

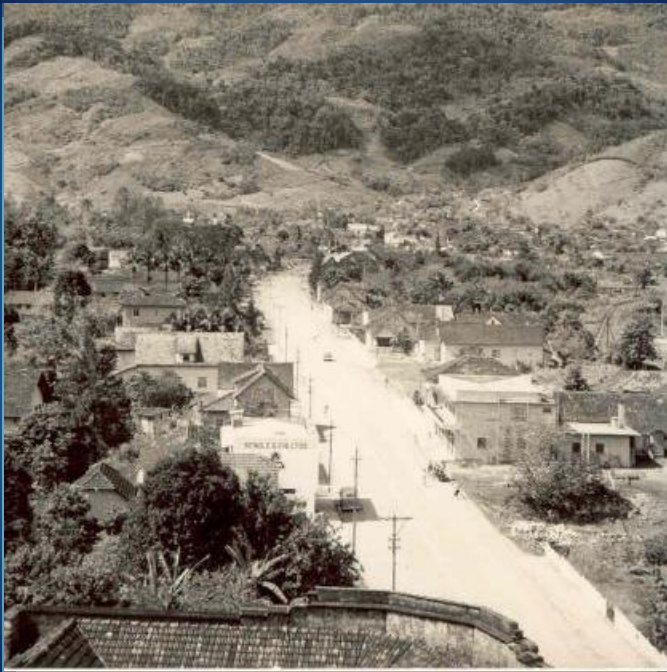
WEGDAY

2026

**History
and Culture**

Décio da Silva
Chairman of the Board of Directors

Where it all began



In a predominantly rural town...



... a group of visionary men decided to start a business...



... and so, an electric motor factory was born!

