



WEGDAY

2025



Driving efficiency and sustainability



DISCLAIMER OF LIABILITY



Any forecasts or statements that may be made regarding future events, the business outlook, operational and financial projections and goals, and WEG's potential future growth are merely the beliefs and expectations of WEG's management, based on the information currently available.

These statements involve risks and uncertainties and, therefore, depend on circumstances that may or may not occur.

Investors should understand that general economic conditions, industry conditions, and other operational factors may affect WEG's future performance and lead to results that differ materially from those expressed in such forward-looking statements.

SCHEDULE

Online Streaming

Simultaneous Translation



08:40 Financial Update

• 09:00 Strategy Update

09:20 Electric Mobility

• 09:40 Microgrids

10:00 Q&A

10:30 Coffee Break

11:00 Grid Reliability and Modernization

12:00 Q&A



WEGDAY
2025



WEGDAY 2025



Driving efficiency and sustainability





FINANCIAL UPDATE

ANDRÉ LUÍS RODRIGUES
CFO

WEG AT A GLANCE



+ de 49,000
employees worldwide



+ de 4,700
engineers



66

Factories



18

Countries



5

Continents

Distributors in **+ 120 countries**

55.1%

of **2024's** revenue came
from products launched in
the last **5 years**

R\$154^{bi}

in **market value**
(Sep-2025)

Stock Exchange

WEGE3 (B3)

WEGZY (OTC – ADR level 1)



PERFORMANCE



Net
Operating
Revenue

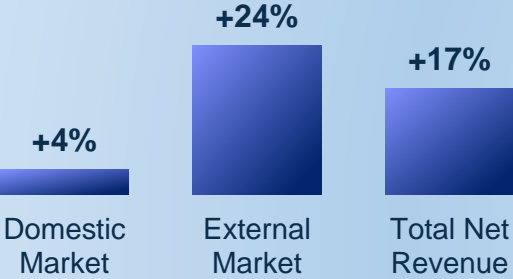
+17.2%

Domestic
Market
42%

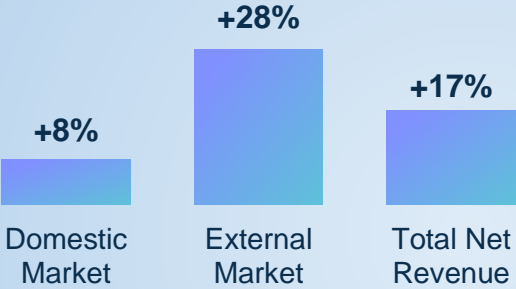


External
Market
58%

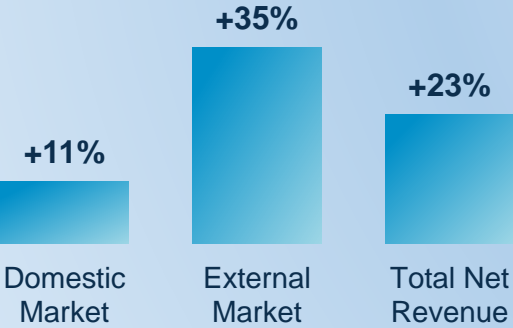
Industrial Electro-Electronic Equipment (EEI)



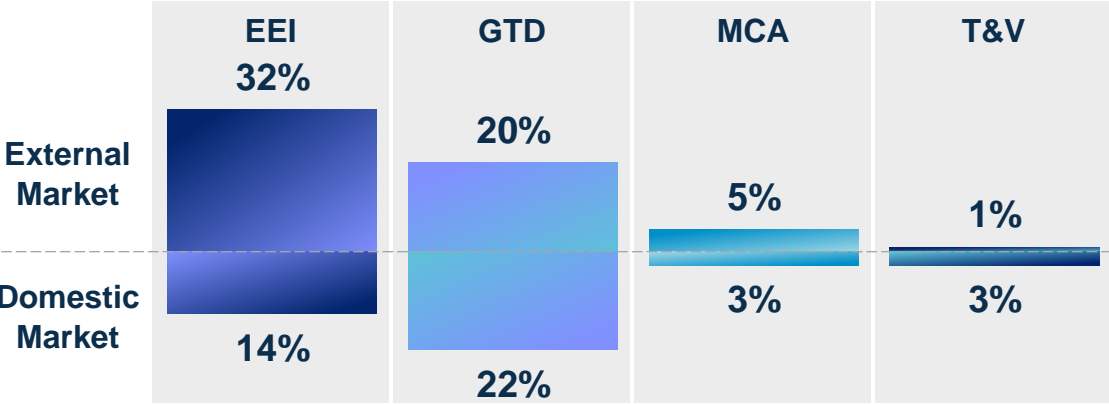
Energy Generation, Transmission and Distribution (GTD)



Commercial and Appliance Motors (MCA)



Paints and Varnishes (T&V)

