> |
| Non-controlling shareholders                                                |                  |                  | <b>385,224</b>   | <b>300,751</b>   |

See the accompanying notes to the financial statements.

## FINANCIAL STATEMENTS IN 2025

Statement of changes in shareholders' equity | Years ended December 31, 2025 and 2024

In thousands of reais

|                                           | Capital reserve |                  |                                     | Stock option plan | Treasury shares | Profit reserve |                        | Equity valuation adjustment | Additional dividends proposed | Retained earnings (loss) | Other comprehensive income |                            |                  | Shareholders' equity     |                              |             |
|-------------------------------------------|-----------------|------------------|-------------------------------------|-------------------|-----------------|----------------|------------------------|-----------------------------|-------------------------------|--------------------------|----------------------------|----------------------------|------------------|--------------------------|------------------------------|-------------|
|                                           | Capital         | Goodwill reserve | Revaluation of subsidiaries' assets |                   |                 | Legal reserve  | Capital Budget reserve |                             |                               |                          | Translation adjustment     | Changes in equity interest | Hedge accounting | Controlling shareholders | Non-controlling shareholders | Total       |
| January 01, 2024                          | 6,504,517       | (93,237)         | 3,631                               | 17,831            | (55,983)        | 496,988        | 7,832,355              | 289,441                     | 1,249,940                     | -                        | 1,156,198                  | (4,288)                    | (55,308)         | 17,342,085               | 512,691                      | 17,854,776  |
| Payment of dividends                      | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | (1,249,940)                   | -                        | -                          | -                          | -                | (1,249,940)              | -                            | (1,249,940) |
| Capital increase                          | 1,000,000       | -                | -                                   | -                 | -               | (496,988)      | (503,012)              | -                           | -                             | -                        | -                          | -                          | -                | -                        | -                            | -           |
| Treasury shares sold                      | -               | (33)             | -                                   | -                 | 8,143           | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | 8,110                    | -                            | 8,110       |
| Pricing of stock options                  | -               | -                | -                                   | (373)             | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | (373)                    | -                            | (373)       |
| Capital transactions                      | -               | (31,539)         | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | (31,539)                 | 107,554                      | 76,015      |
| Reversal of dividends in prior years      | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | 1,614                    | -                          | -                          | -                | 1,614                    | -                            | 1,614       |
| Equity valuation adjustment:              |                 |                  |                                     |                   |                 |                |                        |                             |                               |                          |                            |                            |                  |                          |                              |             |
| Realization of deemed cost, net of taxes  | -               | -                | -                                   | -                 | -               | -              | -                      | (11,943)                    | -                             | 13,725                   | (1,782)                    | -                          | -                | -                        | -                            | -           |
| Accumulated translation adjustments       | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | 1,955,327                  | -                          | -                | 1,955,327                | 23,467                       | 1,978,794   |
| Hedge accounting – cash flow net of taxes | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | 57,479           | 57,479                   | 1,114                        | 58,593      |
| Net income for the year                   | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | 6,042,593                | -                          | -                          | -                | 6,042,593                | 276,170                      | 6,318,763   |
| Proposed allocations:                     |                 |                  |                                     |                   |                 |                |                        |                             |                               |                          |                            |                            |                  |                          |                              |             |
| Legal reserve (Note 19.c)                 | -               | -                | -                                   | -                 | -               | 302,130        | -                      | -                           | -                             | (302,130)                | -                          | -                          | -                | -                        | -                            | -           |
| Dividends (Note 19.b)                     | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | 1,269,791                     | (2,056,668)              | -                          | -                          | -                | (786,877)                | -                            | (786,877)   |
| Interest on own capital (Note 19.b)       | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | (1,134,258)              | -                          | -                          | -                | (1,134,258)              | -                            | (1,134,258) |
| Capital budget reserve                    | -               | -                | -                                   | -                 | -               | -              | 2,564,876              | -                           | -                             | (2,564,876)              | -                          | -                          | -                | -                        | -                            | -           |
| December 31, 2024                         | 7,504,517       | (124,809)        | 3,631                               | 17,458            | (47,840)        | 302,130        | 9,894,219              | 277,498                     | 1,269,791                     | -                        | 3,109,743                  | (4,288)                    | 2,171            | 22,204,221               | 920,996                      | 23,125,217  |
| Payment of dividends                      | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | (1,269,791)                   | -                        | -                          | -                          | -                | (1,269,791)              | -                            | (1,269,791) |
| Capital increase                          | 5,000,000       | -                | -                                   | -                 | -               | (302,130)      | (4,697,870)            | -                           | -                             | -                        | -                          | -                          | -                | -                        | -                            | -           |
| Treasury shares sold                      | -               | 1,043            | -                                   | -                 | 4,261           | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | 5,304                    | -                            | 5,304       |
| Pricing of stock options                  | -               | -                | -                                   | 2,757             | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | 2,757                    | -                            | 2,757       |
| Capital transactions                      | -               | (25,440)         | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | -                | (25,440)                 | (170,041)                    | (195,481)   |
| Reversal of dividends in prior years      | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | 4,077                    | -                          | -                          | -                | 4,077                    | -                            | 4,077       |
| Equity valuation adjustment:              |                 |                  |                                     |                   |                 |                |                        |                             |                               |                          |                            |                            |                  |                          |                              |             |
| Realization of deemed cost, net of taxes  | -               | -                | -                                   | -                 | -               | -              | -                      | (10,276)                    | -                             | 11,203                   | (927)                      | -                          | -                | -                        | -                            | -           |
| Accumulated translation adjustments       | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | (869,618)                  | -                          | -                | (869,618)                | (16,772)                     | (886,390)   |
| Hedge accounting – cash flow net of taxes | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | -                        | -                          | -                          | 1,556            | 1,556                    | 2,257                        | 3,813       |
| Reserve dividends (Note 19.b)             | -               | -                | -                                   | -                 | -               | -              | (5,196,349)            | -                           | -                             | -                        | -                          | -                          | -                | (5,196,349)              | -                            | (5,196,349) |
| Net income for the year                   | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | 6,376,219                | -                          | -                          | -                | 6,376,219                | 399,739                      | 6,775,958   |
| Proposed allocations:                     |                 |                  |                                     |                   |                 |                |                        |                             |                               |                          |                            |                            |                  |                          |                              |             |
| Legal reserve (Note 19.c)                 | -               | -                | -                                   | -                 | -               | 318,811        | -                      | -                           | -                             | (318,811)                | -                          | -                          | -                | -                        | -                            | -           |
| Dividends (Note 19.b)                     | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | (2,153,023)              | -                          | -                          | -                | (2,153,023)              | -                            | (2,153,023) |
| Interest on own capital (Note 19.b)       | -               | -                | -                                   | -                 | -               | -              | -                      | -                           | -                             | (1,662,728)              | -                          | -                          | -                | (1,662,728)              | -                            | (1,662,728) |
| Capital budget reserve                    | -               | -                | -                                   | -                 | -               | -              | 2,256,937              | -                           | -                             | (2,256,937)              | -                          | -                          | -                | -                        | -                            | -           |
| December 31, 2025                         | 12,504,517      | (149,206)        | 3,631                               | 20,215            | (43,579)        | 318,811        | 2,256,937              | 267,222                     | -                             | -                        | 2,239,198                  | (4,288)                    | 3,727            | 17,417,185               | 1,136,179                    | 18,553,364  |

See the accompanying notes to the financial statements.

## FINANCIAL STATEMENTS IN 2025

Statement of cash flows – Indirect method | Years ended December 31, 2025 and 2024

In thousands of reais



|                                                                            | PARENT COMPANY     |                    | CONSOLIDATED       |                    |
|----------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                                                            | 12/31/25           | 12/31/24           | 12/31/25           | 12/31/24           |
| <b>Operating activities</b>                                                |                    |                    |                    |                    |
| Income (loss) before taxes                                                 | 6,381,219          | 6,046,058          | 8,147,677          | 7,908,508          |
| Depreciation, amortization and depletion                                   | 87                 | 86                 | 1,001,296          | 812,485            |
| Stock option plan expenses                                                 | 2,757              | (373)              | 14,641             | 25,618             |
| Equity in net income of subsidiaries                                       | (6,370,525)        | (6,058,220)        | 11,616             | 5,198              |
| Allowance for credit risk                                                  | -                  | -                  | 74,336             | 22,896             |
| Provision for tax, civil and labor liabilities                             | -                  | (4,730)            | 29,565             | (101,022)          |
| Provision for inventory losses                                             | -                  | -                  | 41,168             | 31,194             |
| Provision with product warranty                                            | -                  | -                  | 28,667             | 114,027            |
| Write-off of non-current assets                                            | -                  | -                  | 150,310            | 51,602             |
| Accrued interest on loans and financings                                   | -                  | -                  | 179,358            | 166,727            |
| Provision for / settlement of derivative financial instruments             | -                  | -                  | 211,533            | (128,709)          |
| Yield on interest earning bank deposits                                    | (263,322)          | (58,971)           | (263,533)          | (58,971)           |
| Profit sharing – employees                                                 | -                  | -                  | 786,135            | 712,757            |
|                                                                            | <b>(249,784)</b>   | <b>(76,150)</b>    | <b>10,412,769</b>  | <b>9,562,310</b>   |
| (Increase)/decrease in clients                                             | -                  | -                  | (767,226)          | (123,083)          |
| (Increase) decrease in inventories                                         | -                  | -                  | (355,541)          | (997,309)          |
| (Increase)/decrease in recoverable taxes                                   | (8,655)            | 3,450              | 31,533             | (38,716)           |
| Increase/(decrease) in suppliers                                           | (3)                | 2                  | (909,901)          | 944,618            |
| Increase/(decrease) in social/tax liabilities                              | (230,176)          | (162,256)          | (375,592)          | (227,047)          |
| Increase/(decrease) in advances from clients                               | -                  | -                  | 801,256            | 422,836            |
| Increase/(decrease) in other accounts receivable/payable                   | 257,466            | 144,067            | (103,709)          | (129,912)          |
| Income tax and social contribution                                         | (5,234)            | (2,808)            | (1,423,537)        | (1,375,362)        |
| Payment of profit sharing – employees                                      | -                  | -                  | (681,934)          | (625,765)          |
| Receipt of dividends/interest on own capital                               | 5,283,825          | 3,039,261          | -                  | -                  |
| Interest paid on loans and financing                                       | -                  | -                  | (177,085)          | (160,301)          |
| <b>Net cash flow from operating activities</b>                             | <b>5,047,439</b>   | <b>2,945,566</b>   | <b>6,451,033</b>   | <b>7,252,269</b>   |
| <b>Investment activities</b>                                               |                    |                    |                    |                    |
| Acquisition of property, plant and equipment                               | -                  | -                  | (2,563,450)        | (1,780,663)        |
| Acquisition of intangible assets                                           | -                  | -                  | (127,871)          | (69,659)           |
| Acquisition of company - business combination (net of cash)                | -                  | -                  | (200,575)          | (2,263,748)        |
| Interest earning bank deposits                                             | (75,379)           | -                  | (75,379)           | (1,821)            |
| Redemption of interest earning bank deposits                               | 3,999              | 3,264              | 6,682              | 3,264              |
| Receipt in the sale of property, plant and equipment and intangible assets | -                  | -                  | 49,783             | 17,998             |
| <b>Net cash flow derived (invested) in investment activities</b>           | <b>(71,380)</b>    | <b>3,264</b>       | <b>(2,910,810)</b> | <b>(4,094,629)</b> |
| <b>Financing activities</b>                                                |                    |                    |                    |                    |
| Loans and financing obtained                                               | -                  | -                  | 6,248,313          | 4,331,232          |
| Payment of loans and financing                                             | -                  | -                  | (5,230,662)        | (4,168,962)        |
| Settlement of treasury shares                                              | 4,261              | 8,143              | 4,261              | 8,143              |
| Payment of dividends/interest on own capital                               | (5,376,507)        | (2,938,119)        | (5,384,769)        | (2,934,611)        |
| <b>Net cash flow (invested) in financing activities</b>                    | <b>(5,372,246)</b> | <b>(2,929,976)</b> | <b>(4,362,857)</b> | <b>(2,764,198)</b> |
| Exchange rate change on cash and cash equivalents                          | -                  | -                  | (228,467)          | 465,703            |
| <b>Net increase (decrease) in cash and cash equivalents</b>                | <b>(396,187)</b>   | <b>18,854</b>      | <b>(1,051,101)</b> | <b>859,145</b>     |
| Cash and cash equivalents on January 1                                     | 810,170            | 791,316            | 7,347,599          | 6,488,454          |
| <b>Cash and cash equivalents as of December 31</b>                         | <b>413,983</b>     | <b>810,170</b>     | <b>6,296,498</b>   | <b>7,347,599</b>   |

See the accompanying notes to the financial statements.

## FINANCIAL STATEMENTS IN 2025

Statement of added value | Years ended December 31, 2025 and 2024

In thousands of reais



|                                                                      | PARENT COMPANY   |                  | CONSOLIDATED        |                     |
|----------------------------------------------------------------------|------------------|------------------|---------------------|---------------------|
|                                                                      | 12/31/25         | 12/31/24         | 12/31/25            | 12/31/24            |
| <b>Revenues</b>                                                      | -                | -                | <b>44,630,263</b>   | <b>41,781,507</b>   |
| Sale of merchandise, products and services                           | -                | -                | 44,583,403          | 41,727,913          |
| Other revenues                                                       | -                | -                | 121,196             | 76,490              |
| Provision with loss with clients' credits                            | -                | -                | (74,336)            | (22,896)            |
| <b>Inputs acquired from third parties</b>                            | <b>(11,882)</b>  | <b>(6,553)</b>   | <b>(23,715,606)</b> | <b>(22,825,357)</b> |
| Cost of products and services, energy, outsourced services and other | (11,622)         | (9,448)          | (23,734,557)        | (22,808,184)        |
| Other                                                                | (260)            | 2,895            | 18,951              | (17,173)            |
| <b>Gross added value</b>                                             | <b>(11,882)</b>  | <b>(6,553)</b>   | <b>20,914,657</b>   | <b>18,956,150</b>   |
| Depreciation, amortization and depletion                             | (87)             | (86)             | (1,001,296)         | (812,485)           |
| <b>Net value added produced by the Entity</b>                        | <b>(11,969)</b>  | <b>(6,639)</b>   | <b>19,913,361</b>   | <b>18,143,665</b>   |
| <b>Added value received as transfers</b>                             | <b>6,583,470</b> | <b>6,192,921</b> | <b>2,310,698</b>    | <b>1,936,920</b>    |
| Equity in net income of subsidiaries                                 | 6,370,525        | 6,058,220        | (11,616)            | (5,198)             |
| Financial revenues                                                   | 212,945          | 134,701          | 2,322,314           | 1,942,118           |
| <b>Total added value payable</b>                                     | <b>6,571,501</b> | <b>6,186,282</b> | <b>22,224,059</b>   | <b>20,080,585</b>   |
| <b>Distribution of added value</b>                                   | <b>6,571,501</b> | <b>6,186,282</b> | <b>22,224,059</b>   | <b>20,080,585</b>   |
| <b>Personnel</b>                                                     | <b>22,038</b>    | <b>23,098</b>    | <b>8,705,902</b>    | <b>7,355,546</b>    |
| Direct remuneration                                                  | 21,387           | 22,445           | 7,417,189           | 6,281,195           |
| Benefits                                                             | 475              | 444              | 1,044,894           | 864,418             |
| FGTS                                                                 | 176              | 209              | 243,819             | 209,933             |
| <b>Taxes, rates and contributions</b>                                | <b>7,493</b>     | <b>6,804</b>     | <b>4,553,026</b>    | <b>4,652,802</b>    |
| Federal                                                              | 7,493            | 6,804            | 3,918,676           | 4,090,883           |
| State                                                                | -                | -                | 583,748             | 520,164             |
| Municipal                                                            | -                | -                | 50,602              | 41,755              |
| <b>Third-party capital remuneration</b>                              | <b>165,751</b>   | <b>113,787</b>   | <b>2,189,173</b>    | <b>1,753,474</b>    |
| Interest                                                             | 165,751          | 113,787          | 2,151,961           | 1,717,826           |
| Rentals                                                              | -                | -                | 37,212              | 35,648              |
| <b>Remuneration of own capital</b>                                   | <b>6,376,219</b> | <b>6,042,593</b> | <b>6,775,958</b>    | <b>6,318,763</b>    |
| Dividends                                                            | 2,153,023        | 2,056,668        | 2,153,023           | 2,056,668           |
| Interest on own capital                                              | 1,662,728        | 1,134,258        | 1,662,728           | 1,134,258           |
| Retained earnings                                                    | 2,560,468        | 2,851,667        | 2,560,468           | 2,851,667           |
| Non-controlling retained earnings                                    | -                | -                | 399,739             | 276,170             |

See the accompanying notes to the financial statements.



## **1 COMPANY'S INFORMATION**

WEG S.A. ("Company") is a publicly-held corporation headquartered at Avenida Prefeito Waldemar Grubba, 3300, in Jaraguá do Sul - State of Santa Catarina (SC), Brazil, holding company comprising the WEG Group ("Group"), which is primarily engaged in the production and sale of capital goods such as electric motors, generators and transformers; gear units and geared motors; hydraulic and steam turbines; frequency converters, motor starters and maneuver devices; control and protection of electric circuits for industrial automation; power sockets and switches; electric traction solutions for heavy vehicles, SUV vehicles, locomotives, and sea transportation electric propelling; solutions for the generation of renewable and distributed energy, in small hydro, thermal, biomass, wind and solar energy power plants; solutions for the industry 4.0; UPSs and alternators for groups of generators; conventional and movable electric substations; industrial electrical and electronic systems; and industrial paint & varnish, and paints for automotive repainting. The operations are performed through industrial plants located in Brazil, Argentina, Colombia, Mexico, United States, Portugal, Spain, Austria, Germany, South Africa, Algeria, India, Italy, Turkey, China, Netherlands and Australia, with commercial activities carried out in more than 145 countries.

The Company's shares are traded on B3 under the ticker "WEGE3" and has been listed in the corporate governance segment called Novo Mercado (New Market) since June 2007.

The Company has American Depositary Receipts (ADRs) – Level I that are traded on the over-the-counter or OTC market in the United States, under the ticker "WEGZY".

## **2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES**

The consolidated and individual financial statements ("financial statements") were prepared based on all relevant information of the Company, used by Management in its administration. These statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and in accordance with accounting practices adopted in Brazil (BR GAAP). Brazilian practices were implemented by the Accounting Pronouncement Committee ("CPC") and approved by the Brazilian Securities Commission ("CVM") and Federal Accounting Council ("CFC").

The financial statements were prepared using historical cost as the value base, except for the fair value appraisal of certain financial instruments, when required by the standard.

The approval and authorization of these individual and consolidated financial statements was given by the Board of Directors in a meeting held on February 24, 2026.

### **2.1 Basis of consolidation**

The consolidated financial statements are prepared jointly with those of the parent company, using consistent accounting policies, and are composed of the financial statements of the direct and indirect subsidiaries.

All balances, unrealized revenues, expenses, gains and losses arising from transactions among Group's subsidiaries. A change in the ownership interest in a subsidiary which does not result in loss of control is accounted for as a transaction between shareholders in shareholders' equity.

Income (loss) for the year and comprehensive income are attributed to the parent company's shareholders and non-controlling shareholders.

The subsidiaries that comprise the consolidated financial statements are presented in the Note 11.

### **2.2 Business combinations**

When acquiring a business, the Company evaluates assets and liabilities assumed with the purpose of classifying and allocating them according to contractual covenants, economic circumstances and pertinent conditions, up to one year after the acquisition date.

Goodwill is initially measured as being the excess of consideration transferred in relation to net assets acquired (identifiable assets and assumed liabilities). If consideration is lower than fair value of net assets acquired, the difference is recognized as gain in statement of income. Deferred tax of acquired companies is recognized when there is no expectation of tax amortization of the surplus and goodwill allocated in the initial acquisition.

After initial recognition, the goodwill is carried at cost less any accumulated loss for the impairment losses, which is tested on an annual basis. For impairment testing purposes, goodwill acquired in a business combination is, from the acquisition date, allocated to each cash-generating units of the Company that are expected to benefit by the synergies of combination, regardless of other assets or liabilities of the acquiree being allocated to those units.

The subsidiaries are recognized under the equity method in the individual parent company's financial statements.



## **2.3 Foreign currency translation**

### **a) Functional currency of Group's companies**

Consolidated financial statements are being presented in *real* (R\$), functional currency of the parent company and subsidiaries located in Brazil.

The functional currency of subsidiaries abroad is determined based on the country in which it operates, and is translated into the presentation currency (R\$) on the date of the financial statements.

### **b) Transactions and balances**

Transactions in foreign currency are recorded at the exchange rate of the functional currency in force on the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rate of the functional currency in force on the date of financial statements. All differences are reported in the statement of income or other comprehensive income. Non-monetary items measured based on historical cost in a foreign currency are translated using the foreign exchange rate prevailing on the dates of the initial transactions and the ones measured based on fair value in foreign currency are translated using the exchange rates in force on the date that the fair value was determined.

