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Company information / Breakdown of capital

Quantity of shares (Unit)	Current quarter 09/30/2025
Paid-in capital	
Common	4,197,317,998
Preferred	0
Total	4,197,317,998
Treasury	
Common	1,622,025
Preferred	0
Total	1,622,025

Individual financial statements / Balance sheet – Assets**(In thousands of reais)**

Code of account	Account description	Current quarter 09/30/2025	Prior year 12/31/2024
1	Total assets	22,938,752	22,799,880
1.01	Current assets	2,922,062	2,014,383
1.01.01	Cash and cash equivalents	1,087,502	810,170
1.01.01.01	Cash and banks	31	13
1.01.01.02	Interest earning bank deposits	1,087,471	810,157
1.01.02	Interest earning bank deposits	918,593	648,477
1.01.06	Recoverable taxes	89,646	14,710
1.01.06.01	Current taxes recoverable	89,646	14,710
1.01.06.01.01	Recoverable income tax and social contribution	89,646	14,710
1.01.08	Other current assets	826,321	541,026
1.01.08.03	Other	826,321	541,026
1.01.08.03.01	Dividends	440,000	1,053
1.01.08.03.02	Interest on stockholders' equity	386,306	539,220
1.01.08.03.03	Other	15	753
1.02	Non-current assets	20,016,690	20,785,497
1.02.01	Long-term assets	7,295	8,536
1.02.01.07	Deferred taxes	6,438	7,679
1.02.01.07.01	Deferred income tax and social contribution	6,438	7,679
1.02.01.10	Other non-current assets	857	857
1.02.01.10.03	Judicial deposits	857	857
1.02.02	Investments	20,005,666	20,773,166
1.02.02.01	Equity interest	20,005,666	20,773,166
1.02.02.01.02	Interests in subsidiaries	20,005,666	20,773,166
1.02.03	Property, plant and equipment	3,719	3,785
1.02.03.01	Construction in progress	3,719	3,785
1.02.04	Intangible assets	10	10
1.02.04.01	Intangible assets	10	10

Individual financial statements / Balance sheet – Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 09/30/2025	Prior year 12/31/2024
2	Total liabilities	22,938,752	22,799,880
2.01	Current liabilities	526,359	591,329
2.01.01	Social and labor charges	43,689	31,447
2.01.01.01	Social charges	43,689	31,447
2.01.02	Suppliers	401	325
2.01.03	Tax obligations	67,095	205
2.01.03.01	Federal tax obligations	67,095	205
2.01.03.01.02	Other tax obligations	67,095	205
2.01.05	Other liabilities	415,174	559,352
2.01.05.02	Other	415,174	559,352
2.01.05.02.01	Dividends and interest on stockholders' equity	407,628	548,144
2.01.05.02.04	Other	7,546	11,208
2.02	Non-current liabilities	3,624	4,330
2.02.02	Other liabilities	3,624	4,330
2.03	Shareholders' equity	22,408,769	22,204,221
2.03.01	Realized capital	12,504,517	7,504,517
2.03.02	Capital reserves	-168,073	-155,191
2.03.02.04	Options granted	16,282	17,458
2.03.02.05	Treasury shares	-43,579	-47,840
2.03.02.07	Goodwill in capital transaction	-140,776	-124,809
2.03.03	Revaluation reserve	3,631	3,631
2.03.04	Profit reserves	5,196,349	11,466,140
2.03.04.01	Legal reserve	0	302,130
2.03.04.02	Statutory reserve	5,196,349	9,894,219
2.03.04.08	Additional dividend proposed	0	1,269,791
2.03.05	Retained earnings/losses	2,885,318	0
2.03.06	Equity valuation adjustments	268,549	277,498
2.03.06.01	Deemed cost	268,549	277,498
2.03.08	Other comprehensive income	1,718,478	3,107,626
2.03.08.01	Derivative financial instruments	-3,591	2,171
2.03.08.02	Changes in ownership interest	-4,288	-4,288
2.03.08.03	Accumulated translation adjustments	1,726,357	3,109,743

Individual financial statements / Statement of income**(In thousands of reais)**

Code of account	Account description	Current quarter 07/01/2025–09/30/2025	Accumulated of the current year 01/01/2025–09/30/2025	Same quarter in Prior year 07/01/2024 09/30/2024	Accumulated of the prior year 01/01/2024–09/30/2024
3.04	Operating expenses/revenues	1,637,162	4,776,030	1,573,594	4,337,329
3.04.02	General and administrative expenses	-3,588	-10,734	-5,203	-15,401
3.04.02.01	Directors' fees	-962	-2,901	-941	-2,855
3.04.02.02	Other administrative expenses	-2,626	-7,833	-4,262	-12,546
3.04.04	Other operating revenues	1,569	2,350	0	0
3.04.05	Other operating expenses	-6,948	-9,736	-8,718	-11,394
3.04.06	Equity in net income of subsidiaries	1,646,129	4,794,150	1,587,515	4,364,124
3.05	Income (loss) before financial income (loss) and taxes	1,637,162	4,776,030	1,573,594	4,337,329
3.06	Financial income (loss)	12,913	16,837	5,283	14,256
3.06.01	Financial revenues	58,193	136,561	35,278	95,763
3.06.02	Financial expenses	-45,280	-119,724	-29,995	-81,507
3.07	Income (loss) before income taxes	1,650,075	4,792,867	1,578,877	4,351,585
3.08	Income tax and social contribution	394	-4,410	-199	-3,288
3.08.01	Current	-257	-3,169	-1,334	-2,776
3.08.02	Deferred	651	-1,241	1,135	-512
3.09	Net income (loss) from continued operations	1,650,469	4,788,457	1,578,678	4,348,297
3.11	Income/loss for the period	1,650,469	4,788,457	1,578,678	4,348,297
3.99	Earnings per share - (Reais R\$ / Shares)				
3.99.01	Basic earnings per share				
3.99.01.01	Common shares	0.37942	1.14128	0.37628	1.03643
3.99.02	Diluted earnings per share				
3.99.02.01	Common shares	0.39329	1.14105	0.3762	1.03619

Individual financial statements / Statement of comprehensive income

(In thousands of reais)

Code of account	Account description	Current quarter 07/01/2025–09/30/2025	Accumulated of the current year 01/01/2025–09/30/2025	Same quarter of the prior year - 07/01/2024 to 09/30/2024	Accumulated of the prior year 01/01/2024–09/30/2024
4.01	Net income for the period	1,650,469	4,788,457	1,578,678	4,348,297
4.02	Other comprehensive income	-289,205	-1,389,148	-226,199	887,998
4.02.01	Accumulated currency translation adjustments	-290,347	-1,383,386	-210,774	861,016
4.02.02	Hedge accounting	1,142	-5,762	-15,425	26,982
4.03	Comprehensive income for the period	1,361,264	3,399,309	1,352,479	5,236,295

Individual financial statements / Statement of cash flows (Indirect method)**(In thousands of reais)**

Code of account	Account description	Accumulated of the	Accumulated of the
		current year 01/01/2025–09/30/2025	prior year 01/01/2024–09/30/2024
6.01	Net cash from operating activities	3,486,486	2,952,262
6.01.01	Cash generated in operations	-210,506	-60,489
6.01.01.01	Income before taxes	4,792,867	4,351,585
6.01.01.02	Depreciation and amortization	65	65
6.01.01.03	Equity in net income of subsidiaries	-4,794,150	-4,364,124
6.01.01.04	Stock option plan expenses	-1,176	-2,306
6.01.01.06	Yield on interest earning bank deposits	-208,112	-45,709
6.01.02	Changes in assets and liabilities	3,696,992	3,012,751
6.01.02.03	(Increase)/decrease in recoverable taxes	-74,936	-37,024
6.01.02.04	Increase/(decrease) in suppliers	76	-83
6.01.02.05	Increase/(decrease) in social/tax obligations	-94,889	-72,976
6.01.02.07	Increase/(decrease) in other accounts receivable/payable	182,538	86,340
6.01.02.08	Income tax and social contribution	-3,169	-2,767
6.01.02.09	Receipt of dividends/interest on stockholders' equity	3,687,372	3,039,261
6.02	Net cash used in investment activities	-62,004	1,679
6.02.04	Interest earning bank deposits held to maturity	-63,856	0
6.02.05	Redemption of interest earning bank deposits	1,852	1,679
6.03	Net cash from financing activities	-3,147,150	-2,930,560
6.03.01	Payment of dividends/Interest on stockholders' equity	-3,151,411	-2,937,977
6.03.03	Settlement of treasury shares	4,261	7,417
6.05	Increase (decrease) in cash and cash equivalents	277,332	23,381
6.05.01	Opening balance of cash and cash equivalents	810,170	791,316
6.05.02	Closing balance of cash and cash equivalents	1,087,502	814,697

Individual financial statements / Statement of changes in shareholders' equity / DMPL – 01/01/2025–09/30/2025

(In thousands of reais)

Code of account	Account description	Paid-up capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings (loss)	Other comprehensive income	Shareholders' equity
5.01	Opening balances	7,504,517	-151,560	10,196,349	1,269,791	3,385,124	22,204,221
5.02	Prior-year adjustments	0	0	0	0	0	0
5.03	Adjusted opening balances	7,504,517	-151,560	10,196,349	1,269,791	3,385,124	22,204,221
5.04	Capital transactions with partners	5,000,000	-12,882	-5,000,000	-1,915,125	0	-1,928,007
5.04.01	Capital increases	5,000,000	0	-5,000,000	0	0	0
5.04.03	Recognized options granted	0	-1,176	0	0	0	-1,176
5.04.05	Treasury shares sold	0	5,304	0	0	0	5,304
5.04.06	Dividends	0	0	0	-719,353	0	-719,353
5.04.07	Interest on stockholders' equity	0	0	0	-1,195,772	0	-1,195,772
5.04.08	Capital transactions	0	-17,010	0	0	0	-17,010
5.05	Total comprehensive income	0	0	0	4,796,367	-1,398,097	3,398,270
5.05.01	Net income for the period	0	0	0	4,788,457	0	4,788,457
5.05.02	Other comprehensive income	0	0	0	7,910	-1,398,097	-1,390,187
5.05.02.04	Translation adjustments in the period	0	0	0	0	-1,384,425	-1,384,425
5.05.02.06	Hedge accounting – Net cash flow of taxes	0	0	0	0	-5,762	-5,762
5.05.02.07	Realization of deemed cost, net of taxes	0	0	0	7,910	-7,910	0
5.06	Internal changes in shareholders' equity	0	0	0	-1,265,715	0	-1,265,715
5.06.04	Reversal of dividends in prior years	0	0	0	4,076	0	4,076
5.06.05	Payment of dividends	0	0	0	-1,269,791	0	-1,269,791
5.07	Closing balances	12,504,517	-164,442	5,196,349	2,885,318	1,987,027	22,408,769

Individual financial statements / Statement of changes in shareholders' equity / DMPL – 01/01/2024–09/30/2024**(In thousands of reais)**

Code of account	Account description	Paid-up capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings (loss)	Other comprehensive income	Shareholders' equity
5.01	Opening balances	6,504,517	-127,758	8,329,343	1,249,940	1,386,043	17,342,085
5.02	Prior-year adjustments	0	0	0	0	0	0
5.03	Adjusted opening balances	6,504,517	-127,758	8,329,343	1,249,940	1,386,043	17,342,085
5.04	Capital transactions with partners	1,000,000	-18,093	-1,000,000	-1,586,482	0	-1,604,575
5.04.01	Capital increases	1,000,000	0	-1,000,000	0	0	0
5.04.03	Recognized options granted	0	-2,306	0	0	0	-2,306
5.04.05	Treasury shares sold	0	7,357	0	0	0	7,357
5.04.06	Dividends	0	0	0	-786,877	0	-786,877
5.04.07	Interest on stockholders' equity	0	0	0	-799,605	0	-799,605
5.04.08	Capital transactions	0	-23,144	0	0	0	-23,144
5.05	Total comprehensive income	0	0	0	4,359,075	876,236	5,235,311
5.05.01	Net income for the period	0	0	0	4,348,297	0	4,348,297
5.05.02	Other comprehensive income	0	0	0	10,778	876,236	887,014
5.05.02.04	Translation adjustments in the period	0	0	0	0	860,032	860,032
5.05.02.06	Hedge accounting – cash flow net of taxes	0	0	0	0	26,982	26,982
5.05.02.07	Realization of deemed cost, net of taxes	0	0	0	10,778	-10,778	0
5.06	Internal changes in shareholders' equity	0	0	0	-1,248,326	0	-1,248,326
5.06.04	Payment of dividends	0	0	0	-1,249,940	0	-1,249,940
5.06.05	Dividends prescribed	0	0	0	1,614	0	1,614
5.07	Closing balances	7,504,517	-145,851	7,329,343	2,774,207	2,262,279	19,724,495

Individual financial statements / Statement of added value**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2025–09/30/2025	Accumulated of the prior year 01/01/2024–09/30/2024
7.02	Inputs acquired from third parties	-1,191	-6,889
7.02.02	Materials, energy, third-party services and other	-4,866	-9,195
7.02.04	Other	3,675	2,306
7.03	Gross added value	-1,191	-6,889
7.04	Retention	-65	-65
7.04.01	Depreciation, amortization and depletion	-65	-65
7.05	Net added value produced	-1,256	-6,954
7.06	Added value received as transfer	4,930,711	4,459,887
7.06.01	Equity in net income of subsidiaries	4,794,150	4,364,124
7.06.02	Financial revenues	136,561	95,763
7.07	Total added value payable	4,929,455	4,452,933
7.08	Distribution of added value	4,929,455	4,452,933
7.08.01	Personnel	14,648	17,187
7.08.01.01	Direct remuneration	14,074	16,612
7.08.01.02	Benefits	438	407
7.08.01.03	Severance pay fund (FGTS)	136	168
7.08.02	Taxes, duties and contributions	6,626	5,942
7.08.02.01	Federal	6,626	5,942
7.08.03	Third-party capital remuneration	119,724	81,507
7.08.03.01	Interest	119,724	81,507
7.08.04	Remuneration of own capital	4,788,457	4,348,297
7.08.04.01	Interest on stockholders' equity	719,353	799,605
7.08.04.02	Dividends	1,195,772	786,877
7.08.04.03	Retained earnings / Loss for the period	2,873,332	2,761,815

Individual financial statements / Statement of added value**(In thousands of reais)**