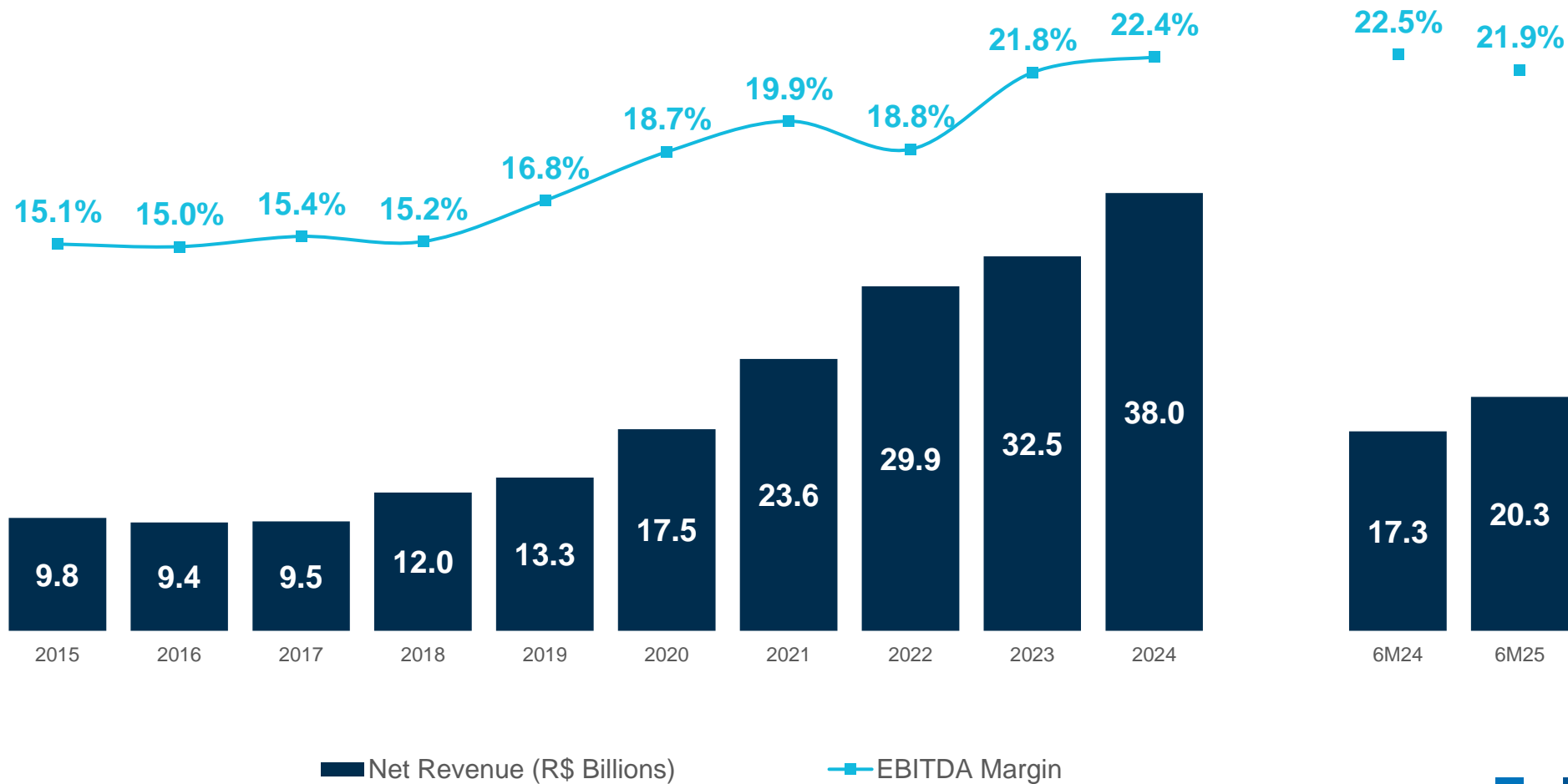


Accumulated Revenue 6M25

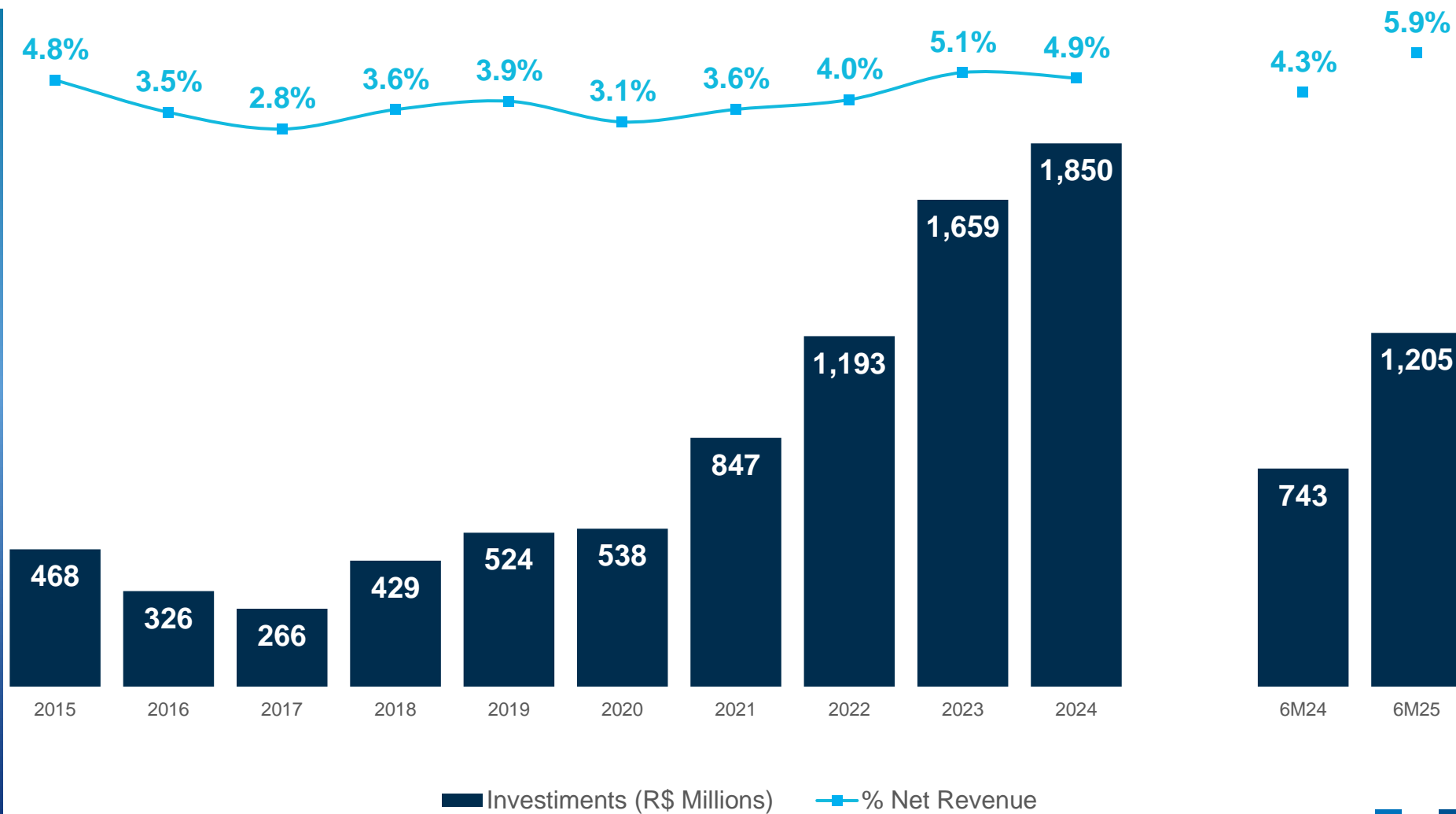
OPERATING RESULTS



Net Revenue and EBITDA Margin

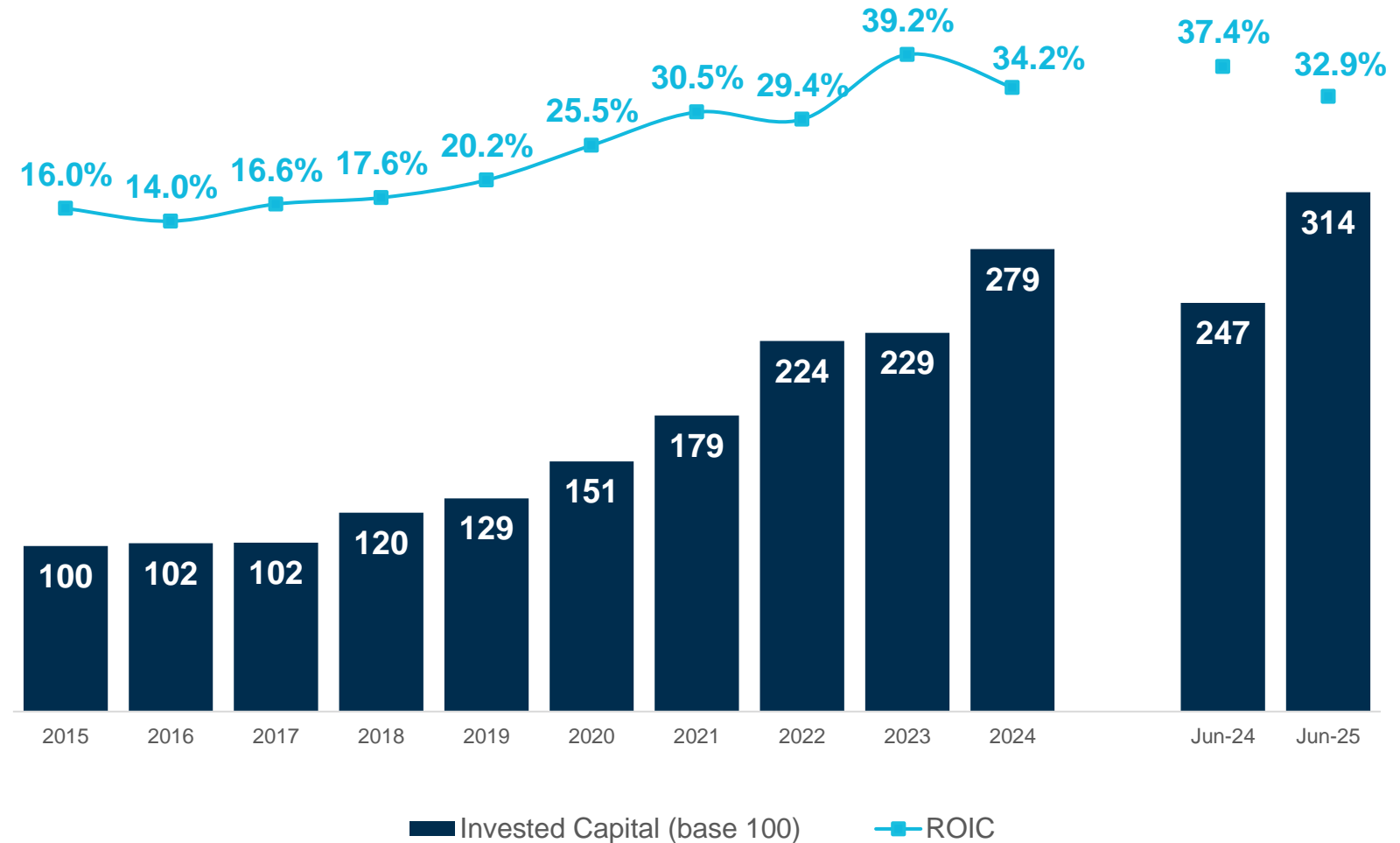


INVESTMENTS



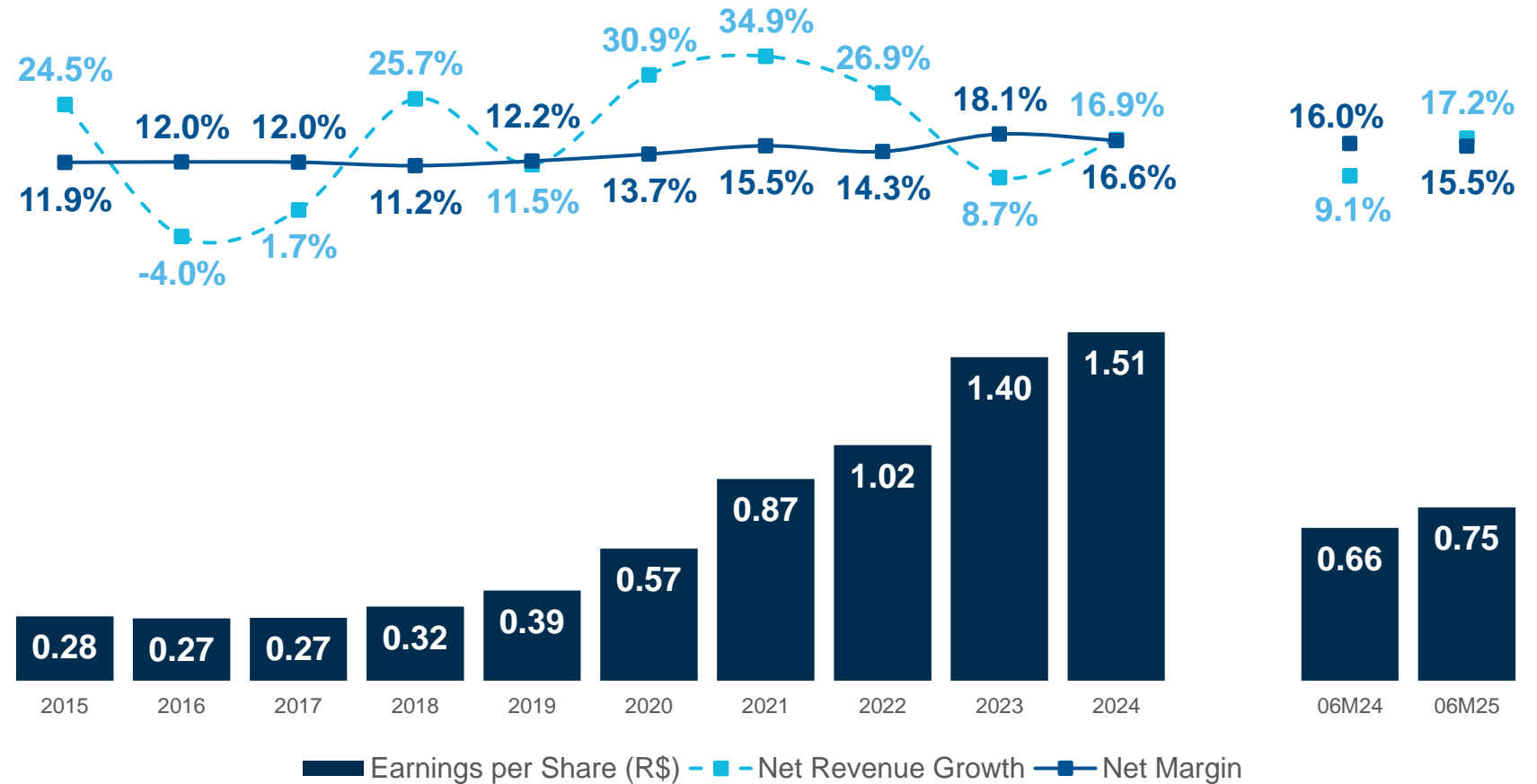
SOLID RETURNS AND DISCIPLINE IN CAPITAL ALLOCATION

WEG DAY

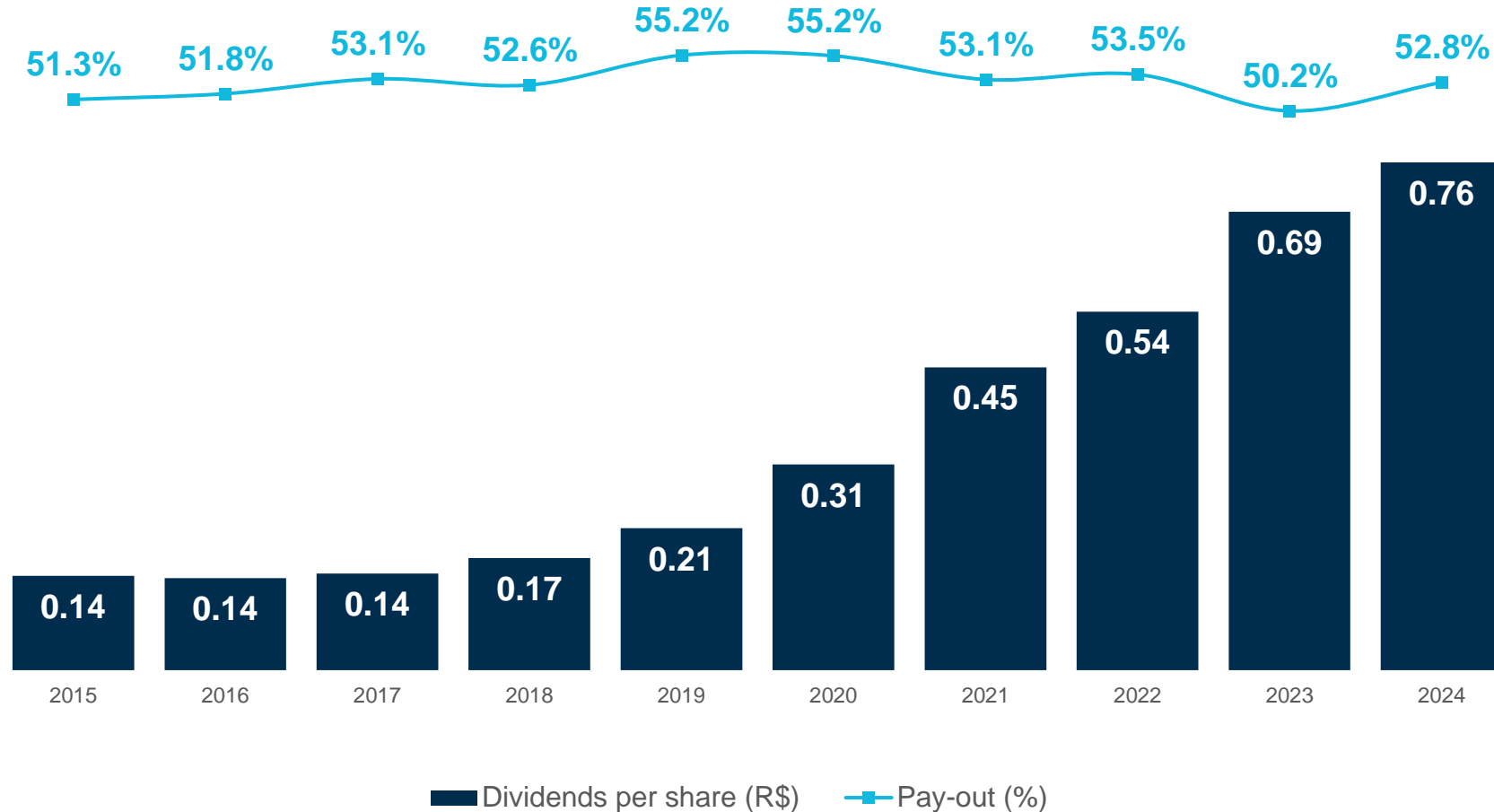


CONTINUOUS GROWTH IN NET INCOME

WEG DAY
2025



INCREASING SHAREHOLDER REMUNERATION



KEY MESSAGES

**HEALTHY
EBITDA MARGIN AND ROIC**

**CONSTANT GROWTH
OF PROFIT AND DIVIDENDS**

**CONTINUITY OF
INVESTMENTS**





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Driving efficiency and sustainability



