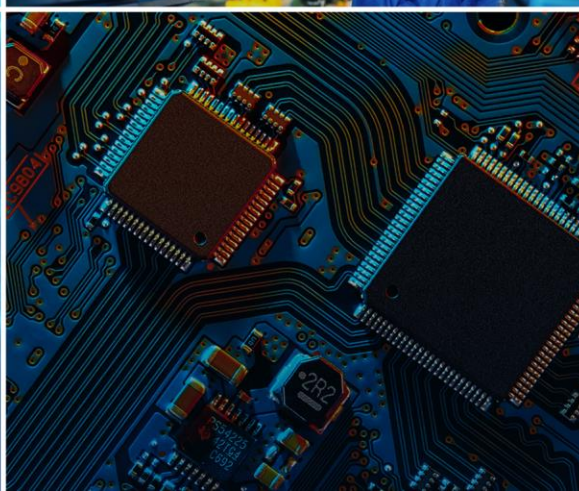


# INVESTOR PRESENTATION



Driving efficiency and sustainability



# WEG in Numbers

**+ 45,000**  
employees worldwide

**+ 4,700**  
engineers

**+ 60 thousand**  
motors produced per day

**+ 1** million square meters  
**largest industrial plant**  
for electric motors in the world  
*(in Jaraguá do Sul / SC)*

**63** manufacturing sites  
**in 17** countries  
**in 4** continents

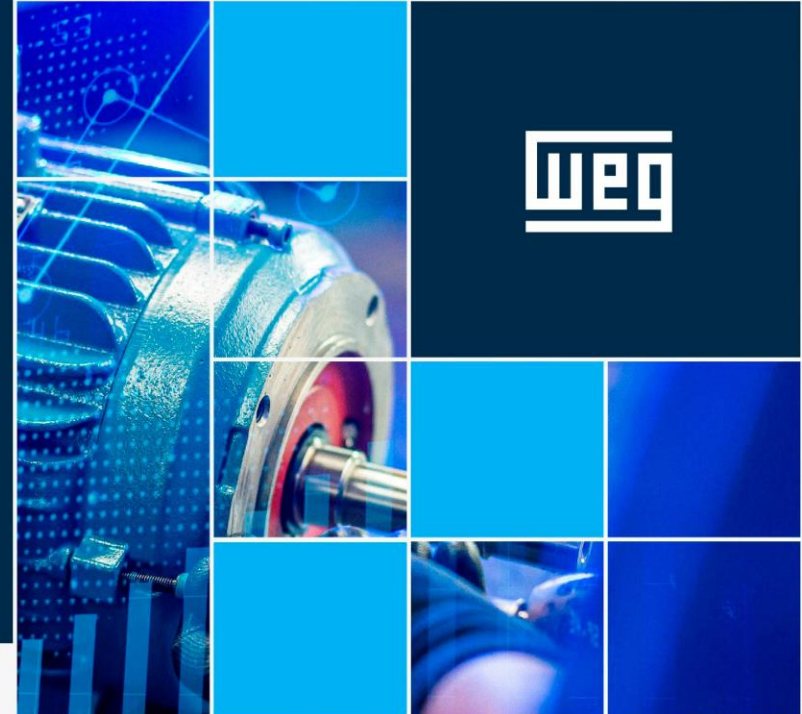
Distributors in **120 +** countries

R\$ **32.5 billion**  
Net operating revenue (2023)

R\$ **155 billion**  
in market value (Dec/2023)

**59%**

of 2023's revenue came from  
products that were launched in  
**the last 5 years**