Code of account	Account description	Current quarter 09/30/2025	Prior year 12/31/2024
1	Total assets	41,494,475	41,489,701
1.01	Current assets	26,776,141	27,221,359
1.01.01	Cash and cash equivalents	6,416,587	7,347,599
1.01.01.01	Cash and banks	1,759,166	1,900,225
1.01.01.02	Interest earning bank deposits	4,657,421	5,447,374
1.01.02	Interest earning bank deposits	918,724	648,477
1.01.03	Accounts receivable	7,306,408	7,394,411
1.01.03.01	Clients	7,306,408	7,394,411
1.01.04	Inventories	9,991,563	9,903,951
1.01.06	Recoverable taxes	1,141,966	817,414
1.01.06.01	Current taxes recoverable	1,141,966	817,414
1.01.06.01.01	Recoverable income tax and social contribution	318,385	131,878
1.01.06.01.02	Other taxes recoverable	823,581	685,536
1.01.08	Other current assets	1,000,893	1,109,507
1.01.08.03	Other	1,000,893	1,109,507
1.01.08.03.01	Derivative financial instruments	31,846	210,749
1.01.08.03.02	Other	969,047	898,758
1.02	Non-current assets	14,718,334	14,268,342
1.02.01	Long-term assets	1,371,996	1,442,220
1.02.01.01	Interest earning bank deposits measured at fair value through profit or loss	13,749	17,134
1.02.01.07	Deferred taxes	1,004,585	1,141,821
1.02.01.07.01	Deferred income tax and social contribution	1,004,585	1,141,821
1.02.01.10	Other non-current assets	353,662	283,265
1.02.01.10.03	Judicial deposits	57,661	58,279
1.02.01.10.04	Recoverable income tax and social contribution	6,945	8,394
1.02.01.10.05	Other taxes recoverable	159,799	115,193
1.02.01.10.06	Derivative financial instruments	716	6,166
1.02.01.10.07	Other	128,541	95,233
1.02.02	Investments	58,911	71,808
1.02.02.01	Equity interest	58,911	71,808
1.02.02.01.01	Interest in associated companies	57,736	70,548
1.02.02.01.05	Other investments	1,175	1,260
1.02.03	Property, plant and equipment	10,548,232	9,933,659
1.02.03.01	Construction in progress	9,758,608	9,035,224
1.02.03.02	Right-of-use in lease	789,624	898,435
1.02.04	Intangible assets	2,739,195	2,820,655
1.02.04.01	Intangible assets	803,070	755,630
1.02.04.01.02	Other	803,070	755,630
1.02.04.02	Goodwill	1,936,125	2,065,025

Consolidated financial statements / Balance sheet - Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 09/30/2025	Prior year 12/31/2024
2	Total liabilities	41,494,475	41,489,701
2.01	Current liabilities	15,054,797	15,454,265
2.01.01	Social and labor obligations	1,085,855	728,469
2.01.01.01	Social obligations	1,085,855	728,469
2.01.02	Suppliers	2,757,374	3,778,116
2.01.03	Tax obligations	911,392	799,564
2.01.03.01	Federal tax obligations	911,392	799,564
2.01.03.01.01	Income tax and social contribution payable	442,608	474,494
2.01.03.01.02	Other	468,784	325,070
2.01.04	Loans and financing	2,861,803	2,850,956
2.01.04.01	Loans and financing	2,861,803	2,850,956
2.01.04.01.01	In domestic currency	803,127	6,089
2.01.04.01.02	In foreign currency	2,058,676	2,844,867
2.01.05	Other liabilities	7,438,373	7,297,160
2.01.05.02	Other	7,438,373	7,297,160
2.01.05.02.01	Dividends and interest on own capital	417,235	561,679
2.01.05.02.04	Advance from clients	4,170,193	4,040,292
2.01.05.02.05	Profit sharing	407,548	569,328
2.01.05.02.06	Derivative financial instruments	88,103	26,237
2.01.05.02.07	Leases	175,147	107,668
2.01.05.02.08	Provision for product warranty	611,413	579,009
2.01.05.02.09	Billing for future delivery	158,845	77,589
2.01.05.02.10	Other	1,409,889	1,335,358
2.02	Non-current liabilities	3,023,109	2,910,219
2.02.01	Loans and financing	989,052	744,281
2.02.01.01	Loans and financing	989,052	744,281
2.02.01.01.01	In domestic currency	364,913	248,894
2.02.01.01.02	In foreign currency	624,139	495,387
2.02.02	Other liabilities	1,096,269	1,212,384
2.02.02.02	Other	1,096,269	1,212,384
2.02.02.02.03	Taxes payable	33,993	23,647
2.02.02.02.04	Derivative financial instruments	1,203	0
2.02.02.02.05	Leases	591,107	715,450
2.02.02.02.06	Other	469,966	473,287
2.02.03	Deferred taxes	157,245	170,520
2.02.03.01	Deferred income tax and social contribution	157,245	170,520
2.02.04	Provision	780,543	783,034
2.03	Consolidated shareholders' equity	23,416,569	23,125,217
2.03.01	Realized capital	12,504,517	7,504,517
2.03.02	Capital reserves	-168,073	-155,191
2.03.02.04	Options granted	16,282	17,458
2.03.02.05	Treasury shares	-43,579	-47,840
2.03.02.07	Goodwill in capital transaction	-140,776	-124,809
2.03.03	Revaluation reserve	3,631	3,631
2.03.04	Profit reserves	5,196,349	11,466,140

Consolidated financial statements / Balance sheet - Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 09/30/2025	Prior year 12/31/2024
2.03.04.01	Legal reserve	0	302,130
2.03.04.02	Statutory reserve	5,196,349	9,894,219
2.03.04.08	Additional dividend proposed	0	1,269,791
2.03.05	Retained earnings/losses	2,885,318	0
2.03.06	Equity valuation adjustments	268,549	277,498
2.03.06.01	Deemed cost	268,549	277,498
2.03.08	Other comprehensive income	1,718,478	3,107,626
2.03.08.01	Derivative financial instruments	-3,591	2,171
2.03.08.02	Changes in ownership interest	-4,288	-4,288
2.03.08.03	Accumulated translation adjustments	1,726,357	3,109,743
2.03.09	Non-controlling interest	1,007,800	920,996

Consolidated financial statements / Statement of income**(In thousands of reais)**

Code of account	Account description	Current quarter 07/01/2025–09/30/2025	Accumulated of the current year 01/01/2025–09/30/2025	Same quarter of the prior year - 07/01/2024 to 09/30/2024	Accumulated of the prior year 01/01/2024–09/30/2024
3.01	Revenue from sales of goods and/or services	10,271,522	30,557,320	9,856,935	27,164,665
3.02	Cost of goods and/or services sold	-6,822,974	-20,357,171	-6,458,216	-17,969,047
3.03	Gross income	3,448,548	10,200,149	3,398,719	9,195,618
3.04	Operating expenses/revenues	-1,411,703	-4,197,975	-1,385,878	-3,648,140
3.04.01	Sales expenses	-818,299	-2,492,919	-776,315	-2,103,304
3.04.01.01	(Provision) for impairment of clients	-19,831	-42,734	-1,344	-7,688
3.04.01.02	Other sales expenses	-798,468	-2,450,185	-774,971	-2,095,616
3.04.02	General and administrative expenses	-372,688	-1,120,828	-355,930	-924,148
3.04.02.01	Directors' fees	-5,319	-16,108	-5,332	-16,314
3.04.02.02	Other administrative expenses	-367,369	-1,104,720	-350,598	-907,834
3.04.04	Other operating revenues	43,039	144,746	19,175	71,393
3.04.05	Other operating expenses	-260,145	-721,841	-272,974	-691,047
3.04.06	Equity in net income of subsidiaries	-3,610	-7,133	166	-1,034
3.05	Income (loss) before financial income and taxes	2,036,845	6,002,174	2,012,841	5,547,478
3.06	Financial income (loss)	33,468	81,063	64,448	162,181
3.06.01	Financial revenues	915,789	1,969,055	538,244	1,387,807
3.06.02	Financial expenses	-882,321	-1,887,992	-473,796	-1,225,626
3.07	Income (loss) before income taxes	2,070,313	6,083,237	2,077,289	5,709,659
3.08	Income tax and social contribution	-325,559	-1,008,641	-416,771	-1,159,824
3.08.01	Current	-322,380	-989,959	-450,540	-1,216,636
3.08.02	Deferred	-3,179	-18,682	33,769	56,812
3.09	Net income (loss) from continued operations	1,744,754	5,074,596	1,660,518	4,549,835
3.11	Income/loss for the period	1,744,754	5,074,596	1,660,518	4,549,835
3.11.01	Attributed to the Parent company's partners	1,650,469	4,788,457	1,578,678	4,348,297
3.11.02	Attributed to non-controlling partners	94,285	286,139	81,840	201,538
3.99	Earnings per share - (Reais R\$ / Shares)				
3.99.01	Basic earnings per share				

Consolidated financial statements / Statement of income**(In thousands of reais)**

Code of account	Account description	Current quarter 07/01/2025–09/30/2025	Accumulated of the current year 01/01/2025–09/30/2025	Same quarter of the prior year - 07/01/2024 to 09/30/2024	Accumulated of the prior year 01/01/2024–09/30/2024
3.99.01.01	Common shares	0.39337	1.14128	0.37628	1.03643
3.99.02	Diluted earnings per share				
3.99.02.01	Common shares	0.39329	1.14105	0.3762	1.03619

Consolidated financial statements / Statement of comprehensive income**(In thousands of reais)**

Code of account	Account description	Current quarter 07/01/2025–09/30/2025	Accumulated of the current year 01/01/2025–09/30/2025	Same quarter of the prior year 07/01/2024–09/30/2024	Accumulated of the prior year 01/01/2024–09/30/2024
4.01	Consolidated net income for the period	1,744,754	5,074,596	1,660,518	4,549,835
4.02	Other comprehensive income	-293,639	-1,421,051	-235,216	886,022
4.02.01	Accumulated currency translation adjustments	-294,883	-1,415,923	-218,201	861,100
4.02.02	Hedge accounting	1,244	-5,128	-17,015	24,922
4.03	Consolidated comprehensive income for the period	1,451,115	3,653,545	1,425,302	5,435,857
4.03.01	Attributed to the Parent company's partners	1,361,264	3,399,309	1,352,479	5,236,295
4.03.02	Attributed to non-controlling partners	89,851	254,236	72,823	199,562

Consolidated financial statements / Statement of cash flows (Indirect method)**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2025–09/30/2025	Accumulated of the prior year 01/01/2024–09/30/2024
6.01	Net cash from operating activities	4,238,331	4,670,283
6.01.01	Cash generated in operations	7,726,854	6,936,003
6.01.01.01	Income before taxes	6,083,237	5,709,659
6.01.01.02	Depreciation, amortization and depletion	705,858	567,815
6.01.01.03	Profit sharing – employees	588,123	541,850
6.01.01.04	Stock option plan expenses	10,707	21,967
6.01.01.05	Allowance for credit risk	42,734	7,688
6.01.01.06	Provision for tax, civil and labor liabilities	-1,851	-43,679
6.01.01.07	Provision for inventory losses	30,036	36,169
6.01.01.08	Provision with product warranty	67,539	80,103
6.01.01.09	Loss on disposal of property, plant and equipment	103,848	29,766
6.01.01.10	Accrued interest on loans and financings	98,744	126,865
6.01.01.11	Equity in net income of subsidiaries	7,133	1,034
6.01.01.12	Yield on interest earning bank deposits	-208,838	-45,709
6.01.01.14	Provision for / settlement of derivative financial instruments	199,584	-97,525
6.01.02	Changes in assets and liabilities	-3,488,523	-2,265,720
6.01.02.01	(Increase)/decrease in clients	-381,087	47,701
6.01.02.02	(Increase) decrease in inventories	-677,444	-778,002
6.01.02.03	(Increase)/decrease in recoverable taxes	-207,508	-17,318
6.01.02.04	Increase/(decrease) in suppliers	-890,340	591,882
6.01.02.05	Increase/(decrease) in social/tax obligations	211,430	254,702
6.01.02.06	Increase/(decrease) in advances from clients	390,342	-335,415
6.01.02.07	Increase/(decrease) in other accounts receivable/payable	-83,795	-104,938
6.01.02.08	Income tax and social contribution	-1,021,846	-964,264
6.01.02.09	Payment of profit sharing - employees	-697,945	-665,474
6.01.02.10	Interest paid on loans and financing	-130,330	-294,594
6.02	Net cash used in investment activities	-2,043,141	-3,064,126
6.02.01	Property, plant and equipment	-1,735,890	-1,123,803
6.02.02	Intangible assets	-141,336	-54,133
6.02.03	Receipt from the sale of property, plant and equipment	28,270	4,548
6.02.05	Interest earning bank deposits	-63,856	2,556
6.02.07	Business acquisition - business combination, net of cash	-135,436	-1,894,973
6.02.10	Redemption of interest earning bank deposits	5,107	1,679
6.03	Net cash from financing activities	-2,759,335	-2,877,521
6.03.01	Funding loans and financing/derivatives	4,859,578	3,312,299
6.03.02	Payment of loans and financing	-4,461,272	-3,260,460
6.03.05	Settlement of treasury shares	4,261	7,417
6.03.06	Payment of dividends/interest on stockholders' equity	-3,161,902	-2,936,777
6.04	Exchange rate change on cash and cash equivalents	-366,867	257,113
6.05	Increase (decrease) in cash and cash equivalents	-931,012	-1,014,251
6.05.01	Opening balance of cash and cash equivalents	7,347,599	6,488,454
6.05.02	Closing balance of cash and cash equivalents	6,416,587	5,474,203

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2025–09/30/2025**(In thousands of reais)**

Code of account	Account description	Paid-up capital	Capital reserves, Options granted and Treasury shares	Profit reserves	Retained earnings (loss)	Other income (losses) Comprehensive	Shareholders' equity	Non-controlling interest	Consolidated shareholders' equity
5.01	Opening balances	7,504,517	-151,560	10,196,349	1,269,791	3,385,124	22,204,221	920,996	23,125,217
5.02	Prior-year adjustments	0	0	0	0	0	0	0	0
5.03	Adjusted opening balances	7,504,517	-151,560	10,196,349	1,269,791	3,385,124	22,204,221	920,996	23,125,217
5.04	Capital transactions with partners	5,000,000	-12,882	-5,000,000	-1,915,125	0	-1,928,007	-167,432	-2,095,439
5.04.01	Capital increases	5,000,000	0	-5,000,000	0	0	0	0	0
5.04.03	Recognized options granted	0	0	0	0	0	-1,176	0	-1,176
5.04.04	Treasury shares acquired	0	-1,176	0	0	0	0	0	0
5.04.05	Treasury shares sold	0	5,304	0	0	0	5,304	0	5,304
5.04.06	Dividends	0	0	0	-719,353	0	-719,353	0	-719,353
5.04.07	Interest on stockholders' equity	0	0	0	-1,195,772	0	-1,195,772	0	-1,195,772
5.04.08	Capital transactions	0	-17,010	0	0	0	-17,010	-167,432	-184,442
5.05	Total comprehensive income	0	0	0	4,796,367	-1,398,097	3,398,270	254,236	3,652,506
5.05.01	Net income for the period	0	0	0	4,788,457	0	4,788,457	286,139	5,074,596
5.05.02	Other comprehensive income	0	0	0	7,910	-1,398,097	-1,390,187	-31,903	-1,422,090
5.05.02.04	Translation adjustments in the period	0	0	0	0	-1,384,425	-1,384,425	-32,537	-1,416,962
5.05.02.06	Hedge accounting – Net cash flow of taxes	0	0	0	0	-5,762	-5,762	634	-5,128
5.05.02.07	Realization of deemed cost, net of taxes	0	0	0	7,910	-7,910	0	0	0
5.06	Internal changes in shareholders' equity	0	0	0	-1,265,715	0	-1,265,715	0	-1,265,715
5.06.04	Reversal of dividends in prior years	0	0	0	4,076	0	4,076	0	4,076
5.06.05	Payment of dividends	0	0	0	-1,269,791	0	-1,269,791	0	-1,269,791
5.07	Closing balances	12,504,517	-164,442	5,196,349	2,885,318	1,987,027	22,408,769	1,007,800	23,416,569

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL – 01/01/2024–09/30/2024**(In thousands of reais)**