### **c) Translation of balance sheets of Group's foreign companies**

The assets and liabilities of foreign subsidiaries are translated into reais (R\$) at the exchange rate on the date of financial statements, and the corresponding statements of income are translated based on average monthly foreign exchange rate. Foreign exchange differences derived from this translation are accounted for in other comprehensive income as accumulated translation adjustment in shareholders' equity. In a possible sale of a foreign subsidiary, the accumulated translation amount recognized in shareholders' equity, referring to said foreign subsidiary, is recognized in the statement of income.

## **2.4 Cash and cash equivalents**

They include balances in checking accounts and short-term interest earning bank deposits with 90-day liquidity that are recorded at cost plus income earned up to the balance sheet closing date, in accordance with the rates agreed with the financial institutions and do not exceed their market or realization value.

## **2.5 Interest earning bank deposits**

These are investments with liquidity of over 90 days, classified as fair value through profit or loss, considering that they may be held to maturity. However, they can be used for other purposes. These interest earning bank deposits are recorded at cost plus income earned up to the balance sheet closing date, in accordance with the rates agreed with the financial institutions and represent its fair values.

## **2.6 Clients**

They correspond to trade accounts receivable for the sale of goods or provision of services in the normal course of activities, stated at the present and realization value. The allowance for doubtful accounts is calculated based on an analysis of credit risk, market liquidity and credit level, and is sufficient to cover expected losses on amounts receivable.

## **2.7 Inventories**

Inventories are valued and stated at the average acquisition or production cost that does not exceed the net realizable value. The Company and its subsidiaries cover the costs of its inventories by absorption using the weighted moving average.

Provision for inventories due to: low turnover and obsolete inventories are recorded in accordance with the Company's policies. Imports in transit are stated at the accumulated cost of each import.

## **2.8 Property, plant and equipment**

Property, plant and equipment are valued at acquisition and/or construction cost, net of depreciation, except for land, which is not depreciated.

Expenses with maintenance or repairs, which do not materially increase the useful life of the assets, are expensed when incurred. Gains and losses due to the disposal are calculated by comparing sales price with book value, and are recognized in the statement of income.

Depreciation is calculated by the straight-line method, which considers the estimated useful lives of the assets and it is periodically reviewed to adapt the depreciation rates according to the need.

The book values of property, plant and equipment assets are reviewed on each balance sheet date for indication of impairment. If such indication occurs, the Company recognizes a reduction in the book balance of this asset, if necessary.



## **2.9 Right-of-use in leases**

All leases in which the Company and its subsidiaries act as lessees are recognized in the balance sheet under right-of-use asset, with a contra entry to lease liabilities, except for short-term and low-value leases, which are recognized as an expense in a straight-line basis during the lease term.

The right-of-use asset is measured at cost, net of accumulated depreciation and impairment loss, adjusted for any remeasurement of the lease obligation. Depreciation is calculated based on the useful life of the asset or the contractual term. The lease obligation is measured at the present value of the payments of the agreement, restated monthly by the discounted interest and settled by the payments made.

## **2.10 Intangible assets**

They are valued at the acquisition cost, less amortization. Intangible assets with defined useful lives are amortized taking into consideration estimated period for generation of future economic benefits. Goodwill from expected future earnings, with no defined useful life, is subject to impairment test on an annual basis or whenever there are signs of possible loss in economic value.

## **2.11 Research, development and innovation**

Expenses on research activities are recorded in income (loss) when incurred, and development and innovation expenses comprising opportunities to gain scientific and technological knowledge or product and process improvements are capitalized and amortized over the estimated benefit period.

## **2.12 Provision for contingencies**

Provision is recognized when the Company and its subsidiaries have a present obligation, as a result of past events, and it is likely that an outflow of funds will be necessary to settle the obligation; and the amount can be reliably estimated. Provision is periodically reviewed, observing its nature and based on the opinion of legal advisors.

## **2.13 Provision for guarantees**

A provision for warranties is recognized when the products or services to which they refer are sold, based on historical data and warranty periods.

## **2.14 Profit sharing**

The Company and its subsidiaries provide for profit sharing for employees and administrators based on programs that establish annual operating targets and are approved by the Board of Directors. The amount of profit sharing is recognized in the income (loss) for the year in accordance with the achievement of targets.

## **2.15 Dividends and interest on own capital**

Dividends and interest on own capital are recognized in liabilities based on the minimum dividends defined by the Company's Bylaws. Any amount above minimum mandatory amount is recognized as liability when approved by the Board of Directors and ad referendum of Ordinary General Meeting.

Dividends proposed to the Board of Directors remain recorded in shareholders' equity under additional dividends.

## **2.16 Pension plan**

The Company and its subsidiaries in Brazil sponsor a supplementary pension plan, which offers benefits and a programmed term benefit. The risk benefits (sick pay, death benefit, and disability benefit) are fully funded by the sponsors, under the simple distribution financial regime. On the other hand, the programmed benefits (reversible monthly lifetime income and permanent financial monthly income) is structured in the form of variable contribution and jointly financed for by the participants and the sponsors, under the capitalization system. The actuarial commitments of the plan are recorded and provisioned based on actuarial calculations, periodically prepared by an independent actuary, and are fully covered by the collateral assets of the benefit plan. Such calculations use actuarial, financial and economic assumptions, including mortality table, general mortality table of individuals with permanent disability, effective annual interest rate and historical data on events, death, disability and illness, observed in the periods prior to the calculation of the corresponding costs.

## **2.17 Financial instruments**

The main financial instruments of the Company and its subsidiaries include:

- a) Cash and cash equivalents:** Presented at cost plus income, which is equivalent to fair value;
- b) Interest earning bank deposits:** The fair value of such assets nears the values recorded in the balance sheets. Interest earning bank deposits are classified as fair value through profit or loss, as they are held to maturity;





- c) **Loans and financing:** The main purpose of this financial instrument is to generate funds for the expansion projects of the Company and its subsidiaries and occasionally meet its short-term cash flow requirements:
- Loans and financing in domestic currency: they are classified as financial liabilities measured at amortized cost and recorded at their restated amounts, in accordance with the contracted rates. These loans' market values are equivalent to their book values as they are financial instruments with exclusive financial lease characteristics from specific funding sources.
  - Loans and financing in foreign currency: are contracted to support the working capital of commercial operations in Brazil and in subsidiaries abroad and are updated according to the contracted rates.
- d) **Derivatives:**
- Operations with Non Deliverable Forwards (NDF) and SWAPs - recognized at fair value in assets and/or liabilities with a corresponding entry in the financial income (loss) in the statement of income.
  - Transactions designated as hedge accounting - Derivative financial instruments are held to hedge risk exposures of foreign currency. This hedge, as well as the economic relationship, is documented on the date of hedge accounting designation. The effective portion of changes in the fair value of these derivative financial instruments is recognized immediately in other comprehensive income, while the non-effective portion is immediately recognized in the income (loss).

## **2.18 Treasury shares**

They are recognized at cost, and deducted from shareholders' equity. No gain or loss is recognized in the statement of income on the purchase, sale, issuance or cancellation of the Company's equity instruments. Any difference between the book value and the remuneration is recognized in other capital reserves.

## **2.19 Share-based plan – Long-term incentive plan (“ILP Plan”)**

The Company grants shares to its administrators and managers, which will only be delivered after grace periods. The shares are measured at the share value based on the grant date and are recognized as expenses under Other income (loss) in the statement of income for the year, with a contra entry to a capital reserve in shareholders' equity as the grace periods for deliveries of actions are carried out.

Changes and reversals subsequent to the acquisition calculation are measured prospectively only when there are: (i) change in strike price of granted shares; and (ii) change in the number of shares expected to be transferred.

## **2.20 Government grants and assistance**

Government grants are recognized when all corresponding contractual conditions have been met. When the benefit is related to an expense item, the grant is recognized as revenue for the period the benefit was granted, on a systematic basis in relation to the costs offset by such benefit. When the benefit is related to an asset, it is recognized as deferred revenue and recorded in the income (loss) equal amounts throughout the estimated useful life of the corresponding asset.

## **2.21 Revenue from contracts with customers**

Revenue is recognized when the company transfers control of the goods and services to the client, usually when the client receives the product or service.

It is measured at fair value of received or receivable consideration, excluding discounts, rebates, taxes or charges over sales.

## **2.22 Revenue from contract with customer - Construction contracts**

When the results of a construction contract are reliably estimated, revenues and costs are recognized based on the stage of completion of the contract at the end of the period, considering the legal possibility of requiring payment by the client or the delivery of the product to the client (transfer of control), and measured based on the proportion of costs incurred in relation to the estimated total costs of the contract. There is no alternative use for the assets sold.

## **2.23 Taxes and contributions**

### **a) Current and deferred income tax and social contribution**

The current and deferred income tax and social contribution of the Company and its subsidiaries in Brazil are calculated based on the rates of 25% and 9%, respectively, and consider the offsetting of tax losses and negative basis limited to 30% of taxable income, except for subsidiaries located abroad, where the tax rates valid in the countries in which these subsidiaries are located are followed.

Deferred taxes are recognized in relation to the temporary differences between the book values of assets and liabilities for financial statement purpose and the related amounts used for taxation purposes.





Deferred tax assets arising from tax losses, negative bases, and deductible temporary differences are recognized only to the extent that it is probable that there will be sufficient future taxable profits to realize them, based on approved projections of results and tax planning by Management.

Deferred income tax assets and liabilities are measured based on the rates that are expected to be applicable in the period that the asset will be realized or the liability settled, considering the prevailing tax law on the balance sheet date.

**b) Other taxes**

Revenues, expenses and assets are net of taxes, except when taxes on purchases of assets or services are not recoverable from tax authorities, in which case, the tax is recognized as part of the acquisition cost of the asset or expense item.

**2.24 Segment information**

Management defines the operating and geographic segments of the Company and its subsidiaries based on reports internally generated as business management information. The Company's Management is structured and systematized with information on operations considering the industry, energy, foreign and consolidated segments.

**2.25 Statement of added value**

The Company prepares the Value-Added Statement (VAS) with the aim of demonstrating the generation and distribution of wealth among economic agents. These statements are integrated into the individual and consolidated financial statements and also presented as supplementary information for IFRS purposes.

**2.26 Hyperinflationary economy**

Non-monetary items are restated from the acquisition date to the closing date of the financial statements. Deferred taxes are measured after the restatement of non-monetary items, from the date of acquisition to the date of the opening balances, and then restated until the closing date of the financial statements.

Monetary items are not restated as they are already expressed in terms of the current currency unit at the end of the reporting period.

Gains and losses in net cash position are recognized in the income (loss).

The Company adopts said procedures in Argentina and Turkey, a country with a hyperinflationary economy.

**2.27 New pronouncements to become effective as of January 1, 2026**

Management has been monitoring the pronouncements that have already been issued, which will be effective as of January 1, 2026.

IFRS 18/CPC 51 will be applied to reporting periods beginning January 01, 2027.

Currently, Management is evaluating all the impacts that these changes will have on the financial statements.



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### **3 ACCOUNTING ESTIMATES**

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Financial statements include the use of estimates that considered evaluations and judgments of the Management, past and current events, assumptions about future events, and other objective and subjective factors. Significant items subject to these estimates are:

- a) analysis of credit risk to determine the allowance for doubtful accounts (Notes 6 and 28.1a);
- b) determination of provision for inventory losses (Note 7);
- c) recoverability analysis of non-financial assets: main assumptions related to the determination of values in use (Note 14);
- d) deferred income tax and social contribution: considering the availability of future taxable income against which deductible temporary differences and tax losses can be used (Note 10);
- e) Business combination: measurement of identifiable assets acquired and liabilities assumed at their respective fair values on the acquisition date (Note 11.4); and
- f) provision for contingencies (Note 17).

The settlement of transactions involving these estimates may result in significantly different amounts described in the financial statements due to the lack of precision inherent to the process of their estimate. These estimates are periodically reviewed.



#### **4 CASH AND CASH EQUIVALENTS**

|                                                                                                          | <b>PARENT COMPANY</b> |                 | <b>CONSOLIDATED</b> |                  |
|----------------------------------------------------------------------------------------------------------|-----------------------|-----------------|---------------------|------------------|
|                                                                                                          | <b>12/31/25</b>       | <b>12/31/24</b> | <b>12/31/25</b>     | <b>12/31/24</b>  |
| a) Cash and banks                                                                                        | 36                    | 13              | 2,040,959           | 1,900,225        |
| b) Interest earning bank deposits                                                                        | 413,947               | 810,157         | 4,255,539           | 5,447,374        |
| In domestic currency:                                                                                    | 413,947               | 810,157         | 2,466,038           | 4,080,158        |
| Bank Deposit Certificate (CDB), Financial Bill (LF), Financial Treasury Bills (LFT) and Investment Funds | 413,947               | 810,157         | 2,466,038           | 4,080,158        |
| In foreign currency:                                                                                     | -                     | -               | 1,789,501           | 1,367,216        |
| Overnight                                                                                                | -                     | -               | 1,213,504           | 1,093,764        |
| Time deposit                                                                                             | -                     | -               | 319,181             | 53,904           |
| Other                                                                                                    | -                     | -               | 256,816             | 219,548          |
| <b>TOTAL</b>                                                                                             | <b>413,983</b>        | <b>810,170</b>  | <b>6,296,498</b>    | <b>7,347,599</b> |

##### **Investments in Brazil:**

Interest earning bank deposits in Brazil are mainly represented by funds invested in private securities of prime line institutions.

They are remunerated at the average rate of 101.78% of CDI (100.73% of CDI as of December 31, 2024).

##### **Foreign investments:**

Investments are comprised of overnight, funds, time deposit and investment in government bonds. Remuneration ranges from country to country, ranging 0.50–8.30% p.a. (0.21–9.90% p.a. as of December 31, 2024).

#### **5 INTEREST EARNING BANK DEPOSITS**

|                      | <b>PARENT COMPANY</b> |                 | <b>CONSOLIDATED</b> |                 |
|----------------------|-----------------------|-----------------|---------------------|-----------------|
|                      | <b>12/31/25</b>       | <b>12/31/24</b> | <b>12/31/25</b>     | <b>12/31/24</b> |
| In domestic currency | 983,179               | 648,477         | 983,180             | 648,477         |
| Investment funds     | 983,179               | 648,477         | 983,180             | 648,477         |
| In foreign currency  | -                     | -               | 14,450              | 17,134          |
| <b>TOTAL</b>         | <b>983,179</b>        | <b>648,477</b>  | <b>997,630</b>      | <b>665,611</b>  |
| Current assets       | 983,179               | 648,477         | 983,367             | 648,477         |
| Non-current assets   | -                     | -               | 14,263              | 17,134          |

Interest earning bank deposits include investment funds that are recorded at fair value, remunerated at an average floating rate of 104.86% of CDI rate (105.73% of the CDI rate as of December 31, 2024).



## 6 CLIENTS

|                                                         | <b>CONSOLIDATED</b> |                  |
|---------------------------------------------------------|---------------------|------------------|
|                                                         | <b>12/31/25</b>     | <b>12/31/24</b>  |
| <b>a) Breakdown of balances:</b>                        |                     |                  |
| Domestic market                                         | 2,768,538           | 2,474,915        |
| Foreign market                                          | 5,270,123           | 5,057,970        |
| <b>SUBTOTAL</b>                                         | <b>8,038,661</b>    | <b>7,532,885</b> |
| Provision for losses on clients' credits                | (201,643)           | (138,474)        |
| <b>TOTAL</b>                                            | <b>7,837,018</b>    | <b>7,394,411</b> |
| <b>b) Actual losses with client credits in the year</b> | <b>12,732</b>       | <b>18,713</b>    |
| <b>c) Maturity date of trade notes:</b>                 |                     |                  |
| Falling due                                             | 6,792,571           | 6,546,670        |
| Overdue (days):                                         | 1,246,090           | 986,215          |
| ≤30                                                     | 631,940             | 522,870          |
| 31–90                                                   | 249,827             | 169,504          |
| 91–180                                                  | 90,397              | 93,993           |
| >180                                                    | 273,926             | 199,848          |
| <b>TOTAL</b>                                            | <b>8,038,661</b>    | <b>7,532,885</b> |

Changes in provision with losses on clients' credits are as follows:

|                                       |                  |
|---------------------------------------|------------------|
| <b>Balance at 01/01/24</b>            | <b>(56,987)</b>  |
| Losses written-off in the year        | 18,713           |
| Formation of provision for the period | (66,231)         |
| Reversal of provision for the year    | 24,622           |
| Acquired businesses                   | (43,324)         |
| Exchange-rate change                  | (15,267)         |
| <b>Balance at 12/31/24</b>            | <b>(138,474)</b> |
| Losses written-off in the year        | 12,732           |
| Formation of provision for the period | (123,886)        |
| Reversal of provision for the year    | 36,818           |
| Acquired businesses                   | (160)            |
| Exchange-rate change                  | 11,327           |
| <b>Balance at 12/31/25</b>            | <b>(201,643)</b> |



## 7 INVENTORIES

|                                                    | <b>CONSOLIDATED</b> |                  |
|----------------------------------------------------|---------------------|------------------|
|                                                    | <b>12/31/25</b>     | <b>12/31/24</b>  |
| Finished goods                                     | 1,407,191           | 1,293,685        |
| Work in process                                    | 886,371             | 836,949          |
| Raw materials and other                            | 1,631,910           | 1,774,434        |
| Imports in transit                                 | 213,282             | 569,585          |
| Provision for losses with low turnover inventories | (88,133)            | (68,077)         |
| <b>Total inventories in domestic market</b>        | <b>4,050,621</b>    | <b>4,406,576</b> |
| Finished goods                                     | 2,911,091           | 2,898,081        |
| Work in process                                    | 1,743,304           | 1,783,821        |
| Raw materials and other                            | 1,631,008           | 1,407,740        |
| Provision for losses with low turnover inventories | (424,971)           | (592,267)        |
| <b>Total inventories in foreign market</b>         | <b>5,860,432</b>    | <b>5,497,375</b> |
| <b>OVERALL TOTAL</b>                               | <b>9,911,053</b>    | <b>9,903,951</b> |

Changes in the provision for slow-moving inventory are as follows:

|                                       |                  |
|---------------------------------------|------------------|
| <b>Balance at 01/01/24</b>            | <b>(222,872)</b> |
| Formation of provision for the period | (252,239)        |
| Reversal of provision for the year    | 221,045          |
| Acquired businesses                   | (339,922)        |
| Exchange-rate change                  | (66,356)         |
| <b>Balance at 12/31/24</b>            | <b>(660,344)</b> |
| Formation of provision for the period | (250,310)        |
| Reversal of provision for the year    | 209,142          |
| Acquired businesses                   | (365)            |
| Exchange-rate change                  | 188,773          |
| <b>Balance at 12/31/25</b>            | <b>(513,104)</b> |

Inventories are insured and their coverage is determined according to values and involved risk level. The recording and reversal of provision for low-turnover inventory losses are recorded under cost of goods sold.

## 8 RECOVERABLE TAXES

|                                                         | <b>CONSOLIDATED</b> |                 |
|---------------------------------------------------------|---------------------|-----------------|
|                                                         | <b>12/31/25</b>     | <b>12/31/24</b> |
| <b>BRAZIL</b>                                           | <b>657,317</b>      | <b>563,847</b>  |
| IPI                                                     | 73,354              | 81,077          |
| PIS/COFINS                                              | 174,340             | 147,874         |
| ICMS                                                    | 145,552             | 142,611         |
| ICMS over acquisitions of property, plant and equipment | 194,020             | 135,058         |
| Financial credit of information technology law          | 45,699              | 37,024          |
| REINTEGRA                                               | 15,328              | 13,658          |
| Other                                                   | 9,024               | 6,545           |
| <b>FOREIGN</b>                                          | <b>271,948</b>      | <b>236,882</b>  |
| VAT                                                     | 259,984             | 176,046         |
| Other                                                   | 11,964              | 60,836          |
| <b>TOTAL</b>                                            | <b>929,265</b>      | <b>800,729</b>  |
| Current assets                                          | 762,068             | 685,536         |
| Non-current assets                                      | 167,197             | 115,193         |

The credits will be realized by the Company and its subsidiaries during the normal tax calculation process, and there are also credits subject to refund and/or offsetting.



## 9 RELATED PARTIES

Products and raw materials purchase and sale and service contracting transactions were carried out, as well as loans and fund raising financial transactions between the Group's companies, which are eliminated in the consolidation and Management's remuneration.