GLOBAL LEADER



Low Voltage Industrial Motors

Market Share WEG



Source: Omdia – LV Motors

R\$ 4.7 Billion invested in M&A, vertical integration and expansion of production capacity



WEG DAY
2025

EXPANSION OF PRODUCTION CAPACITY CHINA



HIGH VOLTAGE INDUSTRIAL ELECTRIC MOTORS



US\$ 62 million
in investment



30,000 m²
of built area



2026
start of operations

Rugao, China

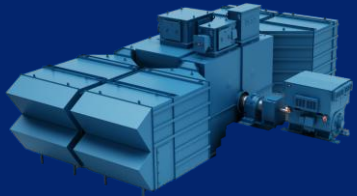
WEG DAY
2025

NEW MANUFACTURING SITE SANTA CATARINA



Synchronous Condensers

Expansion up to **330 MVar**



Turbogenerators 2-Pole

Expansion up to **200 MVA**



High-Speed Motors

Expansion up to **15 MW**
20,000 rpm



Synchronous Motors Solid Salient Poles

Expansion up to **75 MW**



Services

Motors, generators, and
hydraulic turbines up to
300 MVA



SYNCHRONOUS CONDENSERS TURBOGENERATORS HIGH VOLTAGE ELECTRIC MOTORS SERVICES



R\$ 1.1 billion
in investment



~32,000 m²
built area



2028
start of operations

T&D INVESTMENTS UPDATE



New factory in Mexico



New factory in Colombia



Factory expansion in Betim



Factory expansion in Gravataí



Factory expansion in Itajubá



New wire factories
(Mexico and Brazil)



R\$ 2.2 billion
in investments since 2023

**Doubling transformer production
capacity by the end of this cycle**

New factory in Mexico
R\$765 million | 2026

New factory in Colombia
R\$190 million | 2026

Factory expansion in Betim
R\$570 million | 2026

Factory expansion in Itajubá
R\$83 million | 2026

Factory expansion in Gravataí
R\$128 million | 2026

New wire factories
R\$ 505 million | 2029

EXPANSION AND AUTOMATION UNITED STATES



SPECIAL TRANSFORMERS

1 A 10 MVA | UP TO 46.5kV



US\$ 77 million
in investment



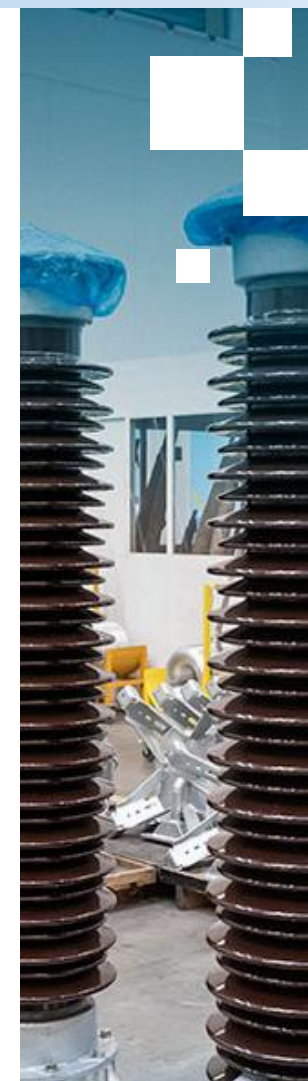
+50% capacity
special transformers



2028
start of operations

Washington, Missouri

PORTFOLIO STRATEGIES – M&A



MARATHON INTEGRATION



CONCLUDED



Supply chain
integration



Improvements in
commercial structure



Unification of IT
and administrative
activities

IN PROGRESS



Greater vertical
integration and
synergies between
operations



Product portfolio
integration



Implementação do
WEG Integrated
System (WIS)



INTERNATIONAL SCENARIO

A decorative graphic on the left side of the slide. It features a blue globe with white grid lines. Overlaid on the globe are several glowing green and red lines, some of which are accompanied by numerical data points like '-86.90 %', '+112.53 %', '234.986', '10.090', '+123.11 %', '-234.98 %', '78.009', '+56.72 %', and '+278.99 %'. There are also some white square patterns in the top left and bottom right corners of this section.

**Uncertainties and
volatility in global trade**

Slowdown in growth

**Mitigation measures where
we have flexibility**

OPERATIONAL FLEXIBILITY



**Production relocation
between Brazil and Mexico**



**Using Brazil's capacity to
serve other markets**



**Acceleration of investments
outside Brazil**

ENERGY TRANSITION



ENERGY
EFFICIENCY



OPERATIONAL
EFFICIENCY



RENEWABLE
ENERGY



ELECTRIC
MOBILITY

JOURNEY OF EVOLUTION



PRODUCTS

SOLUTIONS



WEG SOLUTIONS



Electric
Mobility



Microgrids



Grid Reliability
and Modernization



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Driving efficiency and sustainability





ELECTRIC MOBILITY

CARLOS JOSÉ BASTOS GRILLO

Managing Director
Digital & Systems

ELECTRIC MOBILITY

Electric Mobility Systems

MARKETS

Bus

Trucks

Vehicles for
Agribusiness

Vehicles for
Mining

Vocational
vehicles

PRODUCTS



MOTORS



DRIVERS



BATTERY
PACKS



GENERATORS
FOR HYBRIDS

Electric Charging Infrastructure

MARKETS

B2C

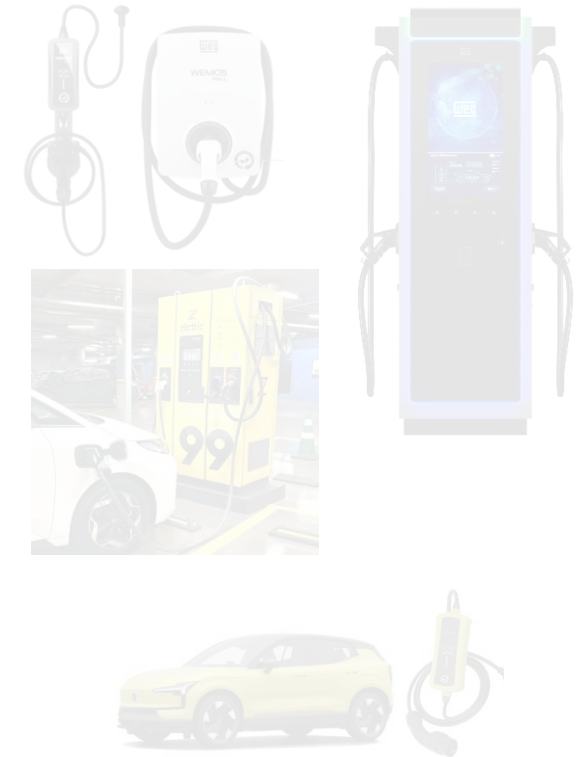
Manufacturer

Charge Point
Operator (CPO)

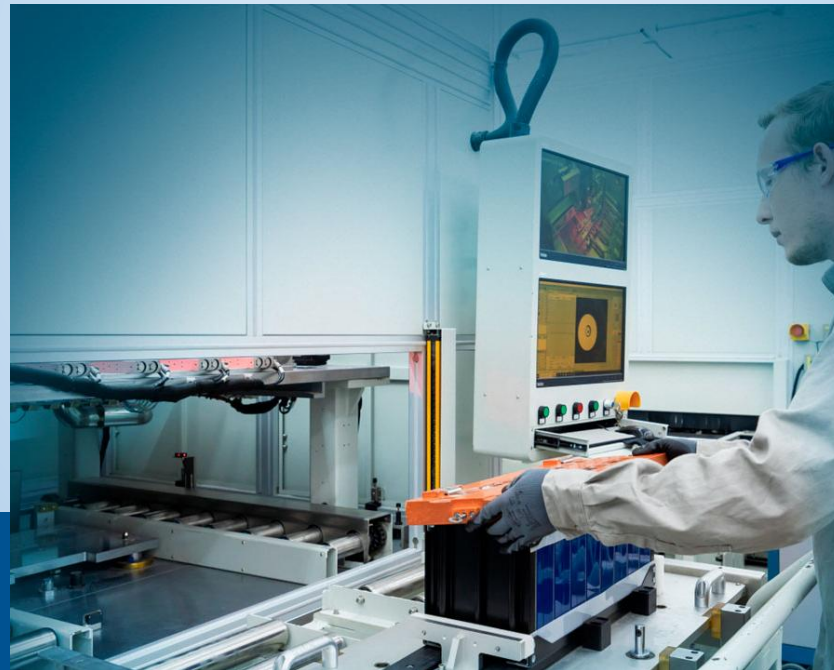
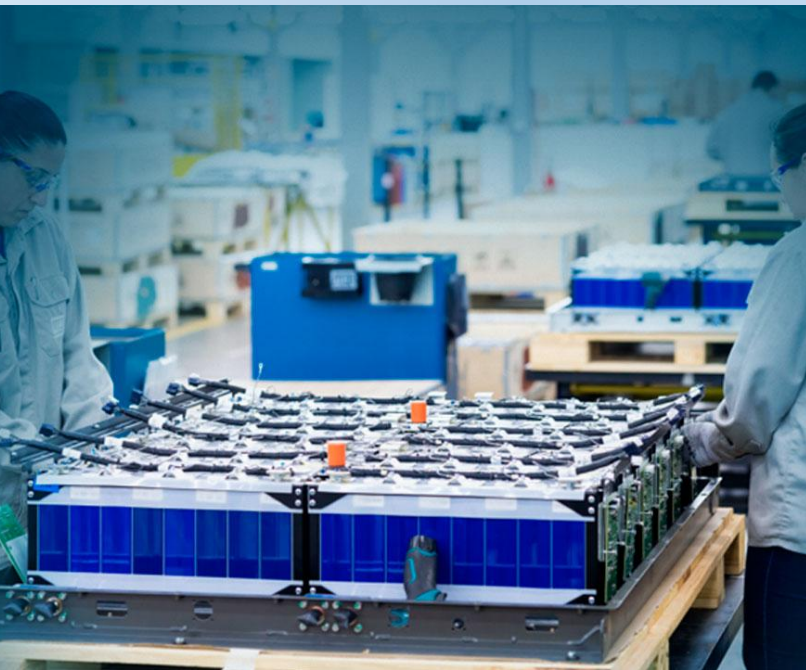
Fleet Operator