**Different backgrounds and
technical skill sets**
*THE THREE COMPLEMENTED
ONE ANOTHER*

**Three equal partners
from day one**
*EQUAL DECISION-MAKING
POWER FROM THE OUTSET*

**This shaped WEG's
management model to this day**
PARTICIPATIVE MANAGEMENT

Eggon
THE ADMINISTRATOR
The Man of Relationships

Werner
THE SCIENTIST
Head of Engineering

Geraldo
THE MECHANIC
Head of the Factory





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

Eggon João da Silva

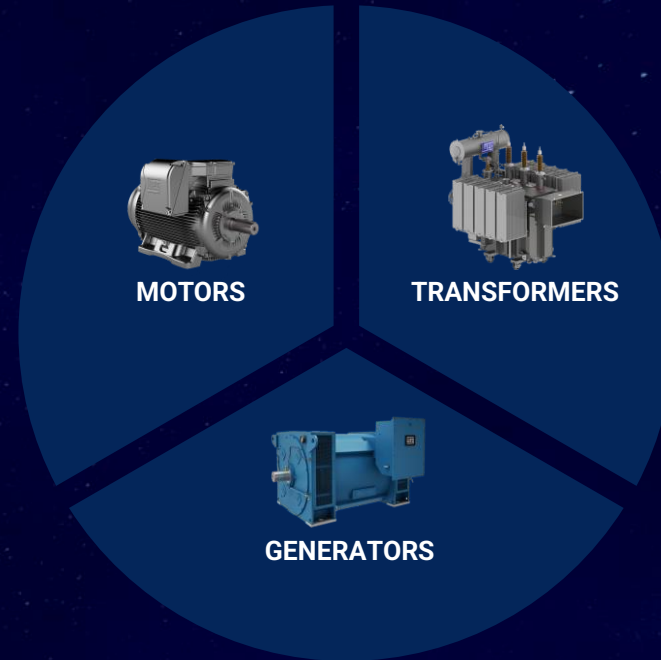
Mission

**Continuous and sustainable
growth while maintaining
simplicity**

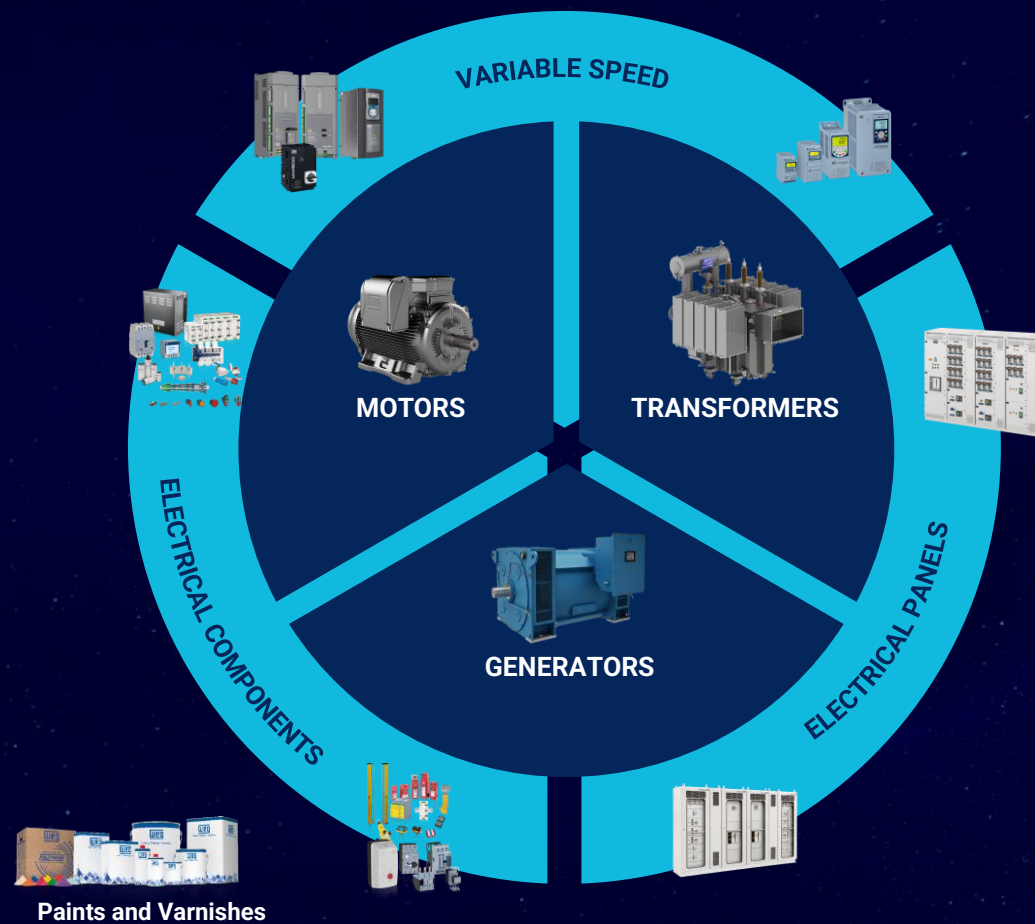


So, as a large company,