### Amount of existing balances:

|                                | PARENT COMPANY |              | CONSOLIDATED   |                |
|--------------------------------|----------------|--------------|----------------|----------------|
|                                | 12/31/25       | 12/31/24     | 12/31/25       | 12/31/24       |
| <b>ASSETS AND LIABILITIES</b>  |                |              |                |                |
| <b>Current liabilities</b>     | <b>9,973</b>   | <b>8,987</b> | <b>115,586</b> | <b>110,620</b> |
| Contracts with administrators  | -              | -            | 11,479         | 16,689         |
| Administrators' bonus          | 9,973          | 8,987        | 104,107        | 93,931         |
| <b>Non-current liabilities</b> | <b>3,820</b>   | <b>3,284</b> | <b>37,749</b>  | <b>34,449</b>  |
| Administrators' bonus          | 3,820          | 3,284        | 37,749         | 34,449         |

| STATEMENT OF INCOME ACCOUNTS  | PARENT COMPANY |               | CONSOLIDATED   |                |
|-------------------------------|----------------|---------------|----------------|----------------|
|                               | 12/31/25       | 12/31/24      | 12/31/25       | 12/31/24       |
| <b>Management fees:</b>       |                |               |                |                |
| <b>a) Fixed (fees)</b>        | <b>3,864</b>   | <b>3,796</b>  | <b>39,073</b>  | <b>38,737</b>  |
| Board of Directors            | 2,151          | 2,039         | 4,302          | 4,077          |
| Statutory Board               | 1,713          | 1,757         | 17,125         | 17,569         |
| Non-Statutory Executive Board | -              | -             | 17,646         | 17,091         |
| <b>b) Variable (bonus)</b>    | <b>14,469</b>  | <b>13,450</b> | <b>146,318</b> | <b>137,268</b> |
| Board of Directors            | 8,056          | 7,224         | 16,112         | 14,449         |
| Statutory Board               | 6,413          | 6,226         | 64,128         | 63,037         |
| Non-Statutory Executive Board | -              | -             | 66,078         | 59,782         |

### Additional information:

#### a) Commercial operations

The purchase and sale of inputs and products are carried out under conditions established between the parties;

#### b) Management of funds

Financial and commercial transactions between the Group's companies are recorded and supported by the Group's convention. The contracts entered into with Administrators are remunerated at 95.0% of the CDI change;

#### c) Sureties and guarantees

WEG S.A. granted guarantees and sureties to its subsidiaries, with no financial costs totaling US\$ 369.5 million (US\$ 389.1 million on December 31, 2024).

At the Board of Directors' meetings held on January 27, 2026, and February 24, 2026, the Company authorized the granting of sureties to its subsidiaries of R\$ 280.0 million and US\$ 30.0 million, respectively.

#### d) Management remuneration

The members of the Board of Directors were remunerated totaling R\$ 4,302 (R\$ 4,077 as of December 31, 2024) and the Statutory Executive Board totaling R\$ 17,125 (R\$ 17,569 as of December 31, 2024), and the Statutory Executive Board totaling R\$ 17,646 (R\$ 17,091 as of December 31, 2024).

A bonus of up to 2.5% of the consolidated net income is expected to be distributed to the Administrators, provided that operational performance targets are met. Performance targets refer to Return on Invested Capital, EBITDA growth of sales and margin, employee health and safety performance indicators and reduction of Greenhouse Gas (GHG) emissions. The corresponding provision is recognized in the income (loss) for the year in the amount of R\$ 146,318 (R\$ 137,268 on December 31, 2024) under "other operating expenses".

The performance bonus for Administrators, deferred for payment in subsequent years, R\$ 47,791 (R\$ 37,680 on December 31, 2024), is subject to changes in the market price of the Company's shares over the period.

Administrators receive usual market benefits.



## 10 DEFERRED TAXES

Deferred Income Tax and Social Contribution credits and debits were calculated in accordance with CVM Resolution 109/22, which approved Technical Pronouncement CPC 32 (IAS 12) – Income taxes.

### a) Breakdown of amounts:

|                                                             | PARENT COMPANY |              | CONSOLIDATED   |                |
|-------------------------------------------------------------|----------------|--------------|----------------|----------------|
|                                                             | 12/31/25       | 12/31/24     | 12/31/25       | 12/31/24       |
| Tax losses of IRPJ                                          | -              | -            | 65,135         | 60,434         |
| CSLL negative calculation basis                             | 170            | 766          | 1,545          | 1,038          |
| Temporary differences:                                      |                |              |                |                |
| Provision:                                                  |                |              |                |                |
| Labor and civil contingencies                               | -              | -            | 132,695        | 133,460        |
| Taxes challenged in court                                   | -              | -            | 50,090         | 49,265         |
| Losses on clients' credits                                  | -              | -            | 41,551         | 11,919         |
| Losses with inventories without turnover                    | -              | -            | 66,956         | 57,834         |
| Product warranties                                          | -              | -            | 169,067        | 158,948        |
| Indemnities with labor and contractual terminations         | -              | -            | 99,862         | 89,872         |
| Freight and sales commissions                               | -              | -            | 28,808         | 31,556         |
| Outsourced services                                         | -              | -            | 101,997        | 96,339         |
| Projects in progress – foreign subsidiaries                 | -              | -            | 194,317        | 172,022        |
| Employees' profit sharing                                   | -              | -            | 121,597        | 75,438         |
| Derivatives – hedge accounting                              | -              | -            | 1,801          | 34             |
| Unearned revenues                                           | -              | -            | 280,521        | 118,065        |
| Incentivized accelerated depreciation                       | -              | -            | (10,483)       | (9,358)        |
| Difference in amortization of tax x accounting goodwill     | (3)            | (3)          | (61,166)       | (58,831)       |
| Over-accelerated depreciation                               | -              | -            | (68,504)       | (4,555)        |
| Difference for tax vs accounting depreciation (useful life) | (9)            | (10)         | (495,383)      | (370,107)      |
| Other                                                       | 9,217          | 8,124        | (110,860)      | 81,564         |
| Deemed cost of property, plant and equipment                | (1,169)        | (1,198)      | (115,314)      | (120,778)      |
| Tax incentive – Switzerland                                 | -              | -            | 266,638        | 397,142        |
| <b>TOTAL</b>                                                | <b>8,206</b>   | <b>7,679</b> | <b>760,870</b> | <b>971,301</b> |
| Non-current assets                                          | 8,206          | 7,679        | 981,841        | 1,141,821      |
| Non-current liabilities                                     | -              | -            | (220,971)      | (170,520)      |

In 2025, deferred net taxes were recorded in the consolidated in the amount of R\$ 210,431 (R\$ 193,963 as of December 31, 2024), and the amount of R\$ 101,488 (R\$ 21,908 as of December 31, 2024) in the shareholders' equity of R\$ 108,943 (R\$ 122,599 as of December 31, 2024).

### b) Estimated term for realization

Management evaluates that deferred taxes arising from temporary differences will be realized in the proportion to the realization of contingencies, losses and projected obligations.

Regarding the deferred tax credits, recorded on tax losses and negative basis of social contribution, Management estimates the realization between 5 and 10 years, in view of the projection of future taxable income. The credit resulting from the tax incentive in Switzerland is estimated to be realized in 7 years.



**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



## 11 INVESTMENTS

### 11.1 - Investments in subsidiaries

| Company                                          | Country      | Shareholders' equity | Income (loss) for the year | Interest in capital (%) |          |          |          | Equity in net income of subsidiaries |           | Equity value of the investment |            |
|--------------------------------------------------|--------------|----------------------|----------------------------|-------------------------|----------|----------|----------|--------------------------------------|-----------|--------------------------------|------------|
|                                                  |              |                      |                            | 12/31/25                |          | 12/31/24 |          | 12/31/25                             | 12/31/24  | 12/31/25                       | 12/31/24   |
|                                                  |              |                      |                            | Direct                  | Indirect | Direct   | Indirect |                                      |           |                                |            |
| WEG Equipamentos Elétricos S.A. (*)              | Brazil       | 19,187,376           | 4,996,429                  | 100.00                  | -        | 100.00   | -        | 5,097,397                            | 4,839,482 | 19,187,376                     | 18,779,450 |
| RF Reflorestadora Ltda.                          |              | 256,783              | 3,989                      | 66.67                   | 33.33    | 100.00   | -        | 2,795                                | 4,407     | 154,522                        | 187,794    |
| WEG Amazônia S.A.                                |              | 130,142              | 51,477                     | 0.02                    | 99.98    | 0.02     | 99.98    | 8                                    | 9         | 21                             | 20         |
| WEG Administradora de Bens Ltda.                 |              | 14,373               | (33)                       | 79.33                   | 20.67    | 79.33    | 20.67    | (26)                                 | 222       | 11,402                         | 11,585     |
| WEG Equipamentos e Logística Ltda.               |              | 389,654              | 40,584                     | -                       | 100.00   | -        | 100.00   | 71,141                               | 40,142    | -                              | -          |
| Balteau Produtos Elétricos Ltda.                 |              | 156,580              | 32,928                     | -                       | 100.00   | -        | 100.00   | 9,595                                | 17,529    | -                              | -          |
| Reivax Automação e Controle Ltda. (Note 11.4)    |              | 83,542               | 25,737                     | -                       | 100.00   | -        | -        | -                                    | -         | -                              | -          |
| Tupinambá Energia e Publicidade S.A. (Note 11.4) |              | 13,699               | (214)                      | -                       | 56.14    | -        | -        | -                                    | -         | -                              | -          |
| WEG Linhares Equip. Elétr. S.A.                  |              | 739,373              | 244,466                    | -                       | 100.00   | -        | 100.00   | 1                                    | 1         | 3                              | 4          |
| WEG Drives & Controls Aut. Ltda.                 |              | 1,519,338            | 662,100                    | 100.00                  | -        | 100.00   | -        | 662,100                              | 695,102   | 1,519,338                      | 1,545,385  |
| WEG Partner Holding Ltda.                        |              | 1                    | -                          | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG-Cestari Redut. Motorredut. S.A.              |              | 187,849              | 21,733                     | -                       | 50.01    | -        | 50.01    | 7,579                                | 8,050     | -                              | -          |
| WEG Turbinas e Solar Ltda.                       |              | 1,265,000            | 312,927                    | -                       | 100.00   | -        | 100.00   | 340,743                              | 213,931   | -                              | -          |
| WEG Tintas Ltda.                                 |              | 661,747              | 236,765                    | 38.87                   | 61.13    | 38.87    | 61.13    | 169,987                              | 223,996   | 257,222                        | 221,586    |
| WEG-Jelec Oil and Gas Sol.Aut.Ltda.              |              | 7                    | -                          | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| PPI Multitask Sistem. e Autom. Ltda. (Note 11.4) |              | 11,309               | 2,013                      | -                       | 100.00   | -        | 51.00    | -                                    | -         | -                              | -          |
| V2COM Participações Ltda. (Note 11.4)            |              | 50,602               | 10,061                     | -                       | 100.00   | -        | 62.20    | -                                    | -         | -                              | -          |
| V2 Tecnologia Ltda. (Note 11.4)                  |              | 65,858               | 10,400                     | -                       | 100.00   | -        | 62.20    | -                                    | -         | -                              | -          |
| Conera Sist. de Proc. Comput. Dist. Ltda.        |              | 534                  | (83)                       | -                       | 62.20    | -        | 62.20    | -                                    | -         | -                              | -          |
| Birmind Automação e Serviços Ltda.               |              | 9,577                | 2,670                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Group Africa (Pty) Ltd.                      | South Africa | 573,391              | 32,207                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Africa (Pty) Ltd.                            |              | 178,342              | 20,117                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG South Africa (Pty) Ltd.                      |              | 276,715              | 36,163                     | -                       | 74.80    | -        | 74.80    | -                                    | -         | -                              | -          |
| ENI Electric/Instrumentations Eng. Cont.(Pty)    |              | 13,603               | 1,416                      | -                       | 86.67    | -        | 86.67    | -                                    | -         | -                              | -          |
| ZEST WEG Investment Company (Pty) Ltd.           |              | 206,982              | 20,614                     | -                       | 64.70    | -        | 64.70    | -                                    | -         | -                              | -          |
| Marathon Electric Africa Pty. Ltd.               |              | 1,381                | (77)                       | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Marathon Electric South Africa Pty. Ltd.         |              | 32,702               | 887                        | -                       | 100.00   | -        | 74.91    | -                                    | -         | -                              | -          |
| WEG Germany GmbH                                 | Germany      | 154,346              | 1,923                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Wurtembische Elektromotoren GmbH                 |              | 30,443               | (133)                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Antriebstechnik KATT Hessen GmbH                 |              | (92,755)             | (17,418)                   | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| TGM Kanis Turbinen GmbH                          |              | 152,426              | 34,361                     | -                       | 42.86    | -        | 42.86    | -                                    | -         | -                              | -          |
| TPPA Turbine Power Plant Automation GmbH         |              | 11,272               | 1,629                      | -                       | 64.67    | -        | -        | -                                    | -         | -                              | -          |
| WEG Automation GmbH                              |              | 10,594               | 2,418                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| RCC Technik GmbH                                 |              | 14,219               | (2,754)                    | -                       | 100.00   | -        | -        | -                                    | -         | -                              | -          |
| CEMP International GmbH                          |              | 18,845               | 4,027                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Arabia for Business Services LLC             | Saudi Arabia | 27                   | 432                        | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Algeria Motors SpA                           | Algeria      | 2,576                | 626                        | -                       | 51.00    | -        | 51.00    | -                                    | -         | -                              | -          |
| WEG Equipamientos Electricos S.A.                | Argentina    | 177,621              | 25,068                     | 10.45                   | 89.55    | 10.45    | 89.55    | 7,266                                | 13,302    | 18,552                         | 19,549     |
| Pulverlux S.A.                                   |              | 40,045               | 8,324                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Australia Pty Ltd.                           | Australia    | 124,527              | 10,679                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Marathon Australia Holding Pty. Ltd.             |              | 70,046               | (37,586)                   | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Marathon Electric Australia Pty Ltd.             |              | 54,333               | (37,586)                   | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| CMG International Pty Ltd.                       |              | (8,676)              | (22,949)                   | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Gear Systems GmbH                            | Austria      | 36,500               | (30,054)                   | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG International Trade GmbH                     |              | 3,182                | (1,240)                    | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Holding GmbH                                 |              | 8,882,617            | 1,546,810                  | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Benelux S.A.                                 | Belgium      | 154,343              | 18,924                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Marathon Electric Canada Corp.                   | Canada       | 16,183               | (3,900)                    | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Reivax North America Inc. (Note 11.4)            |              | 28,669               | 13,811                     | -                       | 60.00    | -        | -        | -                                    | -         | -                              | -          |
| WEG Central Asia LLP                             | Kazakhstan   | 25,900               | 14,628                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Chile S.p.A.                                 | Chile        | 89,685               | 24,134                     | 8.00                    | 92.00    | 8.00     | 92.00    | 1,931                                | 2,038     | 7,175                          | 7,753      |
| WEG (Nantong) Elec. Mot. Man. Co., Ltd.          | China        | 539,798              | 72,424                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Changzhou Sinya Electromotor Co., Ltd.           |              | 47,245               | 28,870                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Changzhou Yatong Jiewei Elect., Ltd.             |              | (38,580)             | 9,316                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG (Changzhou) Aut. Equip. Co., Ltd.            |              | 32,946               | 16,956                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG (Jiangsu) Electric Equip. Co., Ltd.          |              | 970,237              | 177,951                    | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Marathon Electric (Wuxi), Ltd.                   |              | 243,128              | 13,439                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| Shanghai Marathon Gexin Elec. Ltd                |              | 152,381              | 42,239                     | -                       | 55.00    | -        | 55.00    | -                                    | -         | -                              | -          |
| WEG Singapore Pte. Ltd.                          | Singapore    | 32,655               | 6,164                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Colombia S.A.S.                              | Colombia     | 345,085              | 46,624                     | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG Colombia Transformadores S.A.S.              |              | 201,622              | 1,071                      | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |
| WEG South Korea LTD (Note 11.5)                  | South Korea  | 381                  | -                          | -                       | 100.00   | -        | -        | -                                    | -         | -                              | -          |
| WEG Egypt LLC                                    | Egypt        | 824                  | 154                        | 1.00                    | 99.00    | 1.00     | 99.00    | 2                                    | 2         | 8                              | 7          |
| WEG Electric Egypt LLC                           |              | 1,798                | 508                        | -                       | 100.00   | -        | 100.00   | -                                    | -         | -                              | -          |

**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



| Company                                                | Country              | Shareholders' equity | Income (loss) for the year | Interest in capital (%) |          |          |          | Equity in net income of subsidiaries |                  | Equity value of the investment |                   |
|--------------------------------------------------------|----------------------|----------------------|----------------------------|-------------------------|----------|----------|----------|--------------------------------------|------------------|--------------------------------|-------------------|
|                                                        |                      |                      |                            | 12/31/25                |          | 12/31/24 |          | 12/31/25                             | 12/31/24         | 12/31/25                       | 12/31/24          |
|                                                        |                      |                      |                            | Direct                  | Indirect | Direct   | Indirect |                                      |                  |                                |                   |
| WEG Ecuador S.A.S                                      | Ecuador              | 22,218               | 5,791                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Middle East Fze.                                   | United Arab Emirates | 88,696               | 41,711                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Iberia Industrial S.L.                             | Spain                | 162,263              | 1,407                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Electric Corp.                                     | United States        | 3,087,160            | 824,822                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Transformers USA LLC                               |                      | 1,380,865            | 817,553                    | -                       | 72.00    | -        | 72.00    | -                                    | -                | -                              | -                 |
| Marathon Electric LLC.                                 |                      | 777,509              | (15,265)                   | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Coatings LLC. (Note 11.5)                          |                      | 59,853               | 4,744                      | -                       | 100.00   | -        | -        | -                                    | -                | -                              | -                 |
| WEG France SAS                                         | France               | 84,989               | 11,568                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Equipment Ghana LTD                                | Ghana                | 21,063               | 7,458                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Industries (India) Private Ltd.                    | India                | 282,221              | 21,803                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Marathon Electric Motors Limited                       |                      | 165,437              | 28,664                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG (UK) Ltd.                                          | England              | 129,278              | 917                        | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Italia S.R.L.                                      | Italy                | 408,262              | 244                        | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Automation Europe S.R.L.                           |                      | 213,753              | (23,160)                   | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| CEMP S.R.L.                                            |                      | 136,489              | 15,158                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Electric Motors Japan Co. Ltd.                     | Japan                | 8,912                | 2,828                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG South East Asia SDN BHD                            | Malaysia             | 11,633               | 927                        | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG México S.A. de C.V.                                | Mexico               | 1,868,129            | 202,721                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | 1                              | 1                 |
| Voltran S.A. de C.V.                                   |                      | 973,988              | 363,168                    | -                       | 72.00    | -        | 72.00    | -                                    | -                | -                              | -                 |
| Marathon Sales de Mexico S.R.L. de C.V.                |                      | 42,126               | (3,857)                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Marathon Elec. Mnf. Mexico S.R.L. de C.V.              |                      | 75,072               | 13,110                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Pinturas S. de R.L. de C.V. (Note 11.5)            |                      | 61,902               | 590                        | -                       | 100.00   | -        | -        | -                                    | -                | -                              | -                 |
| Zest WEG Group Mozambique, Ltda.                       | Mozambique           | 653                  | (1,076)                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Zest WEG Group Namibia Ent. (Pty) Ltd.                 | Namibia              | 139                  | 42                         | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Marathon Electric New Zealand Ltd.                     | New Zealand          | 3,682                | (1,775)                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Holding B.V.                                       | Netherlands          | 1,862,700            | 1,004,522                  | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Rotor B.V.                                             |                      | 94,721               | 23,820                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Peru S.A.C.                                        | Peru                 | 70,017               | 12,501                     | 0.05                    | 99.95    | 0.05     | 99.95    | 6                                    | 7                | 35                             | 32                |
| WEG Poland Sp. z o.o.                                  | Poland               | 12,173               | 3,983                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEGEURO, S.A.                                          | Portugal             | 383,004              | 42,892                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Rus LLC                                            | Russia               | 15,734               | (5)                        | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Scandinavia AB                                     | Sweden               | 72,949               | 3,919                      | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG International GmbH                                 | Switzerland          | 975,219              | 971,235                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Reivax of Switzerland AG (Note 11.4)                   |                      | 891                  | (2,982)                    | -                       | 100.00   | -        | -        | -                                    | -                | -                              | -                 |
| WEG Elektr Uskuna FE LLC                               | Uzbekistan           | 239                  | (351)                      | -                       | 100.00   | -        | -        | -                                    | -                | -                              | -                 |
| WEG (Thailand) Co., Ltd.                               | Thailand             | 5,338                | (570)                      | -                       | 100.00   | -        | -        | -                                    | -                | -                              | -                 |
| ENI Electrical Tanzania (Pty) Limited                  | Tanzania             | 510                  | 66                         | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| WEG Elektrik Sanayi Anonim Şirketi                     | Turkey               | 91,158               | (3,018)                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Volt Yönetim Danışmanlığı A.Ş. (Note 11.4)             |                      | 252,785              | 31,906                     | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| Volt Elektrik Motor Sanayi ve Ticaret A.Ş. (Note 11.4) |                      | 215,496              | (19,368)                   | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| San Gayrimenkul Yatırımları A.Ş. (Note 11.4)           |                      | 37,235               | (1,190)                    | -                       | 100.00   | -        | 100.00   | -                                    | -                | -                              | -                 |
| <b>TOTAL</b>                                           |                      |                      |                            |                         |          |          |          | <b>6,370,525</b>                     | <b>6,058,220</b> | <b>21,155,655</b>              | <b>20,773,166</b> |

(\*) Equity in net income of subsidiaries companies adjusted for unrealized profits on related party transactions.

The Company's consolidated financial statements include the individual financial statements of WEG S.A. and all its subsidiaries. The subsidiaries are fully consolidated as of the date control is obtained.