Code of account	Account description	Paid-up capital	Capital reserves, Options granted and Treasury shares	Profit reserves	Retained earnings (loss)	Other comprehensive income	Shareholders' equity	Non-controlling interest	Consolidated shareholders' equity
5.01	Opening balances	6,504,517	-127,758	8,329,343	1,249,940	1,386,043	17,342,085	512,691	17,854,776
5.02	Prior-year adjustments	0	0	0	0	0	0	0	0
5.03	Adjusted opening balances	6,504,517	-127,758	8,329,343	1,249,940	1,386,043	17,342,085	512,691	17,854,776
5.04	Capital transactions with partners	1,000,000	-18,093	-1,000,000	-1,586,482	0	-1,604,575	31,803	-1,572,772
5.04.01	Capital increases	1,000,000	0	-1,000,000	0	0	0	0	0
5.04.03	Recognized options granted	0	-2,306	0	0	0	-2,306	0	-2,306
5.04.05	Treasury shares sold	0	7,357	0	0	0	7,357	0	7,357
5.04.06	Dividends	0	0	0	-786,877	0	-786,877	0	-786,877
5.04.07	Interest on stockholders' equity	0	0	0	-799,605	0	-799,605	0	-799,605
5.04.08	Capital transactions	0	-23,144	0	0	0	-23,144	31,803	8,659
5.05	Total comprehensive income	0	0	0	4,359,075	876,236	5,235,311	199,562	5,434,873
5.05.01	Net income for the period	0	0	0	4,348,297	0	4,348,297	201,538	4,549,835
5.05.02	Other comprehensive income	0	0	0	10,778	876,236	887,014	-1,976	885,038
5.05.02.04	Translation adjustments in the period	0	0	0	0	860,032	860,032	84	860,116
5.05.02.06	Hedge accounting – cash flow net of taxes	0	0	0	0	26,982	26,982	-2,060	24,922
5.05.02.07	Realization of deemed cost, net of taxes	0	0	0	10,778	-10,778	0	0	0
5.06	Internal changes in shareholders' equity	0	0	0	-1,248,326	0	-1,248,326	0	-1,248,326
5.06.04	Payment of dividends	0	0	0	-1,249,940	0	-1,249,940	0	-1,249,940
5.06.05	Dividends prescribed	0	0	0	1,614	0	1,614	0	1,614
5.07	Closing balances	7,504,517	-145,851	7,329,343	2,774,207	2,262,279	19,724,495	744,056	20,468,551

Consolidated financial statements / Statement of added value**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2025–09/30/2025	Accumulated of the prior year 01/01/2024–09/30/2024
7.01	Revenues	33,404,235	29,906,282
7.01.01	Sale of goods, products and services	33,371,319	29,887,541
7.01.02	Other revenues	75,650	26,429
7.01.04	Formation/reversal of allowance for doubtful accounts	-42,734	-7,688
7.02	Inputs acquired from third parties	-17,789,396	-16,160,919
7.02.02	Materials, energy, third-party services and other	-17,830,867	-16,175,484
7.02.04	Other	41,471	14,565
7.03	Gross added value	15,614,839	13,745,363
7.04	Retention	-705,858	-567,815
7.04.01	Depreciation, amortization and depletion	-705,858	-567,815
7.05	Net added value produced	14,908,981	13,177,548
7.06	Added value received as transfer	1,961,922	1,386,773
7.06.01	Equity in net income of subsidiaries	-7,133	-1,034
7.06.02	Financial revenues	1,969,055	1,387,807
7.07	Total added value payable	16,870,903	14,564,321
7.08	Distribution of added value	16,870,903	14,564,321
7.08.01	Personnel	6,732,665	5,610,772
7.08.01.01	Direct remuneration	5,761,093	4,810,150
7.08.01.02	Benefits	783,186	638,145
7.08.01.03	Severance pay fund (FGTS)	188,386	162,477
7.08.02	Taxes, duties and contributions	3,155,963	3,157,087
7.08.02.01	Federal	2,671,994	2,757,175
7.08.02.02	State	446,194	371,131
7.08.02.03	Municipal	37,775	28,781
7.08.03	Third-party capital remuneration	1,907,679	1,246,627
7.08.03.01	Interest	1,868,278	1,221,743
7.08.03.02	Rentals	39,401	24,884
7.08.04	Remuneration of own capital	5,074,596	4,549,835
7.08.04.01	Interest on stockholders' equity	1,195,772	799,605
7.08.04.02	Dividends	719,353	786,877
7.08.04.03	Retained earnings / Loss for the period	2,873,332	2,761,815
7.08.04.04	Non-controlling interest in retained earnings	286,139	201,538

Performance comment

Highlights



Net Operating Revenue (NOR) was **R\$ 10,271.5 million** in 3Q25, 4.2% higher than 3Q24 and 0.6% higher than 2Q25.



EBITDA⁽¹⁾ reached **R\$ 2,275.5 million**, 2.3% higher than 3Q24 and 0.7% higher than 2Q25, while **EBITDA margin** was **22.2%**, 40 bps lower than 3Q24 and 10 bps higher than the previous quarter.



Return on Invested Capital (ROIC) reached **32.4%** in 3Q25, down 470 bps from 3Q24 and down 50 bps from 2Q25.

Message from Management

Even in an environment marked by geopolitical uncertainties and volatility in domestic and international trade, we delivered another quarter with healthy operating margins. Despite the challenging moment for growth acceleration, we continue to observe good demand in traditional businesses and opportunities in the grid infrastructure.

In Brazil, the good performance of industrial activity, despite the restrictive scenario for new investments, combined with the continuity of deliveries for transmission & distribution (T&D) projects and the improvement in demand for commercial and appliance motors, contributed to the growth. At the same time, we continued to report lower revenue in the wind generation business when compared to the same period last year, due to the lack of new projects, in addition to the reduction of solar generation projects this quarter.

In the external market, despite the impact of recent changes in tariff legislation, industrial activity continued to be positive in the main markets where we operate, especially in Europe, mainly in sales of industrial equipment for segments such as oil & gas and water & wastewater. We keep on deploying our mitigation strategy, focused on redirecting export routes between operations where we have production flexibility. Despite fluctuations in the deliveries of generation projects, the T&D business in North America continues to have a good volume of deliveries, where we continue to execute our plan to increase production capacity, allowing us to take advantage of the opportunities investments for the grid infrastructure in the region.

We believe that our strategy of product and solution diversification, operational flexibility and global presence helps us navigate the ongoing macroeconomic instability environment, mitigate its effects and take advantage of the opportunities present in the market. We remain confident in our long-term vision, which, combined with the constant search for operational efficiency, contributes to our continuous and sustainable growth.

Table 1 – Main Highlights

	3Q25	2Q25	HA%	3Q24	HA%	09M25	09M24	HA%
Return on Invested Capital	32,4%	32,9%	-50 bps	37,1%	-470 bps	32,4%	37,1%	-4,7 pp
Net Operating Revenue	10.271.522	10.207.227	0,6%	9.856.935	4,2%	30.557.320	27.164.665	12,5%
Domestic Market	4.002.839	4.175.735	-4,1%	3.883.530	3,1%	12.617.019	11.911.415	5,9%
External Markets	6.268.683	6.031.492	3,9%	5.973.405	4,9%	17.940.301	15.253.250	17,6%
<i>External Markets in US\$</i>	<i>1.150.789</i>	<i>1.065.100</i>	<i>8,0%</i>	<i>1.077.189</i>	<i>6,8%</i>	<i>3.182.295</i>	<i>2.897.616</i>	<i>9,8%</i>
Net Income	1.650.469	1.591.952	3,7%	1.578.678	4,5%	4.788.457	4.348.297	10,1%
Net Margin	16,1%	15,6%	0,5 pp	16,0%	0,1 pp	15,7%	16,0%	-0,3 pp
EBITDA	2.275.498	2.259.539	0,7%	2.224.599	2,3%	6.708.031	6.115.293	9,7%
EBITDA Margin	22,2%	22,1%	0,1 pp	22,6%	-0,4 pp	22,0%	22,5%	-0,5 pp
Earnings per Share (EPS)	0,39337	0,37943	3,7%	0,37628	4,5%	1,14128	1,03643	10,1%

The following financial and operating data are presented on a consolidated basis, except when otherwise indicated, in thousands of Brazilian reais (R\$) according to accounting practices adopted in Brazil, including Brazilian Corporate Law in convergence with IFRS international norms. Except when otherwise indicated, growth rates and other comparisons are made to the same period of the previous year. Share data is adjusted for split or bonus events.

Performance comment

Net Operating Revenue

Net operating revenue grew by 4.2% compared to 3Q24, up 3.1% in the domestic market and 4.9% in the external market. Adjusted for the consolidation effects from the acquired businesses from Volt Electric Motor, Reivax and Heresite, revenue for the quarter would have grown 3.1% over 3Q24.

The evolution of revenue proportion between markets is shown in Figure 1.

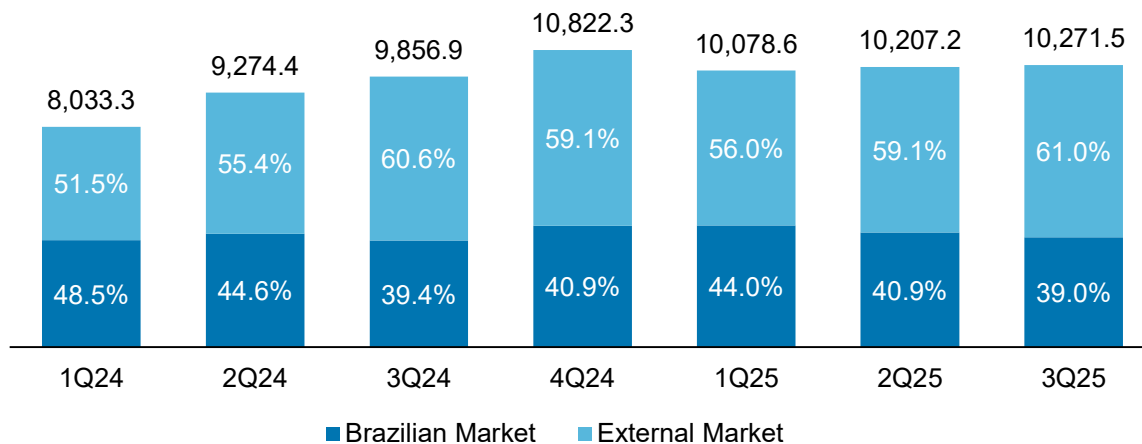


Figure 1 – Net Operating Revenue by Market (figures in R\$ million)

Net operating revenue from the external market, measured in the quarterly averaged US dollars (US\$), increased by 6.8% compared to 3Q24 and by 8.0% compared to 2Q25. The distribution of net revenue by geographic market is shown in Table 2.

Table 2 – Net operating revenue from the external market by geographic region (in US dollars)

	3Q25		2Q25		3Q24		HA%	HA%
	(A)	VA%	(B)	VA%	(C)	VA%	(A)/(B)	(A)/(C)
<i>External Markets</i>	1,150,789	100.0%	1,065,100	100.0%	1,077,189	100.0%	8.0%	6.8%
<i>North America</i>	551,348	47.9%	511,280	48.0%	533,403	49.5%	7.8%	3.4%
<i>South and Central America</i>	113,023	9.8%	89,564	8.4%	104,529	9.7%	26.2%	8.1%
<i>Europe</i>	288,980	25.1%	253,409	23.8%	245,090	22.8%	14.0%	17.9%
<i>Africa</i>	67,901	5.9%	71,308	6.7%	66,671	6.2%	-4.8%	1.8%
<i>Asia-Pacific</i>	129,537	11.3%	139,539	13.1%	127,496	11.8%	-7.2%	1.6%

Net operating revenue from the external market was impacted by the average US dollar exchange rate that moved from R\$ 5.54 in 3Q24 to R\$ 5.45 in 3Q25, a 1.6% depreciation over the Brazilian real.

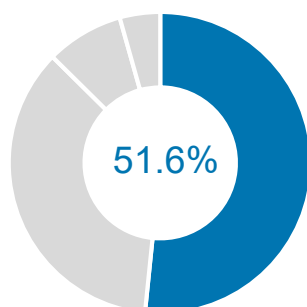
It is important to consider that we set our sales prices in different markets in local currency and according to their competitive conditions. Measured in local currencies, weighted by revenues in each market and adjusted for the consolidation effects of acquired businesses, net operating revenue from the external market increased by 3.6%⁽²⁾ compared to 3Q24.

Performance comment

Performance by Business Area

Industrial Electro-Electronic Equipment (EEI)

NOR	Domestic Market	External Market
3Q25	1,593,553	3,703,030
2Q25	1,435,922	3,473,032
Δ%	11.0%	6.6%
3Q24	1,406,412	3,457,376
Δ%	13.3%	7.1%



Share in NOR

Domestic Market

In Brazil, industrial activity showed good results, with healthy demand for short-cycle goods, especially low-voltage industrial motors and gearboxes, spread across different segments, focused on equipment maintenance and replacement.

Despite a still restrictive scenario for new investments, long-cycle goods deliveries, such as high-voltage electric motors, showed a positive performance, notably to the oil & gas and mining segments.

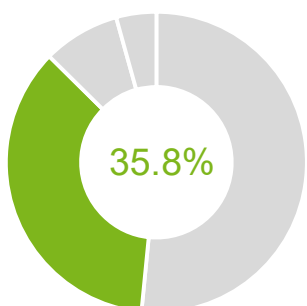
External Market

Continued positive industrial activity in different regions of operation for short-cycle goods, led by the positive performance in Europe, especially for the oil & gas and water & wastewater segments.

Long-cycle goods, such as high-voltage motors and automation panels, contributed positively to the results, reflecting the order backlog built in recent quarters, despite geopolitical uncertainties that still contribute to a lower volume of new investments.

Energy Generation, Transmission, and Distribution (GTD)

NOR	Domestic Market	External Market
3Q25	1,671,958	2,010,944
2Q25	2,074,985	2,014,794
Δ%	-19.4%	-0.2%
3Q24	1,794,110	2,041,544
Δ%	-6.8%	-1.5%



Share in NOR

Domestic Market

Performance in the T&D business also remained positive, driven by deliveries of large transformers and substations for transmission auctions and distribution networks projects.

Revenue was mainly impacted by the absence in deliveries of new wind turbines, when compared to the same period of the previous year, due to the lack of wind generation projects in 2025. It is worth noting that there was a reduction in solar generation revenue from this quarter, mainly due to the completion of important centralized solar generation (GC) projects that were executed in the last three quarters.

External Market

Continued good volume of deliveries in the T&D business, with opportunities linked to the strengthening of the electricity grid infrastructure in the US, despite the lower volume of deliveries in other relevant operations, such as South Africa.

The accommodation of revenue was mainly driven by the oscillation in the delivery of generation projects in our Europe and India operations, typical dynamics for this type of product, despite the good performance of Marathon's generator business in the United States and China, intended for backup power generation for Data Centers.

Performance comment

Performance by Business Area

Commercial and Appliance Motors (MCA)

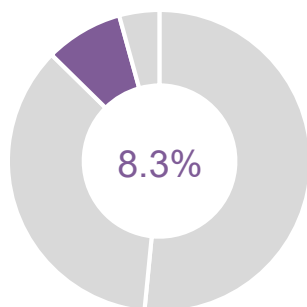
NOR	Domestic Market	External Market
3Q25	383,657	468,405
2Q25	333,692	476,163
Δ%	15.0%	-1.6%
3Q24	353,317	400,631
Δ%	8.6%	16.9%

Domestic Market

Continued positive performance in Brazil, with sales growth attributed to relevant market segments such as air conditioning manufacturers, motor pumps and compressors.

External Market

Growth in demand for our products, highlighted by the operations in China and North America, in addition to the Volt Electric Motor business, which also contributed to revenue growth in the quarter.