**how do we act and think
quickly like a startup?**

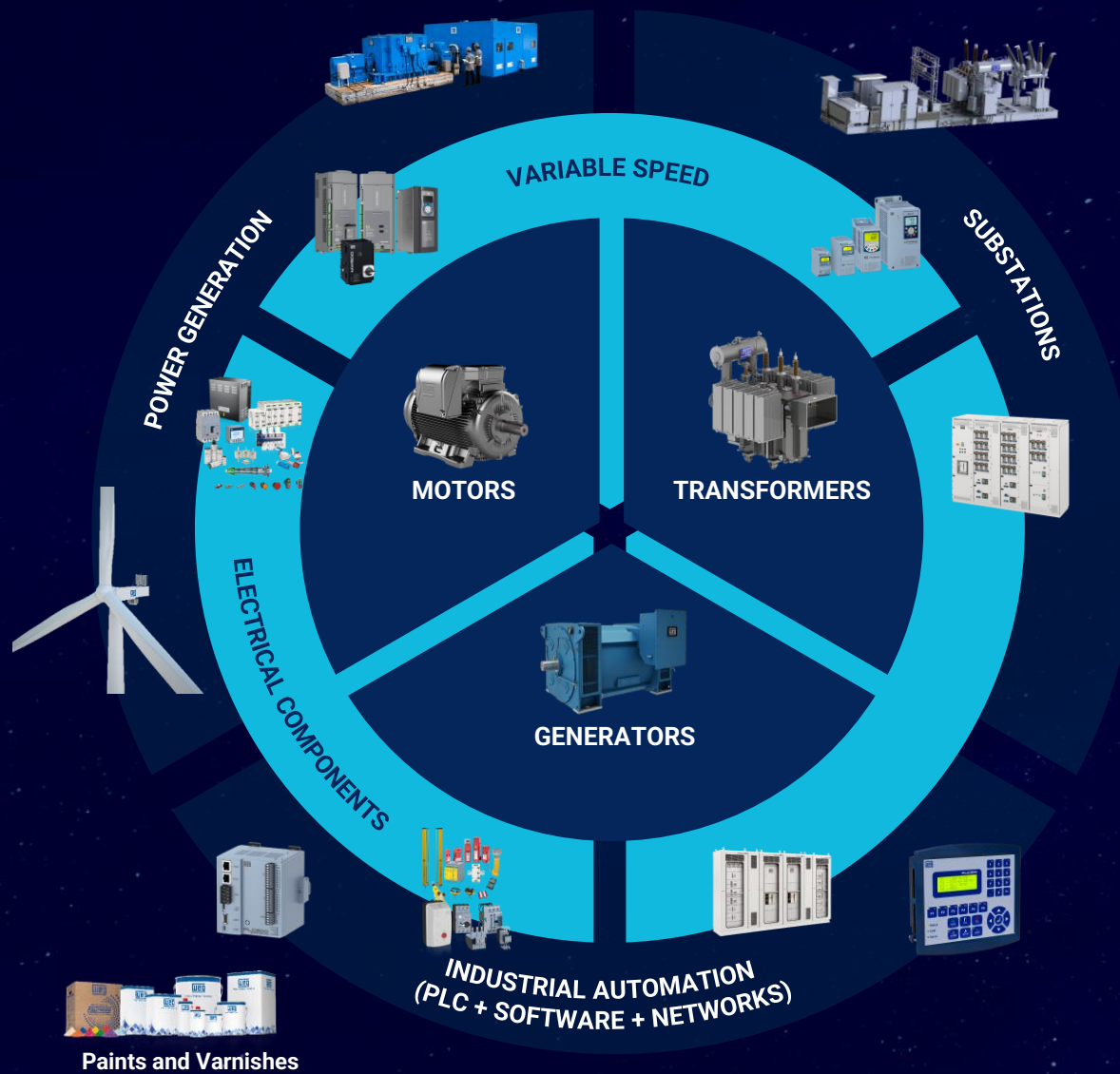
ELECTRIC MACHINES



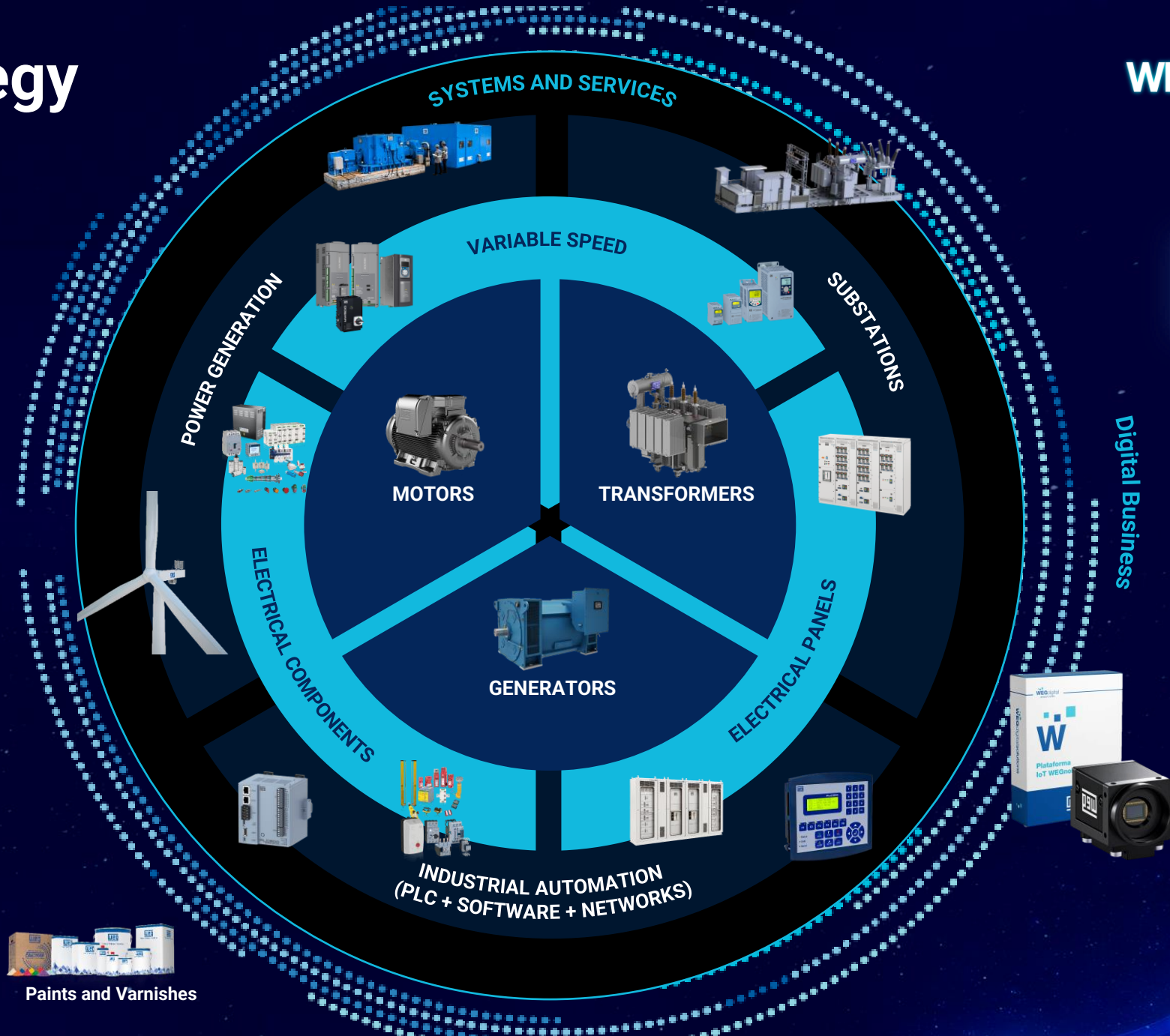
Portfolio Strategy



Portfolio Strategy



Portfolio Strategy



Digital Business



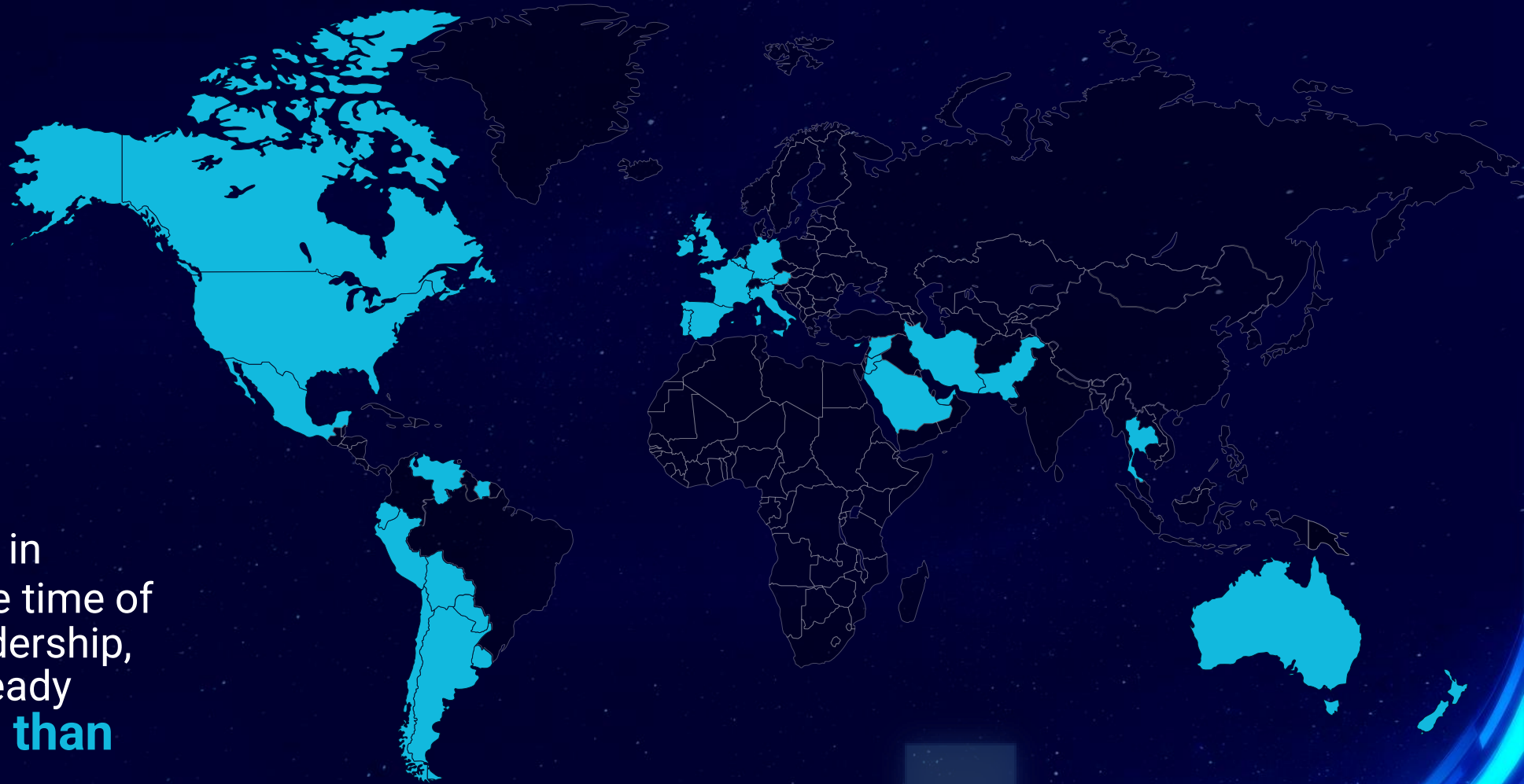
Paints and Varnishes

Global Presence

1st

PHASE

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WEG began exporting in the **1970s** and by the time of its first change in leadership, the company was already **exporting to more than 50 countries**

Global Presence

2nd

PHASE

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And in the **1990s** we began making moves toward...