Dividends and interest on own capital received from subsidiaries are considered and valued as operating activities in individual financial statements.

Subsidiaries with negative shareholders' equity are capitalized periodically according to each country's legislation.

**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



## 11.2 Investments in associated companies

| Company                                                   | Country | Shareholders' equity | Income (loss) for the year | Interest in capital (%) |          |          |          | Equity in net income of subsidiaries |                | Equity value of the investment |               |
|-----------------------------------------------------------|---------|----------------------|----------------------------|-------------------------|----------|----------|----------|--------------------------------------|----------------|--------------------------------|---------------|
|                                                           |         |                      |                            | 12/31/25                |          | 12/31/24 |          | 12/31/25                             | 12/31/24       | 12/31/25                       | 12/31/24      |
|                                                           |         |                      |                            | Direct                  | Indirect | Direct   | Indirect |                                      |                |                                |               |
| Anemus Wind Holding S.A.                                  | Brazil  | 42,516               | (185,089)                  | -                       | 6.50     | -        | 6.50     | (13,101)                             | (7,544)        | 35,358                         | 52,449        |
| Eólica do Agreste Potiguar II S.A.                        |         | 138,195              | (15,693)                   | -                       | 6.29     | -        | 6.29     | (987)                                | (378)          | 8,688                          | 9,848         |
| Bewind GmbH                                               | Germany | 21,700               | 6,080                      | -                       | 45.33    | -        | 45.33    | 2,756                                | 2,724          | 9,837                          | 8,251         |
| SAS Intern. des Energies Ren. Produt. Explo. Construction | France  | 23,246               | (567)                      | -                       | 50.00    | -        | -        | (284)                                | -              | 11,623                         | -             |
| CFATEC SARL                                               |         | 2,346                | -                          | -                       | 100.00   | -        | -        | -                                    | -              | -                              | -             |
| <b>TOTAL</b>                                              |         |                      |                            |                         |          |          |          | <b>(11,616)</b>                      | <b>(5,198)</b> | <b>65,506</b>                  | <b>70,548</b> |

## 11.3 Other investments

The Company and its subsidiaries have recorded other investments of R\$ 1,520 (R\$ 1,260 as of December 31, 2024).

## 11.4 Acquisition

### (i) Volt Electric Motors – Industrial and commercial electric motor business

On September 12, 2024, the Company announced that had signed a contract to acquire Volt Electric Motors ("Volt"), a Turkish manufacturer of industrial and commercial electric motors. Founded in 1987, Volt is a vertically integrated company with a production capacity of one million motors per year. The company has a strong presence in the Turkish market and exports to several countries, mainly to Europe, the Middle East and Central Asia. This acquisition is in line with WEG's growth strategy for its industrial and commercial motors business by expanding its presence and product offering in highly competitive and strategic markets such as Eastern Europe, the Middle East, Central Asia and North Africa. It has a 27,000 square-foot facility dedicated to the design and manufacture of industrial and commercial motors up to 450 kW and a team of 690 employees.

On December 2, 2024, the Company informed its shareholders and the market in general that it had completed the acquisition after meeting the precedent conditions. The subsidiary abroad WEG Holding B.V. (Netherlands) acquired the Volt Electric Motors Group and its subsidiaries, which are identified in Note 11.1 for the amount of R\$ 409,783. The acquired business is consolidated in our financial statements as of December 2024.

The Company measured the identifiable assets acquired, the liabilities assumed, and goodwill, and there was a need to adjust the amounts preliminarily allocated presented in the 2024 financial statements on a provisional basis.

The surplus of the consideration transferred in relation to the net assets acquired of R\$ 327,745 according to the Appraisal Report (Purchase Price Allocation), was allocated as follows: R\$ 170,049 to tangible assets, intangible assets, R\$ 42,512 to deferred tax and balance of R\$ 200,208 designated as goodwill.

For the valuation of the trademarks acquired, the Relief from Royalties (RFR) method was used and the royalties' assumptions of 3.0%, discount rate of 15.2%, total administrative costs of 1.0% and useful life of 10 years.

The Multi-Excess Earnings Method (MEEM) was used to value the client portfolio and the *Customer Churn* assumptions of 29.7%, discount rate range between 6.9% and 16.1%, useful life of eight years.

For the assessment of the workforce, the Replacement Cost method was used, and the assumption made was a useful life of 5 years.

To evaluate the non-competition agreement, the With-and-Without method was used. The following assumptions were considered: friction rate With of 34.71%, friction rate Without of 29.71%, and a corresponding competition probability of 3 years of useful life.

Property, plant and equipment were valued using primary and secondary market research to obtain their replacement values or their value in use.

**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



The acquired assets and liabilities on November 30, 2024 were:

| <b>Acquired assets and liabilities</b>         |                |                               |                |
|------------------------------------------------|----------------|-------------------------------|----------------|
| <b>Assets</b>                                  | <b>329,055</b> | <b>Liabilities</b>            | <b>247,018</b> |
| Cash and cash equivalents                      | 5,640          | Suppliers                     | 189,395        |
| Clients                                        | 90,014         | Social and tax liabilities    | 3,829          |
| Inventories                                    | 74,705         | Other current liabilities     | 15,846         |
| Other current assets                           | 3,818          | Other non-current liabilities | 37,948         |
| Long-term assets                               | 717            |                               |                |
| Property, plant and equipment                  | 127,586        |                               |                |
| Intangible assets                              | 7,554          |                               |                |
| Other noncurrent assets                        | 19,021         |                               |                |
| - Net assets acquired                          |                |                               | 82,038         |
| - Allocation:                                  |                |                               | 327,745        |
| Property, plant and equipment                  |                |                               | 69,988         |
| Relationship with customers                    |                |                               | 25,086         |
| Trademarks, licenses, and rights               |                |                               | 60,633         |
| Non-competition agreement                      |                |                               | 3,486          |
| Workforce                                      |                |                               | 10,856         |
| Deferred tax                                   |                |                               | (42,512)       |
| Goodwill                                       |                |                               | 200,208        |
| <b>Consideration transferred at fair value</b> |                |                               | <b>409,783</b> |

**(ii) Reivax S.A. - Automação e Controle – Control systems for power generation**

On November 26, 2024, the Company announced that signed the contract for the acquisition of Reivax S.A. ("Reivax") and its subsidiaries, a Brazilian company founded in 1987 with operations in the control systems for power generation sector, in the hydroelectric, photovoltaic, wind, thermoelectric, substation and industrial segments. In addition to Brazil, Reivax operates globally, being a benchmark in Latin America, with a solid presence in North America, as well as consistent sales in places such as India, Europe and Southeast Asia. The company is headquartered in the city of Florianópolis, state of Santa Catarina, with branches in Switzerland and Canada, and rely on a team of approximately 220 employees.

On February 28, 2025, the Company informed its shareholders and the market in general that it had completed the acquisition after meeting the precedent conditions. The subsidiary WEG Equipamentos Elétricos S.A. (Brazil) acquired Reivax S.A. - Automação e Controle and its subsidiaries, which are identified in Note 11.1 for the amount of R\$ 137,345. The acquired business is consolidated in our financial statements as of March 2025.

The Company measured the identifiable assets acquired, the liabilities assumed, and goodwill, and there was a need to adjust the amounts preliminarily allocated presented in the 2025 interim information.

The surplus of the consideration transferred in relation to the net assets acquired of R\$ 95,342 according to the Appraisal Report (Purchase Price Allocation), was allocated as follows: R\$ 2,651 to inventory, R\$ 39,860 to tangible assets, intangible assets and balance of R\$ 52,831 designated as goodwill.

For the valuation of the acquired trademark, the Relief from Royalties (RFR) method was used and the following assumptions were adopted: royalty rate of 4.1%, discount rate of 16.63%, and useful life of 5 years.

The Multi-Excess Earnings Method (MEEM) was used to value the client portfolio acquired, and the following assumptions were adopted: churn rate of 18.4%, discount rate of 17.13%, and useful life of 9.8 years.

For the evaluation of the non-competition agreement, the With and Without method was used, and the assumptions of a discount rate of 16.63%, a competition probability of 50%, and a useful life of 5 years were adopted.

The technology acquired in the business unit was assessed based on the Replacement Cost method, using the balance of the gross intangible assets adjusted for inflation over the period and considering a useful life of 9.3 years.

Property, plant and equipment were valued using primary and secondary market research to obtain their replacement values or their value in use.

**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



The acquired assets and liabilities on February 28, 2025 were:

| <b>Acquired assets and liabilities</b>         |                |                               |                |
|------------------------------------------------|----------------|-------------------------------|----------------|
| <b>Assets</b>                                  | <b>113,689</b> | <b>Liabilities</b>            | <b>63,840</b>  |
| Cash and cash equivalents                      | 31,117         | Suppliers                     | 4,175          |
| Clients                                        | 15,168         | Social and tax liabilities    | 19,405         |
| Inventories                                    | 35,714         | Loans and financing           | 12,123         |
| Recoverable taxes                              | 3,488          | Advance from clients          | 8,575          |
| Other current assets                           | 3,131          | Billing for future delivery   | 6,520          |
| Long-term assets                               | 8,389          | Other current liabilities     | 8,968          |
| Property, plant and equipment                  | 6,252          | Other non-current liabilities | 4,074          |
| Intangible assets                              | 10,430         |                               |                |
| - Net assets acquired                          |                |                               | 49,849         |
| - Minority                                     |                |                               | (7,846)        |
| - Allocation:                                  |                |                               | 95,342         |
| Inventory                                      |                |                               | 2,651          |
| Property, plant and equipment                  |                |                               | 5,578          |
| Relationship with customers                    |                |                               | 21,116         |
| Trademarks, licenses, and rights               |                |                               | 9,722          |
| Non-competition agreement                      |                |                               | 961            |
| Technology                                     |                |                               | 2,483          |
| Goodwill                                       |                |                               | 52,831         |
| <b>Consideration transferred at fair value</b> |                |                               | <b>137,345</b> |

**(iii) V2COM Participações Ltda.**

On February 4, 2025, the Company informed its shareholders and the market in general acquired the remaining portion of V2COM Participações Ltda. and its subsidiary, a company specializing in IoT (Internet of Things) and complete telemetry and automation solutions for electric power and Smart Grid systems, for the amount of R\$ 36,383. The goodwill in capital transaction recorded in the shareholders' equity was R\$ 20,516.

**(iv) Heresite Protective Coatings**

On May 1, 2025, the Company informed its shareholders and the market in general about the acquisition of the assets of Heresite Protective Coatings, a company specializing in industrial coatings located in the United States.

Founded in 1935 in Manitowoc, Wisconsin, Heresite Protective Coatings is a well-established company in the industrial coating market, specializing in solutions for heating, ventilation, and air conditioning (HVAC) equipment, designed for harsh environments, particularly in the oil & gas and water treatment markets.

The subsidiary WEG Coatings LLC (United States) acquired the assets of Heresite Protective Coatings for the amount of R\$ 59,223. The surplus of the consideration transferred in relation to the net assets acquired of R\$ 23,393 was initially recognized as goodwill, awaiting the conclusion of the Appraisal Report (Purchase Price Allocation).

**(v) PPI Multitask Sistemas e Automação Ltda.**

On July 17, 2025, the Company informed its shareholders and the market in general acquired the remaining portion of PPI Multitask Sistemas e Automação Ltda., specialized in Industrial Automation Systems Integration, MES (Manufacturing Execution System) solutions, IIoT (Industrial Internet of Things), and software for the industry for R\$ 13,067. The goodwill in capital transaction recorded in the shareholders' equity was R\$ 7,988.

**(vi) Tupinambá Energia e Publicidade S.A.**

On October 16, 2025, the Company informed its shareholders and the market in general that had signed an agreement to acquire nearly 54% of the capital of Tupinambá Energia ("Tupi Mob"), a company prominent in the software and complete services market for managing electric vehicle charging networks.

On December 23, 2025, the Company informed its shareholders and the market in general that it had completed the acquisition after meeting the precedent conditions. The subsidiary WEG Equipamentos Elétricos S.A. (Brazil) acquired Tupinambá Energia e Publicidade S.A., which is identified in Note 11.1 for R\$ 38,000. The acquired business is consolidated in our financial statements as of December 2025.

The surplus of the consideration transferred in relation to the net assets acquired of R\$ 30,189 was preliminarily allocated as follows: R\$ 13,585 in intangible assets and R\$ 16,604 as goodwill, awaiting the conclusion of the Appraisal Report (Purchase Price Allocation).



**(vii) Sanelec Excitation Systems**

On December 11, 2025, the Company informed its shareholders and the market in general about the signing of a binding agreement for the acquisition of Sanelec Excitation Systems, an Indian company specialized in the manufacture of voltage regulators and excitation systems.

On January 30, 2026, the Company informed its shareholders and the market in general that it had completed the acquisition after meeting the precedent conditions. The subsidiary WEG Industries (India) Private Ltd. (India) acquired Sanelec Excitation Systems for R\$ 26,639. The acquired business will be consolidated in our financial statements as of February 2026.

**11.5 Incorporations**

**(i) New companies in the Paints and Varnishes business in the United States and Mexico.**

On February 19 and April 1, 2025, the subsidiary WEG Tintas Ltda. established in the United States and Mexico, respectively, the companies WEG Coatings LLC and WEG Pinturas, S. de R.L de C.V. The establishments aim to contribute to the expansion of the Paints and Varnishes business in North America.

**(ii) WEG South Korea.**

On September 22, 2025, the company WEG South Korea LTD. was incorporated in South Korea. The creation of the company aims to expand and consolidate WEG's presence in the South Korean market through the import and marketing of products for local clients.

**12 PROPERTY, PLANT AND EQUIPMENT**

|                                                 |                                    | PARENT COMPANY |                | CONSOLIDATED       |                    |
|-------------------------------------------------|------------------------------------|----------------|----------------|--------------------|--------------------|
|                                                 |                                    | 12/31/25       | 12/31/24       | 12/31/25           | 12/31/24           |
| Land                                            |                                    | 1,440          | 1,440          | 845,053            | 762,580            |
| Constructions and facilities                    |                                    | 5,639          | 5,639          | 3,738,901          | 3,576,154          |
| Equipment                                       |                                    | -              | -              | 10,171,024         | 9,401,484          |
| Furniture and fixtures                          |                                    | -              | -              | 399,111            | 376,832            |
| Hardware                                        |                                    | -              | -              | 340,547            | 312,453            |
| Construction in process                         |                                    | -              | -              | 1,762,506          | 1,239,771          |
| Reforestation                                   |                                    | -              | -              | 117,491            | 80,467             |
| Other                                           |                                    | -              | -              | 642,984            | 458,876            |
| <b>Total property, plant and equipment</b>      |                                    | <b>7,079</b>   | <b>7,079</b>   | <b>18,017,617</b>  | <b>16,208,617</b>  |
| <b>Accumulated depreciation/depletion</b>       | <b>Annual depreciated rate (%)</b> | <b>(3,381)</b> | <b>(3,294)</b> | <b>(7,392,130)</b> | <b>(7,173,393)</b> |
| Constructions and facilities                    | 02–03                              | (3,381)        | (3,294)        | (1,333,141)        | (1,294,634)        |
| Equipment                                       | 05–20                              | -              | -              | (5,513,328)        | (5,353,402)        |
| Furniture and fixtures                          | 07–10                              | -              | -              | (242,081)          | (239,019)          |
| Hardware                                        | 20–50                              | -              | -              | (205,883)          | (195,625)          |
| Reforestation                                   | -                                  | -              | -              | (42,366)           | (38,092)           |
| Other                                           | -                                  | -              | -              | (55,331)           | (52,621)           |
| <b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b> |                                    | <b>3,698</b>   | <b>3,785</b>   | <b>10,625,487</b>  | <b>9,035,224</b>   |

**a) Summary of changes in property, plant and equipment - Consolidated:**

| <b>Class</b>            | <b>12/31/24</b>  | <b>Transfer between classes</b> | <b>Acquired businesses</b> | <b>Acquisitions</b> | <b>Net write-offs</b> | <b>Deprec. and Depletion</b> | <b>Effect of Foreign exchange</b> | <b>12/31/25</b>   |
|-------------------------|------------------|---------------------------------|----------------------------|---------------------|-----------------------|------------------------------|-----------------------------------|-------------------|
| Land                    | 762,580          | 2,720                           | 3,140                      | 76,729              | -                     | -                            | (116)                             | 845,053           |
| Buildings/Facilities    | 2,281,520        | 190,976                         | 5,742                      | 98,148              | (5,145)               | (109,600)                    | (55,881)                          | 2,405,760         |
| Equipment               | 4,048,082        | 208,656                         | 70,784                     | 1,060,134           | (131,522)             | (528,051)                    | (70,387)                          | 4,657,696         |
| Furniture and fixtures  | 137,813          | 247                             | 4,211                      | 46,727              | (3,902)               | (24,612)                     | (3,454)                           | 157,030           |
| Hardware                | 116,828          | 1,474                           | 525                        | 56,577              | (1,202)               | (38,178)                     | (1,360)                           | 134,664           |
| Construction in process | 1,239,771        | (419,333)                       | 591                        | 998,411             | (34,389)              | -                            | (22,545)                          | 1,762,506         |
| Reforestation           | 42,375           | -                               | -                          | 37,024              | -                     | (4,274)                      | -                                 | 75,125            |
| Advances to suppliers   | 342,912          | 17,174                          | -                          | 171,211             | (145)                 | -                            | (4,669)                           | 526,483           |
| Other                   | 63,343           | (1,914)                         | (260)                      | 18,489              | (7,113)               | (8,875)                      | (2,500)                           | 61,170            |
| <b>Total</b>            | <b>9,035,224</b> | <b>-</b>                        | <b>84,733</b>              | <b>2,563,450</b>    | <b>(183,418)</b>      | <b>(713,590)</b>             | <b>(160,912)</b>                  | <b>10,625,487</b> |



**WEG S.A.**  
**NOTES TO THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025**  
*(Amounts expressed in thousands of reais unless otherwise indicated)*



**Prior year:**

| Class                   | 12/31/23         | Transfer between Classes | Acquired businesses | Acquisitions     | Net write-offs  | Deprec. and Depletion | Effect of Foreign exchange | 12/31/24         |
|-------------------------|------------------|--------------------------|---------------------|------------------|-----------------|-----------------------|----------------------------|------------------|
| Land                    | 707,007          | -                        | 16,777              | 8,305            | -               | -                     | 30,491                     | 762,580          |
| Buildings/Facilities    | 1,693,565        | 152,858                  | 238,074             | 63,809           | (1,541)         | (93,973)              | 228,728                    | 2,281,520        |
| Equipment               | 3,018,850        | 152,940                  | 297,165             | 787,106          | (59,826)        | (444,948)             | 296,795                    | 4,048,082        |
| Furniture and fixtures  | 88,568           | 2,062                    | 25,199              | 42,620           | (1,738)         | (23,613)              | 4,715                      | 137,813          |
| Hardware                | 87,941           | 568                      | 2,358               | 52,316           | (2,669)         | (29,383)              | 5,697                      | 116,828          |
| Construction in process | 797,172          | (301,386)                | 22,668              | 690,448          | -               | -                     | 30,869                     | 1,239,771        |
| Reforestation           | 36,081           | -                        | -                   | 10,480           | -               | (4,186)               | -                          | 42,375           |
| Advances to suppliers   | 236,739          | (7,202)                  | 458                 | 104,334          | -               | -                     | 8,583                      | 342,912          |
| Other                   | 41,622           | 160                      | 7,506               | 21,245           | (3,601)         | (8,258)               | 4,669                      | 63,343           |
| <b>Total</b>            | <b>6,707,545</b> | <b>-</b>                 | <b>610,205</b>      | <b>1,780,663</b> | <b>(69,375)</b> | <b>(604,361)</b>      | <b>610,547</b>             | <b>9,035,224</b> |

- b) Construction in progress** – On December 31, 2025, the Company has investments in progress in property, plant and equipment for expansion and modernization totaling R\$ 1,762,506 (R\$ 1239771 as of December 31, 2024), with the most relevant investments in the units of Brazil, totaling R\$ 875,015 (R\$ 536,287 as of December 31, 2024), in the unit of Mexico, totaling R\$ 406,588 (R\$ 411,991 as of December 31, 2024), and in the unit of India, totaling R\$ 131,466 (R\$ 130,415 as of December 31, 2024).
- c) Amounts offered as collateral** - Property, plant and equipment were offered as collateral for loans, financing, and labor- and tax-related lawsuits, at the acquisition cost of the assets, in the consolidated amount of R\$ 72,443 (R\$ 72,443 as of December 31, 2024).
- d) Impairment test** – The assessment of the recoverability indicators of the property, plant and equipment of the Company and its subsidiaries did not result in the need to recognize a loss in the financial year ended December 31, 2025.