Share in NOR

Paints and Varnishes (T&V)

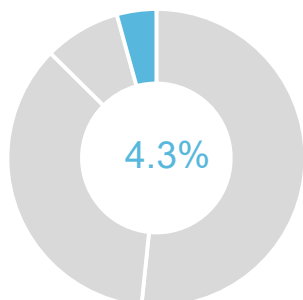
NOR	Domestic Market	External Market
3Q25	353,671	86,304
2Q25	331,136	67,503
Δ%	6.8%	27.9%
3Q24	329,691	73,855
Δ%	7.3%	16.9%

Domestic Market

Sales of the main products in this business area remained strong, with focused demand for liquid paints for the oil & gas segment.

External Market

Revenue growth mainly driven by the good results in the Mexican operation, in addition to the contribution of the recently acquired Heresite businesses, despite the lower sales performance in South America.



Share in NOR

Performance comment

Cost of Goods Sold

The Cost of Goods Sold (COGS) and gross margin for the quarter are shown in Table 3.

Table 3 – Costs

	3Q25	2Q25	HA%	3Q24	HA%
Net Operating Revenues	10,271,522	10,207,227	0.6%	9,856,935	4.2%
Cost of Goods Sold	(6,822,974)	(6,771,646)	0.8%	(6,458,216)	5.6%
Gross Margin	33.6%	33.7%	-10 bps	34.5%	-90 bps

We observed a small accommodation in gross margin, mainly driven by increases in the costs of some raw materials, especially copper, and the change in the product mix. Despite the less favorable dynamics in the quarter, we continued our efforts to improve operational efficiency and productivity gains in our businesses.

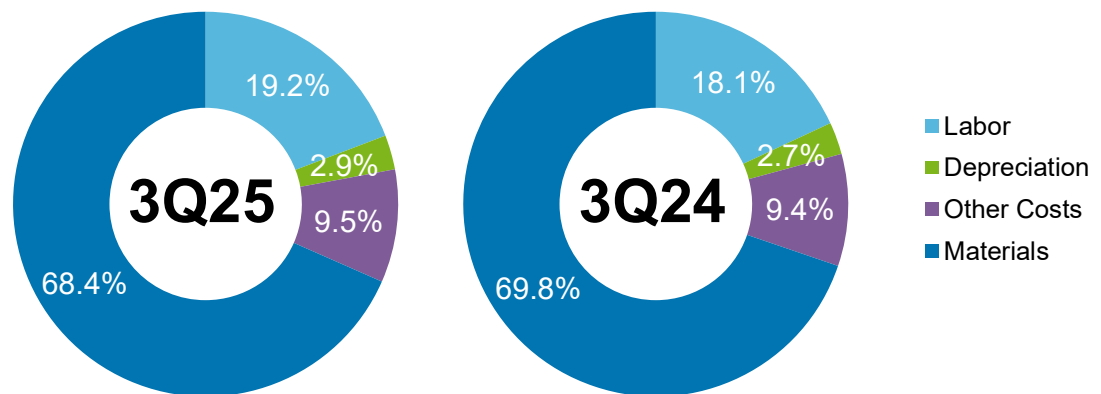


Figure 2 – COGS Composition

Sales, General, and Administrative Expenses

Consolidated Sales, General and Administrative (SG&A) expenses totaled R\$ 1,191.0 million in 3Q25, an increase of 5.2% vs. 3Q24 and a decrease of 2.0% vs. 2Q25. When analyzed in relation to net operating revenue, they represented 11.6%, up 10 basis points compared to 3Q24 and down 30 basis points compared to 2Q25.

EBITDA and EBITDA Margin

The composition of the EBITDA calculation, according to Instruction CVM 156/2022, and the EBITDA margin are shown in Table 4. The EBITDA margin remains positive, mainly due to the current mix of products sold, despite the slight accommodation compared to the same period of the previous year, as a reflection of the increases in the costs of some raw materials.

Table 4 – Calculation of EBITDA and EBITDA Margin

	3Q25	2Q25	HA%	3Q24	HA%
Net Operating Revenues	10,271,522	10,207,227	0.6%	9,856,935	4.2%
Net Income	1,650,469	1,591,952	3.7%	1,578,678	4.5%
Net income before non-controlling shareholders	1,744,754	1,692,662	3.1%	1,660,518	5.1%
(+) Income Taxes & Contributions	325,560	336,772	-3.3%	416,771	-21.9%
(+/-) Financial Income (Expenses)	(33,469)	(7,492)	346.7%	(64,448)	-48.1%
(+) Depreciation & Amortization	238,653	237,597	0.4%	211,758	12.7%
EBITDA	2,275,498	2,259,539	0.7%	2,224,599	2.3%
EBITDA Margin	22.2%	22.1%	10 bps	22.6%	-40 bps

Performance comment

Net Income

Net Income in 3Q25 was R\$ 1,650.5 million, an increase of 4.5% compared to 3Q24 and an increase of 3.7% compared to 2Q25. The net margin reached 16.1%, 10 basis points higher than 3Q24 and 50 basis points higher than 2Q25.

Cash Flow

Cash generation from operating activities totaled R\$ 4,238.3 million as of September 2025, driven by revenue growth and continued good operating margins, despite an increased need for working capital during the period.

In investment activities, which include changes in fixed and intangible assets, acquisitions and financial investments, we spent R\$ 2,043.1 million. The level of CAPEX⁽³⁾ in modernization and expansion of production capacity continued through the investment of resources in factories in Brazil, Mexico and China.

In financing activities, the Company raised R\$ 4,859.6 million and made amortizations of R\$ 4,461.3 million, resulting in a net funding of R\$ 398.3 million. Payments to equity holders (dividends and interest on capital) totaled R\$ 3,161.9 million. The result was a consumption of R\$ 2,759.3 million in financing activities in the period.

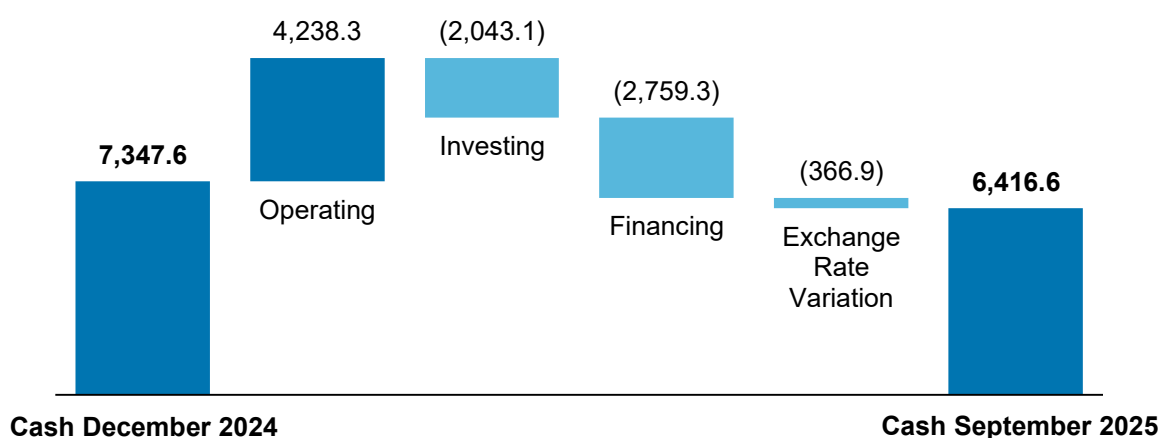


Figure 3 – Cash flow reconciliation (figures in R\$ million)

Note that the chart in Figure 3 shows the cash and cash equivalents positions classified as current assets. Furthermore, the Company has R\$ 965.0 million in financial investments with no immediate liquidity, including derivative financial instruments (R\$ 882.5 million in December 2024).

Return on Invested Capital

The ROIC for 3Q25, accumulated over the last 12 months, reached 32.4%, a decrease of 470 basis points over 3Q24 and down 50 basis points over 2Q25. The growth in capital employed, mainly due to investments in fixed and intangible assets made, was the main factor for ROIC reduction, despite growth in Net Operating Profit after Taxes (NOPAT) over the last 12 months.

Performance comment

Investments (CAPEX)

In 3Q25, we invested R\$ 672.6 million in the modernization and expansion of production capacity, machinery and equipment and software licenses, 52.2% of which went to production units in Brazil and 47.8% to industrial plants and other facilities abroad.

In Brazil, we continued with the modernization and expansion of the transformer production capacity at the T&D plants, in addition to increasing the production capacity and productivity improvements for industrial electric motors in Jaraguá do Sul and Linhares. Outside of Brazil, we continued with investments in Mexico, highlighting progress in the construction of the new transformer factory, in addition to investments in expanding production capacity in China.

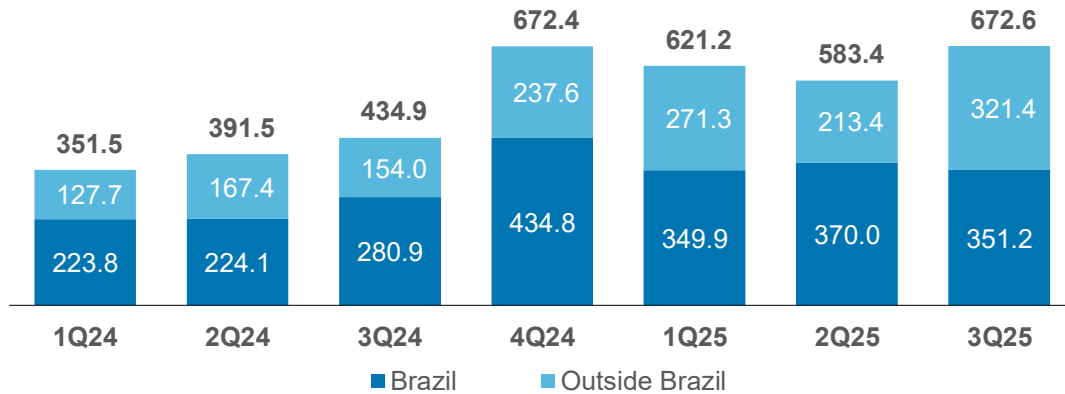


Figure 4 – CAPEX Evolution (figures in R\$ million)

Research, Development, and Innovation

Expenditures on research, development and innovation activities totaled R\$ 1,068.1 million, representing 3.5% of accumulated net operating revenue in 2025.

Debt and Cash Position

Cash, cash equivalents, invested in first-tier banks and denominated in Brazilian currency, and financial investments and derivatives are presented in Table 5. Likewise, the Company demonstrates the total gross financial debt, with details between short and long-term, in Brazilian reais and other currencies, resulting in the Company's net cash at the end of the quarter.

Table 5 – Cash and Debt

	September 2025		December 2024		September 2024	
Cash & Cash Equivalents	7,349,060		8,013,210		6,123,147	
Current	7,335,311		7,996,076		6,111,003	
Long Term	13,749		17,134		12,144	
Derivatives	(56,744)		190,678		16,360	
Short Term Assets	31,846		210,749		32,254	
Long Term Assets	716		6,166		17,526	
Short Term Liabilities	(88,103)		(26,237)		(32,999)	
Long Term Liabilities	(1,203)		-		(421)	
Debt	(3,850,855)	100%	(3,595,237)	100%	(3,027,026)	100%
Current	(2,861,803)	74%	(2,850,956)	79%	(2,552,367)	84%
In Brazilian reais	(803,127)		(6,089)		(6,848)	
In other currencies	(2,058,676)		(2,844,867)		(2,545,519)	
Long Term	(989,052)	26%	(744,281)	21%	(474,659)	16%
In Brazilian reais	(364,912)		(248,894)		(211,234)	
In other currencies	(624,140)		(495,387)		(263,425)	
Net Cash	3,441,461		4,608,651		3,112,481	

The total *duration* of our indebtedness was 15.8 months in September 2025 (11.3 months in December 2024).

Performance comment

Dividends and Interest on Stockholders' Equity

As of August 13, we paid shareholders the dividends declared for the first half of 2025, according to the events approved in:

On March 18, as interest on equity (JCP), to the gross amount of R\$ 338.6 million.

On June 17, as interest on equity (JCP), to the gross amount of R\$ 394.6 million.

On July 22, as dividends, to the total amount of R\$ 719.4 million.

Also, on September 23, the Board of Directors approved interest on stockholders' equity to the total amount of R\$ 462.5 million, to be paid on March 11, 2026.

Our practice is to declare interest on capital quarterly and dividends based on the profit obtained each half-year, that is, six proceeds each year, paid semi-annually.

Table 6 – Dividends

	Board Meeting Date	Gross Amount per Share
Interest on Stockholders' Equity	03/18/2025	0.080705882
Interest on Stockholders' Equity	06/17/2025	0.094058824
Dividends	07/22/2025	0.171450382
Interest on Stockholders' Equity	09/23/2025	0.110235294
Total		0.456450382

Other Events

Acquisition of control of Tupinambá Energia

On October 16, we announced the signing of binding agreements for the investment and acquisition of approximately 54% of the share capital of Tupinambá Energia ("Tupi Mob"), a company with a prominent presence in the market for software and comprehensive services for managing electric vehicle charging networks. The total investment is R\$ 38 million, subject to price adjustments typical of this type of transaction.

Founded 2019 in São Paulo, Tupi Mob owns the Tupi App, a robust digital platform connecting electric vehicle users to charging networks. The operation has 36 employees, processed approximately R\$ 40 million in recharges over the last 12 months and recorded net revenue of R\$ 8.6 million in 2024. Tupi Mob strengthens WEG's strategy of leading the transformation of the electric mobility sector.

The agreement between the companies still depends on fulfilling customary closing conditions, including obtaining all regulatory approvals that are required in connection with the transaction.

Notes:

(1) Earnings Before Interest, Taxes, Depreciation and Amortization.

(2) Variations in countries with hyperinflation and acquisitions in the period are not considered.

(3) Capital expenditure.

n.a. stands for not applicable.

n.m. stands for not mentioned.

bps stands for basis points.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



1 COMPANY'S INFORMATION

WEG S.A. ("Company") is a publicly-held corporation headquartered at Avenida Prefeito Waldemar Grubba, 3.300, 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, 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, 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; 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 Company's interim financial statements, contained in the Quarterly Information Form – ITR for the period ended September 30, 2025, comprises the individual and consolidated interim financial statements, prepared considering all the Company's relevant information, which correspond to those used by the Management in its management, in accordance with CPC 21(R1) – Interim Financial Reporting (equivalent to IAS 34 – Interim Financial Reporting, issued by the International Accounting Standard Board – IASB) and presented in accordance with the standards issued by the Securities and Exchange Commission, applicable to the preparation of interim financial statements.

The interim 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 for issue of these individual and consolidated interim financial statements were given by the Board of Directors in a meeting held on October 21, 2025.

Material accounting policies, consolidation bases and calculation methods adopted in the preparation of interim financial statements, as well as the main judgments adopted for the estimates used in applying accounting practices are the same as those used in the preparation of the individual and consolidated financial statements for the year ended December 31, 2024, considering the adoption of new accounting pronouncements, when applicable.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



3 ACCOUNTING ESTIMATES

Interim 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) 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);
- d) Business combination: measurement of identifiable assets acquired and liabilities assumed at their respective fair values on the acquisition date (Note 11.4); and
- e) provision for contingencies (Note 17).