Condominiums
and Building

PRODUTOS



WEG FACTORY OF BATTERY PACK



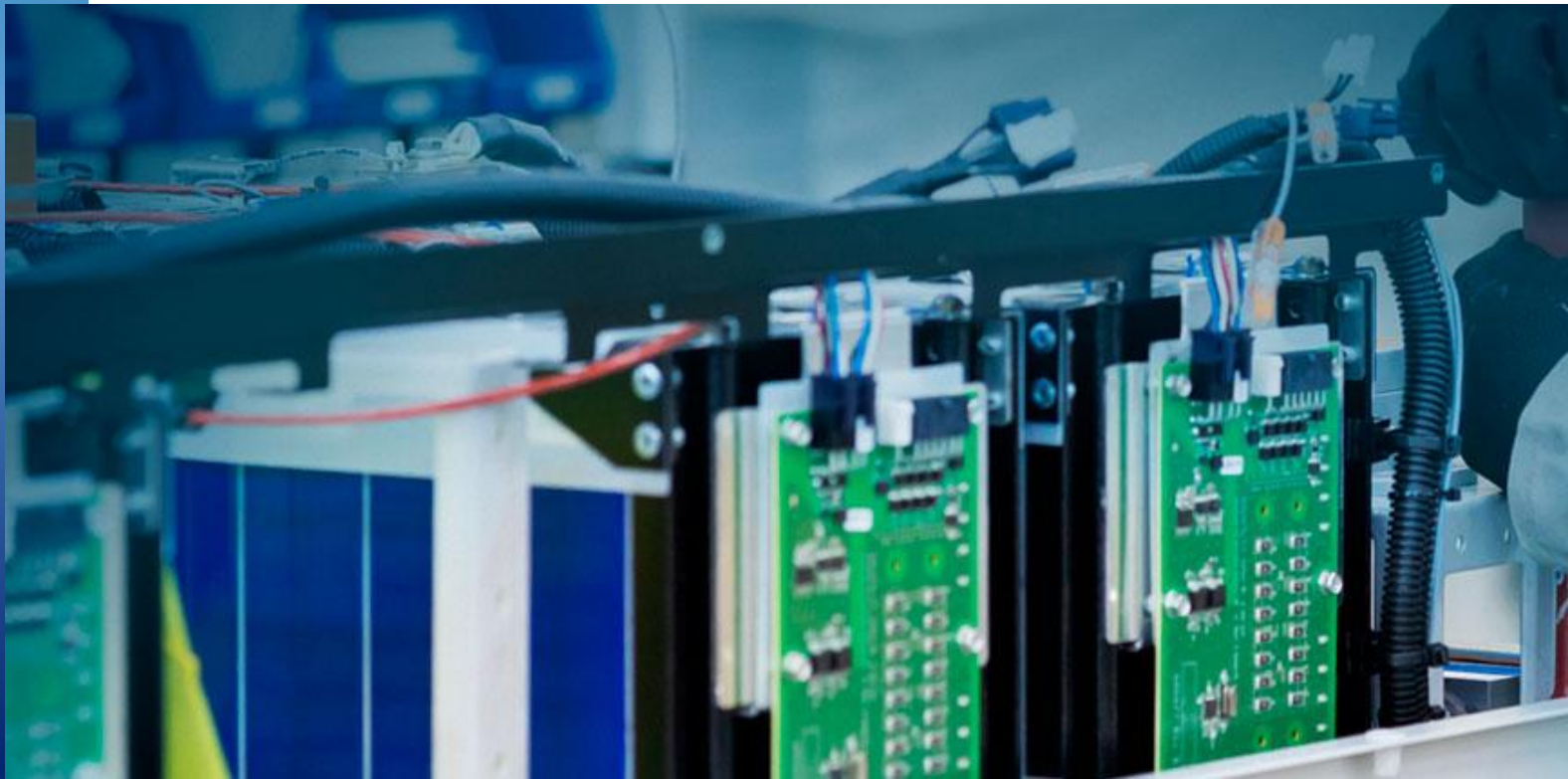
BATTERIES



Pack Certification Tests

Battery Management System (BMS)

Long-term Laboratory Tests



Pack Certification Tests

Battery Management System (BMS)

Long-term Laboratory Tests



Section V - Subsection VI Fire Resistance

Reference	Item	Test
CONTRAN Resolution 749-2018	Section I	Protection against direct contact with live parts
	Section V - Subsection II	Vibration Test
	Section V - Subsection III	Thermal Shock and Cycling Test
	Section V - Subsection IV	Mechanical Shock
	Section V - Subsection VI	Fire Resistance
	Section V - Subsection VII	External Short-Circuit Protection
	Section V - Subsection VIII	Overload Protection
	Section V - Subsection IX	Over-discharge Protection
	Section V - Subsection X	Overheating Protection



ELECTRIC BUS SCENARIO



1,168 Electric Buses in Brazil
11,258 kt CO2e emissions avoided



Main WEG Projects



POWERTRAIN – APPLICATIONS



CVW250



WTE300

LIGHT

From 24 to 120Vcc
Up 40kW



CVW500



WTE500

MEDIUM

From 120 to 400Vcc
Up to 190kW



CVW800



WTE900

HEAVY

From 400 to 800Vcc
Up to 440kW

STEPS OUTSIDE BRAZIL



- **North America**
- **Vocational Vehicles**
Distribution centers, ports, and airports



ELECTRIC MOBILITY

Electric Mobility Systems

MARKETS

Bus

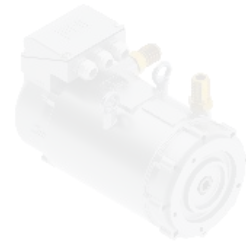
Trucks

Vehicles for
Agribusiness

Vehicles for
Mining

Vocational
vehicles

PRODUCTS



MOTORS



DRIVERS



BATTERY
PACKS



GENERATORS
FOR HYBRIDS

Electric Charging Infrastructure

MARKETS

B2C

Manufacturer

Charge Point
Operator (CPO)

Fleet Operator

Condominiums
and Building

PRODUTOS





4,4 kW
CA

PORTABLE

Residential
Plug



7,4-11
kW CA

SLOW

Residences



22 kW
CA

SEMIFAST



30-40 kW CC

FAST

Condominiums



60-80 kW CC



120-240 kW CC

ULTRAFAST

Highways



480-640 kW CC

PARTNERSHIPS WITH MANUFACTURERS



LIGHT VEHICLES



HEAVY VEHICLES



CHARGING LOCATIONS



LIGHT VEHICLES

HOME

Slow and economical charging while parked.

CONDOMINIUM

Collective electrical infrastructures with **demand control systems** and individualized metering

DESTINATION

Convenience charging in hotels, restaurants, supermarkets, gyms, shopping malls, parking lots, and at work



FLEETS

GARAGES (buses)

The **departure and arrival** points for the buses typically occur during nighttime.

DISTRIBUTION CENTERS

Similar to garages, **applied to electric trucks**, with charging associated with loading and unloading procedures

TERMINALS AND STOPPING POINTS

Stopping points along the Route, with a duration exceeding 30 minutes

ROUTE

Charging **required for traveling**. **The faster, the better**. Located on highways, associated with stopping points with food infrastructure, at fueling stations, or charging hubs in cities to serve those without home charging

PUBLIC CHARGING HUBS



Tamboré Mall in Barueri, São Paulo
Grupo Allos



Route 60 on the BR-060 highway, Goiás
YellotMob



VOLVO



yellot**MOB**



ALLOS



WEMOB®

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2025

PROJECT

- Approval with the utility companies
- Execution project (single-line diagram)

EQUIPMENTS

- Charging stations
- Substation
- Transformers
- Panels and guards
- Monitoring cameras

INSTALLATION

- Labor and materials
- Civil adjustments
- Infrastructure



WEMOB ADVANCED SERVICE

- WEG remote technical center
- Preventive maintenance
- Accurate diagnostics
- Trained team and local technical assistance



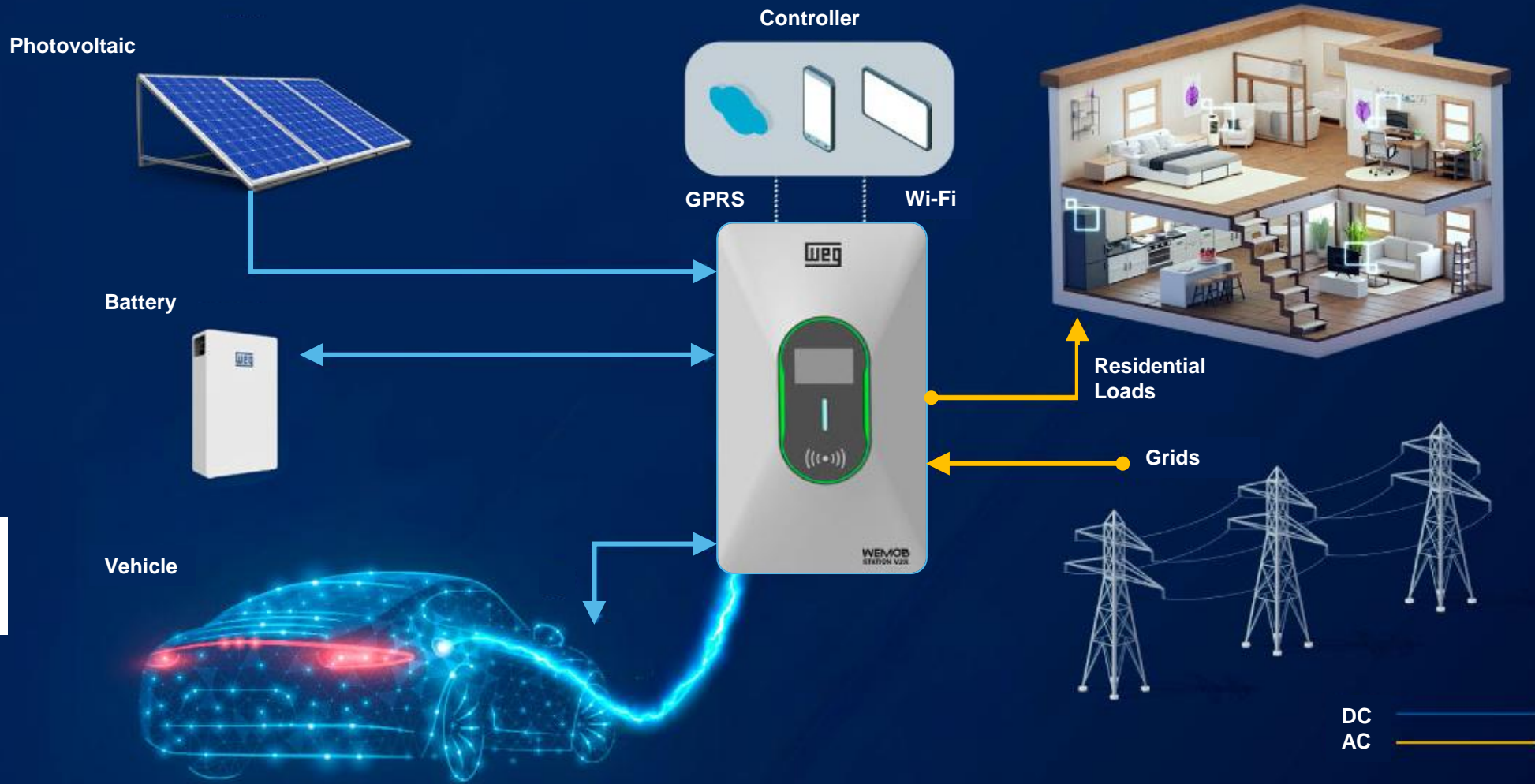
WEMOB[®]

STATION V2X

Vehicle-to-Everything.