## Stock Market (Ticker)

**[B]<sup>3</sup>**  
WEGE3

**OTCPink**  
WEGZY

## Index

IBOVESPA B3

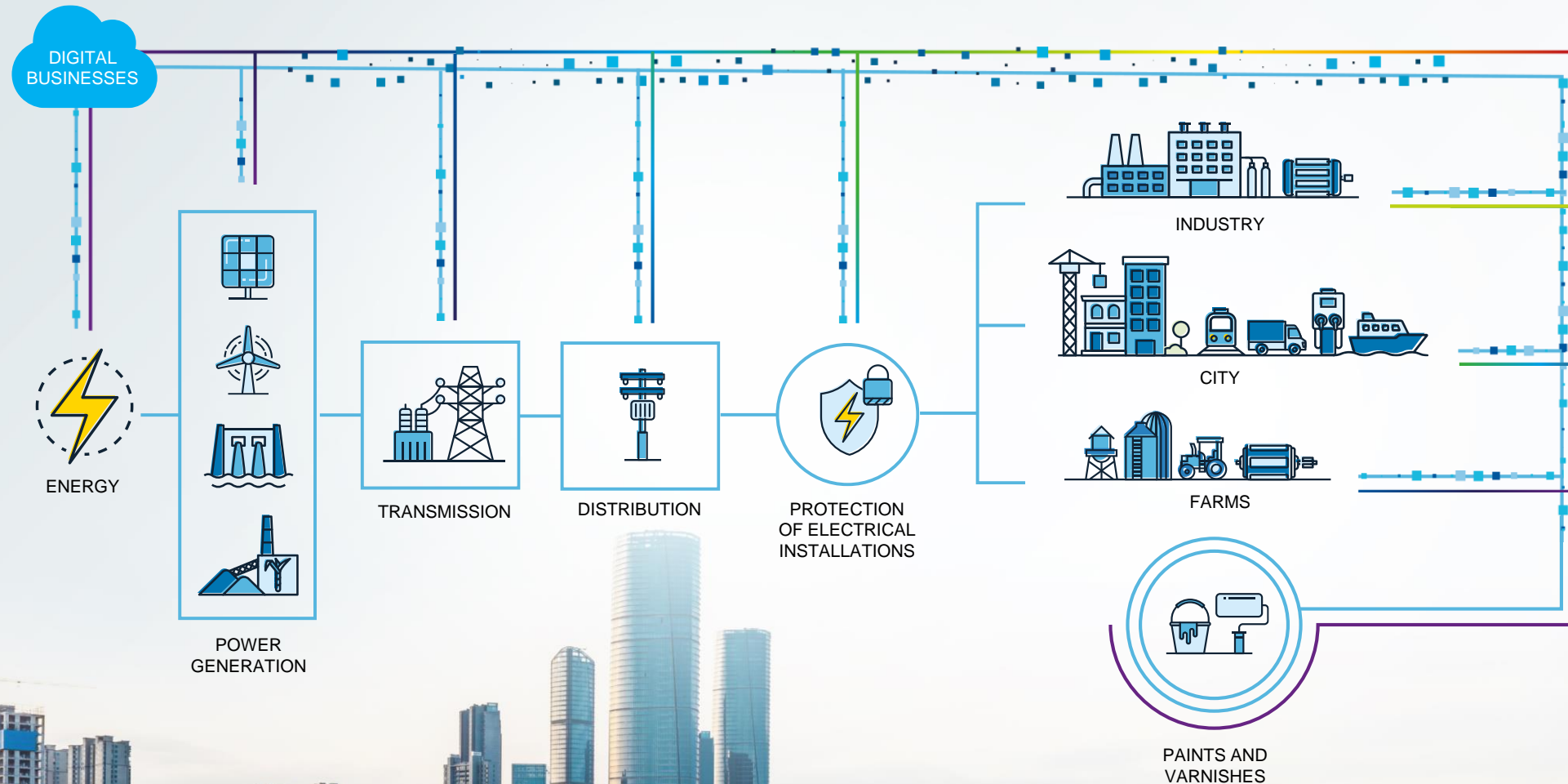
ISE B3

**2023** MSCI ESG Leaders  
Indexes Constituent

# End to End of the Wire



THE GLOBAL SOLUTION IN ELECTRIC MACHINES, AUTOMATION AND DIGITALIZATION FOR INDUSTRY, INFRASTRUCTURE, ELECTRIC MOBILITY AND ENERGY SYSTEMS





# Best way to invest



IN FAST GROWING GLOBAL ENERGY EFFICIENCY AND  
RENEWABLE ENERGY GENERATION BUSINESSES



One of the highest growth capital goods companies; number one or number two in all product lines in Latin America



Diversified product lines allows strong growth across different market cycles, segments and geographies



WEG Long Term Strategic Plan aims for continuous and sustainable growth through international and product line expansion

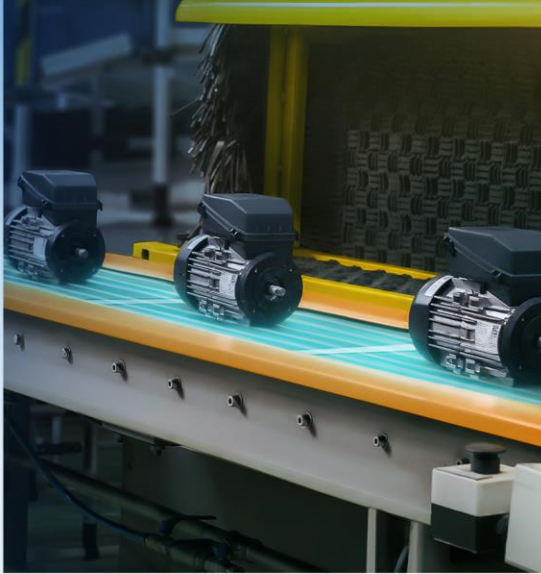


Unique business model based on vertical integration, production flexibility and technological innovation



A history of achieving CAGR of 18.0% over past 26 years through organic growth and accretive acquisitions

# MEGATRENDS



## Energy Efficiency

- Solutions that make electric motors, gearboxes and drives even more efficient.
- Energy Managing Systems which optimize operational processes.
- Higher productivity and better performance.

## Renewable Energies

- Solar power will become more representative in the power grid.
- Solar energy generation, along with wind generation, should grow significantly in the coming years.
- Energy storage will be crucial in the new phase of electrification, as well as systems with batteries, also the use of hydrogen should become more viable.