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

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



4 CASH AND CASH EQUIVALENTS

	PARENT COMPANY		CONSOLIDATED	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
a) Cash and banks	31	13	1,759,166	1,900,225
b) Interest earning bank deposits	1,087,471	810,157	4,657,421	5,447,374
In domestic currency:	1,087,471	810,157	3,329,389	4,080,158
Bank Deposit Certificate (CDB), Financial Bill (LF) and Investment Funds	1,087,471	810,157	3,329,389	4,080,158
In foreign currency:	-	-	1,328,032	1,367,216
Overnight	-	-	929,499	1,093,764
Time deposit	-	-	295,659	53,904
Other	-	-	102,874	219,548
TOTAL	1,087,502	810,170	6,416,587	7,347,599

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 102.08% 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 1–7.30% p.a. (0.21–9.90% p.a. as of December 31, 2024).

5 INTEREST EARNING BANK DEPOSITS

	PARENT COMPANY		CONSOLIDATED	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
In domestic currency	918,593	648,477	918,593	648,477
Investment funds	918,593	648,477	918,593	648,477
In foreign currency	-	-	13,880	17,134
TOTAL	918,593	648,477	932,473	665,611
Current assets	918,593	648,477	918,724	648,477
Non-current assets	-	-	13,749	17,134

Interest earning bank deposits include investment funds that are recorded at fair value, remunerated at an average floating rate of 105.81% of CDI rate (105.73% of the CDI rate as of December 31, 2024).

Notes to the financial statements

WEG S.A. NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025 (Amounts expressed in thousands of reais unless otherwise indicated)



6 CLIENTS

	CONSOLIDATED	
	09/30/2025	12/31/2024
a) Breakdown of balances:		
Domestic market	2,721,255	2,474,915
Foreign market	4,742,600	5,057,970
SUBTOTAL	7,463,855	7,532,885
Provision for losses on clients' credits	(157,447)	(138,474)
TOTAL	7,306,408	7,394,411
b) Actual losses with client credits in the year	6,598	18,713
c) Maturity date of trade notes:		
Falling due	6,478,021	6,546,670
Overdue (days):	985,834	986,215
≤30	488,617	522,870
31-90	163,922	169,504
91-180	122,285	93,993
>180	211,010	199,848
TOTAL	7,463,855	7,532,885

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

Balance at 01/01/2024	(56,987)
Losses written-off for the period	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)
Balance at 12/31/2024	(138,474)
Losses written-off for the period	6,598
Formation of provision for the period	(73,898)
Reversal of provision for the period	24,566
Acquired businesses	(160)
Exchange-rate change	23,921
Balance at 09/30/2025	(157,447)

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



7 INVENTORIES

	CONSOLIDATED	
	09/30/2025	12/31/2024
Finished products	1,524,657	1,293,685
Work in process	1,035,749	836,949
Raw materials and other	1,696,474	1,774,434
Imports in transit	188,643	569,585
Provision for losses with low turnover inventories	(84,033)	(68,077)
Total inventories in domestic market	4,361,490	4,406,576
Finished products	2,894,436	2,898,081
Work in process	1,671,841	1,783,821
Raw materials and other	1,513,265	1,407,740
Provision for losses with low turnover inventories	(449,469)	(592,267)
Total inventories in foreign market	5,630,073	5,497,375
OVERALL TOTAL	9,991,563	9,903,951

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

Balance at 01/01/2024	(222,872)
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)
Balance at 12/31/2024	(660,344)
Formation of provision for the period	(183,665)
Reversal of provision for the period	153,629
Acquired businesses	(365)
Exchange-rate change	157,243
Balance at 09/30/2025	(533,502)

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

	CONSOLIDATED	
	09/30/2025	12/31/2024
BRAZIL	693,411	563,847
IPI	77,907	81,077
PIS/COFINS	188,285	147,874
ICMS	171,609	142,611
ICMS over acquisitions of property, plant and equipment	182,993	135,058
Financial credit of information technology law	49,559	37,024
REINTEGRA	14,085	13,658
Other	8,973	6,545
FOREIGN	289,969	236,882
VAT	261,307	176,046
Other	28,662	60,836
TOTAL	983,380	800,729
Current assets	823,581	685,536
Non-current assets	159,799	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.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



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	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
ASSETS AND LIABILITIES				
Current liabilities	6,108	8,987	87,579	110,620
Contracts with administrators	-	-	21,814	16,689
Administrators' bonus	6,108	8,987	65,765	93,931
Non-current liabilities	2,933	3,284	28,981	34,449
Administrators' bonus	2,933	3,284	28,981	34,449

STATEMENT OF INCOME ACCOUNTS	PARENT COMPANY		CONSOLIDATED	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Management fees:				
a) Fixed (fees)	2,901	2,855	29,364	29,021
Board of Directors	1,613	1,529	3,227	3,058
Statutory Executive Board	1,288	1,326	12,881	13,256
Non-Statutory Executive Board	-	-	13,256	12,707
b) Variable (bonus)	10,839	9,696	109,695	98,576
Board of Directors	6,027	5,193	12,054	10,387
Statutory Executive Board	4,812	4,503	48,120	45,775
Non-Statutory Executive Board	-	-	49,521	42,414

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);

d) Management remuneration

The members of the Board of Directors were remunerated in the amount of R\$ 3,227 (R\$ 3,058 as of September 30, 2024) and the Statutory Executive Board in the amount of R\$ 12,881 (R\$ 13,256 as of September 30, 2024), and the Non-Statutory Executive Board in the amount of R\$ 13,256 (R\$ 12,707 as of September 30, 2024).

A bonus of up to 2.5% of the consolidated net income is expected to be distributed to the Administrators, provided that minimum operational performance targets are met. Main performance targets refer to Return on Invested Capital, sales growth, EBITDA margin, employee health and safety performance and reduction of Greenhouse Gas (GHG) emissions. The corresponding provision is recognized in the income (loss) for the year and totals R\$ 109,695 (R\$ 98,576 as of September 30, 2024) under "other operating expenses".

The deferred performance bonus for Administrators, for payment in subsequent years, R\$ 36,690 (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.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



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	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Tax losses of IRPJ	-	-	78,080	60,434
CSLL negative calculation basis	554	766	1,848	1,038
Temporary differences:				
Provision:				
Labor and civil contingencies	-	-	127,836	133,460
Taxes challenged in court	-	-	51,165	49,265
Losses on clients' credits	-	-	28,643	11,919
Losses with inventories without turnover	-	-	64,807	57,834
Product warranties	-	-	174,094	158,948
Indemnities with labor and contractual terminations	-	-	102,996	89,872
Freight and sales commissions	-	-	35,330	31,556
Outsourced services	-	-	125,748	96,339
Projects in progress – foreign subsidiaries	-	-	212,986	172,022
Employees' profit sharing	-	-	129,545	75,438
Derivatives – hedge accounting	-	-	2,713	34
Unearned revenues	-	-	160,683	118,065
Difference in amortization of tax x accounting goodwill	(3)	(3)	(60,315)	(58,831)
Incentivized accelerated depreciation	-	-	(10,354)	(9,358)
Over-accelerated depreciation	-	-	(29,516)	(4,555)
Difference for tax vs accounting depreciation (useful life)	(9)	(10)	(456,867)	(370,107)
Other	7,072	8,124	(52,590)	81,564
Deemed cost of property, plant and equipment	(1,176)	(1,198)	(117,035)	(120,778)
Tax incentive – Switzerland	-	-	277,543	397,142
TOTAL	6,438	7,679	847,340	971,301
Non-current assets	6,438	7,679	1,004,585	1,141,821
Non-current liabilities	-	-	(157,245)	(170,520)

Up to September 2025, net deferred taxes totaling R\$ 123,961 were recorded in the consolidated, and income (loss) totals R\$ 18,682 and R\$ 105,279 in shareholders' equity.

b) Estimated term for realization

Management estimates 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 that they should be realized from 5 to 10 years, in view of the projection of future taxable income.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 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 period	Interest in capital (%)				Equity in net income of subsidiaries		Equity value of the investment	
				09/30/2025		12/31/2024		09/30/2025	09/30/2024	09/30/2025	12/31/2024
				Direct	Indirect	Direct	Indirect				
WEG Equipamentos Elétricos S.A. (*)	Brazil	18,065,446	3,901,824	100.00	-	100.00	-	4,002,844	3,374,061	18,065,446	18,779,450
RF Reflorestadora Ltda.		230,842	3,048	66.67	33.33	66.67	33.33	2,167	2,373	153,894	187,794
WEG Amazônia S.A.		126,911	39,246	0.02	99.98	0.02	99.98	6	7	20	20
WEG Administradora de Bens Ltda.		14,289	(117)	79.33	20.67	79.33	20.67	(93)	172	11,335	11,585
WEG Equipamentos e Logística Ltda.		391,660	28,500	-	100.00	-	100.00	57,052	36,676	-	-
Balteau Produtos Elétricos Ltda.		152,193	25,490	-	100.00	-	100.00	6,865	15,861	-	-
Reivax Automação e Controle Ltda. (Note 11.4)		69,361	12,485	-	100.00	-	-	-	1	-	-
WEG Linhares Equip. Elétr. S.A.		775,853	185,946	-	100.00	-	100.00	1	525,810	4	4
WEG Drives & Controls Aut. Ltda.		1,505,234	505,522	100.00	-	100.00	-	505,522	-	1,505,234	1,545,385
WEG Partner Holding Ltda.		1	(0)	-	100.00	-	100.00	-	6,418	-	-
WEG-Cestari Redut.Motorreduct. S.A.		187,011	16,586	-	50.01	-	50.01	5,441	197,530	-	-
WEG Turbinas e Solar Ltda.		1,428,739	247,913	-	100.00	-	100.00	93,114	193,643	-	-
WEG Tintas Ltda.		634,803	167,451	38.87	61.13	38.87	61.13	114,544	-	246,749	221,586
WEG-Jelec Oil and Gas Sol.Aut.Ltda.		8	(0)	-	100.00	-	100.00	-	-	-	-
PPI Multitask Sistem. e Autom. Ltda. (Note 11.4)		10,422	1,125	-	100.00	-	51.00	-	-	-	-
V2COM Participações Ltda. (Note 11.4)		46,043	5,502	-	100.00	-	62.20	-	-	-	-
V2 Tecnologia Ltda. (Note 11.4)		61,188	5,731	-	100.00	-	62.20	-	-	-	-
Conera Sist. de Proc. Comput. Dist. Ltda.		559	(57)	-	62.20	-	62.20	-	-	-	-
Birmind Automação e Serviços Ltda.		9,410	2,503	-	100.00	-	100.00	-	-	-	-
WEG Group Africa (Pty) Ltd.	South Africa	334,691	1,972	-	100.00	-	100.00	-	-	-	-
WEG Africa (Pty) Ltd.		136,174	(7,118)	-	100.00	-	100.00	-	-	-	-
WEG South Africa (Pty) Ltd.		252,067	28,613	-	74.80	-	74.80	-	-	-	-
ENI Electric/Instrumentations Eng. Cont.(Pty)		11,445	237	-	86.67	-	86.67	-	-	-	-
ZEST WEG Investment Company (Pty) Ltd.		188,546	17,624	-	64.70	-	64.70	-	-	-	-
Marathon Electric Africa Pty. Ltd.		1,563	349	-	100.00	-	100.00	-	-	-	-
Marathon Electric South Africa Pty. Ltd.	Germany	28,702	2,107	-	74.91	-	74.91	-	-	-	-
WEG Germany GmbH		61,176	(4,585)	-	100.00	-	100.00	-	-	-	-
Wurtembergische Elektromotoren GmbH		29,793	288	-	100.00	-	100.00	-	-	-	-
Antriebstechnik KATT Hessen GmbH		(84,204)	(12,087)	-	100.00	-	100.00	-	-	-	-
TGM Kanis Turbinen GmbH		122,457	9,161	-	42.86	-	42.86	-	-	-	-
WEG Automation GmbH		10,006	2,178	-	100.00	-	100.00	-	-	-	-
CEMP International GmbH	Saudi Arabia	16,769	2,590	-	100.00	-	100.00	-	-	-	-
WEG Arabia for Business Services LLC		(333)	42	-	100.00	-	100.00	-	10,703	-	-
WEG Algeria Motors SpA	Algeria	2,322	450	-	51.00	-	51.00	-	-	-	-
WEG Equipamientos Electricos S.A.	Argentina	166,051	20,895	10.45	89.55	10.45	89.55	5,690	-	17,344	19,549
Pulverlux S.A.		35,613	5,006	-	100.00	-	100.00	-	-	-	-
WEG Australia Pty Ltd.	Australia	111,222	2,724	-	100.00	-	100.00	-	-	-	-
Marathon Australia Holding Pty. Ltd.		98,668	(6,577)	-	100.00	-	100.00	-	-	-	-
Marathon Electric Australia Pty Ltd.		83,650	(6,577)	-	100.00	-	100.00	-	-	-	-
CMG International Pty Ltd.		15,662	179	-	100.00	-	100.00	-	-	-	-
WEG Gear Systems GmbH	Austria	45,650	(19,400)	-	100.00	-	100.00	-	-	-	-
WEG International Trade GmbH		3,200	(1,106)	-	100.00	-	100.00	-	-	-	-
WEG Holding GmbH		8,127,484	1,163,156	-	100.00	-	100.00	-	-	-	-
WEG Benelux S.A.	Belgium	146,666	16,717	-	100.00	-	100.00	-	-	-	-
Marathon Electric Canada Corp.	Canada	15,965	(3,286)	-	100.00	-	100.00	-	865	-	-
Reivax North America Inc. (Note 11.4)		25,118	8,541	-	60.00	-	-	-	-	-	-
WEG Central Asia LLP	Kazakhstan	13,551	4,363	-	100.00	-	100.00	-	-	-	-
WEG Chile S.p.A.	Chile	70,025	12,459	8.00	92.00	8.00	92.00	997	-	5,602	7,753
WEG (Nantong) Elec. Mot. Man. Co., Ltd.	China	599,776	51,460	-	100.00	-	100.00	-	-	-	-
Changzhou Sinya Electromotor Co., Ltd.		39,944	23,817	-	100.00	-	100.00	-	-	-	-
Changzhou Yatong Jiewei Elect., Ltd.		(37,333)	8,638	-	100.00	-	100.00	-	-	-	-
WEG (Changzhou) Aut. Equip. Co., Ltd.		27,851	13,429	-	100.00	-	100.00	-	-	-	-
WEG (Jiangsu) Electric Equip. Co., Ltd.		885,660	140,736	-	100.00	-	100.00	-	-	-	-
Marathon Electric (Wuxi), Ltd.		227,608	9,893	-	100.00	-	100.00	-	-	-	-
Shanghai Marathon Gexin Elec. Ltd		139,858	37,172	-	55.00	-	55.00	-	1	-	-
WEG Singapore Pte. Ltd.	Singapore	33,955	8,717	-	100.00	-	100.00	-	-	-	-
WEG Colombia S.A.S.	Colombia	303,272	29,200	-	100.00	-	100.00	-	-	-	-
WEG Colombia Transformadores S.A.S.		161,566	1,464	-	100.00	-	100.00	-	-	-	-
WEG Egypt LLC	Egypt	497	(148)	1.00	99.00	1.00	99.00	(2)	-	5	7
WEG Electric Egypt LLC		1,148	(87)	-	100.00	-	100.00	-	-	-	-
WEG Ecuador S.A.S	Ecuador	18,725	3,047	-	100.00	-	100.00	-	-	-	-