### 13 RIGHT-OF-USE IN LEASES

The Company and its subsidiaries adopted the Technical Pronouncement CPC 06 (R2) (IFRS 16) Leases.

|                                 | CONSOLIDATED     |                  |
|---------------------------------|------------------|------------------|
|                                 | 12/31/25         | 12/31/24         |
| Real estate                     | 1,269,180        | 1,183,024        |
| Machinery and equipment         | 59,724           | 47,487           |
| Hardware                        | 187              | 187              |
| Vehicles                        | 70,016           | 58,113           |
| <b>Total leases</b>             | <b>1,399,107</b> | <b>1,288,811</b> |
| <b>Accumulated depreciation</b> | <b>(512,792)</b> | <b>(390,376)</b> |
| Real estate                     | (450,561)        | (340,013)        |
| Machinery and equipment         | (28,272)         | (22,686)         |
| Hardware                        | (115)            | (83)             |
| Vehicles                        | (33,844)         | (27,594)         |
| <b>TOTAL NET</b>                | <b>886,315</b>   | <b>898,435</b>   |

**a) Summary of changes in right-of-use in leases:**

| Class                   | 12/31/24       | Additions      | Net write-offs  | Depreciation     | FX effect       | 12/31/25       |
|-------------------------|----------------|----------------|-----------------|------------------|-----------------|----------------|
| Real estate             | 843,011        | 171,885        | (10,431)        | (156,107)        | (29,739)        | 818,619        |
| Machinery and equipment | 24,801         | 17,805         | (277)           | (9,633)          | (1,244)         | 31,452         |
| Hardware                | 104            | -              | -               | (31)             | (1)             | 72             |
| Vehicles                | 30,519         | 19,235         | (904)           | (13,595)         | 917             | 36,172         |
| <b>Total</b>            | <b>898,435</b> | <b>208,925</b> | <b>(11,612)</b> | <b>(179,366)</b> | <b>(30,067)</b> | <b>886,315</b> |

**Prior year:**

| Class                   | 12/31/23       | Acquired businesses | Additions      | Net write-offs  | Depreciation     | FX effect      | 12/31/24       |
|-------------------------|----------------|---------------------|----------------|-----------------|------------------|----------------|----------------|
| Real estate             | 558,941        | 130,221             | 133,424        | (16,495)        | (109,724)        | 146,644        | 843,011        |
| Machinery and equipment | 12,164         | 249                 | 18,304         | (21)            | (10,420)         | 4,525          | 24,801         |
| Hardware                | 103            | -                   | 34             | -               | (54)             | 21             | 104            |
| Vehicles                | 16,083         | 2,707               | 17,627         | (502)           | (9,778)          | 4,382          | 30,519         |
| <b>Total</b>            | <b>587,291</b> | <b>133,177</b>      | <b>169,389</b> | <b>(17,018)</b> | <b>(129,976)</b> | <b>155,572</b> | <b>898,435</b> |



## 14 INTANGIBLE ASSETS – CONSOLIDATED

|                                             | Annual amortization rate (%) | Cost             | Accumulated amortization | 12/31/25         | 12/31/24         |
|---------------------------------------------|------------------------------|------------------|--------------------------|------------------|------------------|
| Software license                            | 10–20                        | 362,266          | (279,618)                | 82,648           | 66,599           |
| Trademarks and patents                      | 05–20                        | 216,524          | (95,687)                 | 120,837          | 110,230          |
| Projects                                    | 20                           | 347,741          | (92,862)                 | 254,879          | 158,334          |
| Client portfolio                            | 8–20                         | 295,012          | (80,266)                 | 214,746          | 292,374          |
| Other                                       | 8–20                         | 208,894          | (114,179)                | 94,715           | 128,093          |
| <b>Subtotal</b>                             |                              | <b>1,430,437</b> | <b>(662,612)</b>         | <b>767,825</b>   | <b>755,630</b>   |
| Goodwill in the acquisition of subsidiaries | -                            | 2,030,665        | (13,501)                 | 2,017,164        | 2,065,025        |
| <b>TOTAL</b>                                |                              | <b>3,461,102</b> | <b>(676,113)</b>         | <b>2,784,989</b> | <b>2,820,655</b> |

### a) Summary of changes in intangible assets:

| Class                                       | 12/31/24         | Transfer between classes | Acquired businesses | Additions      | Net write-offs  | Amortization     | FX effect        | 12/31/25         |
|---------------------------------------------|------------------|--------------------------|---------------------|----------------|-----------------|------------------|------------------|------------------|
| Software license                            | 66,599           | 4,327                    | 420                 | 42,984         | (818)           | (27,493)         | (3,371)          | 82,648           |
| Trademarks and patents                      | 110,230          | 1,802                    | 71,316              | 702            | (711)           | (12,908)         | (49,594)         | 120,837          |
| Projects                                    | 158,334          | 21,898                   | 27,612              | 83,730         | (13,379)        | (22,921)         | (395)            | 254,879          |
| Client portfolio                            | 292,374          | -                        | 46,203              | -              | -               | (31,317)         | (92,514)         | 214,746          |
| Other                                       | 128,093          | (28,027)                 | 29,630              | 455            | (1,767)         | (13,701)         | (19,968)         | 94,715           |
| <b>Subtotal</b>                             | <b>755,630</b>   | <b>-</b>                 | <b>175,181</b>      | <b>127,871</b> | <b>(16,675)</b> | <b>(108,340)</b> | <b>(165,842)</b> | <b>767,825</b>   |
| Goodwill in the acquisition of subsidiaries | 2,065,025        | -                        | 92,827              | -              | -               | -                | (140,688)        | 2,017,164        |
| <b>Total</b>                                | <b>2,820,655</b> | <b>-</b>                 | <b>268,008</b>      | <b>127,871</b> | <b>(16,675)</b> | <b>(108,340)</b> | <b>(306,530)</b> | <b>2,784,989</b> |

### Prior year:

| Class                                       | 12/31/23         | Transfer between classes | Acquired businesses | Additions     | Net write-offs | Amortization    | FX effect      | 12/31/24         |
|---------------------------------------------|------------------|--------------------------|---------------------|---------------|----------------|-----------------|----------------|------------------|
| Software license                            | 73,017           | (283)                    | -                   | 15,360        | (223)          | (24,998)        | 3,726          | 66,599           |
| Trademarks and patents                      | 6,419            | -                        | 103,416             | -             | (2)            | (8,273)         | 8,670          | 110,230          |
| Projects                                    | 117,425          | 178                      | -                   | 37,336        | -              | (16,587)        | 19,982         | 158,334          |
| Client portfolio                            | 20,699           | -                        | 221,856             | -             | -              | (13,798)        | 63,617         | 292,374          |
| Other                                       | 30,999           | 105                      | 58,771              | 12,982        | -              | (14,492)        | 39,728         | 128,093          |
| <b>Subtotal</b>                             | <b>248,559</b>   | <b>-</b>                 | <b>384,043</b>      | <b>65,678</b> | <b>(225)</b>   | <b>(78,148)</b> | <b>135,723</b> | <b>755,630</b>   |
| Goodwill in the acquisition of subsidiaries | 1,222,686        | -                        | 556,713             | 3,981         | -              | -               | 281,645        | 2,065,025        |
| <b>Total</b>                                | <b>1,471,245</b> | <b>-</b>                 | <b>940,756</b>      | <b>69,659</b> | <b>(225)</b>   | <b>(78,148)</b> | <b>417,368</b> | <b>2,820,655</b> |

### b) Breakdown of the balance of goodwill per cash-generating unit:

|                                                 | 12/31/25         | 12/31/24         |
|-------------------------------------------------|------------------|------------------|
| Electric Machinery Company LLC                  | 269,355          | 303,127          |
| Commercial motors and appliance – North America | 224,465          | 252,609          |
| Marathon Electric LLC.                          | 211,888          | 236,714          |
| WEG Equipamentos Elétricos S.A.                 | 192,220          | 192,220          |
| Volt Yönetim Danışmanlığı A.Ş.                  | 146,970          | 174,128          |
| China Group                                     | 150,899          | 162,860          |
| Industrial gear motors and gear trains          | 124,295          | 124,072          |
| WEG Group Africa (Pty) Ltd.                     | 100,330          | 98,974           |
| WEG Colombia S.A.S.                             | 70,890           | 68,462           |
| WEG Tintas Ltda.                                | 65,498           | 65,498           |
| Reivax Automação e Controle Ltda                | 52,830           | -                |
| CEMP S.R.L.                                     | 36,014           | 35,831           |
| Rotor B.V.                                      | 30,614           | 30,459           |
| Other                                           | 340,896          | 320,071          |
| <b>TOTAL</b>                                    | <b>2,017,164</b> | <b>2,065,025</b> |





**Amortization schedule of intangible assets (except for goodwill):**

|              | <u>12/31/25</u>       |
|--------------|-----------------------|
| 2025         | 115,597               |
| 2026         | 107,130               |
| 2027         | 100,432               |
| 2028         | 94,164                |
| 2029         | 81,685                |
| >2030        | <u>268,817</u>        |
| <b>TOTAL</b> | <b><u>767,825</u></b> |

**c) Recoverability test:**

In 2025, the Company performed goodwill impairment tests. The tests are conducted annually, and are moved up if events or circumstances warrant such need.

The recoverable amount is calculated using the discounted cash flow method, according to existing information on the market in which each business operates, which have specific targets and goals based on conditions for achieving the assumptions in a way that shows improvement of consistent gradual performance. The main assumptions used by the Company to calculate the value in use are as follows:

- **Evaluation period:** the valuation of the cash-generating unit is performed for a five-year period, after which perpetuity of the operation is considered.
- **Growth rate:** the growth rate of revenues, costs and expenses was projected considering the budget for the first year and, as of the second year, the forecast GDP and inflation specific to each market.
- **Discount rate:** the discount rate used was based on each country's Weighted Cost of Capital (WACC) of the average for companies in the same line of business; in the Americas the change was 8.78–75.15% (10.63–88.37% before taxes), in Europe 8.44–35.35% (11.75–41.38% before taxes), in Asia 8.13%–15.71% (8.90%–16.97% before taxes) and in Africa 17.04% (18.50% before taxes).
- **Perpetuity:** considering the same growth rates (GDP and inflation) used in the projection of revenues, costs and expenses.
- **Investment:** investment estimates were prepared according to the realization (depreciation) of the assets in operation, with the aim of keeping the industrial complex up to date.
- **Sensitivity analysis:** scenarios of 10% change were considered for the discount rate, growth rate and perpetuity, the estimate of effects from the tax reform was considered, and in all cases, the value in use exceeds the book values of the cash-generating unit.

The asset recoverability tests of the Company and its subsidiaries did not result in a need to recognize loss in the year ended December 31, 2025.

**15 SUPPLIERS**

|                               | <b>CONSOLIDATED</b>     |                         |
|-------------------------------|-------------------------|-------------------------|
|                               | <u>12/31/25</u>         | <u>12/31/24</u>         |
| <b>Breakdown of balances:</b> |                         |                         |
| Domestic market               | 926,984                 | 1,058,248               |
| Foreign market                | 1,862,362               | 2,719,868               |
| <b>TOTAL</b>                  | <b><u>2,789,346</u></b> | <b><u>3,778,116</u></b> |



## 16 LOANS AND FINANCING

The direct operations contracted with BNDES are guaranteed by sureties and/or real guarantee. The operations contracted with FINEP are backed by bank guarantees. FINAME operations are guaranteed by sureties and liens. The covenants, which are exclusive to contracts with BNDES, related to the net debt/EBITDA ratio, are being fulfilled.

| Description                          | Annual charges as of 12/31/25 | CONSOLIDATED     |                  |
|--------------------------------------|-------------------------------|------------------|------------------|
|                                      |                               | 12/31/25         | 12/31/24         |
| <b>IN DOMESTIC CURRENCY</b>          |                               |                  |                  |
| <b>CURRENT</b>                       |                               | <b>1,472,221</b> | <b>6,089</b>     |
| <b>In reais (R\$), fixed rate</b>    |                               |                  |                  |
| Property, plant and equipment        |                               | -                | 14               |
| <b>In reais (R\$), floating rate</b> |                               |                  |                  |
| Working capital                      | Ref.rate (+) 2.20–4.30% p.a.  | 21,972           | 213              |
| Working capital                      | 116.00% CDI                   | 5,635            | 5,591            |
| Working capital                      | 2.11% p.a.                    | 5,512            | 271              |
| Working capital                      | IPCA (+) 8.94–9.07% p.a.      | 1,439,102        | -                |
| <b>NON-CURRENT</b>                   |                               | <b>394,588</b>   | <b>248,894</b>   |
| <b>In reais (R\$), floating rate</b> |                               |                  |                  |
| Working capital                      | Ref.rate (+) 2.20–4.30% p.a.  | 342,481          | 226,472          |
| Working capital                      | 116.00% CDI                   | 15,000           | 20,000           |
| Working capital                      | 2.11% p.a.                    | 19,107           | 2,422            |
| Working capital                      | IPCA (+) 9.07% p.a.           | 18,000           | -                |
| <b>IN FOREIGN CURRENCY</b>           |                               |                  |                  |
| <b>CURRENT</b>                       |                               | <b>2,077,093</b> | <b>2,844,867</b> |
| <b>In US Dollars</b>                 |                               |                  |                  |
| Export pre-payment (PPE)             |                               | -                | 626,437          |
| Working capital                      | 5.05–5.16% p.a.               | 448,306          | 759,838          |
| <b>In Euros–€</b>                    |                               |                  |                  |
| Working capital                      | Euribor (+) 0.57–0.85% p.a.   | 1,354,997        | 1,128,301        |
| <b>In rand–R (South Africa)</b>      |                               |                  |                  |
| Working capital                      | 8.50–9.50% p.a.               | 169,356          | 142,155          |
| <b>In Indian Rupee–₹</b>             |                               |                  |                  |
| Working capital                      | 6.51–6.87% p.a.               | 97,343           | 188,136          |
| <b>In Australian Dollars</b>         |                               |                  |                  |
| Working capital                      | 6.60% p.a.                    | 7,091            | -                |
| <b>NON-CURRENT</b>                   |                               | <b>646,920</b>   | <b>495,387</b>   |
| <b>In US Dollars</b>                 |                               |                  |                  |
| Working capital                      |                               | -                | 495,387          |
| <b>In Euros–€</b>                    |                               |                  |                  |
| Working capital                      | Euribor (+) 0.85% p.a.        | 646,920          | -                |
| <b>TOTAL LOANS AND FINANCING</b>     |                               | <b>4,590,822</b> | <b>3,595,237</b> |
| Total current                        |                               | 3,549,314        | 2,850,956        |
| Total non-current assets             |                               | 1,041,508        | 744,281          |

### a) Maturity date of long-term loans and financing:

|              | 12/31/25         | 12/31/24       |
|--------------|------------------|----------------|
| 2026         | -                | 517,546        |
| 2027         | 722,557          | 37,088         |
| 2028         | 63,682           | 38,882         |
| 2029         | 64,809           | 39,449         |
| 2030 onwards | 190,460          | 111,316        |
| <b>TOTAL</b> | <b>1,041,508</b> | <b>744,281</b> |



**b) Changes in loans and financing are as follows:**

|                            |                  |
|----------------------------|------------------|
| <b>Balance at 01/01/24</b> | <b>2,835,061</b> |
| Funding                    | 4,331,232        |
| Provision for interest     | 166,727          |
| Amortization               | (4,168,962)      |
| Interest payment           | (160,301)        |
| Exchange-rate change       | 591,480          |
| <b>Balance at 12/31/24</b> | <b>3,595,237</b> |
| Funding                    | 6,248,313        |
| Provision for interest     | 179,358          |
| Amortization               | (5,230,662)      |
| Interest payment           | (177,085)        |
| Acquired businesses        | 13,108           |
| Exchange-rate change       | (37,447)         |
| <b>Balance at 12/31/25</b> | <b>4,590,822</b> |

**17 PROVISION FOR CONTINGENCIES**

The Company and its subsidiaries are parties in tax, labor and civil lawsuits and administrative proceedings, deriving from the normal course of business. The respective provision was set up for lawsuits whose likelihood of loss was assessed as “probable” based on the estimate of the value at risk determined by the Company’s legal advisors. Company Management estimates that the provision that has been set up for contingencies is sufficient to cover possible losses from the lawsuits in progress.

**a) Balance of provision for contingencies:**

|                    |       | <b>CONSOLIDATED</b> |                 |
|--------------------|-------|---------------------|-----------------|
|                    |       | <b>12/31/25</b>     | <b>12/31/24</b> |
| <b>(i) Tax:</b>    |       | <b>306,056</b>      | <b>290,758</b>  |
| - IRPJ and CSLL    | (a.1) | 196,307             | 184,580         |
| - INSS             | (a.2) | 20,944              | 19,204          |
| - PIS and COFINS   | (a.3) | 62,362              | 55,384          |
| - Other            |       | 26,443              | 31,590          |
| <b>(ii) Labor</b>  |       | <b>197,119</b>      | <b>241,597</b>  |
| <b>(iii) Civil</b> |       | <b>305,751</b>      | <b>247,388</b>  |
| <b>(iv) Other</b>  |       | <b>3,262</b>        | <b>3,291</b>    |
| <b>TOTAL</b>       |       | <b>812,188</b>      | <b>783,034</b>  |

**b) Statement of changes for the year – consolidated:**

|              | <b>12/31/24</b> | <b>Acquired businesses</b> | <b>Additions</b> | <b>Interest</b> | <b>Reversals for payments</b> | <b>Reversals</b> | <b>FX effect</b> | <b>12/31/25</b> |
|--------------|-----------------|----------------------------|------------------|-----------------|-------------------------------|------------------|------------------|-----------------|
| a) Tax       | 290,758         | 1,364                      | 30,146           | 12,408          | (5,394)                       | (21,388)         | (1,838)          | 306,056         |
| b) Labor     | 241,597         | 30                         | 19,782           | (17,701)        | (14,885)                      | (31,737)         | 33               | 197,119         |
| c) Civil     | 247,388         | -                          | 75,978           | 21,051          | (18,623)                      | (20,043)         | -                | 305,751         |
| d) Other     | 3,291           | -                          | -                | -               | -                             | (29)             | -                | 3,262           |
| <b>TOTAL</b> | <b>783,034</b>  | <b>1,394</b>               | <b>125,906</b>   | <b>15,758</b>   | <b>(38,902)</b>               | <b>(73,197)</b>  | <b>(1,805)</b>   | <b>812,188</b>  |

**Prior year:**

|              | <b>12/31/23</b> | <b>Acquired businesses</b> | <b>Additions</b> | <b>Interest</b> | <b>Reversals for payments</b> | <b>Reversals</b> | <b>FX effect</b> | <b>12/31/24</b> |
|--------------|-----------------|----------------------------|------------------|-----------------|-------------------------------|------------------|------------------|-----------------|
| a) Tax       | 339,490         | -                          | 16,606           | 17,622          | (40,879)                      | (45,067)         | 2,986            | 290,758         |
| b) Labor     | 306,204         | 5,526                      | 22,207           | (30,251)        | (23,639)                      | (39,360)         | 910              | 241,597         |
| c) Civil     | 225,286         | -                          | 46,553           | 16,912          | (25,627)                      | (15,736)         | -                | 247,388         |
| d) Other     | 3,654           | -                          | 28               | -               | -                             | (391)            | -                | 3,291           |
| <b>TOTAL</b> | <b>874,634</b>  | <b>5,526</b>               | <b>85,394</b>    | <b>4,283</b>    | <b>(90,145)</b>               | <b>(100,554)</b> | <b>3,896</b>     | <b>783,034</b>  |



**c) The provision recorded is mainly related to:**

**(i) Tax contingencies**

- (a.1) Refers to the lawsuit for the difference in the IPC of January 1989 ("Plano Verão") on inflation adjustment of 16.24% and the lawsuit to exclude expenditures on RD&I projects from taxable income ("Lei do Bem").
- (a.2) Refers to Contributions owed to Brazilian Social Security. The legal discussions refer to social security charges levied on Education Allowance and other.
- (a.3) Refers to the non-approval – by Brazilian Federal Revenue Service – of the request for offsetting the PIS and COFINS credit balance against federal tax debits.

**(ii) Labor contingencies**

The Company and its subsidiaries are being sued in labor lawsuits mainly involving discussions about additional pay for unhealthy working conditions, hazardous working conditions, among others.

**(iii) Civil contingencies**

Correspond to civil lawsuits, characterized by two groups: (i) disputes arising from labor relations, especially involving discussions about unhealthy work, hazardous work, moral damages and related topics and, (ii) disputes arising from civil liability for products and services.

**d) Judicial deposits:**

|                                            | <b>PARENT COMPANY</b> |                 | <b>CONSOLIDATED</b> |                 |
|--------------------------------------------|-----------------------|-----------------|---------------------|-----------------|
|                                            | <b>12/31/25</b>       | <b>12/31/24</b> | <b>12/31/25</b>     | <b>12/31/24</b> |
| Tax                                        | -                     | -               | 44,937              | 43,661          |
| Labor and civil                            | -                     | -               | 5,166               | 5,786           |
| <b>TOTAL AMOUNT OF RESTRICTED DEPOSITS</b> | -                     | -               | <b>50,103</b>       | <b>49,447</b>   |
| - Judicial deposits not pegged             | -                     | 857             | 8,520               | 8,832           |
| <b>TOTAL JUDICIAL DEPOSITS</b>             | -                     | <b>857</b>      | <b>58,623</b>       | <b>58,279</b>   |

Judicial deposits not linked to contingencies are awaiting a court order to release the funds.