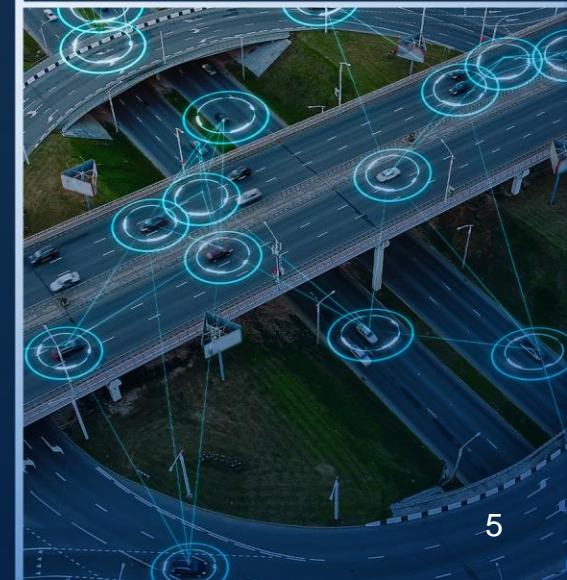


## Digital Solutions

- Increasingly automated industries and machines.
- Operational processes becoming increasingly digital.
- IoT, Big Data and AI will drive productivity.
- Growth of data centers and rise of new "communication network" technologies and solutions.

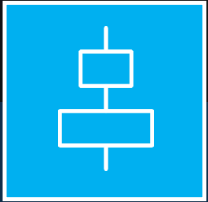
## Electrical Mobility

- Electrical Mobility global growth.
- Increase of infrastructure for battery charging.
- Expansion of the electric vehicles market.
- Powertrain solutions for the transport segment.



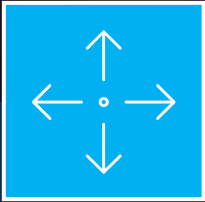
# Competitive ADVANTAGES

A UNIQUE BUSINESS MODEL  
CREATES IMPORTANT  
COMPETITIVE ADVANTAGES



## Vertical Integration

Production flexibility that reduces costs and optimizes processes



## Scale

Production scale allows for gains in competitiveness in the global market



## Mass Customization

We understand needs to meet objectives and thus develop customized solutions



## Diversification

A varied mix of solutions that meets market's requirements and consolidates our global presence



## Modular Expansion

Production system dedicated to maximizing return on capital and minimizing demand risks



## Financial Strength

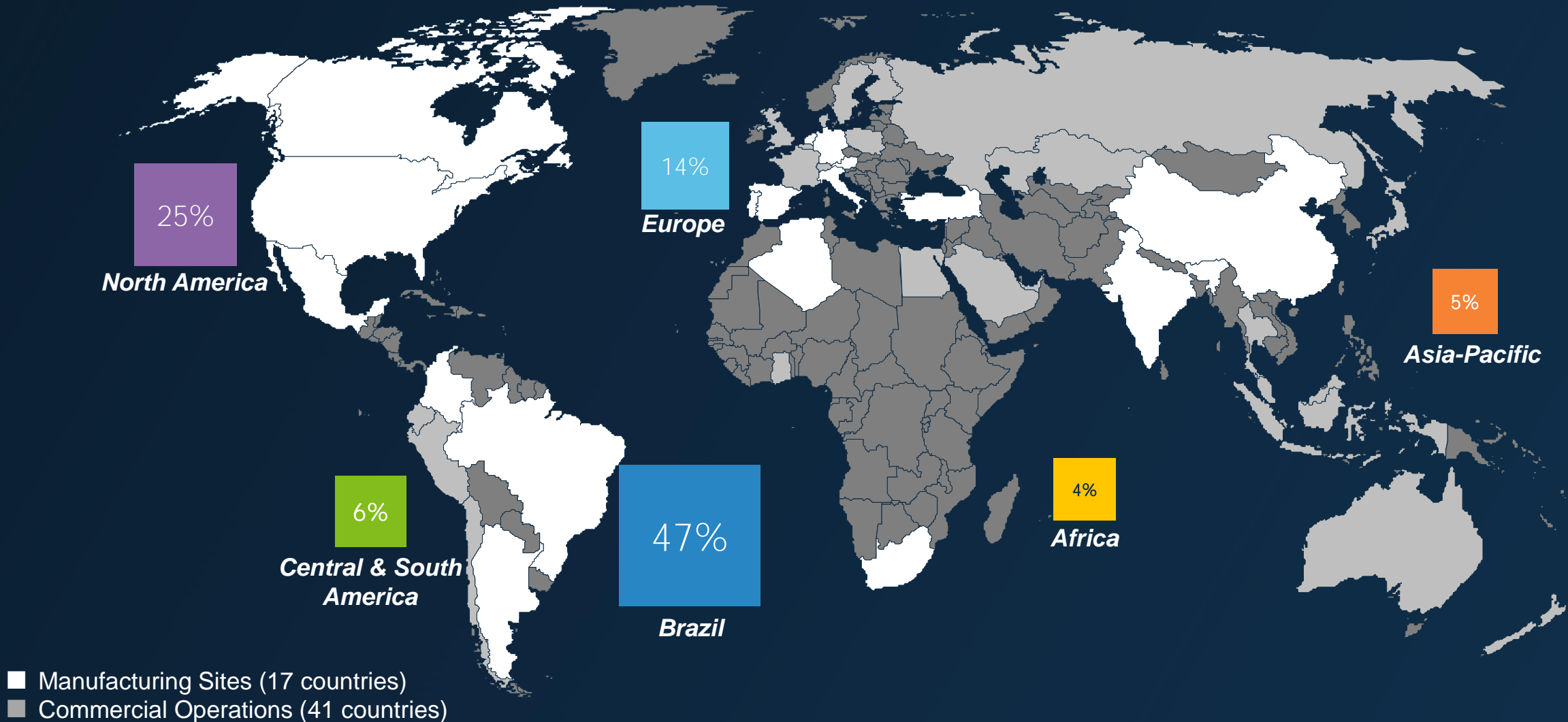
Allows WEG to pursue growth opportunities as they become available. These opportunities range from raw materials procurement at attractive conditions to acquisitions of new business