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



Company	Country	Shareholders' equity	Income (loss) for the period	Interest in capital (%)				Equity in net income of subsidiaries		Equity value of the investment	
				09/30/2025		12/31/2024		09/30/2025	09/30/2024	09/30/2025	12/31/2024
				Direct	Indirect	Direct	Indirect				
WEG Middle East Fze.	United Arab Emirates	72,989	28,820	-	100.00	-	100.00	-	-	-	-
WEG Iberia Industrial S.L.	Spain	155,797	695	-	100.00	-	100.00	-	-	-	-
WEG Electric Corp.	United States	2,754,926	596,339	-	100.00	-	100.00	-	-	-	-
WEG Transformers USA LLC		1,210,434	580,506	-	72.00	-	72.00	-	-	-	-
Marathon Electric LLC.		750,785	(14,893)	-	100.00	-	100.00	-	-	-	-
WEG Coatings LLC. (Note 11.5)	France	55,830	2,696	-	100.00	-	-	-	-	-	-
WEG France SAS		76,993	6,245	-	100.00	-	100.00	-	-	-	-
WEG Equipment Ghana LTD		20,062	8,286	-	100.00	-	100.00	-	-	-	-
E & I Electrical Ghana Ltd.	Gana	2	(0)	-	100.00	-	100.00	-	-	-	-
WEG Industries (India) Private Ltd.	India	265,321	11,100	-	100.00	-	100.00	-	-	-	-
Marathon Electric Motors Limited		154,797	21,632	-	100.00	-	100.00	-	-	-	-
WEG (UK) Ltd.	England	50,887	(1,478)	-	100.00	-	100.00	-	-	-	-
WEG Italia S.R.L.	Italy	298,637	3,751	-	100.00	-	100.00	-	-	-	-
WEG Automation Europe S.R.L.		115,592	(15,103)	-	100.00	-	100.00	-	-	-	-
CEMP S.R.L.		125,963	9,358	-	100.00	-	100.00	-	-	-	-
WEG Electric Motors Japan Co. Ltd.	Japan	8,486	2,215	-	100.00	-	100.00	-	-	-	-
WEG South East Asia SDN BHD	Malaysia	9,532	(399)	-	100.00	-	100.00	-	-	-	-
WEG México S.A. de C.V.	Mexico	1,745,044	180,431	-	100.00	-	100.00	-	-	1	1
Voltran S.A. de C.V.		834,956	281,111	-	72.00	-	72.00	-	-	-	-
Marathon Sales de Mexico S.R.L. de C.V.		39,339	(4,426)	-	100.00	-	100.00	-	-	-	-
Marathon Elec. Mnf. Mexico S.R.L. de C.V.		69,827	11,907	-	100.00	-	100.00	-	-	-	-
WEG Pinturas S. de R.L de C.V. (Note 11.5)		58,352	353	-	100.00	-	-	-	-	-	-
Zest WEG Group Mozambique, Lda	Mozambique	604	(1,076)	-	100.00	-	100.00	-	-	-	-
Zest WEG Group Namibia Ent. (Pty) Ltd.	Namibia	129	42	-	100.00	-	100.00	-	-	-	-
Marathon Electric New Zealand Ltd.	New Zealand	4,412	(927)	-	100.00	-	100.00	-	-	-	-
WEG Holding B.V.	Netherlands	1,784,015	788,986	-	100.00	-	100.00	-	-	-	-
Rotor B.V.		85,102	17,508	-	100.00	-	100.00	-	-	-	-
WEG Peru S.A.C.	Peru	63,466	4,616	0.05	99.95	0.05	99.95	2	3	32	32
WEG Poland Sp. z o.o.	Poland	12,100	4,495	-	100.00	-	100.00	-	-	-	-
WEGEURO, S.A.	Portugal	359,610	32,243	-	100.00	-	100.00	-	-	-	-
WEG Rus LLC	Russia	15,010	(67)	-	100.00	-	100.00	-	-	-	-
WEG Scandinavia AB	Sweden	62,205	2,535	-	100.00	-	100.00	-	-	-	-
WEG International GmbH	Switzerland	850,441	722,816	-	100.00	-	100.00	-	-	-	-
Reivax of Switzerland AG (Note 11.4)		1,254	(2,576)	-	100.00	-	-	-	-	-	-
WEG Elektr Uskuna FE LLC	Uzbekistan	572	-	-	100.00	-	-	-	-	-	-
WEG (Thailand) Co., Ltd.	Thailand	656	-	-	100.00	-	-	-	-	-	-
ENI Electrical Tanzania (Pty) Limited	Tanzania	472	66	-	100.00	-	100.00	-	-	-	-
WEG Elektrik Sanayi Anonim Şirketi	Turkey	33,908	(4,929)	-	100.00	-	100.00	-	-	-	-
Volt Yönetim Danışmanlığı A.Ş. (Note 11.4)		261,092	40,653	-	100.00	-	100.00	-	-	-	-
Volt Elektrik Motor Sanayi ve Ticaret A.Ş. (Note 11.4)		225,104	(15,011)	-	100.00	-	100.00	-	-	-	-
San Gayrimenkul Yatırımları A.Ş. (Note 11.4)		35,930	(1,129)	-	100.00	-	100.00	-	-	-	-
E & I Zambia Ltd.	Zambia	1,572	507	-	50.00	-	50.00	-	-	-	-
TOTAL								4,794,150	4,364,124	20,005,666	20,773,166

(*) 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 stockholders' equity 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.

Investments in associated companies

Company	Country	Shareholders' equity	Income (loss) for the period	Interest in capital (%)				Equity in net income of subsidiaries		Equity value of the investment	
				09/30/2025		12/31/2024		09/30/2025	09/30/2024	09/30/2025	12/31/2024
				Direct	Indirect	Direct	Indirect				
Anemus Wind Holding S.A.	Brazil	116,078	(111,427)	-	6.50	-	6.50	(8,046)	(2,932)	40,413	52,449
Eólica do Agreste Potiguar II S.A.		141,764	(12,123)	-	6.29	-	6.29	(762)	(146)	8,913	9,848
Bewind GmbH	Germany	18,552	3,694	-	45.33	-	45.33	1,675	2,044	8,410	8,251
TOTAL								(7,133)	(1,034)	57,736	70,548

Notes to the financial statements

WEG S.A. NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025 (Amounts expressed in thousands of reais unless otherwise indicated)



11.3 Other investments

The Company and its subsidiaries have recorded other investments of R\$ 1,175 (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\$ 413,561. The acquired business is consolidated in our financial statements as of December 2024.

The surplus of the consideration transferred in relation to the net assets acquired of R\$ 287,071, according to the preliminary valuation estimate, was allocated as follows: R\$ 114,829 for intangible assets and the balance of R\$ 172,242 remains measured as goodwill, awaiting the conclusion of the Purchase Price Allocation.

An estimate of the allocation of intangible assets was made, which may be evaluated using income, market, and cost approaches. The methodologies that can be applied to evaluate intangible assets are Multi Excess Earnings Method (MEEM), With or Without, Distribution Method, Relief from Royalties, Cost of reproduction, Cost of replacement, among others.

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

Acquired assets and liabilities			
Assets	352,740	Liabilities	226,250
Cash and cash equivalents	62,075	Suppliers	187,265
Clients	77,555	Social and labor charges	3,856
Inventories	74,163	Other current liabilities	21,181
Other current assets	5,793	Other non-current liabilities	13,948
Long-term assets	980		
Property, plant and equipment	120,605		
Intangible assets	11,569		
- Net assets acquired			126,490
- Allocation:			287,071
Client relationship			71,768
Trademarks, licenses, and rights			28,707
Non-competition agreement			14,354
Goodwill			172,242
Consideration transferred at fair value			413,561

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

On November 26, 2024, the Company announced 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 surplus of the consideration transferred in relation to the net assets acquired of R\$ 98,086, according to the preliminary valuation estimate, was allocated as follows: R\$ 49,043 for intangible assets and the balance of R\$ 49,043 remains measured as goodwill, awaiting the conclusion of the Purchase Price Allocation.

An estimate of the allocation of intangible assets was made, which may be evaluated using income, market, and cost approaches. The methodologies that can be applied to evaluate intangible assets are the Relief from Royalties Method, With and Without Method, Multi-Period Excess Earnings Method (MEEM), Distribution Method, Cost of reproduction, Cost of replacement, among others.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)



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

Acquired assets and liabilities			
Assets	113,689	Liabilities	63,840
Cash and cash equivalents	31,117	Suppliers	4,175
Clients	15,168	Social and labor charges	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
Client relationship			19,617
Trademarks, licenses, and rights			9,809
Non-competition agreement			4,904
Technology			14,713
Goodwill			46,299
Consideration transferred at fair value			137,345

(iii) V2COM Participações Ltda.

On February 4, 2025, the Company informed its shareholders and the market in general that it signed an agreement for the acquisition of 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) PPI Multitask Sistemas e Automação Ltda.

On July 17, 2025, the Company informed its shareholders and the market in general that signed an agreement for the acquisition of 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.

(v) 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. In 2024, Heresite reported a net operating revenue of US\$ 8.6 million.

The subsidiary WEG Coatings LLC (United States) acquired the assets of Heresite Protective Coatings for the amount of R\$ 55,643. The surplus of the consideration transferred in relation to the net assets acquired of R\$ 21,979 was initially recognized as goodwill, awaiting the conclusion of the Appraisal Report (Purchase Price Allocation).

11.5 Incorporations

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.

Notes to the financial statements

WEG S.A.
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(Amounts expressed in thousands of reais unless otherwise indicated)

**12 PROPERTY, PLANT AND EQUIPMENT**

		PARENT COMPANY		CONSOLIDATED	
		09/30/2025	12/31/2024	09/30/2025	12/31/2024
Land		1,440	1,440	791,829	762,580
Constructions and facilities		5,638	5,639	3,466,307	3,576,154
Equipment		-	-	9,601,015	9,401,484
Furniture and fixtures		-	-	358,962	376,832
Hardware		-	-	323,179	312,453
Construction in process		-	-	1,690,449	1,239,771
Reforestation		-	-	90,145	80,467
Other		-	-	545,737	458,876
Total property, plant and equipment		7,078	7,079	16,867,623	16,208,617
Accumulated depreciation/depletion	Annual depreciated rate	(3,359)	(3,294)	(7,109,015)	(7,173,393)
	(%)				
Constructions and facilities	02–03	(3,359)	(3,294)	(1,272,507)	(1,294,634)
Equipment	05–20	-	-	(5,326,944)	(5,353,402)
Furniture and fixtures	07–10	-	-	(227,167)	(239,019)
Hardware	20–50	-	-	(190,899)	(195,625)
Reforestation	-	-	-	(40,390)	(38,092)
Other	-	-	-	(51,108)	(52,621)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET		3,719	3,785	9,758,608	9,035,224

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

Class	12/31/2024	Transfer between classes	Acquired businesses	Acquisitions	Net write-offs	Deprec. and depletion	FX effect	09/30/2025
Land	762,580	-	602	49,238	-	-	(20,591)	791,829
Buildings/Facilities	2,281,520	77,935	2,672	40,575	(4,283)	(78,519)	(126,100)	2,193,800
Equipment	4,048,082	123,403	2,340	757,990	(105,606)	(386,001)	(166,137)	4,274,071
Furniture and fixtures	137,813	(12,719)	2,000	27,260	(1,221)	(17,383)	(3,955)	131,795
Hardware	116,828	1,172	384	45,112	(759)	(27,071)	(3,386)	132,280
Construction in process	1,239,771	(186,058)	368	693,797	(1,015)	-	(56,414)	1,690,449
Reforestation	42,375	-	-	9,678	-	(2,298)	-	49,755
Advances to suppliers	342,912	(757)	-	97,143	-	-	(4,437)	434,861
Other	63,343	(2,976)	234	15,097	(6,623)	(5,835)	(3,472)	59,768
Total	9,035,224	-	8,600	1,735,890	(119,507)	(517,107)	(384,492)	9,758,608

Prior year:

Class	12/31/2023	Transfer between classes	Acquired businesses	Acquisitions	Net write-offs	Deprec. and depletion	FX effect	12/31/2024
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
Total	6,707,545	-	610,205	1,780,663	(69,375)	(604,361)	610,547	9,035,224

- b) Construction in progress** – On September 30, 2025, the Company has investments in progress in property, plant and equipment for expansion and modernization totaling R\$ 1,690,449 (R\$ 1,239,771 as of December 31, 2024), with the most relevant investments in the units of Brazil, totaling R\$ 790,389 (R\$ 536,287 as of December 31, 2024), in the unit of Mexico, totaling R\$ 499,069 (R\$ 411,991 as of December 31, 2024), and in the unit of India, totaling R\$ 124,160 (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).

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13 RIGHT-OF-USE IN LEASES

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

	CONSOLIDATED	
	09/30/2025	12/31/2024
Real estate	1,120,490	1,183,024
Machinery and equipment	49,534	47,487
Hardware	181	187
Vehicles	60,624	58,113
Total leases	1,230,829	1,288,811
Accumulated depreciation	(441,205)	(390,376)
Real estate	(385,558)	(340,013)
Machinery and equipment	(24,971)	(22,686)
Hardware	(104)	(83)
Vehicles	(30,572)	(27,594)
TOTAL NET	789,624	898,435

Summary of changes in right-of-use in leases:

Class	12/31/2024	Transfer between Classes	Additions	Write-offs Net	Depreciation	FX effect	09/30/2025
Real estate	843,011	(587)	79,996	(8,196)	(103,437)	(75,855)	734,932
Machinery and equipment	24,801	587	7,945	(5)	(6,406)	(2,359)	24,563
Hardware	104	-	-	-	(24)	(3)	77
Vehicles	30,519	-	11,494	(1,097)	(9,274)	(1,590)	30,052
Total	898,435	-	99,435	(9,298)	(119,141)	(79,807)	789,624

Prior year:

Class	12/31/2023	Acquired businesses	Additions	Write-offs Net	Depreciation	FX effect	12/31/2024
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
Total	587,291	133,177	169,389	(17,018)	(129,976)	155,572	898,435

14 INTANGIBLE ASSETS – CONSOLIDATED

	Annual amortization rate (%)	Cost	Accumulated amortization	09/30/2025	12/31/2024
Software license	10–20	351,100	(272,538)	78,562	66,599
Trademarks and patents	05–20	183,313	(88,178)	95,135	110,230
Projects	20	307,325	(87,703)	219,622	158,334
Client portfolio	8–20	333,306	(64,585)	268,721	292,374
Other	8–20	306,668	(165,638)	141,030	128,093
Subtotal		1,481,712	(678,642)	803,070	755,630
Goodwill in the acquisition of subsidiaries	-	1,949,626	(13,501)	1,936,125	2,065,025
TOTAL		3,431,338	(692,143)	2,739,195	2,820,655

a) Summary of changes in intangible assets:

Class	12/31/2024	Transfer between classes	Acquired businesses	Additions	Net write-offs	Amortization	FX effect	09/30/2025
Software license	66,599	7,369	433	32,648	(176)	(20,413)	(7,898)	78,562
Trademarks and patents	110,230	2,166	9,809	668	-	(5,399)	(22,339)	95,135
Projects	158,334	4,392	10,367	66,185	(11,941)	(17,762)	10,047	219,622
Client portfolio	292,374	-	19,617	-	-	(15,636)	(27,634)	268,721
Other	128,093	(13,927)	34,905	41,835	(494)	(10,400)	(38,982)	141,030
Subtotal	755,630	-	75,131	141,336	(12,611)	(69,610)	(86,806)	803,070
Goodwill in the acquisition of subsidiaries	2,065,025	-	68,278	-	-	-	(197,178)	1,936,125
Total	2,820,655	-	143,409	141,336	(12,611)	(69,610)	(283,984)	2,739,195

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**Prior year:**

Class	12/31/2023	Transfer between classes	Acquired businesses	Additions	Net write-offs	Amortization	FX effect	12/31/2024
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
Subtotal	248,559	-	384,043	65,678	(225)	(78,148)	135,723	755,630
Goodwill in the acquisition of subsidiaries	1,222,686	-	556,713	3,981	-	-	281,645	2,065,025
Total	1,471,245	-	940,756	69,659	(225)	(78,148)	417,368	2,820,655

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

	09/30/2025	12/31/2024
Grupo Marathon, Cemp and Rotor (Refers to 3 CGUs)	399,637	452,962
Electric Machinery Company LLC	260,358	303,127
Commercial motors and appliance – North America	148,969	252,609
WEG Equipamentos Elétricos S.A.	216,967	192,220
Volt Yönetim Danışmanlığı A.Ş.	192,220	174,128
China Group	143,431	162,860
Industrial gear motors and gear trains	122,749	124,072
WEG Group Africa (Pty) Ltd.	92,854	98,974
WEG Colombia S.A.S.	65,549	68,462
WEG Tintas Ltda.	65,498	65,498
Other	227,893	170,113
TOTAL	1,936,125	2,065,025

Amortization schedule of intangible assets (except for goodwill):

	09/30/2025
2025	42,156
2026	116,283
2027	109,412
2028	104,555
2029	99,830
>2030	330,834
TOTAL	803,070

15 SUPPLIERS

	CONSOLIDATED	
	09/30/2025	12/31/2024
Breakdown of balances:		
Domestic market	1,088,825	1,058,248
Foreign market	1,668,549	2,719,868
TOTAL	2,757,374	3,778,116

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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. The covenants, which are exclusive to contracts with BNDES, related to the net debt/EBITDA ratio, are being fulfilled.