**e) Possible contingencies:**

The Company and its subsidiaries are parties to other discussions whose likelihood of loss is considered "possible" and for which no provisions for contingencies were formed.

As of December 31, 2025, the estimated amounts of such discussions totaled R\$ 1,553,472 (R\$ 1,434,478 as of December 31, 2024).

**(i) Tax**

- Income taxes earned abroad: Refers to tax assessment notices issued by the Brazilian Federal Revenue Service for the years 2007, 2008, 2013, 2015, 2016 and 2017, in the estimated amount of R\$ 931.0 million (R\$ 942.6 million as of December 31, 2024). The Company is disputing these administrative and judicial tax assessment notices, and the interim decisions at the judicial level obtained thus far have validated the tax treatment applied, leading the Company to maintain the same tax practice for the years 2018 to 2025, keeping the same level of exposure to this matter. According to the intermediate decisions at the judicial level, the Company understands that tax legislation was complied with in an appropriate manner;
- Incidence of Social Security Contribution on Dental Assistance, School Allowance, Technical Courses and Education Allowance of R\$ 19.0 million (R\$ 27.1 million as of December 31, 2024);
- Non-approval of IPI credits of R\$ 18.2 million (R\$ 17.3 million as of December 31, 2024);
- Other tax contingencies of R\$ 128.9 million (R\$ 116.6 million as of December 31, 2024).

**(ii) Civil**

- Mapfre Seguros Gerais S.A. in the estimated amount of R\$ 121.9 million (R\$ 105.9 million as of December 31, 2024);
- Other civil contingencies of R\$ 334.2 million (R\$ 225.0 million as of December 31, 2024).



## 18 PENSION PLAN

The Company and its subsidiaries are sponsors of WEG Previdência, which is primarily engaged in supplementing the retirement benefits provided by Brazil's official Social Security system.

The Plan, administered by WEG Previdência, includes the following benefits: monthly income (retirement), supplementary sick pay, disability benefits, survivor benefits, annual bonus, and supplementation of the annual bonus. The number of participants is 27,327 (26,397 as of December 31, 2024). In the year, the Company and its subsidiaries made contributions totaling R\$ 74,476 (R\$ 66,957 as of in 2024), recorded in operating expenses in the statement of income.

Based on actuarial calculations annually prepared by independent actuaries, with the aim of determining the net liability between the defined benefit obligation and the fair value of plan assets, according to the procedures of CVM Resolution 110/22 – CPC 33 (R1) (IAS 19) Employee Benefits, post-employment liabilities to be recognized by the Company were not identified.

The valuation of the actuarial report is as follows:

|                               | <b>CONSOLIDATED</b> |             |
|-------------------------------|---------------------|-------------|
|                               | <b>2025</b>         | <b>2024</b> |
| Total plan's asset            | 2,521,968           | 2,246,597   |
| Fair value of the plan assets | 271,512             | 252,840     |
| Defined benefit liability     | 218,533             | 213,983     |
| Surplus determined            | 52,980              | 38,857      |

The actuarial assumptions used to determine the amounts of obligations and costs are presented below:

| <b>Assumptions</b>             | <b>2025</b>                    | <b>2024</b>                    |
|--------------------------------|--------------------------------|--------------------------------|
| Actual discount rate           | 7.59% p.a.                     | 6.65% p.a.                     |
| Actual growth rate of salaries | 0.00% p.a.                     | 0.00% p.a.                     |
| Actual growth rate of benefits | 0.00% p.a.                     | 0.00% p.a.                     |
| Capacity factor of benefits    | 98.00%                         | 98.00%                         |
| Capacity factor of salaries    | 100.00%                        | 100.00%                        |
| General Mortality              | AT-2000 by gender              | AT-2000 by gender              |
| Disability mortality           | RP-2000 disabled male/female   | RP-2000 disabled male/female   |
| Enter disability               | Álvaro Vindas redressed by 50% | Álvaro Vindas redressed by 50% |
| Turnover                       | Null                           | Null                           |
| Exit age                       | 55 years                       | 56 years                       |
| Family Composition             | Actual Family                  | Assisted actual family         |

Sensitivity analysis of the present value of the actuarial obligation to changes in the main actuarial assumptions:

| <b>Assumption</b> | <b>Sensitivity analysis</b> | <b>Impact</b> | <b>Impact (%)</b> |
|-------------------|-----------------------------|---------------|-------------------|
| Interest rate     | 0.5% increase               | (7,733)       | (3.54)            |
|                   | 0.5% decrease               | 8,268         | 3.78              |
| General Mortality | Mitigation of 10%           | (1,686)       | (0.77)            |
|                   | Mitigation of 10%           | 1,935         | 0.89              |



## 19 SHAREHOLDERS' EQUITY

### a) Capital

The Company's capital is R\$ 12,504,517 (R\$ 7,504,517 as of December 31, 2024), represented by 4,197,317,998 nominative common shares with no par value, all with voting rights, including 1,622,025 shares under treasury as item "d".

At the Ordinary/Extraordinary General Meeting held on April 29, 2025, a capital increase from R\$ 7,504,517 to R\$ 12,504,517 was approved, by absorbing R\$ 5,000,000 of the balance of profit reserve, without increasing the number of shares.

### b) Dividends and interest on own capital

The Bylaws provides for the distribution of at least 25% of the adjusted net income, and Management proposed the following:

|                                                                                                                                                       | 12/31/25         | 12/31/24         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>NET INCOME FOR THE YEAR ATTRIBUTABLE TO CONTROLLING SHAREHOLDERS</b>                                                                               | <b>6,376,219</b> | <b>6,042,593</b> |
| (-) Legal reserve                                                                                                                                     | (318,811)        | (302,130)        |
| (+) Reversal of dividends from prior years                                                                                                            | 4,077            | 1,614            |
| (+) Realization of revaluation reserve (1989) and deemed cost (2010)                                                                                  | 11,203           | 13,725           |
| <b>CALCULATION BASIS FOR DIVIDENDS</b>                                                                                                                | <b>6,072,688</b> | <b>5,755,802</b> |
| Dividends paid for the first semester - R\$ 0.17145/share (R\$ 0.18755 in 2024)                                                                       | 719,354          | 786,877          |
| Interest on own capital for the first semester paid R\$ 0.14855/share (R\$ 0.10245 in 2024), Withholding Tax (IRRF) R\$ 109,989 (R\$ 75,851 in 2024). | 733,258          | 505,672          |
| Dividends for the second semester - R\$ 0.342170/share (R\$ 0.30265 in 2024)                                                                          | 1,433,669        | 1,269,791        |
| Interest on own capital for the second semester was R\$ 0.18830/share (R\$ 0.12735 in 2024), Withholding Tax (IRRF) R\$ 139,421 (R\$ 94,288 in 2024). | 929,470          | 628,586          |
| <b>Total dividends/interest on own capital for the year</b>                                                                                           | <b>3,815,751</b> | <b>3,190,926</b> |

Interest on own capital on March 18 and June 17, pursuant to article 37 of the Bylaws and art. 9 of Law 9249/95, were attributed to mandatory dividends and paid as from August 13, 2025.

Interest on own capital for the 2<sup>nd</sup> semester, pursuant to article 37 of the Bylaws and art. 9 of Law 9249/95, were attributed to mandatory dividends and will be paid on December 12, 2025.

The constitution and distribution of dividends based on the balance of the Profit Reserves, recorded in the Shareholders' Equity of the Interim Financial Statements, reviewed by independent auditors and disclosed on September 30, 2025, totaling R\$ 5,196,349, equivalent to R\$ 1.238495019 per share, was approved at the Extraordinary General Meeting on December 19, 2025. The payment of these dividends will be made in three installments, as detailed below:

- August 12, 2026: Payment of R\$ 1,732,116, equivalent to R\$ 0.412831673 per share.
- August 11, 2027: Payment of R\$ 1,732,116, equivalent to R\$ 0.412831673 per share.
- August 16, 2028: Payment of R\$ 1,732,116, equivalent to R\$ 0.412831673 per share.

### c) Formation of profit reserves:

**Legal reserve** – Recorded in the amount of R\$ 318,811 (R\$ 302,130 as of December 31, 2024), equivalent to 5% of net income for the year, complying with the limit of 20% of the capital;

**Capital budget reserve** – Corresponds to the remaining amount of net income for the year R\$ 2,241,657, plus the balance of retained earnings R\$ 15,280 (due to the realization of deemed cost (2010), and the reversal of dividends from prior years) that are allocated to the capital budget reserve for the investment plan for 2025.

### d) Treasury shares

The shares acquired by the Company are held in treasury for use by the beneficiaries of the Company's Long-Term Incentive Plan (ILP Plan), or subsequent cancellation/disposal.

As of December 31, 2025, the beneficiaries of the Company's ILP Plan were exercised amounting to 216,656 shares. The Company holds 1,622,025 shares in treasury, at an average cost of R\$ 26.8673 per share totaling R\$ 43,579 (R\$ 47,840 as of December 31, 2024).



## **20 LONG-TERM INCENTIVE PLAN (ILP PLAN)**

The EGM held on June 28, 2016 approved the share-based compensation plan, called Long-Term Incentive Plan ("ILP" Plan) in favor of its administrators and managers.

### **(i) Plan**

The Plan – managed by the Board of Directors – aims to grant shares issued by WEG S.A., characterized by B3 as "WEGE3" to administrators and managers, with the objective of attracting, motivating and retaining them, as well as aligning their interests with the interests of the Company and its shareholders.

For the application of the ILP Plan, and the consequent granting of shares, each year it is an essential condition (trigger) that the Company – in the immediately preceding year – obtain at least the Return on Invested Capital (ROIC), defined by the Board of Directors.

The shares to be granted by the ILP Plan are limited to a maximum of 2% (two percent) of the total amount shares representing the Company's capital.

The availability of shares granted to participants is established in clauses 7 and 8 of the ILP Plan, which sets out the criteria for determining the amount of shares to be granted and the grace period to be fulfilled.

The Plan may be terminated, suspended or amended, at any time, through a proposal approved by the Company's Board of Directors.

### **(ii) Program**

The Board of Directors approves Long-Term Incentive Programs ("Programs") annually, whereby the participants, the number of shares, the value per share, and other specific rules for each Program will be defined.

### **Programs**

The participants in the programs are the officers of the Company and its subsidiaries headquartered in Brazil, excluding the officers of subsidiaries with third-party ownership interest.

### **Summary of changes in plan's shares:**

| Program      | 12/31/2024     | Granted        | Exercised        | Number of shares |                |
|--------------|----------------|----------------|------------------|------------------|----------------|
|              |                |                |                  | In cash          | 12/31/2025     |
| 2016         | 55,658         | -              | (8,734)          | -                | 46,924         |
| 2017         | 41,924         | -              | (6,062)          | -                | 35,862         |
| 2018         | 47,390         | -              | (6,516)          | -                | 40,874         |
| 2019         | 30,894         | -              | (4,072)          | -                | 26,822         |
| 2020         | 47,648         | -              | (30,208)         | -                | 17,440         |
| 2021         | 129,753        | -              | (56,325)         | -                | 73,428         |
| 2022         | 221,625        | -              | (74,488)         | -                | 147,137        |
| 2023         | 285,381        | -              | (24,534)         | -                | 260,847        |
| 2024         | -              | 225,871        | (5,717)          | (25,531)         | 194,623        |
| <b>TOTAL</b> | <b>860,273</b> | <b>225,871</b> | <b>(216,656)</b> | <b>(25,531)</b>  | <b>843,957</b> |

As of December 31, 2025, expenses totaling R\$ 13,326 (R\$ 12,985 as of December 31, 2024) were recorded under "other operating income (loss)" in the statement of income for the year as a contra-entry of capital reserve in the shareholders' equity.

The shares exercised as of December 31, 2025 were R\$ 11,884 (R\$ 49,531 as of December 31, 2024) being recorded under the "Capital reserve" in shareholders' equity totaling R\$ 10,570 (R\$ 13,358 as of September 31, 2024) and supplement to the amount provisioned recorder under "Other operating income (loss)" totaling R\$ 1,315 (R\$ 36,173 as of December 31, 2024), and R\$ 12,633 as supplement to the amount provisioned recorder under "Other operating income (loss)" and R\$ 23,540 under "Provision" in liabilities).





## 21 NET REVENUE

| BREAKDOWN OF NET REVENUE  | CONSOLIDATED       |                    |
|---------------------------|--------------------|--------------------|
|                           | 12/31/25           | 12/31/24           |
| <b>Gross revenue</b>      | <b>45,712,350</b>  | <b>42,445,677</b>  |
| Domestic market           | 20,147,030         | 19,953,681         |
| Foreign market            | 25,565,320         | 22,491,996         |
| <b>Deductions</b>         | <b>(4,908,240)</b> | <b>(4,458,736)</b> |
| Taxes                     | (3,779,293)        | (3,740,972)        |
| Returns/Rebates           | (1,128,947)        | (717,764)          |
| <b>Net revenue</b>        | <b>40,804,110</b>  | <b>37,986,941</b>  |
| <b>Domestic market</b>    | <b>16,504,480</b>  | <b>16,340,633</b>  |
| <b>Foreign market</b>     | <b>24,299,630</b>  | <b>21,646,308</b>  |
| North America             | 11,770,333         | 10,477,576         |
| South and Central America | 2,155,711          | 2,170,787          |
| Europe                    | 6,141,976          | 5,137,976          |
| Africa                    | 1,362,957          | 1,377,112          |
| Asia-Pacific              | 2,868,653          | 2,482,857          |

## 22 CONSTRUCTION AGREEMENTS

Revenues and costs from construction contracts are recognized according to the execution of each project by the percentage of costs incurred method, considering the legal possibility of demanding payment by the client or for the delivery of the product to the client (transfer of control).

|                         | CONSOLIDATED      |                   |
|-------------------------|-------------------|-------------------|
|                         | 12/31/25          | 12/31/24          |
| Net revenues recognized | 5,639,869         | 5,593,963         |
| Incurred costs          | (4,174,021)       | (4,412,727)       |
|                         | <b>12/31/2025</b> | <b>12/31/2024</b> |
| Advances received       | 1,304,965         | 733,668           |

## 23 OPERATING EXPENSES BY TYPE AND FUNCTION

| TYPE OF EXPENSE                                                 | CONSOLIDATED        |                     |
|-----------------------------------------------------------------|---------------------|---------------------|
|                                                                 | 12/31/25            | 12/31/24            |
|                                                                 | <b>(32,793,753)</b> | <b>(30,291,215)</b> |
| Depreciation, amortization and depletion                        | (1,001,296)         | (812,485)           |
| Personnel expenses                                              | (7,652,547)         | (6,469,324)         |
| Raw materials and use and consumption material                  | (18,325,299)        | (17,591,859)        |
| Freight insurance expenses                                      | (1,137,337)         | (1,019,930)         |
| Maintenance of machinery, equipment, buildings and improvements | (501,116)           | (414,974)           |
| Electric power expenses                                         | (250,332)           | (247,645)           |
| Profit sharing - employees                                      | (786,135)           | (712,757)           |
| Other expenses                                                  | (3,139,691)         | (3,022,241)         |
| <b>PURPOSE OF THE EXPENSE</b>                                   | <b>(32,793,753)</b> | <b>(30,291,215)</b> |
| Cost of products sold and services rendered                     | (27,122,477)        | (25,173,096)        |
| Sales expenses                                                  | (3,353,431)         | (2,987,307)         |
| Administrative and general expenses                             | (1,513,882)         | (1,299,421)         |
| Other operating revenues/expenses                               | (803,963)           | (831,391)           |



## 24 OTHER OPERATING REVENUES/EXPENSES

The amounts recorded refer to profit sharing, reversal/provision of tax lawsuits, and others, as shown below:

|                                                     | <b>CONSOLIDATED</b> |                  |
|-----------------------------------------------------|---------------------|------------------|
|                                                     | <b>12/31/25</b>     | <b>12/31/24</b>  |
| <b>OTHER OPERATING REVENUE</b>                      | <b>222,777</b>      | <b>163,792</b>   |
| Bargain purchase in the acquisition of Subsidiaries | -                   | 20,280           |
| Other                                               | 222,777             | 143,512          |
| <b>OTHER OPERATING EXPENSES</b>                     | <b>(1,026,740)</b>  | <b>(995,183)</b> |
| Profit sharing - employees                          | (786,135)           | (712,757)        |
| Administrators' bonus                               | (141,270)           | (137,268)        |
| Share-based plan                                    | (14,641)            | (25,618)         |
| Capital loss/gain on investments                    | 37,530              | (4,694)          |
| Other                                               | (122,224)           | (114,846)        |
| <b>TOTAL NET</b>                                    | <b>(803,963)</b>    | <b>(831,391)</b> |

## 25 NET FINANCIAL INCOME (LOSS)

|                                           | <b>PARENT COMPANY</b> |                  | <b>CONSOLIDATED</b> |                    |
|-------------------------------------------|-----------------------|------------------|---------------------|--------------------|
|                                           | <b>12/31/25</b>       | <b>12/31/24</b>  | <b>12/31/25</b>     | <b>12/31/24</b>    |
| <b>FINANCIAL REVENUES</b>                 | <b>212,945</b>        | <b>134,701</b>   | <b>2,322,314</b>    | <b>1,942,118</b>   |
| Yield from interest earning bank deposits | 208,943               | 132,502          | 602,816             | 550,924            |
| Exchange rate change                      | -                     | -                | 1,219,601           | 995,973            |
| Suppliers                                 | -                     | -                | 61,366              | 92,760             |
| Clients                                   | -                     | -                | 110,166             | 567,442            |
| Loans                                     | -                     | -                | 160,402             | 58,641             |
| Other                                     | -                     | -                | 887,667             | 277,130            |
| Derivatives                               | -                     | -                | 283,407             | 183,884            |
| PROEX – interest rate equalization        | -                     | -                | 69,587              | 79,589             |
| Other revenues                            | 4,002                 | 2,199            | 146,903             | 131,748            |
| <b>FINANCIAL EXPENSES</b>                 | <b>(165,751)</b>      | <b>(113,787)</b> | <b>(2,173,378)</b>  | <b>(1,724,138)</b> |
| Interest on loans and financing           | -                     | -                | (179,358)           | (166,727)          |
| Exchange rate change                      | (352)                 | (82)             | (1,405,900)         | (792,154)          |
| Suppliers                                 | -                     | -                | (59,261)            | (86,403)           |
| Clients                                   | -                     | -                | (295,505)           | (171,413)          |
| Loans                                     | -                     | -                | (121,481)           | (320,467)          |
| Other                                     | (352)                 | (82)             | (929,653)           | (213,871)          |
| PIS/COFINS over interest on own capital   | (153,471)             | (106,087)        | (153,471)           | (106,087)          |
| PIS/COFINS on financial revenues          | (9,902)               | (6,264)          | (29,741)            | (25,280)           |
| Derivatives                               | -                     | -                | (246,736)           | (509,467)          |
| Other expenses                            | (2,026)               | (1,354)          | (158,172)           | (124,423)          |
| <b>NET FINANCIAL INCOME (LOSS)</b>        | <b>47,194</b>         | <b>20,914</b>    | <b>148,936</b>      | <b>217,980</b>     |



## 26 PROVISION FOR INCOME TAX AND SOCIAL CONTRIBUTION

The Company and its subsidiaries in Brazil calculate corporate income tax and social contribution according to the “taxable income” method, except for WEG Administradora de Bens Ltda., which calculates said taxes according to the “presumed profit” method. Provision for income tax was formed at the rate of 15% plus a surcharge of 10% and social contribution with rate of 9%. The taxes of subsidiaries abroad are recorded pursuant to each country’s legislation.

| Reconciliation of income tax and social contribution:                               | PARENT COMPANY |                | CONSOLIDATED       |                    |
|-------------------------------------------------------------------------------------|----------------|----------------|--------------------|--------------------|
|                                                                                     | 12/31/25       | 12/31/24       | 12/31/25           | 12/31/24           |
| Income before income taxes                                                          | 6,381,219      | 6,046,058      | 8,147,677          | 7,908,508          |
| <b>Nominal rate</b>                                                                 | <b>34%</b>     | <b>34%</b>     | <b>34%</b>         | <b>34%</b>         |
| IRPJ and CSLL calculated at nominal rate                                            | (2,169,614)    | (2,055,660)    | (2,770,210)        | (2,688,893)        |
| <b>Adjustments for calculation of effective income tax and social contribution:</b> |                |                |                    |                    |
| Income (loss) from investments in subsidiaries                                      | 2,165,978      | 2,059,795      | (3,949)            | (1,767)            |
| Difference in tax rates on earnings abroad                                          | -              | -              | 440,367            | 373,695            |
| Tax incentives                                                                      | -              | -              | 368,062            | 329,239            |
| Interest on own capital                                                             | 1,219          | (4,295)        | 567,329            | 387,571            |
| Other adjustments                                                                   | (2,583)        | (3,305)        | 26,682             | 10,410             |
| <b>IRPJ and CSLL on income</b>                                                      | <b>(5,000)</b> | <b>(3,465)</b> | <b>(1,371,719)</b> | <b>(1,589,745)</b> |
| Current tax                                                                         | (5,526)        | (2,776)        | (1,270,231)        | (1,611,654)        |
| Deferred tax                                                                        | 526            | (689)          | (101,488)          | 21,909             |
| <b>Effective rate - %</b>                                                           | <b>0.08%</b>   | <b>0.06%</b>   | <b>16.84%</b>      | <b>20.10%</b>      |

## 27 INSURANCE COVERAGE

The Company and its subsidiaries have a Worldwide Insurance Program (WIP), within which we highlight the global policies implemented, including: Shipping (Exports, Imports, and Domestic), General Civil Liability and Products, Civil Liability - Directors and Officers (D&O), Operating/Property Risk, Environmental Pollution, Performance Bond, and Engineering Risk (Construction Work, Installation, Assembly and Commissioning).