# Revenue Profile 2023



DISTRIBUTION OF NET REVENUE ACCORDING TO GEOGRAPHIC DISTRIBUTION






















# Strategic Positioning

A COMPLETE RANGE OF ELECTRIC PRODUCTS AND SYSTEMS WITH AN INTEGRATED ONE-STOP SOLUTION

## Industrial Electro-Electronic Equipment

## Energy Generation, Transmission and Distribution (GTD)

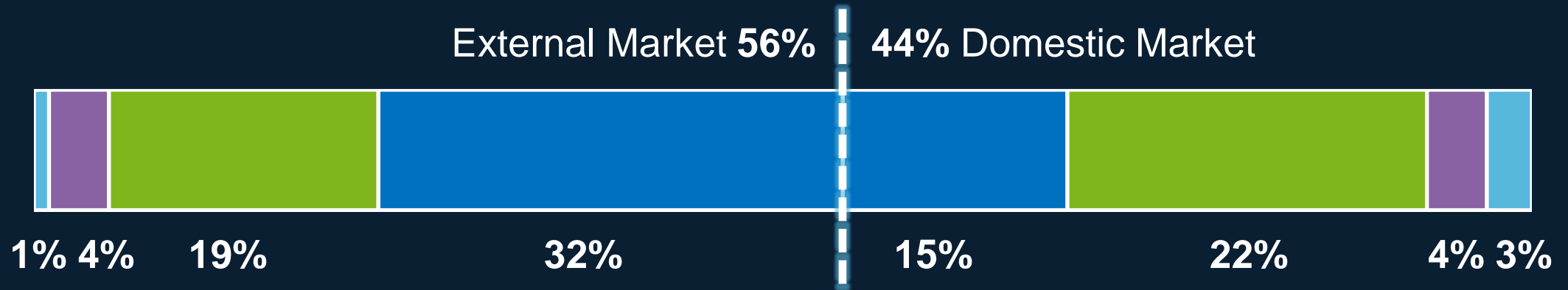
## Commercial & Appliance Motors

																	
	Industrial LV	Industrial HV	Gear Boxes	Drives	Controls	Panels	Alternators	Thermal	Small Hydro	Wind	Solar	Power Transformer	Dry Transformer	Distribution Transformer	Substations	Fractional	Appliance
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
SIEMENS	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
ABB	✓	✓	✓	✓	✓	✓	✓	✓	✓							✓	
Schneider Electric				✓	✓	✓						✓	✓	✓			
Regal Rexnord	✓	✓	✓	✓			✓									✓	✓
Nidec	✓	✓		✓	✓	✓										✓	✓



DIVERSIFIED PRODUCT LINE ALLOWS FOR STRONG GROWTH  
ACROSS DIFFERENT MARKET CYCLES

Revenue Breakdown Year to Date:

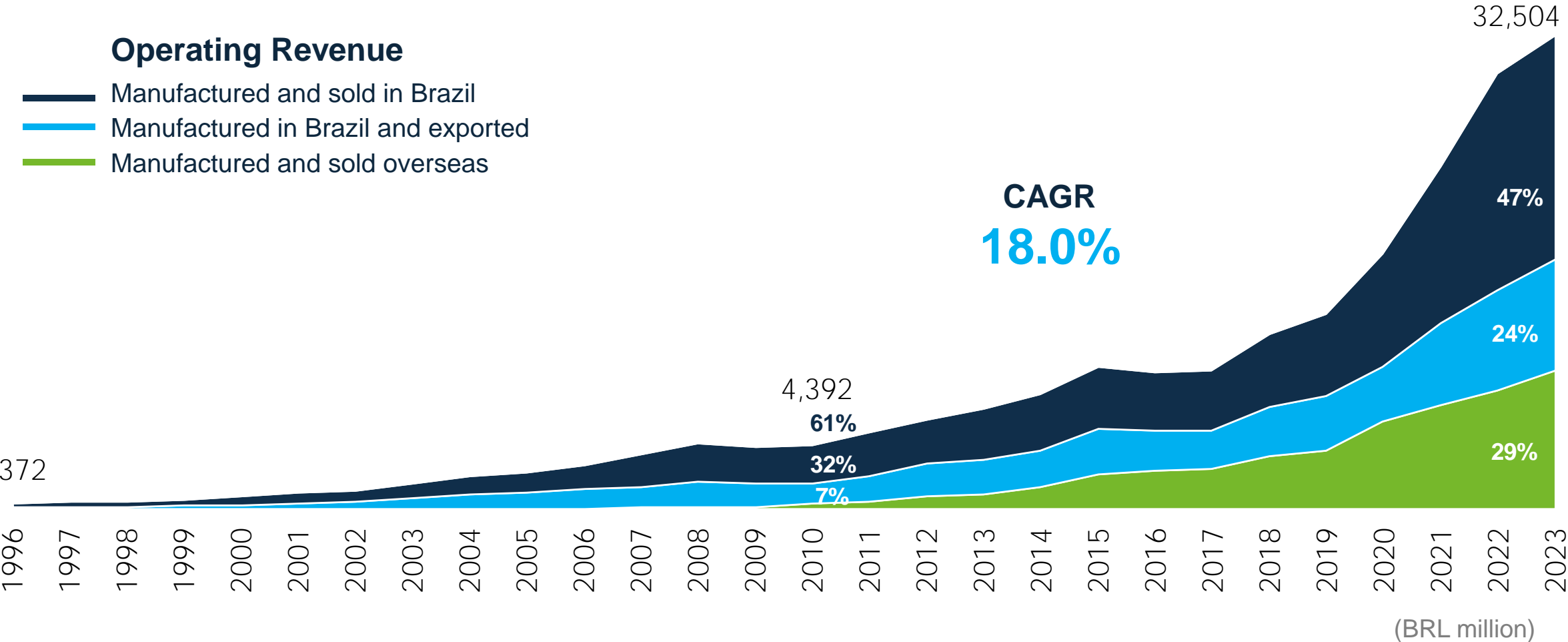


	Δ% 9M24 / 9M23		
	Domestic Market	External Market	Total Net Revenue
Industrial Electro-Electronic Equipment (EEI)	+7%	+17%	+13%
Energy Generation, Transmission and Distribution (GTD)	+2%	+36%	+16%
Commercial and Appliance Motors (MCA)	+31%	-9%	+6%
Paints and Varnishes (T&V)	+6%	+3%	+5%

# Solid Growth Track Record



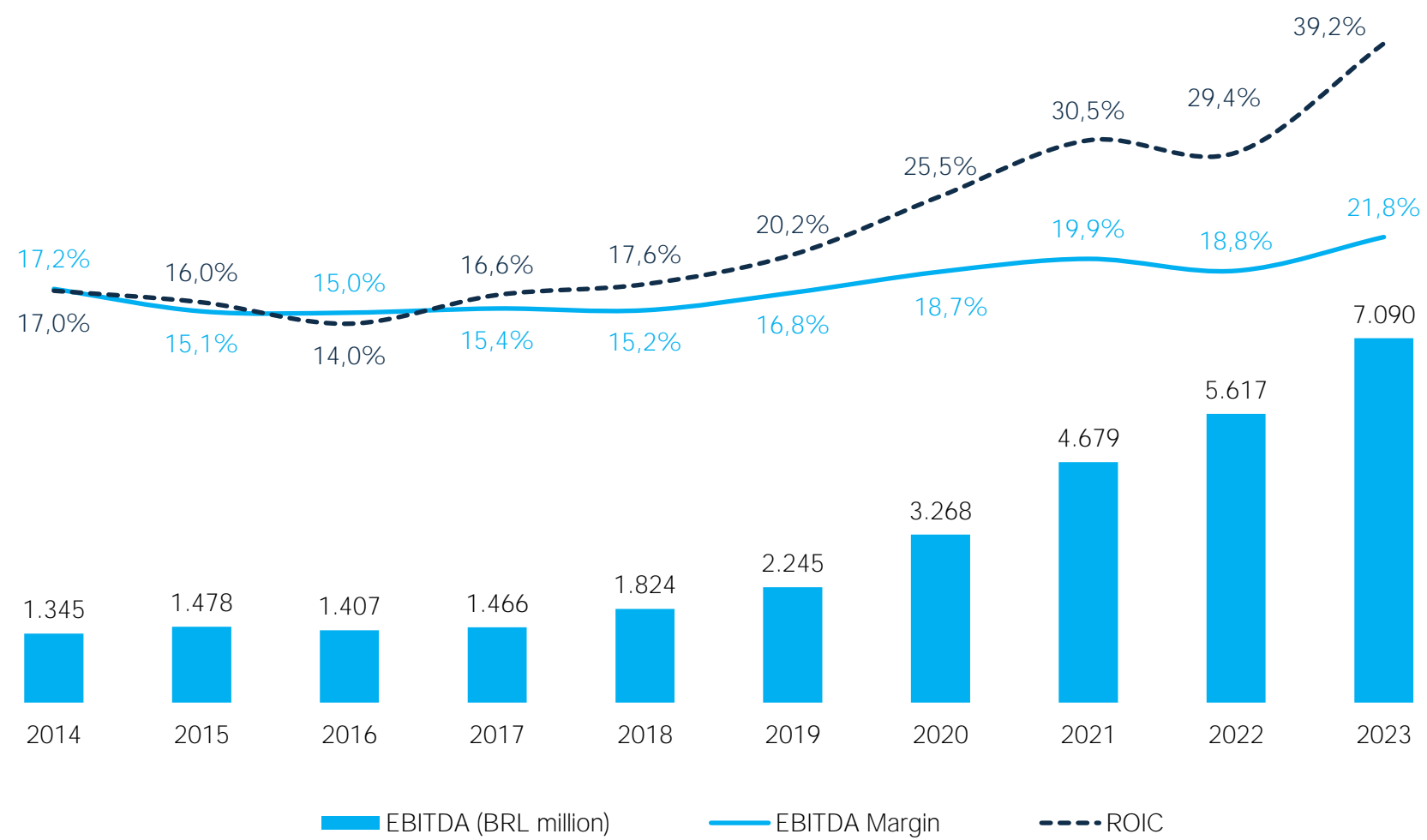
BUSINESS MODEL ALLOWS TO FIND AND EXPLORE GROWTH OPPORTUNITIES  
EVEN UNDER UNFAVORABLE MACROECONOMIC CONDITIONS