1991 USA

1992 Belgium

1994 Japan | Argentina

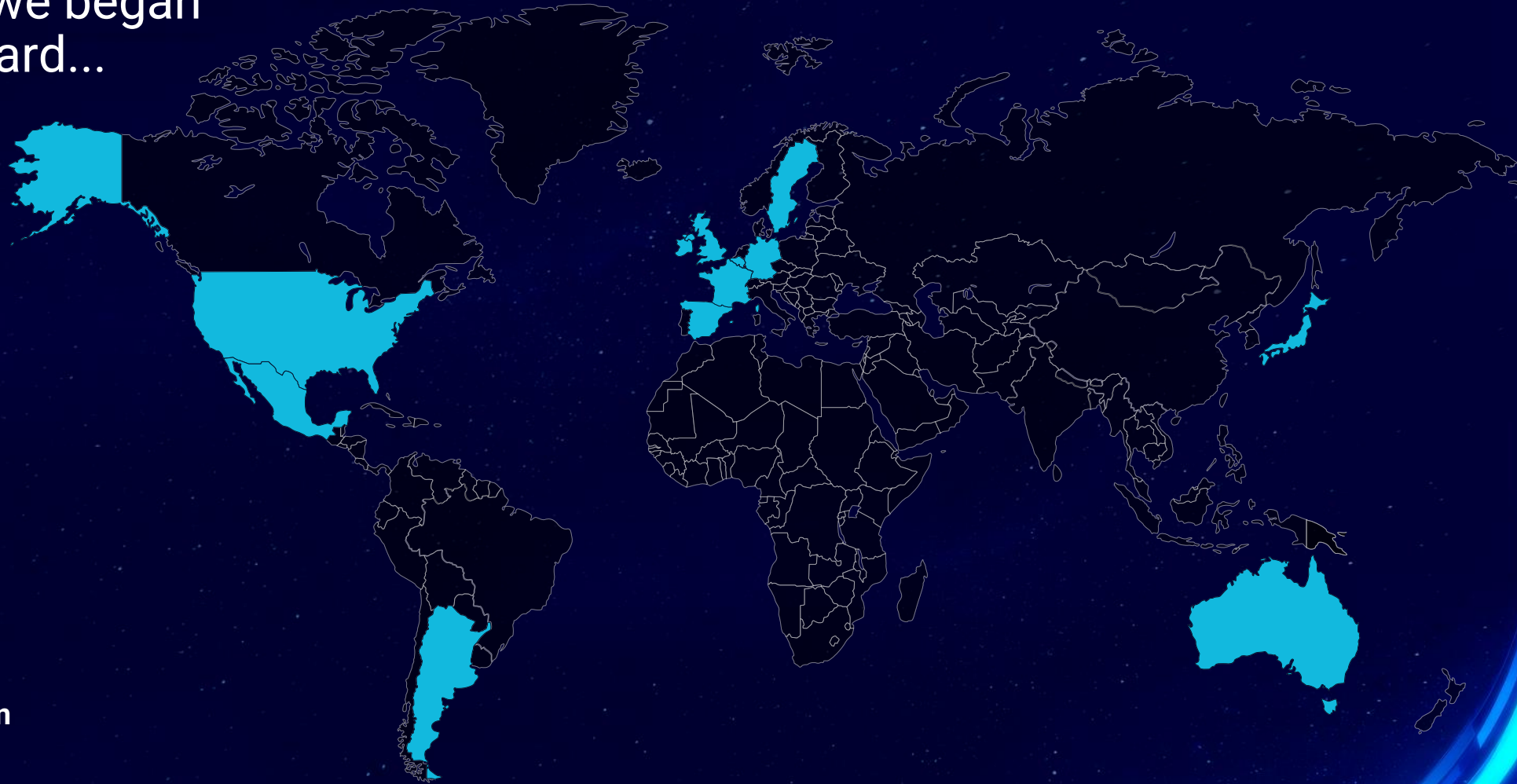
1995 Germany | Australia

1997 United Kingdom

1998 Spain | France | Sweden

1999 Mexico

...**international expansion** opening our first international operations



Global Presence

3rd

STAGE

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- 2000 Argentina | Mexico
- 2001 Italy | Venezuela
- 2002 Portugal | Netherlands
- 2003 Colombia | Chile
- 2004 India | China
- 2005 Mexico | Singapore
- 2006 Mexico
- 2007 USA
- 2008 Middle East | Russia



At the beginning of the **new millennium**,
we expanded our presence abroad
opening new manufacturing facilities
and commercial operations

M&A Strategy

MARKET ACCESS



TECHNOLOGY

Global Presence



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69 manufacturing sites in **18** countries,
with commercial operations and
technical support in **44** countries, and
distributors in **more than 120 countries**

WEG Management Culture



Long-term Vision



Customer Focus



People Development



Participative Management



Operational Efficiency / Productivity



Efficient Capital Allocation



ESG



Health and Safety



Principles and Ethics



Long-term Vision

People

Today, we have more than **2,600** leaders worldwide

We will create **500** new leadership positions by 2030

Operations



Markets





Customer Focus

All our executives, directly or indirectly, **ARE DRIVEN BY SALES**

Executive Board



Alberto Kuba
CEO



**Rafael
Torrezan**

Coatings Managing
Director



**André
Rodrigues**

CFO



**Juliano
Vargas**

Vice President
of Human
Resources



**Anderson
Fernandes**

Vice President
of the International
Division



**Daniel
Godinho**

Vice President
of Sustainability
and Institutional
Relations



**Rodrigo
Fumo**

Vice President
of the Industrial
Electric Motors
division



**Júlio
Ramires**

Vice President
of the Commercial
and Appliance
Motors division



**João
Paulo**

Vice President
of Energy



**Manfred
Johann**

Vice President
of Automation
and Systems



**Carlos
Grillo**

Vice President
of Technology



**Carlos
Prinz**

Vice President
of Transmission
and Distribution



People Development

In 1968, CentroWEG was founded.

*AN OPPORTUNITY FOR THE
COMMUNITY TO LEARN AND A WAY FOR
WEG TO DEVELOP ITS WORKFORCE*

Growth opportunities for internal talent.

*FROM DAY ONE, INTERNAL TALENT IS ENCOURAGED TO
REACH EVEN GREATER HEIGHTS*

**2,651 CentroWEG alumni still
work at the Company**

DIMENSIONAMENTO POR LINHAS BASICAS
OU LINHAS DE REFERENCIA

linha básica (A)





People Development

Three of our four CEOs **ARE INTERNAL TALENT**



Décio 1989 - 2008

Member of CentroWEG's
first class

Spent 10 years in various roles
before becoming CEO



Harry 2008 - 2024

Joined WEG as an
engineering intern

Spent the next 25 years gaining
experience in various
management roles before
becoming CEO



Kuba 2024 >>

Joined WEG as an
engineering intern

Gained more than 20 years of
experience in management roles
in Brazil and China before
becoming CEO



Participative Management

Collaboration through **multidisciplinary committees** and working groups strengthens management and drives continuous improvement

Active involvement of people in improving processes and results



Operational Efficiency / Productivity

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Automation



Modernization



Artificial Intelligence





Efficient Capital Allocation



Strategy aligned investments



Financial discipline



Consistent ROIC



ESG

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ESG practices **at WEG since its founding** and
are consolidated in our culture