Description	Annual charges as of 09/30/2025	CONSOLIDATED	
		09/30/2025	12/31/2024
IN DOMESTIC CURRENCY			
CURRENT		803,127	6,089
In reais (R\$), fixed rate			
Property, plant and equipment		-	14
In reais (R\$), floating rate			
Working capital	Ref.rate (+) 2.2–4.3% p.a.	12,967	213
Working capital	116% CDI	6,596	5,591
Working capital	2.11% p.a.	5,493	271
Working capital	IPCA (+) 8.94%–9.07% p.a.	778,071	-
NON-CURRENT		364,913	248,894
In reais (R\$), floating rate			
Working capital	Ref.rate (+) 2.2–4.3% p.a.	308,938	226,472
Working capital	116% CDI	17,500	20,000
Working capital	2.11% p.a.	20,475	2,422
Working capital	IPCA (+) 9.07% p.a.	18,000	-
IN FOREIGN CURRENCY			
CURRENT		2,058,676	2,844,867
In US Dollars			
Export pre-payment (PPE)		-	626,437
Working capital	5.0499–5.16% p.a. a	430,043	759,838
In Euros–€			
Working capital	Euribor (+) 0.57–0.85% p.a.	1,263,600	1,128,301
In rand–R (South Africa)			
Working capital	9.0–9.50% p.a.	257,866	142,155
In Indian Rupee–₹			
Working capital	6.64–6.98% p.a.	107,167	188,136
NON-CURRENT		624,139	495,387
In US Dollars			
Working capital		-	495,384
In Euros–€			
Working capital	Euribor (+) 0.85% p.a.	624,139	-
Other currencies			
Working capital		-	3
TOTAL LOANS AND FINANCING		3,850,855	3,595,237
Total current		2,861,803	2,850,956
Total non-current assets		989,052	744,281

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

	09/30/2025	12/31/2024
2026	12,444	517,546
2027	696,608	37,088
2028	59,827	38,882
2029	60,953	39,449
2030 onwards	159,220	111,316
TOTAL	989,052	744,281

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b) Changes in loans and financing are as follows:

Balance at 01/01/2024	2,835,061
Funding	4,331,232
Provision for interest	166,727
Amortization	(4,168,962)
Interest payment	(160,301)
Exchange-rate change	591,480
Balance at 12/31/2024	3,595,237
Funding	4,859,578
Provision for interest	98,744
Amortization	(4,461,272)
Interest payment	(130,330)
Acquired businesses	13,108
Exchange-rate change	(124,210)
Balance at 09/30/2025	3,850,855

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:

		CONSOLIDATED	
		09/30/2025	12/31/2024
(i) Tax:		297,906	290,758
- IRPJ and CSLL	(a.1)	187,507	184,580
- INSS	(a.2)	20,475	19,204
- PIS and COFINS	(a.3)	60,177	55,384
- Other		29,747	31,590
(ii) Labor		201,565	241,597
(iii) Civil		277,809	247,388
(iv) Other		3,263	3,291
TOTAL		780,543	783,034

b) Statement of changes for the period – consolidated:

	12/31/2024	Acquired businesses	Additions	Interest	Reversals for payments	Reversals	FX effect	09/30/2025
a) Tax	290,758	1,364	20,510	10,021	(4,509)	(18,400)	(1,838)	297,906
b) Labor	241,597	30	14,528	(16,131)	(12,227)	(26,036)	(196)	201,565
c) Civil	247,388	-	46,842	15,005	(17,072)	(14,354)	-	277,809
d) Other	3,291	-	-	-	-	(28)	-	3,263
TOTAL	783,034	1,394	81,880	8,895	(33,808)	(58,818)	(2,034)	780,543

Prior year:

	12/31/2023	Acquired businesses	Additions	Interest	Reversals for payments	Reversals	FX effect	12/31/2024
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
TOTAL	874,634	5,526	85,394	4,283	(90,145)	(100,554)	3,896	783,034

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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 private pension, profit sharing, education allowance, and others.
- (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:

	PARENT COMPANY		CONSOLIDATED	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Tax	-	-	42,588	43,661
Labor and civil	-	-	5,399	5,786
TOTAL AMOUNT OF RESTRICTED DEPOSITS	-	-	47,987	49,447
- Judicial deposits not pegged	857	857	9,674	8,832
TOTAL JUDICIAL DEPOSITS	857	857	57,661	58,279

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 September 30, 2025, the estimated amounts of such discussions totaled R\$ 1,514,113 (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\$ 911.3 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 million (R\$ 27.1 million as of December 31, 2024);
- Non-approval of IPI credits of R\$ 18 million (R\$ 17.3 million as of December 31, 2024);
- Other tax contingencies of R\$ 123.7 million (R\$ 116.6 million as of December 31, 2024).

(ii) Civil

- Mapfre Seguros Gerais S.A. in the estimated amount of R\$ 119.2 million (R\$ 105.9 million as of December 31, 2024);
- Other civil contingencies of R\$ 322.8 million (R\$ 225.0 million as of December 31, 2024).

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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 benefits of monthly income (retirement), annual bonus, supplementary sickness pay, supplementation of disability retirement, supplementation of the pension for death, supplementation of annual bonus, and survivor benefits.

The number of participants is 27,340 (26,224 as of September 30, 2024). The Company and its subsidiaries made contributions totaling R\$ 57,914 (R\$ 52,379 as of September 30, 2024), recorded in operating expenses in the statement of income.

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

The assessment of the actuarial report, the assumptions used, and the sensitivity analysis of the present value of the actuarial obligation are presented annually in the Company's financial statements.

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 "c".

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) Interest on stockholders' equity

Throughout 2025, the Company declared interest on stockholders' equity in the gross value of R\$ 1,195,772 (net value of R\$ 1,016,406), corresponding to R\$ 0.24225 per share, already deducting withholding income tax, pursuant to the following approvals by the Board of Directors:

- I. On March 18, 2025, in the gross value of R\$ 338,616 (R\$ 242,343 in March 2025), net amount of R\$ 287,823 (R\$ 205,992 in March 2024), corresponding to R\$ 0.06860 per share, with the withholding income tax of 15% already deducted under the terms of §2, Art. 9 of Law 9249/95, except for corporate shareholders who are exempt from said taxation.
- II. On June 17, 2025, in the gross value of R\$ 394,642 (R\$ 263,329 in June 2024), net amount of R\$ 335,446 (R\$ 223,829 in June 2024), corresponding to R\$ 0.07995 per share, with the withholding income tax of 15% already deducted under the terms of §2, Art. 9 of Law 9249/95, except for corporate shareholders who are exempt from said taxation.

Interest on stockholders' equity 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.

- III. On September 23, 2025, in the gross value of R\$ 462,514 (R\$ 293,933 in September 2024), net amount of R\$ 393,137 (R\$ 249,843 in September 2024), corresponding to R\$ 0.09370 per share, with the withholding income tax of 15% already deducted under the terms of §2, Art. 9 of Law 9249/95, except for corporate shareholders who are exempt from said taxation. Interest on stockholders' equity will be attributed to mandatory dividends and will be paid as from March 11, 2026.

b.2.) Interim dividends

On July 22, 2025, the Board of Directors approved the distribution of interim dividends on calculated income (loss) for the first semester of 2025 totaling R\$ 719,353 (R\$ 0.17145 per share).

The total amount of interim dividends and interest on stockholders' equity to be paid amount to the total gross amount of R\$ 1,452,611 (net amount of R\$ 1,342,623), equivalent to 46.29% of the net income obtained in the period (net of 42.79%). The interim dividends, pursuant to Article 37 of the Bylaws, were paid on August 13, 2025.

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c) 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 September 30, 2025, the beneficiaries of the Company's ILP Plan were exercised in the amount of 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 may approve 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, as approved by the Company's Board of Directors.

Summary of changes in plan's shares:

Program	Number of shares				
	12/31/2024	Granted	Exercised	In cash	09/30/2025
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
TOTAL	860,273	225,871	(216,656)	(25,531)	843,957

Up to September 2025, expenses in the amount of R\$ 9,392 (R\$ 9,731 as of September 30, 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 September 30, 2025 were R\$ 11,884 (R\$ 47,814 as of September 30, 2024) being recorded under the "Capital reserve" in shareholders' equity totaling R\$ 10,570 (R\$ 12,037 as of September 30, 2024) and supplement to the amount provisioned recorder under "Other operating income (loss)" totaling R\$ 1,315 (R\$ 35,776 as of September 30, 2024), and R\$ 12,236 as supplement to the amount provisioned recorder under "Other operating income (loss)" and R\$ 23,540 under "Provision" in liabilities).

Notes to the financial statements

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21 NET REVENUE

BREAKDOWN OF NET REVENUE	CONSOLIDATED	
	09/30/2025	09/30/2024
Gross revenue	34,207,558	30,390,660
Domestic market	15,337,647	14,528,974
Foreign market	18,869,911	15,861,686
Deductions	(3,650,238)	(3,225,995)
Taxes	(2,813,999)	(2,722,876)
Returns/Rebates	(836,239)	(503,119)
Net revenue	30,557,320	27,164,665
Domestic market	12,617,019	11,911,415
Foreign market	17,940,301	15,253,250
North America	8,816,175	7,539,757
South and Central America	1,568,941	1,527,830
Europa	4,402,320	3,555,123
Africa	993,309	918,585
Asia-Pacific	2,159,556	1,711,955

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	
	09/30/2025	09/30/2024
Net revenues recognized	4,468,517	4,004,966
Incurred costs	(3,368,057)	(3,195,444)
	09/30/2025	12/31/2024
Advances received	1,046,937	733,668

23 OPERATING EXPENSES BY TYPE AND FUNCTION

TYPE OF EXPENSE	CONSOLIDATED	
	09/30/2025	09/30/2024
	(24,548,013)	(21,616,153)
Depreciation, amortization and depletion	(705,858)	(567,815)
Personnel expenses	(5,729,888)	(4,736,925)
Raw materials and use and consumption material	(13,780,281)	(12,388,617)
Freight insurance expenses	(870,051)	(735,112)
Maintenance of machinery, equipment, buildings and improvements	(378,137)	(295,479)
Electric power expenses	(188,280)	(184,496)
Profit sharing - employees	(588,123)	(541,850)
Other expenses	(2,307,395)	(2,165,859)
PURPOSE OF THE EXPENSE	(24,548,013)	(21,616,153)
Cost of products sold and services rendered	(20,357,171)	(17,969,047)
Sales expenses	(2,492,919)	(2,103,304)
Administrative and general expenses	(1,120,828)	(924,148)
Other operating revenues/expenses	(577,095)	(619,654)

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24 OTHER OPERATING REVENUES/EXPENSES

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

	CONSOLIDATED	
	09/30/2025	09/30/2024
OTHER OPERATING REVENUES	144,746	71,393
Other	144,746	71,393
OTHER OPERATING EXPENSES	(721,841)	(691,047)
Profit sharing - employees	(588,123)	(541,850)
Administrators' bonus	(109,695)	(98,576)
Share-based plan	(10,707)	(21,967)
Capital loss/gain on investments	24,109	(9,903)
Other	(37,425)	(18,751)
TOTAL NET	(577,095)	(619,654)

25 NET FINANCIAL INCOME (LOSS)

	PARENT COMPANY		CONSOLIDATED	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
FINANCIAL REVENUES	136,561	95,763	1,969,055	1,387,807
Yield from interest earning bank deposits	134,321	94,043	413,956	409,757
Exchange-rate changes	-	-	1,077,383	663,227
Suppliers	-	-	48,938	54,977
Clients	-	-	93,406	371,929
Loans	-	-	170,020	36,006
Other	-	-	765,019	200,315
Derivatives	-	-	312,390	156,337
PROEX – interest rate equalization	-	-	52,391	49,852
Other revenues	2,240	1,720	112,935	108,634
FINANCIAL EXPENSES	(119,724)	(81,507)	(1,887,992)	(1,225,626)
Interest on loans and financing	-	-	(98,744)	(127,789)
Exchange-rate changes	(352)	(82)	(1,254,012)	(516,052)
Suppliers	-	-	(55,187)	(49,689)
Clients	-	-	(291,239)	(129,988)
Loans	-	-	(99,821)	(182,314)
Other	(352)	(82)	(807,765)	(154,061)
PIS/COFINS over interest on stockholders' equity	(111,469)	(75,410)	(111,469)	(75,410)
PIS/COFINS on financial revenues	(6,349)	(4,453)	(19,692)	(18,044)
Derivatives	-	-	(261,956)	(370,180)
Other expenses	(1,554)	(1,562)	(142,119)	(118,151)
NET FINANCIAL INCOME (LOSS)	16,837	14,256	81,063	162,181

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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	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Income before income taxes	4,792,867	4,351,585	6,083,237	5,709,659
Nominal rate	34%	34%	34%	34%
IRPJ and CSLL calculated at nominal rate	(1,629,575)	(1,479,539)	(2,068,301)	(1,941,284)
Adjustments for calculation of effective income tax and social contribution:				
Income (loss) from investments in subsidiaries	1,630,011	1,483,802	(2,425)	(352)
Difference in tax rates on earnings abroad	-	-	381,766	252,729
Tax incentives	-	-	244,921	242,867
Interest on stockholders’ equity	(3,161)	(5,318)	407,837	273,233
Other adjustments	(1,685)	(2,233)	27,561	12,983
IRPJ and CSLL on income (loss)	(4,410)	(3,288)	(1,008,641)	(1,159,824)
Current tax	(3,169)	(2,776)	(989,959)	(1,216,636)
Deferred tax	(1,241)	(512)	(18,682)	56,812
Effective rate - %	0.09%	0.08%	16.58%	20.31%