# Strong Margin and Disciplined Capital Allocation



RESULTING IN A ABOVE AVERAGE ROIC AND EBITDA MARGIN





# Margin Dynamics



MARGINS ARE THE RESULT OF PRODUCT MIX AND PRODUCT PRICING CONDITIONS,  
AND TEND TO TRACK GLOBAL ECONOMIC CYCLE



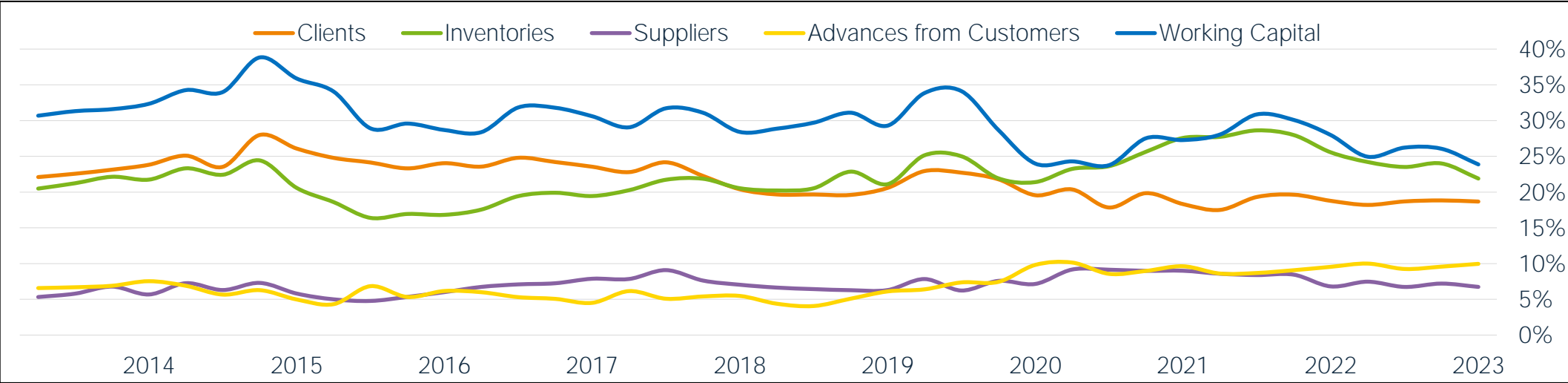
## CLEAR VIEW ON ATTRACTIVENESS OF OPPORTUNITIES AND STRATEGIC FIT

The image displays a collection of logos for various companies, many of which are associated with the WEG Group. The logos are arranged in a grid-like fashion, with some logos featuring an asterisk in a blue circle, indicating a specific status or achievement. The logos include:

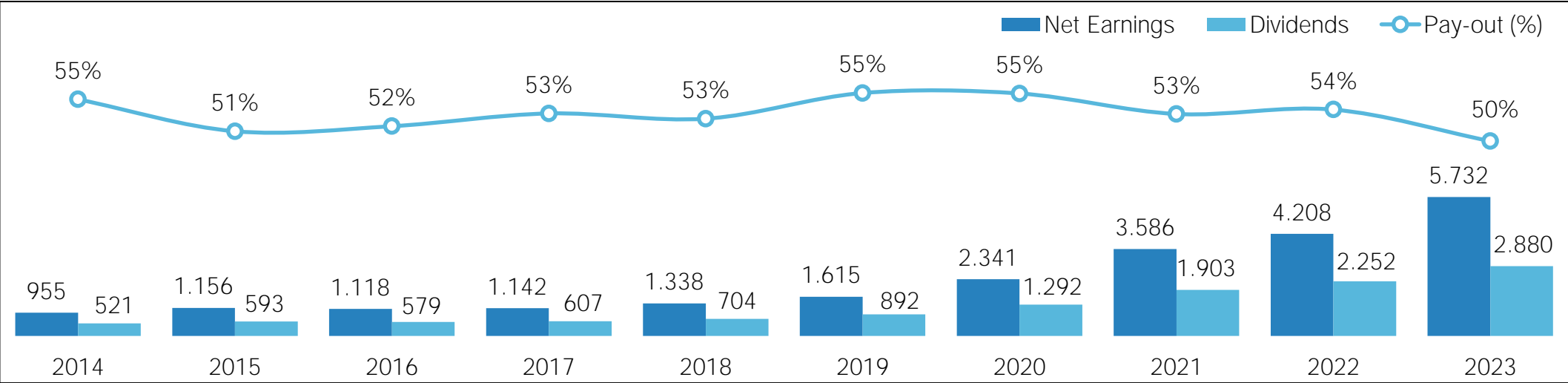
- ZEST** (WEG Group, 2010)
- marathon** (2023)
- rotor** (2023)
- cemp** (2023)
- VOLTRON** (WEG Group, 2010)
- BLUFFTON** (MOTOR WORKS, WEG Group, 2016)
- MACHINE MASTER** (WEG Group)
- ECOVI** (WEG Group)
- GEFRA** (Motion Control, 2022)
- GEFRA** (2022)
- TGM** (Grupo WEG, 2016)
- AKH** (Antriebs Technik KATT-Hessen, WEG Group, 2014)
- efaced** (2014)
- SUNTEC** (Grupo WEG, 2015)
- TSS** (2015)
- HAWKER SIDDELEY** (SOUTH WALES ELECTRIC, 2013)
- GEREMIA** (WEG-CESTARI REDUCTORES, 2019)
- PAUMAR** (Grupo WEG, 2012)
- Pulverlux** (Grupo WEG, 2011)
- ftc energy** (WEG Group, 2014)
- INJETEL** (2012)
- Inshutech** (Sensores Eletrônicos, 2010)
- EquisulGPL** (2010)
- E-M** (WEG Group, 2011)
- V2COM** (WEG Group, 2019)
- PPI-Multitask** (Grupo WEG, 2019)
- watt drive** (WEG Group, 2011)
- CESTARI** (REDUCTORES, 2011)
- Northern POWER SYSTEMS** (ESS, 2019)
- Northern POWER SYSTEMS** (Wind Turbines, 2016)
- MVISIA** (WEG Group, 2020)