Health and Safety

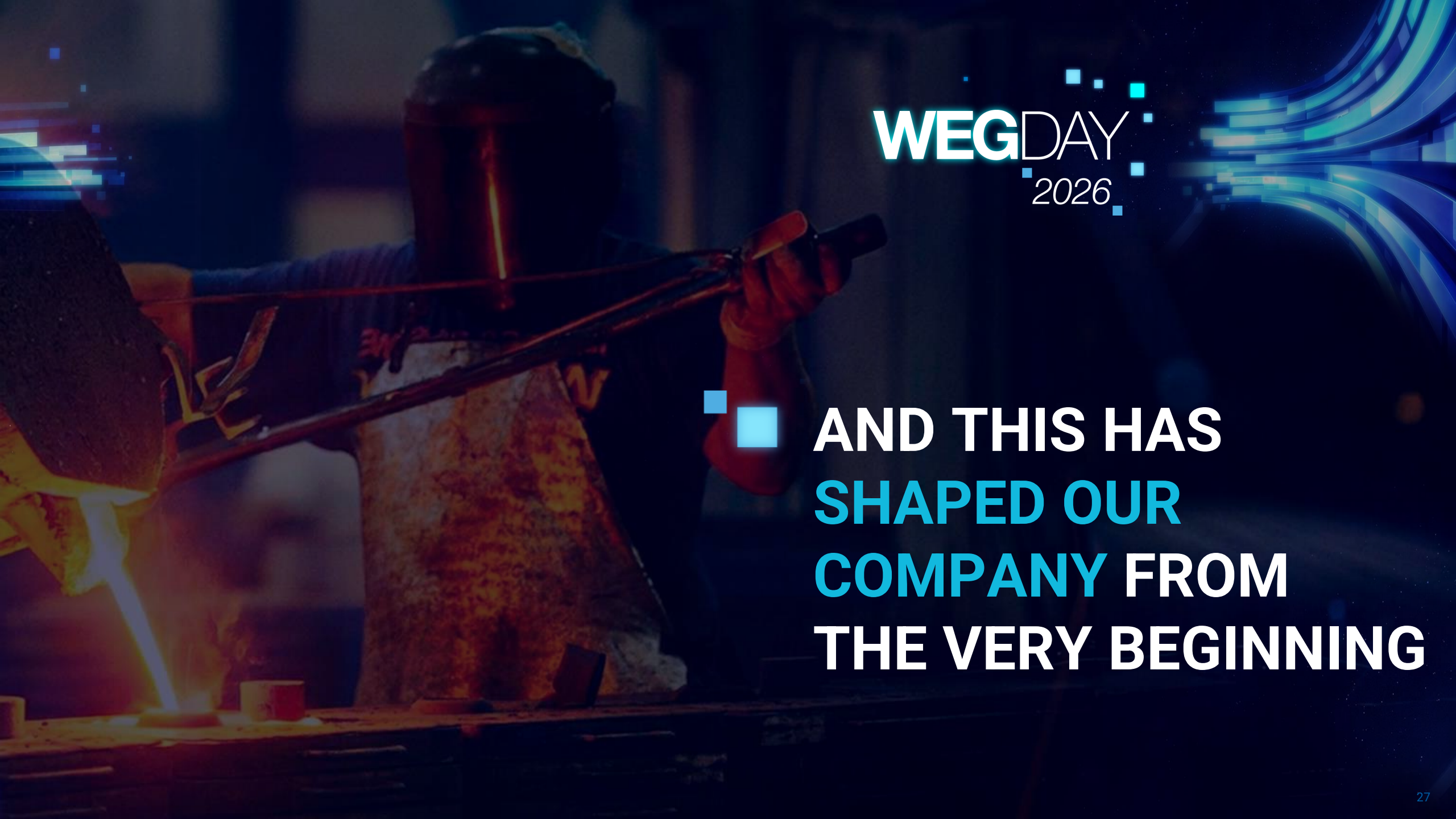
A **constantly evolving culture** that contributes to a safer and healthier workplace



Principles and Ethics



Our **principles** and **ethics** are more than just values,
they are **non-negotiable** commitments



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■ ■ **AND THIS HAS
SHAPED OUR
COMPANY FROM
THE VERY BEGINNING**