Electric Charging Infrastructure

STATION V2X



INTERNATIONALIZATION STRATEGY



BRAZIL
Leadership



LATIN AMERICA
Leadership in construction



EUROPE
**Start of operation with
assembly and on-site presence**

B2C

Manufacturers

**Charge point
operator (CPO)**

Fleet operator

**Condominiums
and Building**



WEG eMOBILITY CENTER



WEG's first electric mobility center in Brazil

Focus on repair and diagnostic services

Traction systems and charging solutions

Circular economy initiatives (including batteries)



São Bernardo do Campo / São Paulo,
near the main electric bus operators
location



1,250 m²
structure



September 2025
start of operations



WEG DAY
2025

TOPOLOGY OF ELECTRIC GRID SYSTEMS



Distributed Resources in the Grid (DERs)		House/Building Nanogrid/Homegrid	MicroGrid	Grid
Energy	Generation	Solar		
	Storage	BESS		
	Consumption	Home, Devices WEGHome, WEMOB, etc...		
Intelligence	Control	V2X Vehicle to Home		
	Performance and Communication	On the internal network equipment		
	Orchestration	Personal		



KEY MESSAGES

**VOCATIONAL VEHICLES ARE ALREADY
TARGET FOR ELECTRIFICATION**

**THE CHARGING INFRASTRUCTURE CREATES
A NEW CONCEPT OF NANOGRID**

**WEG EXPANDS BUSINESS IN SOUTH AMERICA,
EUROPE, AND NORTH AMERICA**





WEGDAY 2025



Driving efficiency and sustainability



A cluster of white squares of varying sizes is positioned in the upper left area of the slide.

MICROGRIDS

HARRY SCHMELZER NETO

Business Director
Solar, BESS & Building

WEG SOLUTIONS



**EPC
CONTRATO**

CURVE A

- Photovoltaic Modules
- Inverters
- Structure
- BESS
- EV Charger

CURVA B

- Cubicles
- Electrical Panels
- Transformers

CURVA C

- Cables
- CCTV
- Enclosure
- Communication
- Other assistants

SERVICES

- Earthworks
- Drainage
- Foundations
- Electromechanical Assembly
- Electrical Installation
- Commissioning
- Management/Logistics
- Asset Security
- Engineering



+ 1.2 GW of solar farms delivered

+ 250 projects

14 states of Brazil

WEG PRODUCTS AND SYSTEMS



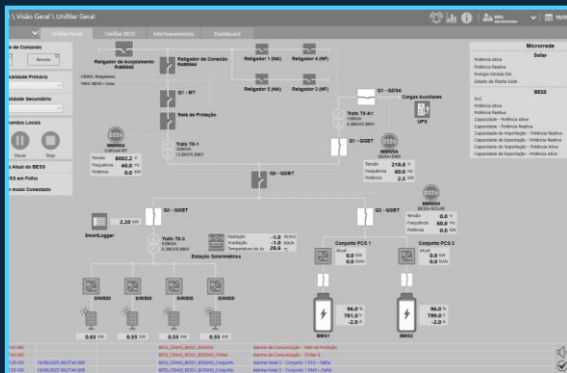
BESS + SOLAR



ELECTRICAL PANELS



TRANSFORMERS



SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA, EMS & PPC)



COMMISSIONING AND INTEGRATION OF MICROGRID ENERGY SOURCES



ELECTROMECHANICAL AND CIVIL INSTALLATION

MICROGRIDS



Local energy distribution, operation, and consumption grid

Composed of different energy sources (grid, solar, genset, BESS)
and managed by an intelligent control and management system

AGRIBUSINESS



COMMERCE



INDUSTRY



ELECTRIC MOBILITY



ENERGY



SOLAR

CHALLENGE

- Grid instability (end of line)
- Unavailability of the required demand to supply all customer loads
- High cost with diesel consumption
- High maintenance cost of generators

WEG SOLUTION: Full EPC

1st phase:

Solar 3 MW | 4 MWp
+ other sources
(genset + grid)

2nd phase:

BESS 100 kW | 215 kWh
Power smoothing

GRID

GENSET

SOLAR

BESS



CHALLENGE

- Customer at the limit of contracted demand
- Grid instability
- High cost with diesel consumption
- Need for production increase with consequent energy increase

WEG SOLUTION:

- WEG client offering PPA to the end customer
- **Solar 3 MW | 5 MWp** Variable according to customer demand
- **BESS 2 MW | 5 MWh**
- Integration with gensets
- Control and monitoring of energy sources
- Full EPC

GRID

GENSET

SOLAR

BESS



CHALLENGE

- Seasonal energy demand increase (bus charging)
- Contracted/available demand limit

WEG SOLUTION:

- BESS System
- Photovoltaic generator
- Electrical panels
- Transformers
- Engineering services and installation
- System commissioning and integration



CHALLENGE

- Revenue stacking
- Peak shaving for increased seasonal energy demand (electric chargers / energy demand).
- Backup for cases where contracted/available demand is limited

WEG SOLUTION:

- BESS System
- Photovoltaic generator
- Electrical panels
- Transformers
- Commissioning
- *EV Charger*



CHALLENGE

- Dependence on diesel generators
- High costs for fuel and maintenance
- Generation of energy from non-renewable sources
- Limitation of agribusiness production

WEG SOLUTION:

- Solar off-grid **40 kW | 44 kWp**
- BESS solution **40 kW | 94 kWh**
- WEG integrator installation



* Association of Agroextractive Workers of Ilha das Cinzas, Pará

BUSINESS INTEGRATION



WEG integrator portfolio expansion

Microgrid

BESS

PV System

Smart Energy Control
and Management

EPC WEG

EV Charger
(fleets)