# Use of Cash

Working Capital (% of Net Revenue)



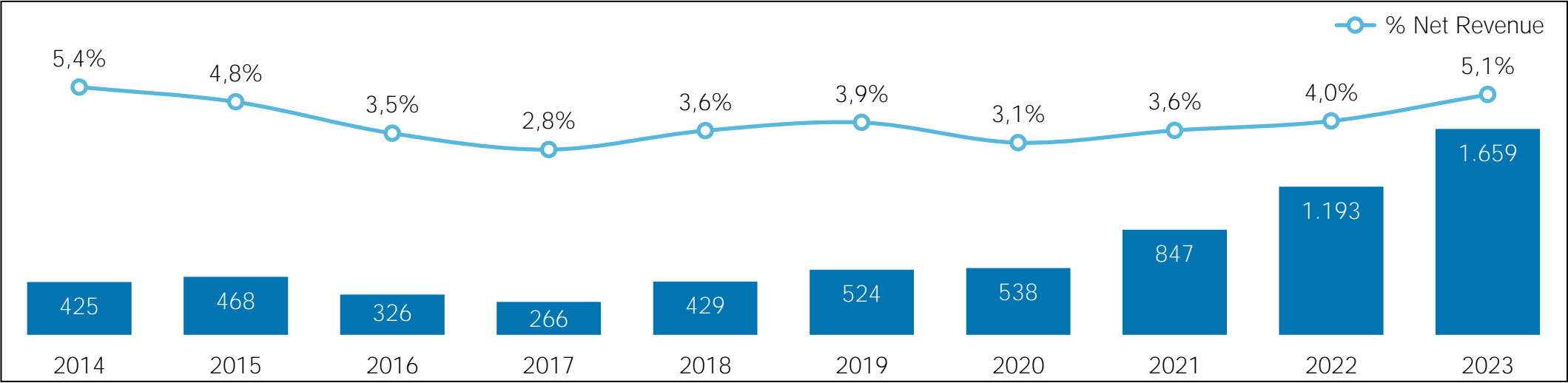
Net Earnings and Dividends (BRL million)



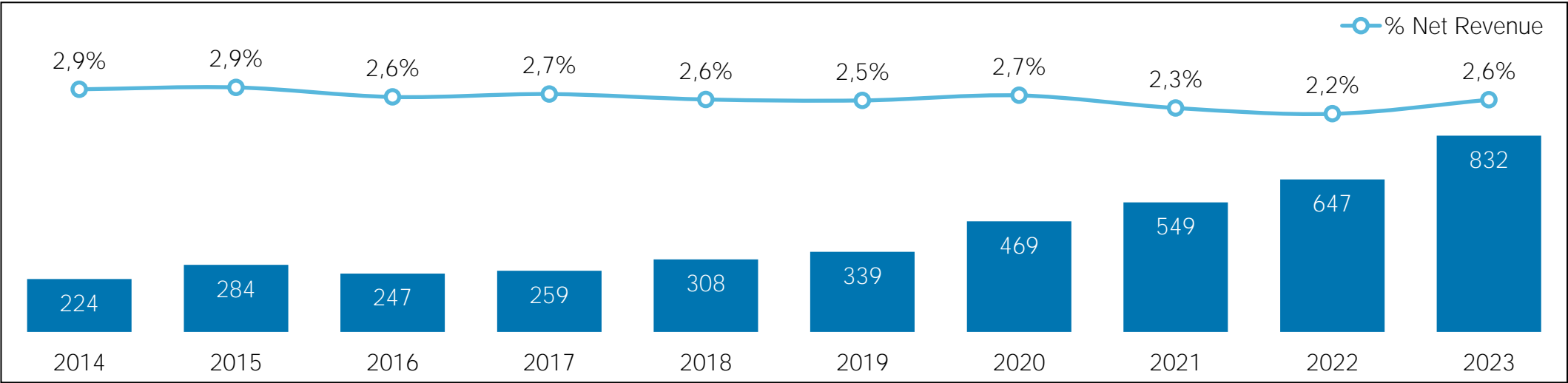


# Use of Cash

CAPEX (BRL million)



Research & Development (BRL million)