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	11/01/2025
International transport import/export	US\$ 9 million per shipment /accumulation/trip	11/01/2025
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

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28 FINANCIAL INSTRUMENTS - CONSOLIDATED

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

	BOOK VALUE	
	09/30/2025	12/31/2024
Cash and cash equivalents	6,416,587	7,347,599
Cash and banks	1,759,166	1,900,225
Interest earning bank deposits:	4,657,421	5,447,374
- In local currency	3,329,389	4,080,158
- In foreign currency	1,328,032	1,367,216
Interest earning bank deposits	932,473	665,611
- In local currency	918,593	648,477
- In foreign currency	13,880	17,134
Derivatives	32,562	216,915
- Non-deliverable forwards - NDF	26,312	5,327
- Designated as hedge accounting	6,250	211,588
Total assets	7,381,622	8,230,125
Loans and financing	3,850,855	3,595,237
- In local currency	1,168,040	254,983
- In foreign currency	2,682,815	3,340,254
Derivatives	89,306	26,237
- Non-deliverable forwards - NDF	7,059	23,600
- Designated as hedge accounting	82,247	2,637
Total liabilities	3,940,161	3,621,474

All financial instruments recognized in the consolidated interim financial statements at 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, fair value through other comprehensive income and 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 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 R\$ 7,306,408 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\$ 110,997 and an average risk of loss of R\$ 46,450, 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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As of September 30, 2025, the Company and its subsidiaries carried out exports in the amount of US\$ 853 million (US\$ 902.6 million as of September 30, 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:

Contractual obligations	≤01 year	01–05 years	>05 years	Total on 09/30/2025
Loans and financing	2,861,803	883,062	105,990	3,850,855
Derivatives	88,103	1,203	-	89,306
Total liabilities	2,949,906	884,265	105,990	3,940,161

28.2 Derivative financial instruments

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

Operation	Currency	Notional value	Purpose (hedge)
Non-Deliverable Forwards NDF	USD/MXN	23,000	
	COP/USD	18,500	
	USD/PEN	10,000	
	EUR/INR	2,086	
	USD/INR	4,011	Fluctuation in foreign exchange-rates in exports
	AUD/CNY	1,500	
	EUR/CNY	12,800	
	USD/CNY	11,600	
	USD/BRL	111,000	
	EUR/BRL	47,500	
	USD/ZAR	22,258	
	EUR/USD	10,066	Fluctuation in foreign exchange-rates in imports
	EUR/INR	1,510	
	USD/INR	120	

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

The sensitivity analysis table (item 28.3) should be read together with the other financial assets and liabilities expressed in foreign currency existing on September 30, 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 September 30, 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 on September 30, 2025 at fair value and on an accrual basis. These operations had a net positive impact of R\$ 50,434 (negative of R\$ 213,843 as of September 30, 2024), which were recognized as a financial income (loss). As of September 30, 2025, the Company and its subsidiaries do not have margins pledged as a collateral to outstanding derivative financial instruments.

Notes to the financial statements

WEG S.A. NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025 (Amounts expressed in thousands of reais unless otherwise indicated)



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;
- 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 NDF	USD/BRL	8,308	Fluctuation in foreign exchange-rates in imports
	USD	7,990	Fluctuation in copper quote rates
	NZD/EUR	500	
	AUD/EUR	1,000	
	COP/EUR	40,800,000	Fluctuation in foreign exchange-rates in financing
	GBP/EUR	10,000	
SWAP	USD	730	Fluctuations in foreign exchange-rates in financing
	BRL	117,324	Fluctuation in interest rates of financing

The Company and its subsidiaries made the accounting record based on the fair value at September 30, 2025 on the accrual basis. The accumulated amount net of taxes recorded as other comprehensive income in shareholders' equity is negative R\$ 3,591 (positive R\$ 2,171 as of December 31, 2024).

28.3 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 / Quotation	Notional value ('000)	Market value at 09/30/2025		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	23,000	17.3446	2,790	21.6807	(19,301)	26.0168	(48,223)
	USD decrease	USD/ZAR	22,258	17.3720	(4,969)	13.0290	(34,742)	8.6860	(64,515)
	USD increase	COP/USD	18,500	4,126.0209	2,287	5,157.5262	(28,049)	6,189.0314	(53,811)
	USD increase	USD/PEN	10,000	3.4757	(860)	4.3446	(12,960)	5.2135	(24,961)
	EUR increase	EUR/INR	2,086	102.6531	(64)	128.3164	(3,270)	153.9796	(6,476)
	USD increase	USD/INR	4,011	89.0785	(20)	111.3481	(5,368)	133.6177	(10,717)
	EUR decrease	EUR/INR	1,510	104.5735	65	78.4302	(2,298)	52.2868	(4,661)
	USD decrease	USD/INR	120	88.9181	5	66.6886	(155)	44.4591	(315)
	AUD increase	AUD/CNY	1,500	4.6784	(49)	5.8480	(1,359)	7.0176	(2,670)
	EUR increase	EUR/CNY	12,800	8.3499	(374)	10.4373	(20,338)	12.5248	(40,300)
	USD increase	USD/CNY	11,600	7.1019	108	8.8774	(15,279)	10.6529	(30,666)
	EUR decrease	EUR/USD	10,066	1.1752	(407)	0.8814	(15,532)	0.5876	(45,902)
	USD increase	USD/BRL	111,000	5.3435	14,304	6.6793	(134,694)	8.0152	(282,975)
	EUR increase	EUR/BRL	47,500	6.2665	7,259	7.8331	(67,155)	9.3998	(141,570)
TOTAL					20,075				

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**b) Hedge accounting operations:**

Operation	Risk	Currency / Quotation	Notional value ('000)	Market value at 09/30/2025		Possible scenario, 25%		Remote scenario, 50%	
				Average price	R\$'000	Average price	R\$'000	Average price	R\$'000
NDF	USD decrease	USD/BRL	8,308	5.3633	(3,562)	4.0224	(14,702)	2.6816	(25,842)
	NZD increase	NZD/EUR	500	2.0260	134	1.5195	(379)	1.0130	(1,406)
	COP increase	COP/EUR	40,800,000	4,637.4485	(1,807)	3,478.0864	(20,111)	2,318.7243	(56,719)
	GBP increase	GBP/EUR	10,000	0.8847	985	0.6635	(22,531)	0.4423	(69,564)
	AUD increase	AUD/EUR	1,000	1.8022	(30)	1.3516	(1,185)	0.9011	(3,494)
	Copper decrease	USD	7,990	10,262.49	4,309	7,696.86	(80,245)	5,131.24	(160,980)
TOTAL					29				
SWAP	USD decrease	USD	730	5.3186	(71,380)	3.9890	(179,491)	2.6593	(288,149)
	CDI decr.	BRL	117,324	14.3%	(5,468)	10.9%	(236,346)	7.2%	(466,208)
TOTAL					(76,848)				

c) Loan and financing transactions:**(i) Exchange-rate change:**

Operation	Risk	Currency / Quotation	Notional value ('000)	Amount at 09/30/2025		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	5.3186	433,463	6.6483	(102,718)	7.9779	(209,955)
	TOTAL				433,463				

(ii) Interest:

Operation	Risk	Currency / Quotation	Notional value ('000)	Value on 09/30/2025		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	2.01%	940,430	2.51%	(385)	3.02%	(777)
	Increase in TR (reference rate)	BRL	321,430	1.70%	321,905	2.13%	(1,368)	3.19%	(4,788)
	IPCA incr.	BRL	784,656	5.13%	792,651	6.41%	(804)	7.70%	(1,643)
	CDI incr.	BRL	22,500	17.28%	24,096	21.61%	(1,042)	25.93%	(2,083)
TOTAL					2,079,082				

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29 GOVERNMENT GRANTS AND ASSISTANCE

The Company and its subsidiaries obtained grants in the amount of R\$ 228,931 (R\$ 225,251 on September 30, 2024) deriving from tax incentives, recognized in the income (loss) for the period:

	CONSOLIDATED	
	09/30/2025	09/30/2024
Total government grants and assistance	228,931	225,251
a) WEG Linhares Equipamentos Elétricos S.A.	88,198	87,097
- ICMS stimulus credit	53,374	49,285
- Decrease in IRPJ	34,806	37,793
- Municipal incentives	18	19
b) WEG Drives & Controls – Automação Ltda.	98,174	94,499
- ICMS stimulus credit	98,174	94,499
c) WEG Equipamentos e Logística Ltda.	21,215	21,807
- ICMS stimulus credit	21,215	21,807
d) WEG Equipamentos Elétricos S.A.	9,602	9,630
- ICMS incentive credit	8,508	8,558
- Municipal incentives	1,094	1,072
e) WEG Amazônia S.A.	8,902	9,005
- Decrease in IRPJ	8,116	8,417
- ICMS stimulus credit	786	588
f) V2 Tecnologia Ltda.	2,633	2,946
- ICMS stimulus credit	2,633	2,946
g) WEG Turbinas e Solar Ltda.	207	267
- ICMS stimulus credit	207	267

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							
	09/30/2025	09/30/2024	09/30/2025	09/30/2024						
Revenue from sales of goods and/or services	13,499,653	12,131,716	4,810,642	5,379,975	26,213,972	21,448,651	(13,966,947)	(11,795,677)	30,557,320	27,164,665
Income (loss) before income taxes	6,701,788	6,106,091	3,598,966	3,505,316	5,486,790	3,993,375	(9,704,307)	(7,895,123)	6,083,237	5,709,659
Depreciation / Amortization / Depletion	210,256	184,774	82,075	74,861	417,622	313,889	(4,095)	(5,709)	705,858	567,815
	09/30/2025	12/31/2024	09/30/2025	12/31/2024	09/30/2025	12/31/2024	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Identifiable assets	10,064,775	10,410,220	5,566,770	4,605,493	23,306,544	24,849,413	(6,753,802)	(8,788,903)	32,184,287	31,076,223
Identifiable liabilities	3,125,458	3,780,043	2,411,598	2,139,696	12,507,259	14,426,629	(6,019,138)	(7,941,719)	12,025,177	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.

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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 statements. 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.

	09/30/2025	09/30/2024
Earnings attributable to controlling shareholders	4,788,457	4,348,297
Weighted average of common shares held by shareholders (shares/thousand)	4,195,690	4,195,467
Basic earnings per share – R\$	1.14128	1.03643

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).

	09/30/2025	09/30/2024
Earnings attributable to controlling shareholders	4,788,457	4,348,297
Weighted average of potentially diluted common shares held by shareholders (shares/thousand)	4,196,542	4,196,428
Diluted earnings per share – R\$	1.14105	1.03619

32 SUBSEQUENT EVENTS

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 Tupimambá Energia ("Tupi Mob"), a company prominent in the software and complete services market for managing electric vehicle charging networks. The completion of the transaction is subject to the fulfillment of certain precedent conditions, including the necessary regulatory approvals related to the transaction.

Notes to the financial statements

WEG S.A.
NOTES TO INTERIM FINANCIAL INFORMATION AS OF SEPTEMBER 30, 2025
(Amounts expressed in thousands of reais unless otherwise indicated)

**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
 André Luis Rodrigues - Chief Financial and Administrative Officer
 André Meneguetti Salgueiro - Chief Finance and Investor Relations Officer
 Carlos Diether Prinz - Chief Transmission and Distribution Officer
 Carlos José Bastos Grillo - Chief Digital and Systems Officer
 Daniel Marteleto Godinho - Chief Sustainability and Institutional Relations Officer
 Elder Stringari - Chief International Officer
 João Paulo Gualberto da Silva – Chief Electricity Officer
 Juliano Saldanha Vargas - Chief Human Resources Officer
 Julio Cesar Ramires - Chief Commercial Motors Officer
 Manfred Peter Johann – Chief Automation Officer
 Rodrigo Fumo Fernandes - Chief Industrial Motors Officer

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

Opinions and Statements / Special Review Report - Unqualified

To the Shareholders, Board members and Administrators of WEG S.A.
Jaraguá do Sul – SC

Introduction

We have reviewed the interim, individual and consolidated financial information of WEG S.A. ("Company"), contained in the Quarterly Information (ITR) Form for the quarter ended September 30, 2025, which comprise the balance sheet as of September 30, 2025 and related statements of income, of comprehensive income for the three- and nine-month periods then ended, of changes in shareholders' equity and of cash flows for the nine-month period then ended, including the explanatory notes.

The Company's Management is responsible for the preparation of the individual and consolidated interim financial information in accordance with CPC 21(R1) and International Standard IAS 34 - Interim Financial Reporting, issued by the International Accounting Standards Board (IASB), as well as for the presentation of this information in a manner consistent with the standards issued by the Brazilian Securities and Exchange Commission (CVM), applicable to the preparation of the Quarterly Information (ITR). Our responsibility is to express a conclusion on these interim financial information based on our review.

Scope of the review

Our review was carried out in accordance with the Brazilian and international review standards for interim information (NBC TR 2410 – Review of Interim Financial Information Performed by the Independent Auditor of the Entity and ISRE 2410 – Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim information consists in asking questions, chiefly to the persons in charge of financial and accounting affairs, and in applying analytical procedures and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Brazilian and International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion on the individual and consolidated interim information

Based on our review, we are not aware of any facts that would lead us to believe that the individual and consolidated interim financial information included in the quarterly information referred to above was not prepared, in all material respects, in accordance with CPC 21 (R1) and IAS 34, applicable to the preparation of Quarterly Information - ITR, and presented in a manner consistent with the standards issued by the Brazilian Securities and Exchange Commission.

Other matters - Statements of added value

The aforementioned quarterly information includes the individual and consolidated statements of added value for the nine-month period ended September 30, 2025, prepared under responsibility of Company's Management, and presented as supplementary information for IAS 34 purposes. These statements have been subject to review procedures performed in conjunction with the review of the quarterly information, in order to determine whether they are reconciled with the interim financial information and book records, as applicable, and whether their form and content are in accordance with the criteria defined in Technical Pronouncement CPC 09 – Statement of Added Value. Based on our review, we are not aware of any facts that may lead us to believe that those statements of added value have not been prepared, in all material respects, in accordance with the criteria set forth in this Standard and consistently with respect to the individual and consolidated interim financial information taken as a whole.

Joinville, October 21, 2025.

KPMG Auditores Independentes Ltda.
CRC SC-000071/F-8

Felipe Brutti da Silva
Accountant CRC RS-083891/O-0 T-SC

Opinions and Statements / Statement of the Executive Officers on the Financial Statements

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 items V and VI of §1 of Article 27 of CVM Resolution 80, dated March 29, 2022, hereby declare that: reviewed, discussed and agreed with the interim financial statements of WEG S.A. and Consolidated as of September 30, 2025.

Jaraguá do Sul (SC), October 21, 2025.

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

Opinions and Statements / Statement of the Directors on 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 items V and VI of §1 of Article 27 of CVM Resolution 80, dated March 29, 2022, hereby declare that: reviewed, discussed and agreed with the opinions expressed in the report of KPMG Auditores Independentes dated October 21, 2025, relating to the interim financial statements of WEG S.A. and Consolidated as of September 30, 2025.

Jaraguá do Sul (SC), October 21, 2025.

Alberto Yoshikazu Kuba - Chief Executive Officer
André Luis Rodrigues - Chief Financial and Administrative Officer
André Menegueti Salgueiro - Chief Finance and Investor Relations Officer
Carlos Diether Prinz - Chief Transmission and Distribution Officer
Carlos José Bastos Grillo - Chief Digital and Systems Officer
Daniel Marteleto Godinho - Chief Sustainability and Institutional Relations Officer
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