

WEGDAY

2026

STRATEGIC
UPDATE

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CEO

Global Scenario

Challenges

in the short term...

- ? Geopolitical uncertainties
- \$ Exchange rate volatility
- ⬆️ Supply chain uncertainties

... Opportunities

in the long run

- Sustainability
- Energy transition
- Artificial intelligence

Strategic Drivers

Growing requires more than ambition, it requires execution

1 International Growth

2 People & Leadership

3 Technology

4 Speed of Execution

5 Competitiveness

6 Global Presence and Brand

Global Industrial Presence



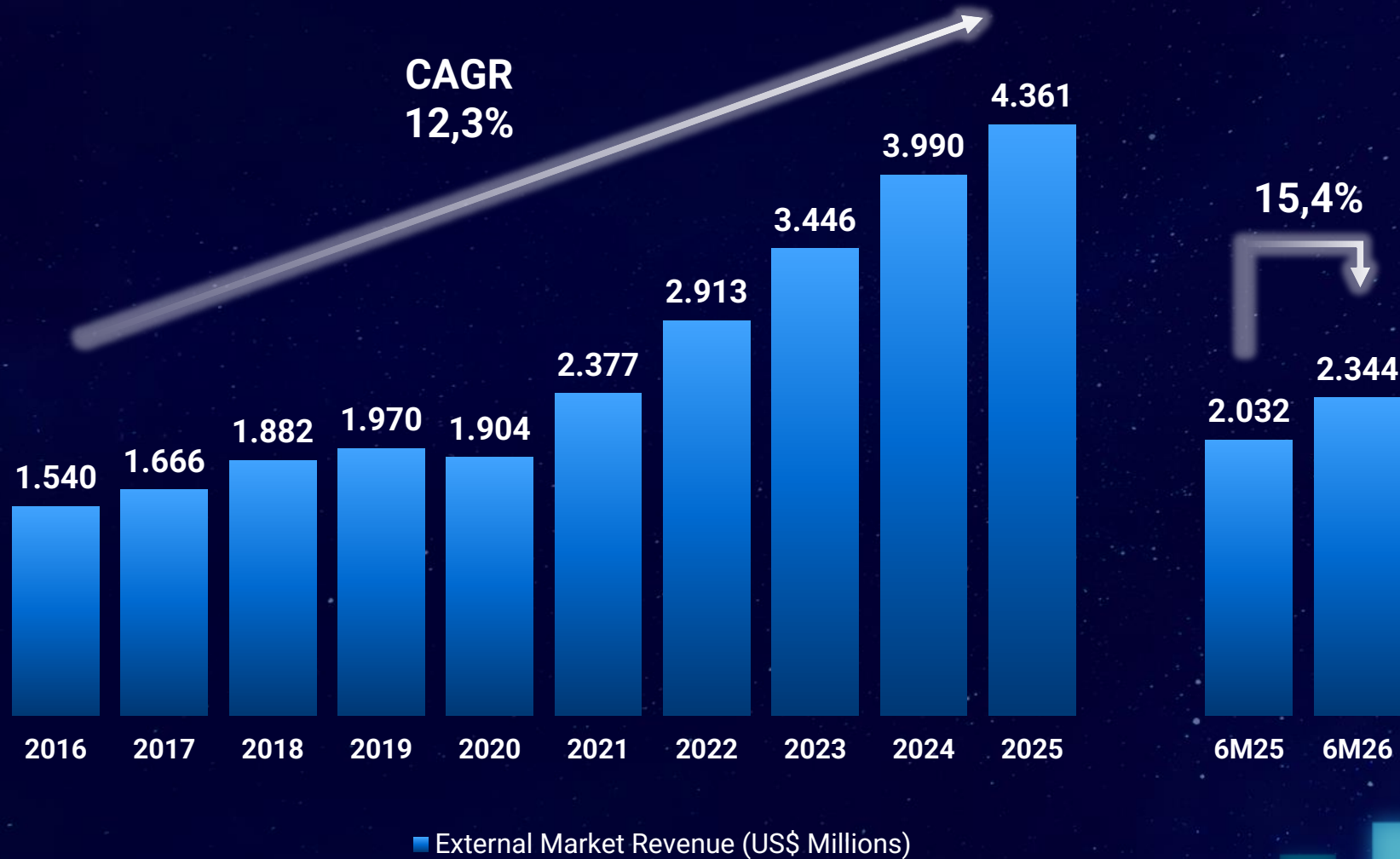
69 manufacturing sites in **18** countries



Commercial operations and technical support in **44** countries

Growth in the External Market

Revenue ~3x higher in 10 years



Strategy in Mature Business



**Growth
Abroad**



**Sales
Synergy**



**CAPEX
Expansion and
Execution**

Strategy in New Business and Solutions



BESS



**Maintenance and
Services**



Grid Stability



**Electric Mobility
and Charging
Infrastructure**



Data Center

Creation of Technology VP

Convergence: Integrating products and technologies across business units

Global Coordination: Connecting and directing Development Centers

Unification of Digital Platforms and products enabled with WEG Digital Inside

Accelerating AI in products

Global Technology Footprint

More than **1,000**
specialist talents

■ Engineering Hubs

■ Advanced R&D

● Advanced Outposts



More than **30** partnerships with universities and R&D institutes

MIT (USA), Fraunhofer (Germany), Hannover Uni. (Germany), Wuppertal Uni. (Germany), CNPEM (Brazil), USP (Brazil), UFSC (Brazil), UFRJ (Brazil), Unicamp (Brazil), Southeast Uni. (China), Shanghai Jiao Tong Uni. (China), Uni. do Porto (Portugal), NUS (Singapore)



People and Leadership

International Management Meeting 2026



People and leadership

Succession Plan

Successor to Carlos Diether Prinz, 41 years at WEG, as Vice President of Transmission and Distribution starting 2027

With 22 years at WEG, he has held management positions in the operations of Blumenau, Gravataí and Mexico

Currently Executive Director of the Transmission and Distribution operation in Mexico

Vice Presidency will be based in Mexico



**Sérgio
Augusto
Scarpinelli**

Sustainability

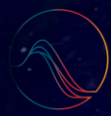
Sustainable products and solutions
71.0% of revenue in 2025

International recognition



2030

2050



Approved targets

Science Based Targets initiative (SBTi)

Reduce GHG emissions
Scope 1 and 2 in **52%**

Reduce GHG emissions
Scope 3 at **60%**
by value added

Net Zero

Scope 1 and 2

In 2025:

Reduction of **31.9%** in absolute **Scope 1 and 2 emissions**, based on 2021

Reduction of **53.9%** reduction in **Scope 3 value-added emissions**, based on 2021

KEY MESSAGES

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- **Customer** at the center of the strategy, global presence with local service
- Expansion in the **international market** is the driver of growth
- Major **capacity increase** projects near completion
- Portfolio and geography **diversification** as risk mitigation



***People motivated by an
idea are the foundation
of success.***

Eggon João da Silva