WEG



Nanogrid

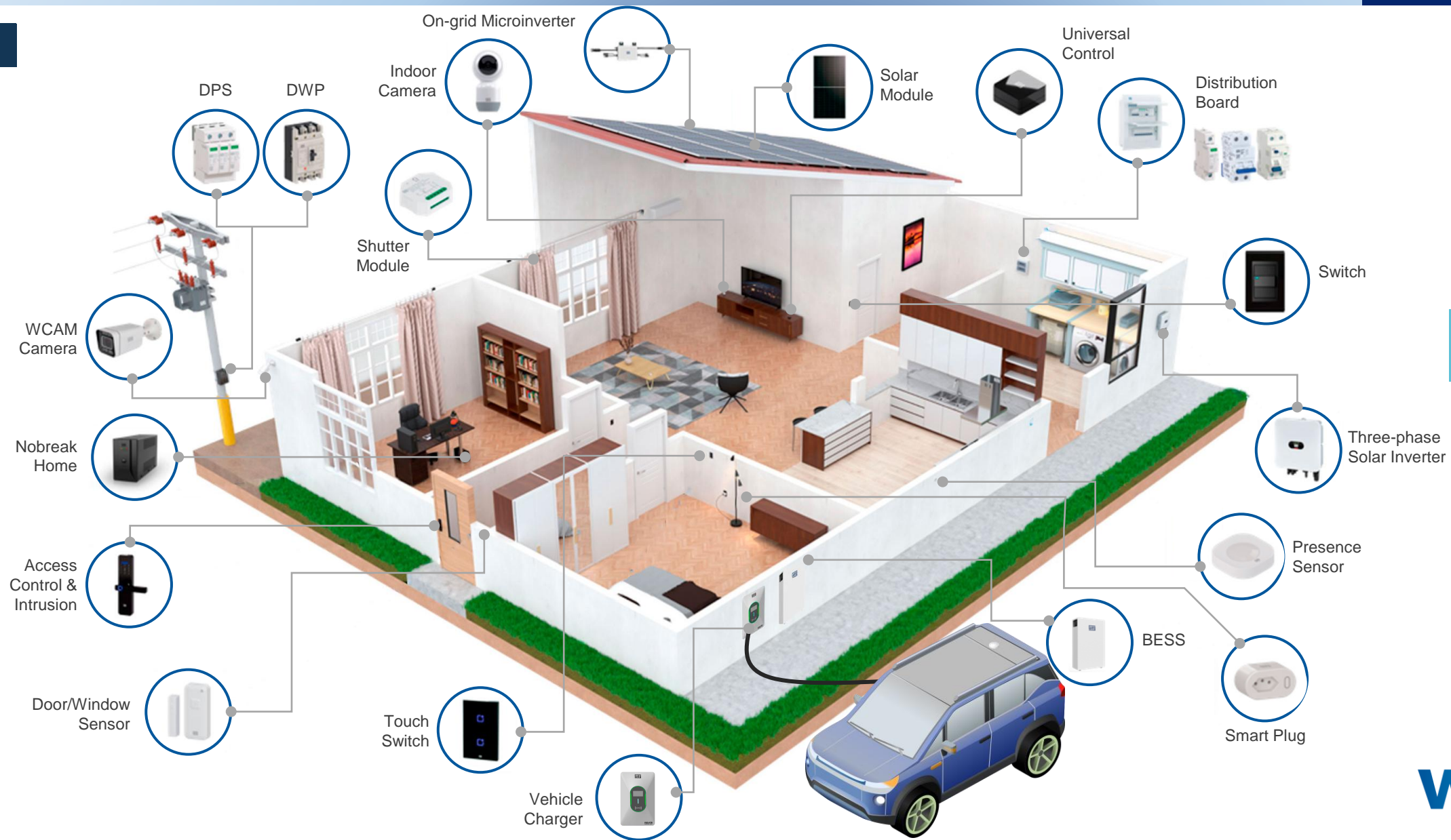
Solar
Residencial, C&I

BESS
Residencial, C&I

EV Charger
Residencial, C&I

WEG Home

NANOGRIDS = WEG HOME



KEY MESSAGES

**CONTINUITY IN
WEG'S *FULL EPC* SUPPLIES**

**STRENGTHEN PRESENCE IN THE
RESIDENTIAL, COMMERCIAL & INDUSTRIAL
(C&I) SOLUTIONS MARKET**

**PROVIDING NANOGRID SOLUTIONS
FOR THE RESIDENTIAL MARKET**





WEGDAY 2025



Driving efficiency and sustainability





GRID RELIABILITY AND MODERNIZATION

REIVAX SYSTEMS

CARLOS JOSÉ BASTOS GRILLO
Managing Director
Digital & Systems





November 2024
acquisition



Founded in 1987
Florianópolis/SC



Brazil, Canada and Portugal
operations



Control Systems
energy generation and substations



TOPOLOGY OF ELECTRIC GRID SYSTEMS

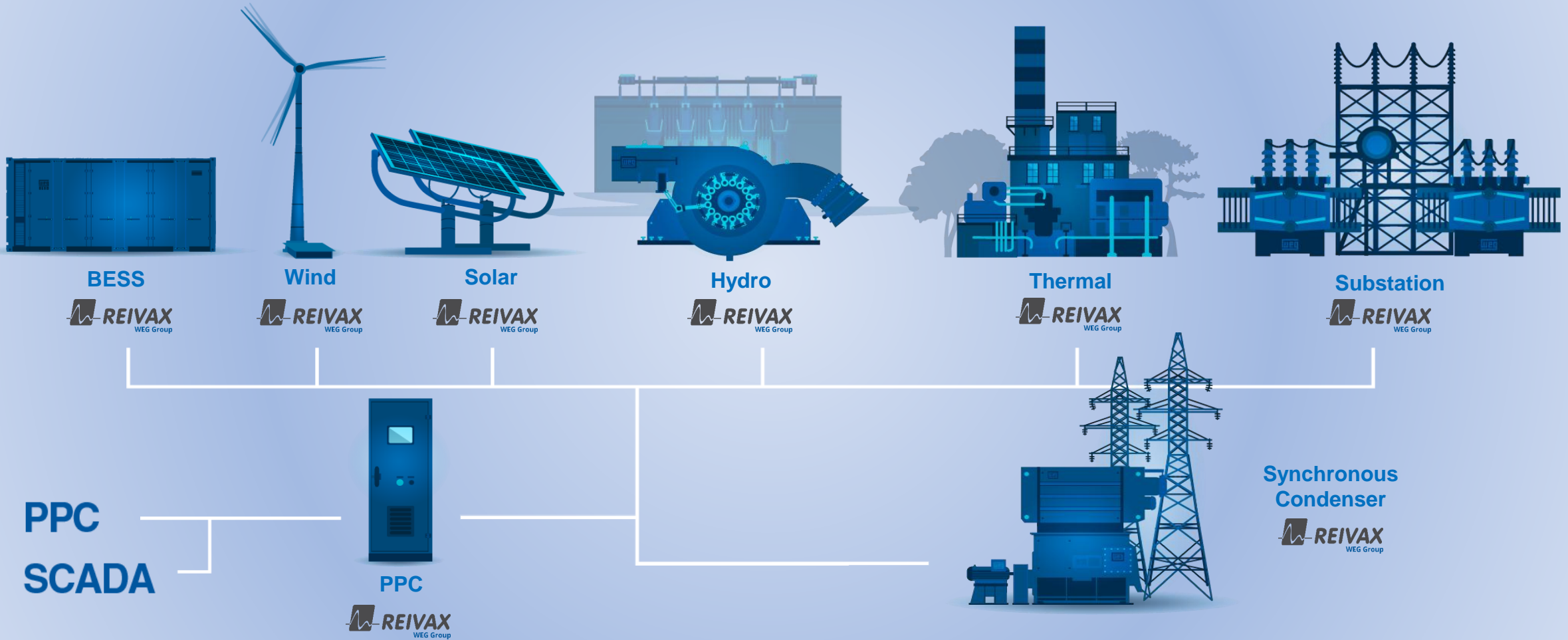


	Distributed Resources in the Grid (DERs)	House/Building Nanogrid/Homegrid	MicroGrid	Grid
Energy	Generation	Solar	Solar, Diesel, biomass, gas	Solar, Wind, Hydro, Biomass, Gas, Nuclear
	Storage	BESS	BESS	BESS
	Consumption	Home, Devices WEGHome, WEMOB, etc...	General, industrial, Agro, Vehicle Charging	National Integrated System (SIN)
Intelligence	Control	V2X Vehicle to Home	Smart PPCs systems, SCADA, EMS, etc...	Smart systems, PPCs, SCADA, EMS, etc., respecting the GridCode models, with redundant operation/communication
	Performance and Communication	On the internal network equipment	Controllers in generation machines networked to the control	
	Orchestration	Personal	Professional and connectable to Utilities and their GridCodes	Integrated and regulated (SIN/ONS/GridCodes)



Argentina



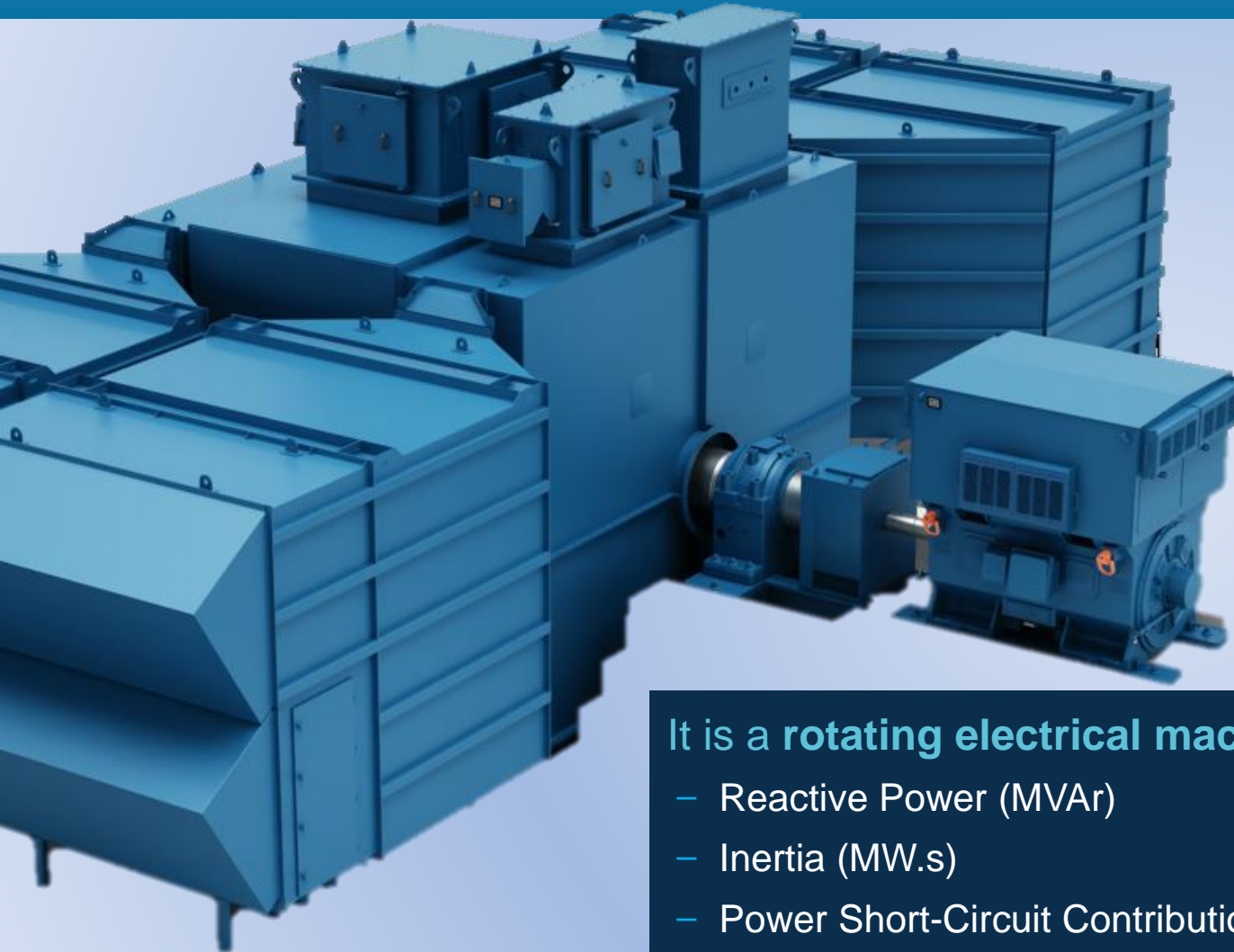




SYNCHRONOUS CONDENSER

JOÃO PAULO GUALBERTO DA SILVA
Managing Director
Energy

SYNCHRONOUS CONDENSER



It is a **rotating electrical machine** that provides:

- Reactive Power (MVar)
- Inertia (MW.s)
- Power Short-Circuit Contribution (GVA)