Insurance policies are issued only with top-tier multinational insurance companies.

Below is the Maximum Indemnifiable Limit (MIL) of the policies that comprise the WIP:

| Policy                                       | Maximum Indemnity Limit (LMI)                                                                                      | Maturity                              |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Operating risks (property)                   | US\$ 85 million                                                                                                    | 09/30/2026                            |
| Loss of profits                              | US\$ 25 million (for Paint companies and new acquisitions of the last 12 months with a six-month indemnity period) | 09/30/2026                            |
| General liability                            | US\$ 10 million                                                                                                    | 10/12/2026                            |
| Civil liability – products                   | US\$ 40 million                                                                                                    | 10/12/2026                            |
| National Transportation                      | R\$ 12 million per shipment/accumulation/voyage                                                                    | 11/01/2026                            |
| International transport import/export        | US\$ 9 million per shipment /accumulation/trip                                                                     | 11/01/2026                            |
| Environmental pollution                      | USD 15 million                                                                                                     | 09/12/2026                            |
| Contractual guarantee                        | As provided for in the contract                                                                                    | According to the agreement/delivery   |
| Engineering risk – installation and assembly | According to the value at risk of the supply                                                                       | According to the work/supply schedule |
| Administrators’ civil liability (D&O)        | US\$ 30 million                                                                                                    | 03/12/2026                            |



## 28 FINANCIAL INSTRUMENTS - CONSOLIDATED

The Company and its subsidiaries valued their financial instruments (including derivatives) recorded in the interim financial information, reporting the following amounts:

|                                        | BOOK VALUE       |                  |
|----------------------------------------|------------------|------------------|
|                                        | 12/31/25         | 12/31/24         |
| <b>Cash and cash equivalents</b>       | <b>6,296,498</b> | <b>7,347,599</b> |
| <b>Cash and banks</b>                  | <b>2,040,959</b> | <b>1,900,225</b> |
| <b>Interest earning bank deposits:</b> | <b>4,255,539</b> | <b>5,447,374</b> |
| - In local currency                    | 2,466,038        | 4,080,158        |
| - In foreign currency                  | 1,789,501        | 1,367,216        |
| <b>Interest earning bank deposits</b>  | <b>997,630</b>   | <b>665,611</b>   |
| - In local currency                    | 983,180          | 648,477          |
| - In foreign currency                  | 14,450           | 17,134           |
| <b>Derivatives</b>                     | <b>25,146</b>    | <b>216,915</b>   |
| - Non-deliverable forwards - NDF       | 12,175           | 5,327            |
| - Designated as hedge accounting       | 12,971           | 211,588          |
| <b>Total assets</b>                    | <b>7,319,274</b> | <b>8,230,125</b> |
| <br>                                   |                  |                  |
| <b>Loans and financing</b>             | <b>4,590,822</b> | <b>3,595,237</b> |
| - In local currency                    | 1,870,210        | 254,983          |
| - In foreign currency                  | 2,720,612        | 3,340,254        |
| <b>Derivatives</b>                     | <b>76,442</b>    | <b>26,237</b>    |
| - Non-deliverable forwards - NDF       | 11,363           | 23,600           |
| - Designated as hedge accounting       | 65,079           | 2,637            |
| <b>Total liabilities</b>               | <b>4,667,264</b> | <b>3,621,474</b> |

All financial instruments recognized in the Consolidated Interim financial information at their book value, which are, materially similar to amounts measured at fair value.

### Category of financial instruments

Interest earning bank deposits and derivatives were classified as fair value through profit or loss; other financial instruments were classified as amortized cost.

### Fair value hierarchy

Cash and banks were classified at level 1 of the hierarchy, while the other financial assets and liabilities were classified at level 2.

### 28.1 Risk factors

The risk factors of financial instruments are basically related to the following:

#### a) Credit risks

It arises from the possibility of subsidiaries not recovering amounts from transactions rendered or from credits held with financial institutions generated by interest earning bank deposits. To mitigate the risk derived from sales operations, Company's subsidiaries adopt the practice of analyzing its clients' economic and financial condition, defining a credit limit, and permanent following up on its outstanding positions. As for its interest earning bank deposits, the Company and its subsidiaries invest only in low credit risk institutions. The maximum exposure to credit risk is the book values of the assets presented in the table above, in addition to the amount of R\$ 7,837,018 classified as trade accounts receivable. The Company believes that for the assets derived from trade accounts receivable, there is a high risk of loss of R\$ 128,751 and an average risk of loss of R\$ 72,892, considering the internal valuations performed from the perspective of the risk of non-receipt of these assets.

#### b) Foreign currency risks

The Company and its subsidiaries export and import goods in different currencies, and manage/monitor foreign exchange exposure, seeking to balance their financial assets and liabilities within the limits established by Management.

The short/long (net) exchange exposure limit may be up to the equivalent of one month's worth of exports in foreign currencies, as defined by the Company's Board of Directors.

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In 2025, the Company and its subsidiaries in Brazil carried out exports totaling US\$ 1,186.8 million (US\$ 1,193.6 million in 2024), representing a natural hedge for part of the indebtedness and other costs pegged to other currencies, mainly in US dollars.

**c) Debt charge risks**

These risks arise from the possibility of subsidiaries incurring in losses due to fluctuations in interest rates or other debt indexes that might increase its financial expenses on loans and financing obtained in the market or decrease the financial revenues from subsidiaries' interest earning bank deposits. The Company and its subsidiaries continuously monitor market interest rates to assess the possible need to protect against the risk of volatility in these rates.

**d) Liquidity risk**

It is the risk of the Company not having sufficient net funds to honor its financial commitments due to a time or volume mismatch between foreseen receipts and payments. The table below summarizes the contractual obligations that may impact the Company's liquidity:

| <b>Contractual obligations</b> | <b>≤1 year</b>   | <b>1–5 years</b> | <b>&gt;5 years</b> | <b>Total on 12/31/25</b> |
|--------------------------------|------------------|------------------|--------------------|--------------------------|
| Loans and financing            | 3,549,314        | 908,134          | 133,374            | 4,590,822                |
| Derivatives                    | 75,075           | 1,367            | -                  | 76,442                   |
| <b>Total liabilities</b>       | <b>3,624,389</b> | <b>909,501</b>   | <b>133,374</b>     | <b>4,667,264</b>         |

**28.2 Derivative financial instruments**

The Company and its subsidiaries have the following operations with derivative financial instruments:

| <b>Operation</b>                | <b>Currency</b> | <b>Notional value</b> | <b>Purpose (hedge)</b>                           |
|---------------------------------|-----------------|-----------------------|--------------------------------------------------|
| Non-Deliverable Forwards<br>NDF | USD/MXN         | 38,000                | Fluctuation in foreign exchange-rates in exports |
|                                 | USD/COP         | 24,500                |                                                  |
|                                 | EUR/INR         | 1,454                 |                                                  |
|                                 | USD/INR         | 3,042                 |                                                  |
|                                 | EUR/CNY         | 12,700                |                                                  |
|                                 | USD/CNY         | 9,200                 |                                                  |
|                                 | USD/BRL         | 87,500                |                                                  |
|                                 | EUR/BRL         | 69,500                |                                                  |
|                                 | EUR/USD         | 10,141                | Fluctuation in foreign exchange-rates in imports |

The management of the Company and its subsidiaries maintains the permanent monitoring of derivative financial instruments through its internal controls.

The sensitivity analysis chart (item 28.3) should be read together with the other financial assets and liabilities expressed in foreign currency existing on December 31, 2025, since the effect of the estimated impacts of exchange rates on the NDFs and on the SWAPs presented will be offset, if effective, in whole or in part, with the oscillations on all assets and liabilities.

Management defined that, for the probable scenario (market value), the exchange rates used for the mark-to-market of financial instruments – valid as at December 31, 2025 – should be considered. These rates represent the best estimate for the future behavior of their prices, and represent the value at which the positions could be liquidated upon maturity.

The Company and its subsidiaries made the accounting records based on their market price in 2025 at fair value and on an accrual basis. These operations had a net positive impact of R\$ 36,671 (negative of R\$ 325,583 in 2024), which were recognized as financial result. The Company and its subsidiaries do not have margins given as collateral for the outstanding derivative financial instruments as of December 31, 2025.

**Derivative financial instruments for hedge accounting**

The Company formally assigned its transactions subject to hedge accounting to derivative financial instruments used to hedge the purchase of inputs and expenses denominated in foreign currency by documenting:

- Date of designation and identification of hedge relationship;
- Description of the purpose of the hedging and risk management strategy;
- Statement of compliance of hedge with the risk management;
- Description and identification of the derivative instrument and the hedged item;

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- Description of covered risks and excluded risks;
- Description of actual hedge effectiveness assessment methods;
- Frequency of assessment of prospective effectiveness; and
- Description of hedge accounting policy.

The Company and its subsidiaries have the following operations with derivative financial instruments for hedge accounting:

| Operation                         | Currency | Notional value | Purpose (hedge)                                     |
|-----------------------------------|----------|----------------|-----------------------------------------------------|
| Non-deliverable forwards<br>- NDF | USD/BRL  | 21,480         | Fluctuation in foreign exchange-rates in imports    |
|                                   | EUR/INR  | 570            |                                                     |
|                                   | USD/INR  | 68             |                                                     |
|                                   | USD      | 8,282          | Fluctuation in copper quote rates                   |
|                                   | NZD/EUR  | 1,000          | Fluctuation in foreign exchange-rates in financing  |
|                                   | AUD/EUR  | 1,000          |                                                     |
|                                   | COP/EUR  | 30,100,000     |                                                     |
| SWAP                              | USD      | 730            | Fluctuations in foreign exchange-rates in financing |
|                                   | BRL      | 267,824        | Fluctuation in interest rates of financing          |

The Company and its subsidiaries made the accounting record based on the fair value as of December 31, 2025 on the accrual basis. The accumulated amount net of taxes recorded as Other Comprehensive Income in shareholders' equity is positive R\$ 3,727 (positive R\$ 2,171 at December 31, 2024).

## 26.1 Sensitivity analysis

The tables below present the “cash and expense” effects, in reais (R\$), on the earnings from financial instruments in each of the scenarios.

### a) Non-deliverable forwards (NDF) operations:

| Operation                      | Risk         | Currency/<br>Quotation | Notional value<br>('000) | Market value at 12/31/25 |              | Possible scenario, 25% |           | Remote scenario, 50% |           |
|--------------------------------|--------------|------------------------|--------------------------|--------------------------|--------------|------------------------|-----------|----------------------|-----------|
|                                |              |                        |                          | Average price            | R\$'000      | Average price          | R\$'000   | Average price        | R\$'000   |
| Non-Deliverable Forwards – NDF | USD increase | USD/MXN                | 38,000                   | 17.0613                  | 5,173        | 21.3266                | (32,779)  | 25.5919              | (82,441)  |
|                                | USD increase | USD/COP                | 24,500                   | 3,815.0456               | 374          | 4,768.8070             | (34,490)  | 5,722.5684           | (68,606)  |
|                                | EUR increase | EUR/INR                | 1,454                    | 105.9993                 | (79)         | 132.4991               | (2,439)   | 158.9990             | (4,799)   |
|                                | USD increase | USD/INR                | 3,042                    | 90.1261                  | (62)         | 112.6577               | (4,259)   | 135.1892             | (8,455)   |
|                                | EUR increase | EUR/CNY                | 12,700                   | 8.1983                   | 322          | 10.2479                | (19,001)  | 12.2975              | (38,330)  |
|                                | USD increase | USD/CNY                | 9,200                    | 6.9748                   | 571          | 8.7185                 | (12,620)  | 10.4622              | (25,789)  |
|                                | EUR decrease | EUR/USD                | 10,141                   | 1.1749                   | 435          | 0.8812                 | (15,461)  | 0.5874               | (47,123)  |
|                                | USD increase | USD/BRL                | 87,500                   | 5.5210                   | 737          | 6.9013                 | (120,036) | 8.2815               | (240,808) |
|                                | EUR increase | EUR/BRL                | 69,500                   | 6.4629                   | (1,399)      | 8.0786                 | (113,692) | 9.6943               | (225,984) |
| <b>TOTAL</b>                   |              |                        |                          |                          | <b>6,072</b> |                        |           |                      |           |

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*(Amounts expressed in thousands of reais unless otherwise indicated)*



**b) Hedge accounting operations:**

| Operation    | Risk            | Currency / Quotation | Notional value ('000) | Market value at 12/31/25 |                 | Possible scenario, 25% |           | Remote scenario, 50% |           |
|--------------|-----------------|----------------------|-----------------------|--------------------------|-----------------|------------------------|-----------|----------------------|-----------|
|              |                 |                      |                       | Average price            | R\$'000         | Average price          | R\$'000   | Average price        | R\$'000   |
| NDF          | USD decrease    | USD/BRL              | 21,480                | 5.4648                   | 793             | 4.0986                 | (28,554)  | 2.7324               | (57,901)  |
|              | NZD increase    | NZD/EUR              | 1,000                 | 2.0446                   | 3               | 1.5334                 | (1,052)   | 1.0223               | (3,161)   |
|              | COP increase    | COP/EUR              | 30,100,000            | 4,520.9022               | 834             | 3,390.6767             | (13,523)  | 2,260.4511           | (42,237)  |
|              | AUD increase    | AUD/EUR              | 1,000                 | 1.7809                   | (75)            | 1.3357                 | (1,285)   | 0.8904               | (3,707)   |
|              | EUR decrease    | EUR/INR              | 570                   | 105.8715                 | 5               | 79.4036                | (918)     | 52.9357              | (1,842)   |
|              | USD decrease    | USD/INR              | 68                    | 90.1672                  | 3               | 67.6254                | (48)      | 45.0836              | (100)     |
|              | Copper decrease | USD                  | 8,282                 | 12,347.9093              | 10,164          | 9,261.54               | (98,802)  | 6,174.3630           | (193,830) |
| <b>TOTAL</b> |                 |                      |                       |                          | <b>11,728</b>   |                        |           |                      |           |
| SWAP         | USD decrease    | USD                  | 730                   | 5.5024                   | (57,293)        | 4.1268                 | (169,549) | 2.7512               | (281,876) |
|              | CDI decr.       | BRL                  | 267,824               | 14.3%                    | (11,802)        | 10.8%                  | (411,061) | 7.2%                 | (805,475) |
|              | <b>TOTAL</b>    |                      |                       |                          | <b>(69,095)</b> |                        |           |                      |           |

**c) Loan and financing transactions:**

**(i) Exchange-rate change:**

| Operation       | Risk         | Currency / Quotation | Notional value ('000) | Amount at 12/31/2025 |                | Possible scenario, 25% |           | Remote scenario, 50% |           |
|-----------------|--------------|----------------------|-----------------------|----------------------|----------------|------------------------|-----------|----------------------|-----------|
|                 |              |                      |                       | Average price        | R\$'000        | Average price          | R\$'000   | Average price        | R\$'000   |
| Working capital | USD increase | USD/BRL              | 80,650                | 5.5024               | 448,306        | 6.8780                 | (106,405) | 8.2536               | (217,347) |
|                 | <b>TOTAL</b> |                      |                       |                      | <b>448,306</b> |                        |           |                      |           |

**(ii) Interest:**

| Operation       | Risk                            | Currency / Quotation | Notional value ('000) | Amount at 12/31/25 |                  | Possible scenario, 25% |         | Remote scenario, 50% |         |
|-----------------|---------------------------------|----------------------|-----------------------|--------------------|------------------|------------------------|---------|----------------------|---------|
|                 |                                 |                      |                       | Average rate       | R\$'000          | Average rate           | R\$'000 | Average rate         | R\$'000 |
| Working capital | EURIBOR increase                | EUR                  | 150,000               | 2.02%              | 973,481          | 2.52%                  | (403)   | 3.03%                | (810)   |
|                 | Increase in TR (reference rate) | BRL                  | 363,916               | 1.97%              | 364,452          | 2.46%                  | (1,794) | 3.69%                | (6,282) |
|                 | IPCA incr.                      | BRL                  | 1,416,656             | 4.26%              | 1,457,102        | 5.33%                  | (1,114) | 6.39%                | (2,371) |
|                 | CDI incr.                       | BRL                  | 20,000                | 17.28%             | 20,635           | 21.61%                 | (892)   | 25.93%               | (1,784) |
| <b>TOTAL</b>    |                                 |                      |                       |                    | <b>2,815,670</b> |                        |         |                      |         |





## 29 GOVERNMENT GRANTS AND ASSISTANCE

The Company and its subsidiaries obtained grants in the amount of R\$ 306,025 (R\$ 301,191 on December 31, 2024) deriving from tax incentives, recognized in the income (loss) for the year:

|                                                       | CONSOLIDATED   |                |
|-------------------------------------------------------|----------------|----------------|
|                                                       | 12/31/25       | 12/31/24       |
| <b>Total government grants and assistance</b>         | <b>306,025</b> | <b>301,191</b> |
| <b>a) WEG Linhares Equipamentos Elétricos S.A.</b>    | <b>120,501</b> | <b>117,324</b> |
| - ICMS stimulus credit                                | 73,611         | 65,886         |
| - Decrease in IRPJ                                    | 46,865         | 51,413         |
| - Municipal incentives                                | 25             | 25             |
| <b>b) WEG Drives &amp; Controls – Automação Ltda.</b> | <b>128,332</b> | <b>125,822</b> |
| - ICMS stimulus credit                                | 128,332        | 125,822        |
| <b>c) WEG Equipamentos e Logística Ltda.</b>          | <b>26,650</b>  | <b>30,110</b>  |
| - ICMS stimulus credit                                | 26,650         | 30,110         |
| <b>d) WEG Equipamentos Elétricos S.A.</b>             | <b>14,151</b>  | <b>13,384</b>  |
| - ICMS incentive credit                               | 13,057         | 12,312         |
| - Municipal incentives                                | 1,094          | 1,072          |
| <b>e) WEG Amazônia S.A.</b>                           | <b>10,567</b>  | <b>9,712</b>   |
| - Decrease in IRPJ                                    | 9,651          | 9,006          |
| - ICMS stimulus credit                                | 916            | 706            |
| <b>f) V2 Tecnologia Ltda.</b>                         | <b>3,559</b>   | <b>4,490</b>   |
| - ICMS stimulus credit                                | 3,559          | 4,490          |
| <b>g) WEG Turbinas e Solar Ltda.</b>                  | <b>252</b>     | <b>349</b>     |
| - ICMS stimulus credit                                | 252            | 349            |
| <b>h) Reivax Automação e Controle Ltda</b>            | <b>2,013</b>   | <b>-</b>       |
| - ICMS stimulus credit                                | 2,013          | -              |

There are no contingencies linked to these grants, and all conditions for obtaining government grants have been met..

## 30 SEGMENT INFORMATION

|                                             | Brazil          |                 |                 |                 | Foreign         |                 | Eliminations and adjustments |                 | Consolidated    |                 |
|---------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-----------------|-----------------|
|                                             | Industry        |                 | Energy          |                 | 12/31/25        | 12/31/24        | 12/31/25                     | 12/31/24        | 12/31/25        | 12/31/24        |
|                                             | 12/31/25        | 12/31/24        | 12/31/25        | 12/31/24        |                 |                 |                              |                 |                 |                 |
| Revenue from sales of goods and/or services | 17,730,083      | 16,898,870      | 6,583,353       | 7,011,233       | 35,400,783      | 30,728,835      | (18,910,109)                 | (16,651,997)    | 40,804,110      | 37,986,941      |
| Income (loss) before income taxes           | 8,697,877       | 8,553,131       | 4,752,163       | 4,787,043       | 7,370,318       | 5,857,776       | (12,672,681)                 | (11,289,442)    | 8,147,677       | 7,908,508       |
| Depreciation / Amortization / Depletion     | 291,940         | 251,404         | 109,741         | 101,198         | 604,970         | 467,270         | (5,355)                      | (7,387)         | 1,001,296       | 812,485         |
|                                             | <b>12/31/25</b> | <b>12/31/24</b> | <b>12/31/25</b> | <b>12/31/24</b> | <b>12/31/25</b> | <b>12/31/24</b> | <b>12/31/25</b>              | <b>12/31/24</b> | <b>12/31/25</b> | <b>12/31/24</b> |
| Identifiable assets                         | 10,164,343      | 10,410,220      | 5,752,099       | 4,605,493       | 25,968,744      | 24,849,413      | (8,568,091)                  | (8,788,903)     | 33,317,095      | 31,076,223      |
| Identifiable liabilities                    | 5,141,452       | 3,780,043       | 3,818,195       | 2,139,696       | 14,801,491      | 14,426,629      | (7,986,908)                  | (7,941,719)     | 15,774,230      | 12,404,649      |

**Industry:** Low, medium and high voltage electric motors, gearboxes, drives & controls, industrial automation systems and services, solar generation, solutions for electric mobility, for industry 4.0, electrical infrastructure for civil construction and maintenance services, single-phase motors for durable consumer goods, such as washing machines, air conditioners, water pumps, among others, liquid paints, powder paints and electro-insulating varnishes.