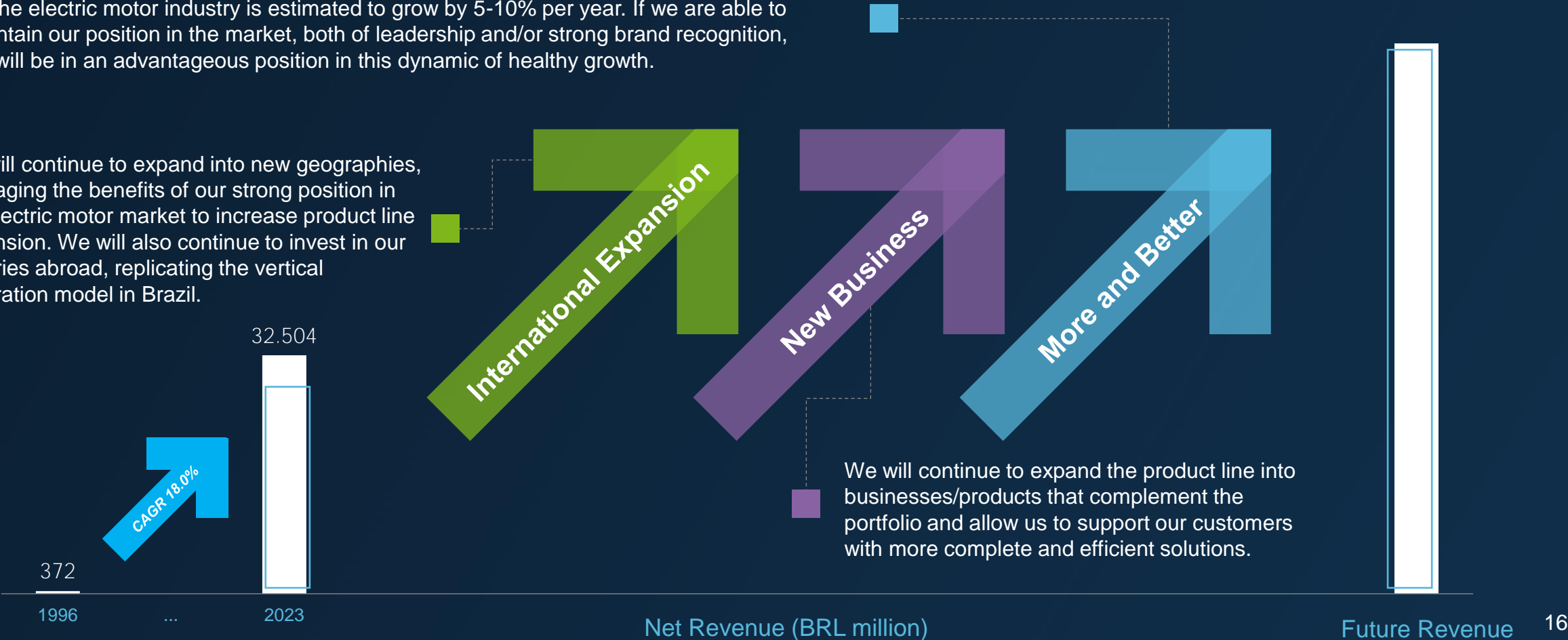


# WEG Long Term Strategic Plan

CORPORATE ASPIRATION OF CONTINUOUS AND SUSTAINABLE GROWTH, AIMING FOR HISTORICAL GROWTH RATES WITH A DISCIPLINED APPROACH TO ORGANIC AND NON ORGANIC EXPANSION

Our products/markets enjoy a strong organic growth trend. For example, the global market for the electric motor industry is estimated to grow by 5-10% per year. If we are able to maintain our position in the market, both of leadership and/or strong brand recognition, we will be in an advantageous position in this dynamic of healthy growth.

We will continue to expand into new geographies, leveraging the benefits of our strong position in the electric motor market to increase product line expansion. We will also continue to invest in our factories abroad, replicating the vertical integration model in Brazil.



# Shareholding Structure





# Capital Markets Information



<b>Issuer</b>	<ul style="list-style-type: none"><li>WEG S.A.</li></ul>
<b>Ticker</b>	<ul style="list-style-type: none"><li>WEGE3 (B3) / WEGZY (OTC – ADR Level 1)</li></ul>
<b>Listing Segment</b>	<ul style="list-style-type: none"><li>Novo Mercado (since 2007)</li></ul>
<b>Number of Shares</b> 2024-09-30	<ul style="list-style-type: none"><li>Issued: 4,197,317,998</li><li>In treasury: 1,807,626</li><li>Ex-treasury: 4,195,510,372</li></ul>
<b>Share Price</b>	<ul style="list-style-type: none"><li>On 2023-09-30 : BRL 35.61</li><li>On 2024-09-30 : BRL 54.39</li></ul>
<b>Market Value</b>	<ul style="list-style-type: none"><li>On 2023-09-30 : BRL 149.5 billion</li><li>On 2024-09-30 : BRL 228.3 billion</li></ul>
<b>Liquidity</b> (average daily volume)	<ul style="list-style-type: none"><li>In 2023: BRL 264.8 million / day</li><li>In 2024: BRL 273.6 million / day</li></ul>
<b>Composition of Free Float</b> 2024-09-30	<ul style="list-style-type: none"><li>54% - Foreign institutions</li><li>6% - Brazilian institutions</li><li>40% - Others (individuals, etc)</li></ul>

# Contacts – Investor Relations




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Finance Director and  
Investor Relations Officer



**Felipe Scopel Hoffmann**  
Investor Relations Manager



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For more information, visit our results center:  
<https://ri.weg.net/en/financial-information/results-center>