Stability

Resilience

Strengthening of Grids

Frequency Stability

Short-Circuit

Voltage Regulation

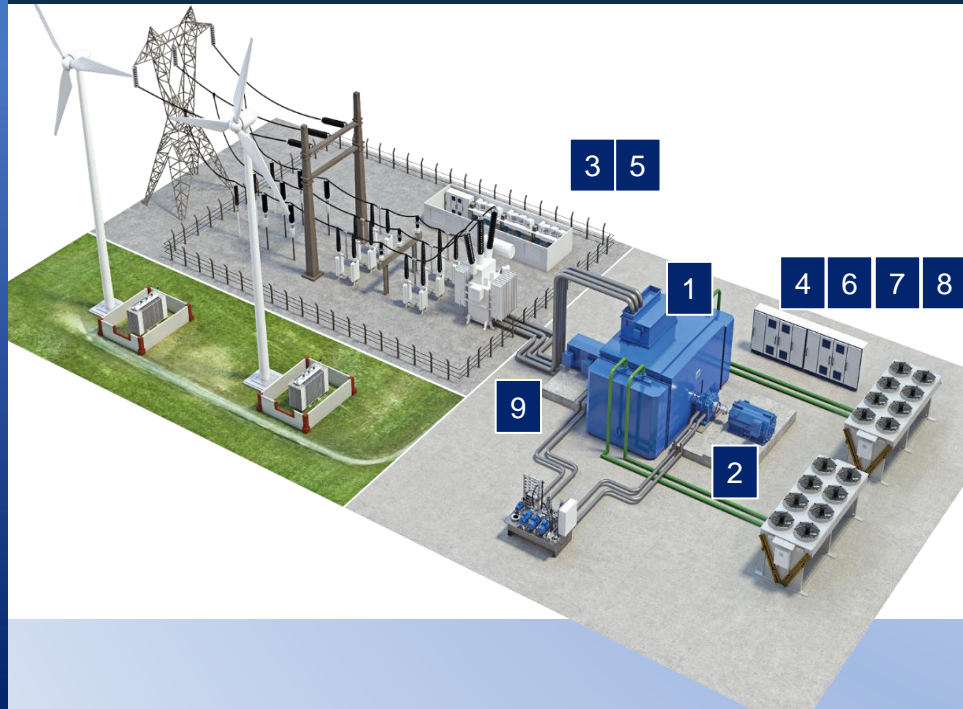
SYNCHRONOUS CONDENSER SOLUTION



Supply of a **complete system**

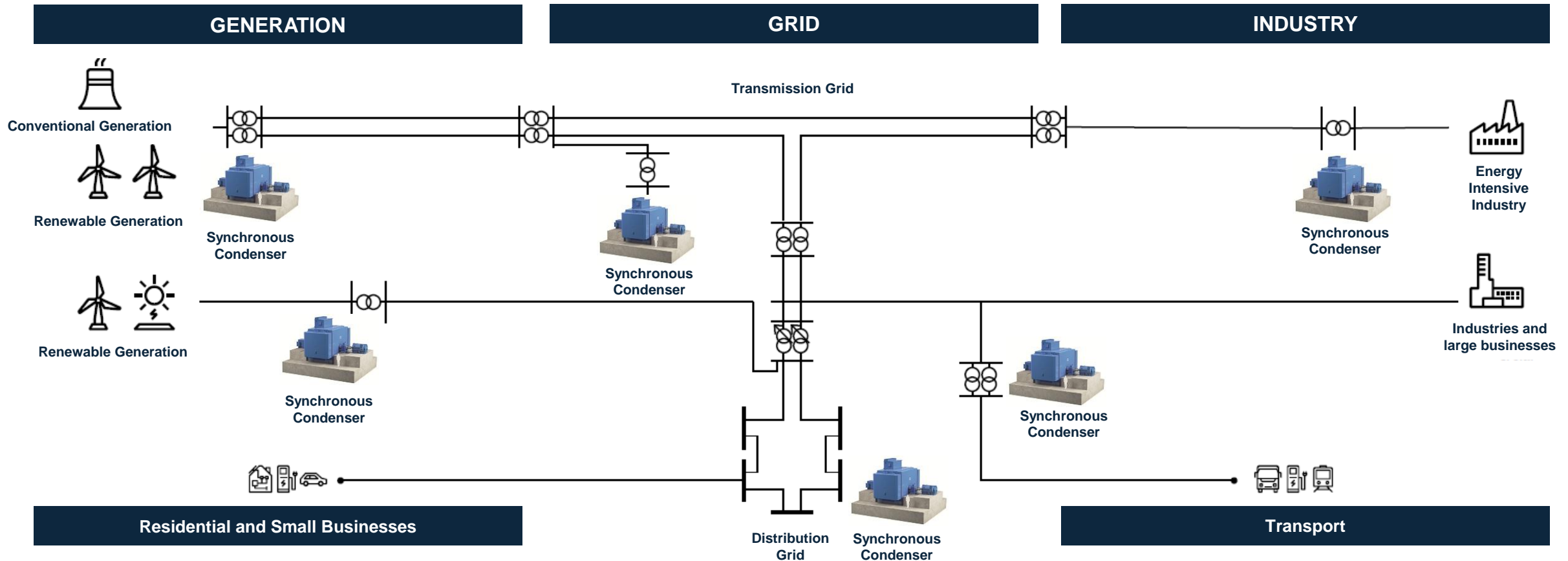
Solution development with the client

Guarantee of **best performance of the set**



1. Rotating Synchronous Condenser
2. Pony Motor and Pony Inverter Starting System
3. Transformers (step-up, excitation, starting)
4. Excitation System
5. Circuit Breaker
6. Low and Medium Voltage Cubicles
7. Rectifier and Battery Systems
8. Protection and Control System
9. Connecting Cables and Busbars
10. Electrical Studies, Simulations, and Reports
11. Civil Work, Electromechanical Project and Installation

SYNCHRONOUS CONDENSER AND OTHER TECHNOLOGIES



PROJECTS AND OPPORTUNITIES



**1,233 MVAR in projects backlog
and in the pipeline**



**1,950 MVAR planned for the
transmission auction in Brazil in 2025**

**4,650 MVAR planned for
transmission auctions abroad**

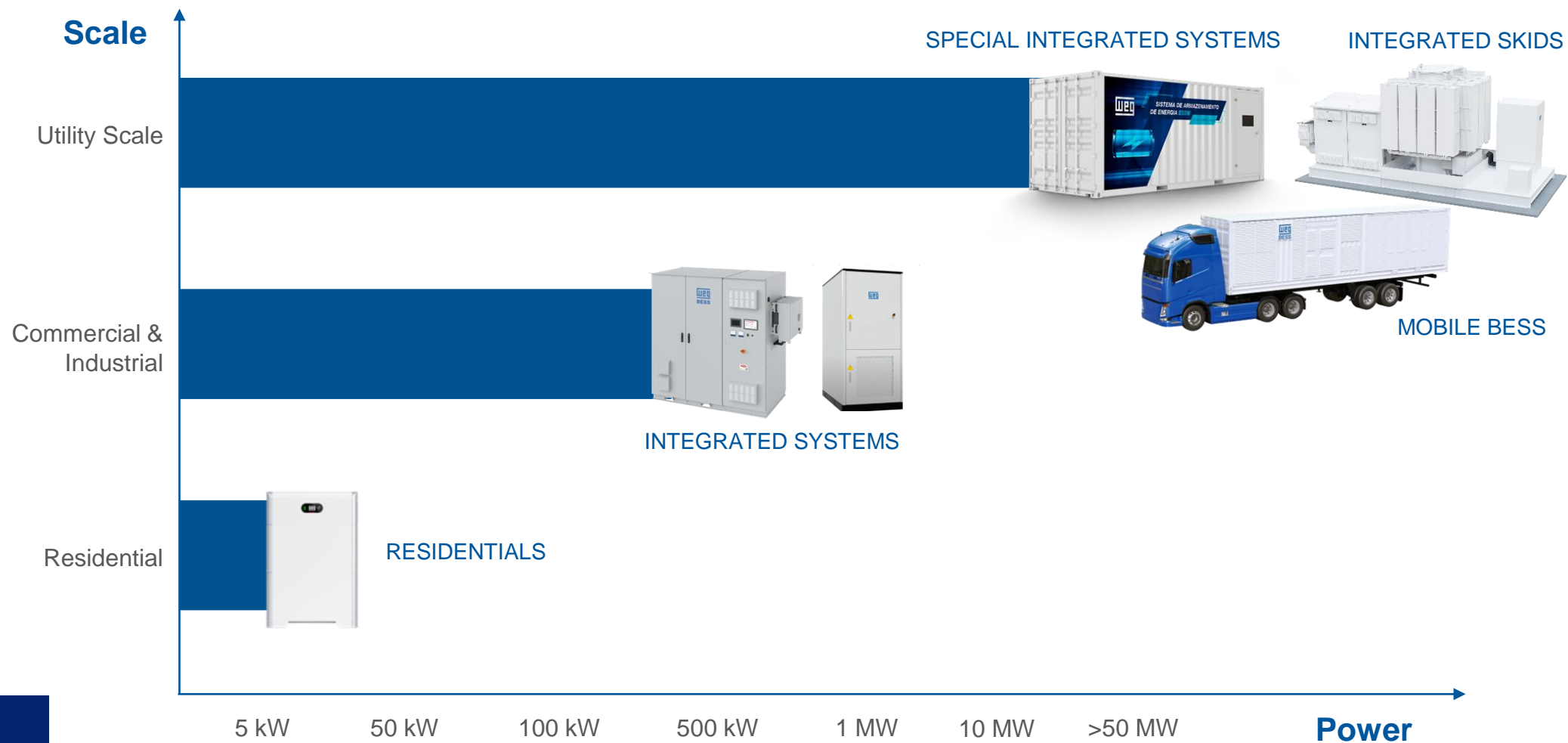
A cluster of five white squares of varying sizes arranged in a non-uniform pattern.

BESS

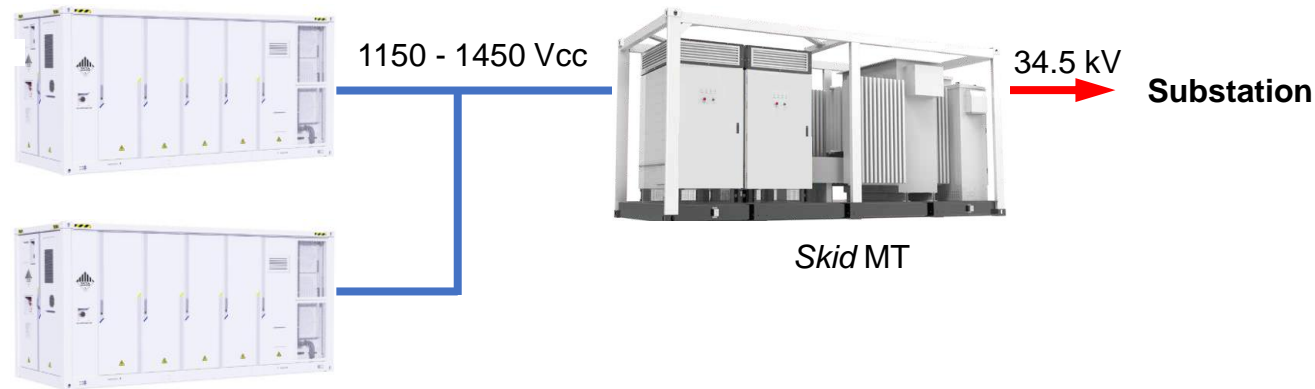
A cluster of five white squares of varying sizes arranged in a non-uniform pattern.

HARRY SCHMELZER NETO
Director Business
Solar, BESS & Building

BESS PORTFOLIO

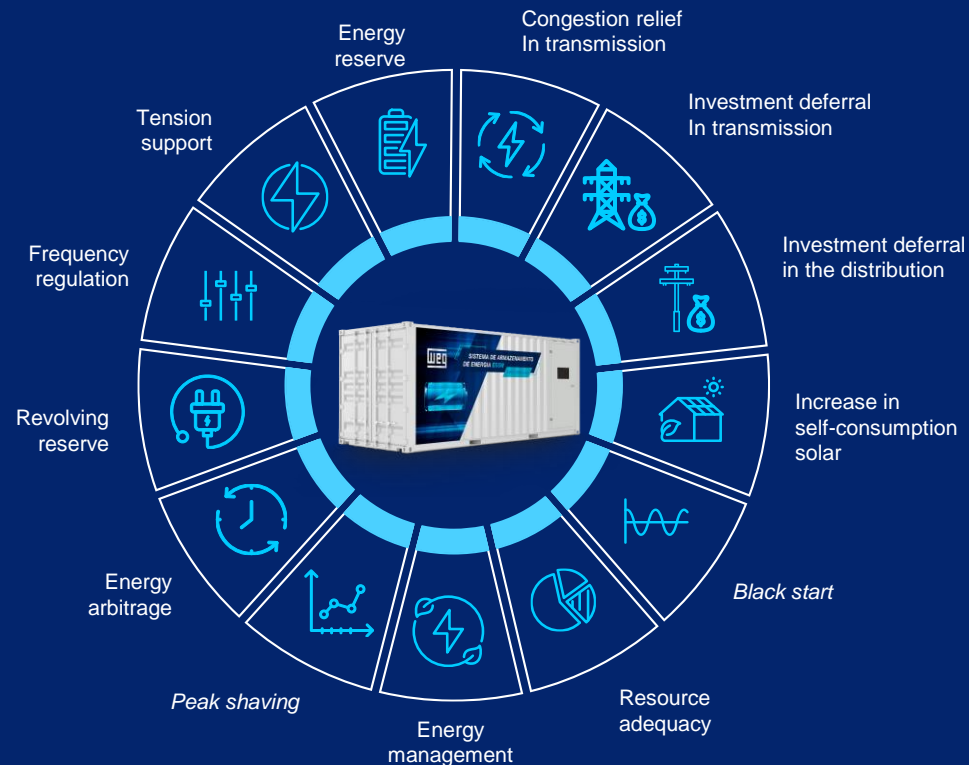


BESS – UTILITY SCALE



WEG Portfolio

- LiFePo4 Battery Container
- SKID WEG (PCS + Transformer + RMU)
- Commissioning Services
- Electromechanical Installation
- EMS (Energy Management System)



NEWS RELEASE Wood Mackenzie

Renewable power curtailment will grow up to 300% in Brazil by 2035, says Wood Mackenzie

The current transmission pipeline will not solve the issue from the Northeast generators

02 July 2025

canal solar

Governo prepara dois Leilões de Reserva de Capacidade para 2026

MME ainda anunciou que deverá abrir consulta pública para o leilão de baterias até o fim deste ano

25 de agosto de 2025



WEG DAY
2025

GRID DIGITALIZATION

ALLAN DE OLIVEIRA VICENTE
Global Industrial Director
Transmission and Distribution