**Energy:** Electric generators, alternators, wind turbines, hydraulic and thermal steam turbines (biomass), substations, transformers, measuring instruments, control panels and systems integration services.

**Abroad:** This consists of operations carried out through subsidiaries located in different countries.



The eliminations and adjustments column includes the eliminations applicable to the Company in the context of the consolidated financial information.

All operating assets and liabilities are presented as identifiable assets and liabilities.

Reporting information is reported consistently with managerial reports used by the Management to evaluate the performance of each Company's segment.

## **31 EARNINGS PER SHARE**

### **a) Basic**

Earnings per share are basically calculated by dividing net income for the period attributed to holders of the parent company's common shares by the weighted average number of common shares available during the year.

|                                                                          | <b>12/31/25</b> | <b>12/31/24</b> |
|--------------------------------------------------------------------------|-----------------|-----------------|
| Earnings attributable to controlling shareholders                        | 6,376,219       | 6,042,593       |
| Weighted average of common shares held by shareholders (shares/thousand) | 4,195,690       | 4,195,474       |
| Basic earnings per share – R\$                                           | 1.51971         | 1.44026         |

### **b) Diluted**

Net earnings per share are calculated by dividing net income attributed to the Parent Company's common shareholders by weighted average number of common shares available in the year plus weighted average number of common shares that would be issued upon conversion of stock option plans and Long-term incentive (ILP plan).

|                                                                                              | <b>12/31/25</b> | <b>12/31/24</b> |
|----------------------------------------------------------------------------------------------|-----------------|-----------------|
| Earnings attributable to controlling shareholders                                            | 6,376,219       | 6,042,593       |
| Weighted average of potentially diluted common shares held by shareholders (shares/thousand) | 4,196,542       | 4,196,422       |
| Diluted earnings per share – R\$                                                             | 1.51940         | 1.43994         |



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**Board of Directors**

Décio da Silva - President  
Nildemar Secches - Vice-President  
Dan Ioschpe  
Harry Schmelzer Junior  
Martin Werninghaus  
Sérgio Luiz Silva Schwartz  
Tânia Conte Cosentino

**Audit Committee**

Dan Ioschpe – Coordinator  
Douglas Conrado Stange  
Estela Maris Vieira de Souza

**Executive Board**

Alberto Yoshikazu Kuba - Chief Executive Officer  
Anderson Fernandes – Vice-President of the International Division  
André Luis Rodrigues - Administrative and Financial Vice-President  
André Meneguetti Salgueiro - Chief Finance and Investor Relations Officer  
Carlos Diether Prinz - Vice-President of Transmission and Distribution  
Carlos José Bastos Grillo – Vice-President of Technology  
Daniel Marteleto Godinho - Vice-President of Sustainability and Institutional Relations  
João Paulo Gualberto da Silva – Vice-President of Energy  
Juliano Saldanha Vargas - Vice-President of Human Resources  
Julio Cesar Ramires - Vice -President of Commercial Motors  
Manfred Peter Johann – Vice-President of Automation  
Rodrigo Fumo Fernandes – Vice-President of Industrial Motors

**Accountant**

Marcelo Peters  
CRC/SC 039928/O-0

**Fiscal Council**

**Full members**

Vanderlei Dominguez da Rosa – President  
Lucia Maria Martins Casasanta  
Patricia Valente Stierli

**Alternate members**

Paulo Roberto Franceschi  
Silvia Maura Rodrigues Pereira  
Giuliano Barbato Wolf

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## Independent auditors' report on the individual and consolidated financial statements

**To the Shareholders, Board members and Administrators of  
WEG S.A.**

Jaraguá do Sul – SC

### Opinion

We have examined the individual and consolidated financial statements of WEG S.A. ("Company") and its subsidiaries, comprising the individual and consolidated balance sheet as of December 31, 2025 and the related individual and consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, as well as the corresponding notes, comprising the material accounting policies and other clarifying information.

In our opinion, the aforementioned individual and consolidated financial statements present fairly, in all material respects, the individual and consolidated financial position of WEG S.A. and its subsidiaries as of December 31, 2025, the individual and consolidated performance of its operations and its individual and consolidated cash flows for the year then ended, in conformity with accounting practices adopted in Brazil and IFRS Accounting Standards issued by the International Accounting Standards Board ("IASB").

### Basis for opinion

Our audit was conducted in accordance with Brazilian and international auditing standards. Our responsibilities, in conformity with these standards, are described in the following section denominated "Auditor's responsibilities for the audit of the individual and consolidated financial statements". We are independent in relation to the Company and its subsidiaries according to the relevant ethical principles established in the Accountants' Professional Code of Ethics and the professional standards issued by the Federal Accounting Council, applicable to audits of financial statements of public interest entities in Brazil. We also comply with the other ethical responsibilities according to these standards. We believe that the audit evidence obtained is sufficient and appropriate to support our opinion.

### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the current year. These matters were addressed in the context of our audit of the individual and consolidated financial statements as a whole, and in forming our opinion thereon, and, therefore, we do not express a separate opinion on these matters.

### Assessment of the recoverable value for goodwill

See Notes 2.10 and 14 of individual and consolidated financial statements

#### Key audit matter

The Company and its subsidiaries have significant amounts of goodwill as a result of acquisitions

#### How our audit addressed this matter

Our audit procedures included, among others:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>made in prior years, which have an indefinite useful life and are subject to annual impairment testing with an annual minimum periodicity. The assessment of the recoverable value for goodwill involves uncertainties inherent to the process of determining the estimates used to calculate future cash flows and their discount to present value of sundry cash generating units, which is the basis for the evaluation of the recoverable amount, mainly regarding the assumptions, revenue and cost growth, and discount rates.</p> <p>Due to the relevance of the goodwill amount, judgment and sources of uncertainty inherent to the process of determining future cash flow estimates discounted to present value, and the impact that any changes in the assumptions could generate in the amounts recorded in consolidated financial statements and possible effects that could affect the investment amount recorder under the equity method in individual financial statements, we consider this matter material for our audit.</p> | <ul style="list-style-type: none"> <li>- With the support of our corporate finance experts, we evaluated the preparation procedures for projections of discounted cash flow, the assumptions and methodologies used by the Company in preparing the studies that support the recoverability analysis for goodwill considered significant by us. We especially assess assumptions regarding revenue and cost growth, as well as discount rates. We have compared Company's assumptions with data obtained from external sources, such as projected economic growth, cost inflation and discount rates; and</li> <li>- Analyze whether the disclosures made in the financial statements are adequate.</li> </ul> <p>Based on the evidence obtained by means of procedures summarized above, we consider acceptable the assumptions and methodologies used to estimate the recoverable value of these assets, as well as related disclosures in the context of individual and consolidated financial statements taken as a whole.</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Revenue from contracts with clients

See Notes 2.21, 2.22, 21 and 22 of individual and consolidated financial statements

| Key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | How our audit addressed this matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Company's subsidiaries have several types of revenue, which must be recognized if certain criteria are met, and this may occur over time, to reflect the fulfillment of their performance obligations, or at a specific moment in time, when control of the goods or services is transferred to the customer.</p> <p>Measuring the amount of revenue to be recognized, and determining the appropriate timing to recognize such revenue by determining when the customer obtains control of the product for each sales transaction, and/or by measuring the advancement of Construction in Progress in relation to the fulfillment of the performance obligation satisfied over time, requires the exercise of judgment on the part of Management.</p> <p>This matter was considered significant for our audit, given the magnitude of the amounts involved and the risk of revenue recognition in an incorrect accounting period.</p> | <p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> <li>- Obtaining an understanding of the flow of sales transactions considering the nature of the subsidiaries' different operations, and with the support of our information technology specialists, we assessed the design and implementation and effectiveness of the relevant internal controls, as determined by Management, that support revenue recognition; and</li> <li>- We conducted specific tests on a sample basis on certain revenue transactions, inspecting evidence of the occurrence, accuracy and adequate accounting thereof within the accrual period.</li> </ul> <p>As a result of evidence from the procedures summarized above, we consider that the recognition of revenue transactions and respective disclosures are as acceptable in the context of consolidated financial statements taken as a whole.</p> |

## Other issues - Statements of added value

Individual and consolidated statements of added value (DVA) for the year ended December 31, 2025, prepared under responsibility of Company's management, and presented as supplementary information for purposes of IFRS Accounting Standards, were submitted to audit procedures carried out together with the audit of Company's financial statements. To form our opinion, we evaluated whether these statements are reconciled with the financial statements and accounting records, as applicable, and whether their form and content are in accordance with the criteria defined in CPC 09 Technical Pronouncement - Statement of Added Value. In our opinion, these statements of value added were prepared, in all material respects, in accordance with the criteria defined in this Technical Pronouncement and are consistent in relation to the individual and consolidated financial statements taken as a whole.

## Other information accompanying individual and consolidated financial statements and the auditors' report

The Company's management is responsible for such other information that comprises the Management Report.

Our opinion on the individual and consolidated financial statements does not include the Management Report and we do not express any form of audit conclusion on such report as part of our audit engagement of financial statements.

In connection with our audit of the individual and consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the individual and consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the performed work, we conclude that there is material misstatement in the Management Report, we are required to report such fact. We have nothing to report in this regard.

## Responsibilities of management and governance for the individual and consolidated financial statements

Management is responsible for the preparation and fair presentation of the individual and consolidated financial statements in accordance with Accounting Practices Adopted in Brazil and with IFRS Accounting Standards, issued by the International Accounting Standards Board (IASB) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In the preparation of individual and consolidated financial statements, management is responsible for assessing the ability of the Company to continue as a going concern, disclosing, where applicable, the matters relating to its going concern and the use of this basis of accounting in preparing the financial statements, unless management intends to wind-up the Company and its subsidiaries or cease its operations, or has no realistic alternative to avoid the closure of operations.

Those charged with governance of the Company and its subsidiaries are the people responsible for overseeing the process of preparation of the financial statements.

## Auditors' Responsibilities for the Audit of the Individual and Consolidated Financial Statements

Our purposes are to obtain reasonable assurance that the individual and consolidated financial statements, taken as a whole, are free from material misstatement, whether caused by fraud or error, and to issue audit report containing our opinion. Reasonable assurance means a high level of security, but not a guarantee that an audit conducted in accordance with Brazilian and international auditing standards always detects any existing material misstatements. Misstatements may arise from fraud or error and are considered material when, individually or in aggregate, may influence, from a reasonable perspective, the economic decisions of users taken as base in such individual and consolidated financial statements.

As part of an audit conducted according to the Brazilian and international auditing standards, we exercise professional judgment, and maintain professional skepticism during the audit. In addition:

- Identify and assess the risks of material misstatement of the individual and consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those

risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Company and its subsidiaries.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- We concluded about the adequacy of the use, by management, of the accounting basis of going concern, and, based on the audit evidence obtained, whether there is a material uncertainty in relation to the events or conditions that may give rise to significant doubt in relation to the Company's and its subsidiaries' ability to continue as a going concern. If we conclude that a material uncertainty exists, then we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on audit evidence obtained up to the date of our report. However, future events or conditions may lead the Company and its subsidiaries to no longer remain as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the individual and consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We planned and performed the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the group's entities or business units as a basis for forming an opinion on the group's financial statements. We are responsible for the direction, supervision and review of audit work performed for group audit purposes and consequently, we remain responsible for the audit opinion.

We communicated with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identified during our audit.

We also provide those charged with governance with a statement that we comply with the relevant ethical and independence requirements and communicate all possible relationships or matters that could considerably affect our independence, including, where applicable, the actions taken to eliminate the threats or the safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these issues in our audit report, unless a law or regulation has prohibited the public disclosure of the issue, or when, under extremely rare circumstances, we determine that the issue shall not be reported in our report, because the adverse consequences from such report may, from a reasonable perspective, exceed the benefits from the report for public interest.

Joinville, February 24, 2026.

KPMG Auditores Independentes

CRC SC-000071/F-8

Felipe Brutti da Silva

Accountant CRC RS-083891/O-0 T-SC



## CAPITAL BUDGET PROPOSAL

We propose to submit – for consideration at the AGM – a plan to set up a Capital Budget Reserve in the amount of R\$ 2,256,937 (under article 196 of Brazil's Corporations Act and article 202, §6 of Law 10303/01), in view of the Investment Plan/Capital Budget.

The Investment Plan / Capital Budget for 2026 provides for the following:

|                                                                                  |                  |
|----------------------------------------------------------------------------------|------------------|
| <b>a) Investments (Property, plant and equipment) planned in the 2026 budget</b> | <b>3,561,969</b> |
| - Constructions and facilities                                                   | 501,364          |
| - Machinery, equipment, tools and devices                                        | 1,032,976        |
| - IT (hardware)                                                                  | 22,779           |
| - Foreign subsidiaries                                                           | 1,911,924        |
| Producers                                                                        | 1,840,442        |
| Commercial                                                                       | 71,482           |
| - Other                                                                          | 92,926           |
| <b>b) Working Capital Increase planned in the 2026 budget</b>                    | <b>842,803</b>   |
| <b>Total estimated investments (a + b)</b>                                       | <b>4,404,772</b> |
| <b>Sources of funds</b>                                                          | <b>4,404,772</b> |
| - Own (capital budget reserve)                                                   | 2,256,937        |
| - Third parties (financing)                                                      | 2,147,835        |

## **FISCAL COUNCIL' OPINION**

The Fiscal Council of WEG S.A., in the performance of its legal duties, having examined the Management Report, the Financial Statements for the Fiscal Year ended 12/31/2025, and the proposals of the Management bodies for: (a) Allocation of net income; (b) Investment Plan/Capital Budget and based on the examinations carried out, also considering the information and clarifications provided by the Company's Management throughout the year and by the representatives of the Independent Auditors and, based on the examinations performed, also considering the information and clarifications provided by Company Management throughout the year and by the representatives of the Independent Auditors, and also based on the report issued by KPMG Auditores Independentes on the Financial Statements, without reservations, dated February 24, 2026, believes that the aforementioned documents are in a position to be examined and voted on at the Annual General Meeting of Shareholders.

Jaraguá do Sul (SC), February 24, 2026.

**VANDERLEI DOMINGUEZ DA  
ROSA**

**LUCIA MARIA MARTINS  
CASASANTA**

**PATRICIA VALENTE STIERLI**

## STATUTORY AUDIT COMMITTEE'S REPORT

### 1) Presentation

On September 21, 2021, the non-statutory Audit Committee of WEG S.A. ("WEG" or "Company") was established, and its nature was changed to "Statutory" ("CAE") by a resolution at the Extraordinary General Meeting on April 29, 2025, maintaining its advisory responsibilities directly linked to the Board of Directors.

CAE is made up of three (3) members indicated by the Board of Directors' resolution, with a term of two (2) years, with the possibility of reappointment for up to ten (10) consecutive years, one (1) of whom must have recognized experience in corporate accounting matters and one (1) an independent member of the Company's Board of Directors and Statutory Audit Committee's ("CAE") Coordinator.

The Statutory Audit Committee's ("CAE") Internal Regulations was approved during the Board of Directors' meeting held on May 20, 2025.

#### 1.1) General Information

The Statutory Audit Committee is responsible for supervising the quality and integrity of the Financial Statements, adherence to legal, statutory and regulatory standards, the activities of the internal audit, the independent auditors, the internal controls area and the Company's risk exposures.

The Statutory Audit Committee's ("CAE") duties and responsibilities are carried out in compliance with the applicable legal assignments, defined in the internal Regulations of Statutory Audit Committee ("CAE") of WEG S.A.

#### 1.2) Internal Audit

The Internal Audit presents the Annual Audit Plan, covering the Company and its subsidiaries in Brazil and abroad.

#### 1.3) Independent Audit

The Independent Audit is responsible for auditing the annual financial statements and reviewing the quarterly information (ITRs), issuing reports with its opinion/conclusion regarding the reliability of the financial statements and their adherence to the international accounting practices adopted in Brazil.

### 2) Audit Committee's activities

In the year 2025, Statutory Audit Committee's ("CAE") activities were carried out in accordance with its Work Plan, in five (5) meetings with the participation of the following areas: Internal Audit, Independent Audit, Controllershship Executive Board, Information Technology Executive Board, Financial Executive Board, Sustainability and Institution Relation Executive Board, Legal and Compliance Department.

The Statutory Audit Committee ("CAE") participated in four meetings with the Board of Directors regarding the fiscal year 2025, held on April 29, July 22, October 21, 2025 and February 24, 2026.

The key matters and activities discussed by Statutory Audit Committee ("CAE") during the year were as follows:

- a) Monitoring the process of preparing the Annual and Interim Financial Statements with appreciation of IFRS/CPC standards through meetings with the Company's Administrators and Independent Auditors.
- b) Monitoring the process of engaging the Independent Auditor to carry out audit services on the Consolidated Financial Statements of WEG S.A. and its main subsidiaries for the year ended December 31, 2025.
- c) Analyzing the planning and strategy of the Independent Auditors for the year 2025 regarding its main conclusions/opinion presented in its reports and of the Key Audit Matters (KAM) included in its Report on the Financial Statements for the year ended December 31, 2025;

- d) Monitoring the process of engaging the Independent Auditor to carry out audit services on the Consolidated Financial Statements of WEG S.A. and its main subsidiaries for the year ended December 31, 2026.
- e) Following-up on the work plan of the Internal Audit, the events of the reporting channel and code of ethics, the points identified and the recommendations and measures taken by the Company's Management;
- f) Monitoring the management of the main tax aspects, status of tax reform's deployment project of the Company and its subsidiaries;
- g) Risk Management System with the structure of risk categories, as well as how to mitigate and address them daily;
- h) Set of internal policies, policy governance, meetings and forms of approval;
- i) Monitoring the price allocation of acquired companies – PPA (Purchase Price Allocation);
- j) Presentation of company's global information security structure, the events faced and addressed and the projects aimed at increasing information security were also presented;
- k) Monitoring the internal controls improvement process, as well as the materiality criteria, planned activities, and the status of the work;
- l) Compliance, status of the Integrity Program, the reporting channel covering the units in Brazil and abroad, together with details of the points already implemented and the action plans.

Jaraguá do Sul, February 24, 2026.

**DAN IOSCHPE**

**DOUGLAS CONRADO STANGE**

**ESTELA MARIS VIEIRA DE SOUZA**

## **STATUTORY AUDIT COMMITTEE'S OPINION**

### **Annual financial statements in 2025**

The members of the statutory Audit Committee of WEG S/A., gathered online on this date in the exercise of their duties as provided for in its Internal Regulation, have reviewed the Management Report and the financial statements for the fiscal year ended December 31, 2025, accompanied by the Independent Auditor's Report, without reservation, and considering the information provided by WEG S.A. Management and by KPMG Auditores Independentes, unanimously recommended the approval thereof by the Board of Directors.

Jaraguá do Sul, February 24, 2026.

**DAN IOSCHPE**

**DOUGLAS CONRADO STANGE**

**ESTELA MARIS VIEIRA DE SOUZA**

## **STATEMENT OF THE EXECUTIVE OFFICERS ON THE FINANCIAL STATEMENTS AND THE INDEPENDENT AUDITOR'S REPORT**

By this document, the Chief Executive Officer and other Directors of WEG S.A., a publicly-held company headquartered at Avenida Prefeito Waldemar Grubba, nº 3300, enrolled with EIN 84.429.695/0001-11, for purposes of the item V and VI of §1 of Article 27 of CVM Resolution 80, dated March 29, 2022, hereby declare that:

- (i) reviewed, discussed and agreed with the opinions expressed in the report of KPMG Auditores Independentes dated February 24, 2026, relating to the Financial Statements of WEG S.A. and Consolidated for the fiscal year ended December 31, 2025; and
- (ii) reviewed, discussed and agreed with the Financial Statements of WEG S.A. and Consolidated for the fiscal year ended December 31, 2025.

Jaraguá do Sul (SC), February 24, 2026.

Alberto Yoshikazu Kuba - Chief Executive Officer  
Anderson Fernandes – Vice-President of the International Division  
André Luis Rodrigues - Administrative and Financial Vice-President  
André Meneguetti Salgueiro - Chief Finance and Investor Relations Officer  
Carlos Diether Prinz - Vice-President of Transmission and Distribution  
Carlos José Bastos Grillo – Vice-President of Technology  
Daniel Marteleto Godinho - Vice-President of Sustainability and Institutional Relations  
João Paulo Gualberto da Silva – Vice-President of Energy  
Juliano Saldanha Vargas - Vice-President of Human Resources  
Julio Cesar Ramires - Vice -President of Commercial Motors  
Manfred Peter Johann – Vice-President of Automation  
Rodrigo Fumo Fernandes – Vice-President of Industrial Motors