WTD DIGITALIZATION



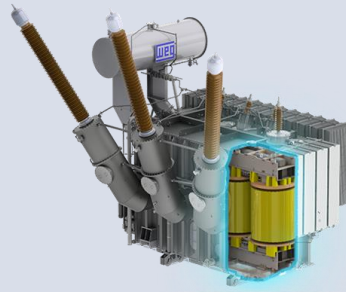
WTD Digital Product Ecosystem WEG Transformer Fleet Management

Asset Management

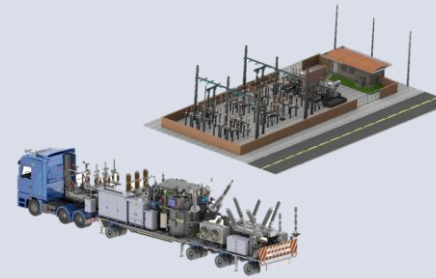
Industrial Transformer Specialist



Power Transformer Specialist



Substation Fleet Management



Diagnostics and Integration (AI)



Application and Management



Scan Hardware



Assets and its Sensors



Digital Substation



Digital Mobile Substation



Digital Transformer



SPCS Digital



Grid Monitor



Substations Digitalization

APPLICATIONS OF DIGITALIZATION



Asset Management

Digitalization of Substations

INNOVATION CENTER



Focus on developing digital solutions

Substation Protection, Control and Supervision System

Team of 400 employees

Blumenau, Brazil

GRID MODERNIZATION DIGITALIZATION OF SUBSTATIONS – Cargill

Case 1



CHALLENGE

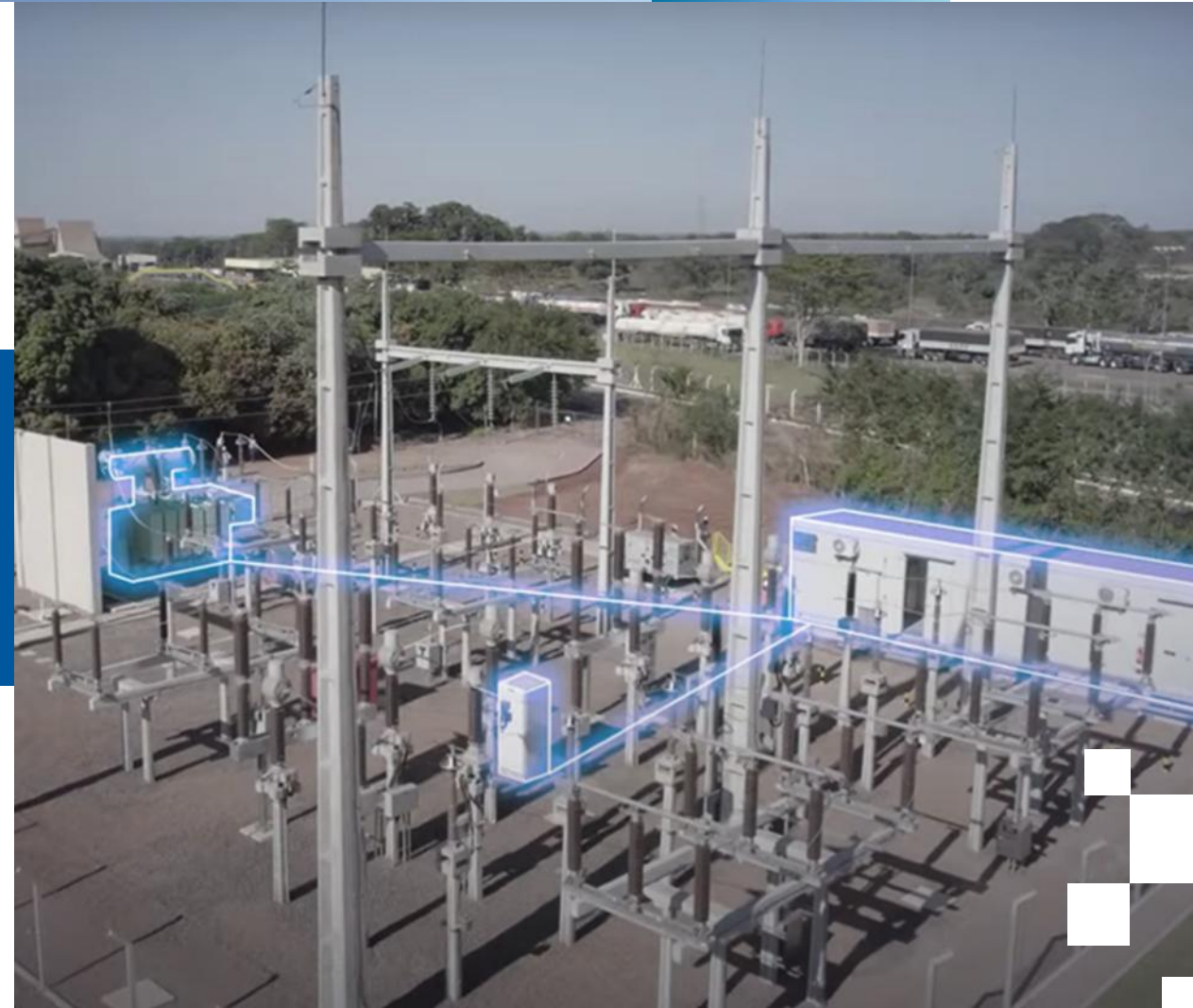
- Greater need for operational flexibility and operational reliability
- Traditional solutions have not proven effective

WEG SOLUTION:

- **Digital** Substation
- **Digital** Transformer

IMPACT

- Lower investment and operating expenses
- Reduction in physical footprint and installation time
- Reduction in carbon footprint
- Agility in future expansions
- Early fault detection



WEG DAY
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CHALLENGE

- Grid instability impacting the asset
- Frequent unavailability
- Costs with periodic/corrective maintenance
- Difficulty in monitoring asset condition

WEG SOLUTION:

- WEG Industrial Transformer Specialist
- Digital Substation
- Digital Transformer
- WEG Substation Fleet Management

IMPACT

- Remote, real-time, and cloud monitoring
- Predictive and prescriptive maintenance
- Health Index
- Greater availability and reliability



GRID MODERNIZATION WEG HEADQUARTERS – Jaraguá do Sul

Case 3



Largest industrial electric motor
manufacturing site in the world

Full digital scope

+ Reliability
+ Efficiency
+ Simplicity



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WEG SERVICE

PAULO SINOTI
Director Energy
Solutions & Services

AVAILABILITY GUARANTEE



PORTFOLIO



Transformers

Substations

Generators

Steam and Hydraulic turbines

Gearboxes (medium and large size)

Control Systems for Speed and Voltage (REIVAX)

Digitization and Monitoring Systems

Command and Protection systems

Electric Motors
(medium and large size)

Medium Voltage Drives

Retrofits, repairs and wear correction

Modernization and repowering of plants

WEG RM Guardian®:
Monitoring, diagnostics, evaluation of insulation systems and risk mapping



WEG RM Guardian®

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OPERATION & MAINTENANCE (O&M)

Wind
Farms

BESS

H2V

Synchronous
Condenser
Solution

- Full solution provider (one-stop shop)
- Field engineering
- Remote monitoring and assisted operation 24/7
- Predictive, preventive & corrective maintenance





WEGDAY 2025



Driving efficiency and sustainability





Electric
Mobility



Microgrids



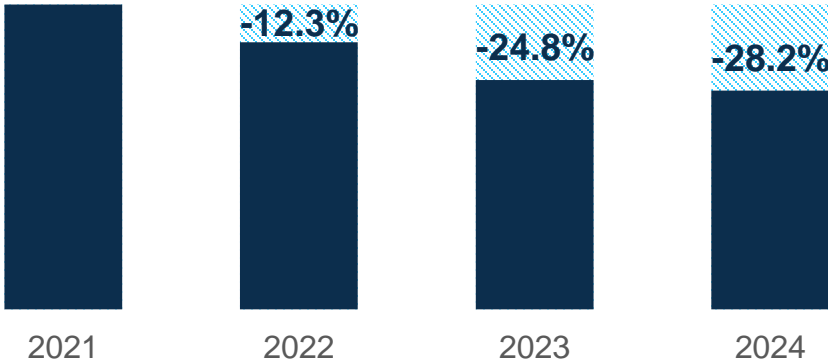
Reliability and
Modernization of the Grid

WEG CARBON NEUTRAL PROGRAM



1,200 mapped opportunities

67% electricity consumption from renewable energy sources



Scope 1 and 2 Emission Reduction – Base Year 2021



Mexico



China



Brazil



Austria

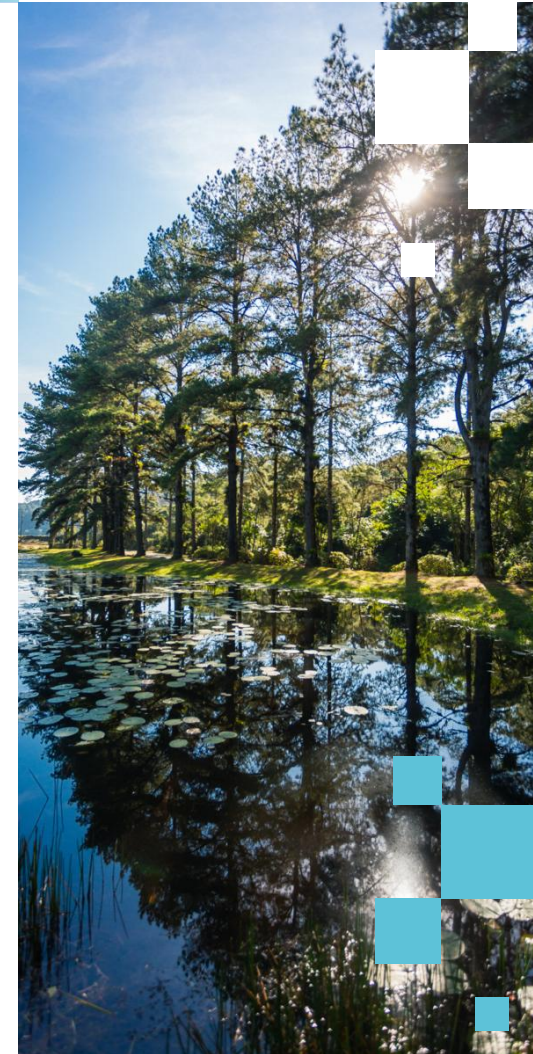
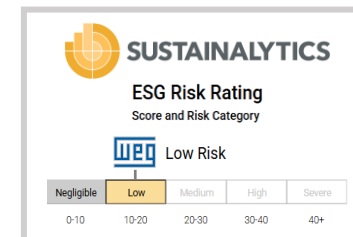


Approval of the goals by the **Science Based Targets initiative (SBTi)**

Reduce absolute Greenhouse Gas emissions by 2030:

- **Scope 1 and 2 by 52%**
- **Scope 3 by 60% per value added**

Recognition of International Institutions



KEY MESSAGES

LONG-TERM STRATEGY UNCHANGED

**ACCELERATION OF INVESTMENTS
IN MATURE BUSINESSES**

**GLOBAL FOOTPRINT AND VERTICAL
INTEGRATION MITIGATE RISKS**

**PORTFOLIO EXPANSION TO OFFER
COMPLETE SOLUTIONS ALIGNED
WITH THE ENERGY TRANSITION**





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Driving efficiency and sustainability

