

CPFL Energia 113 years

The future has the
energy of our history

Corporate Structure



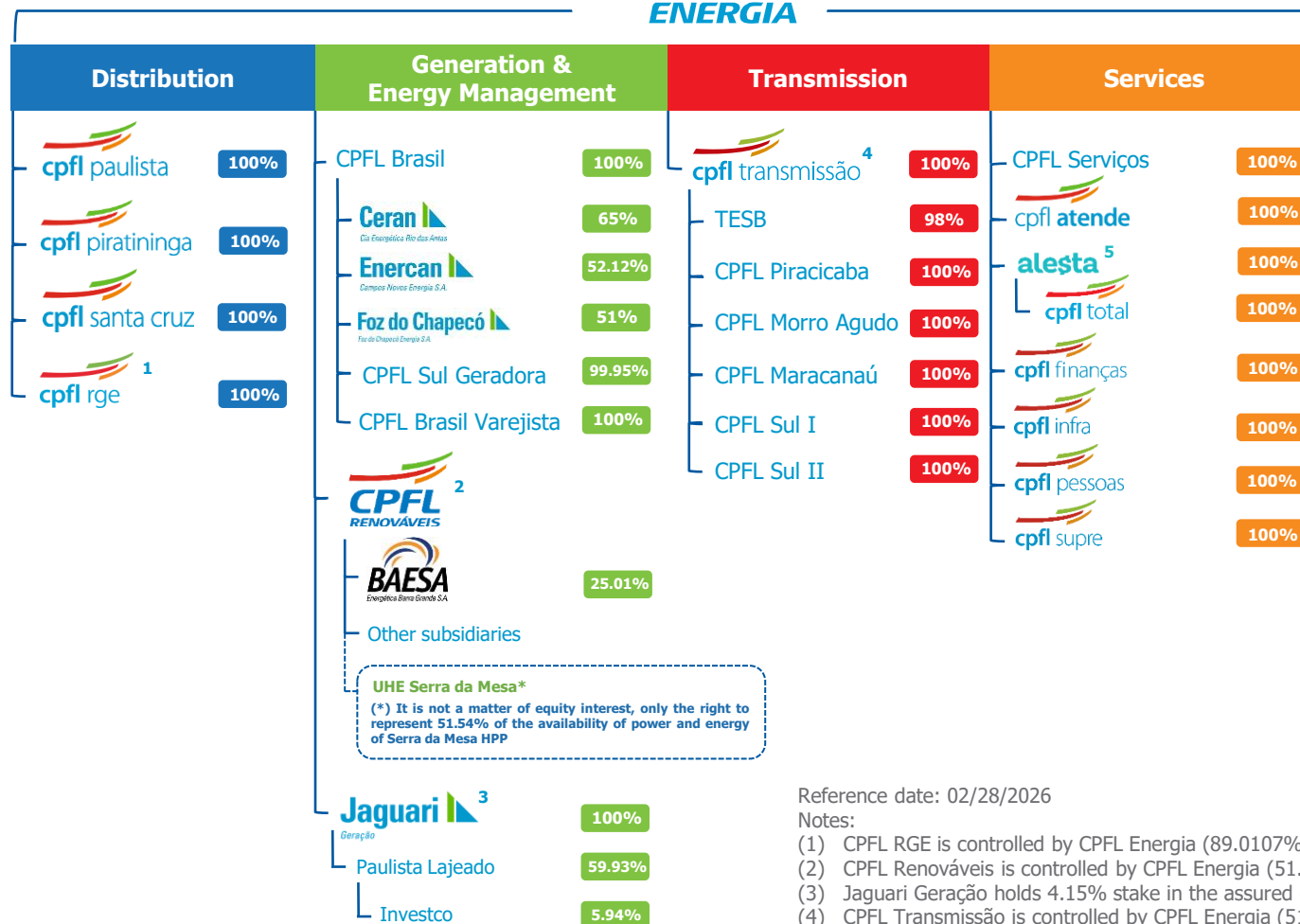
国家电网
STATE GRID

83.71%



Free Float

16.29%



Reference date: 02/28/2026

Notes:

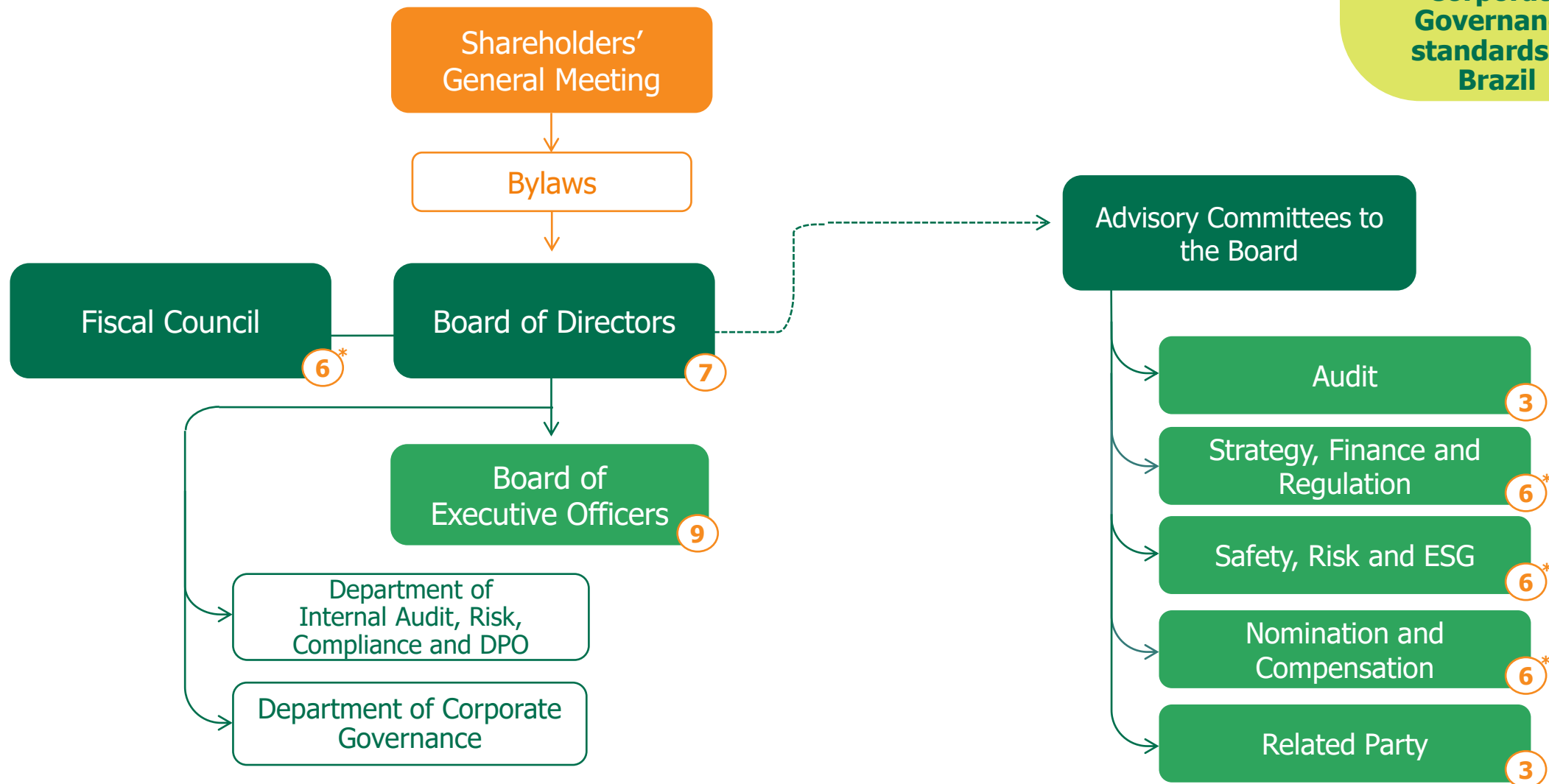
- (1) CPFL RGE is controlled by CPFL Energia (89.0107%) and CPFL Brasil (10.9893%);
- (2) CPFL Renováveis is controlled by CPFL Energia (51.00%) and CPFL Brasil (49.00%);
- (3) Jaguari Geração holds 4.15% stake in the assured energy of the Luiz Eduardo Magalhães HPP;
- (4) CPFL Transmissão is controlled by CPFL Energia (51.00%) and CPFL Brasil (49.00%);
- (5) Alesta is controlled by CPFL Energia (99.99%) and by CPFL Brasil (0.01%).

We have high-standard Corporate Governance

CPFE

B3 LISTED NM

**Highest
Corporate
Governance
standards in
Brazil**



Board of Directors Composition

2025-2027

- More than 20 years experience in finance, capital market and investors relations in the electrical sector;
- Member of the Board of Directors of ABDIB (Associação Brasileira da Infraestrutura e Indústrias de Base) and of ONS (Operador Nacional do Sistema Elétrico).

- 20 years of professional experience in the power and energy industry, with a strong foundation in power supply operations and extensive expertise in corporate governance, strategic management, and executive leadership;
- Graduated in Information Management and Information Systems from Dongbei University of Finance and Economics in 2002 and master in Public Economic Management and Finance from University of Birmingham in 2005.

- Senior engineer with a postgraduate degree in Energy Systems Engineering from Huazhong University of Science and Technology, China;
- Extensive experience in managing and leading HVAC, HVDC, and UHVDC operations and maintenance;
- He joined State Grid Brazil Holding in 2019 as Chief Engineer and headed the UHV Operation and Maintenance Department, leading the operation of XRTE;
- Mr. Wang Yusheng led ESG issues in SGBH.

- More than 15 years experience in public accounting, finance, taxation management, as well as M&A;
- Master in Science in Accounting from Suffolk University.

- Served as Minister of Planning and Budget, Congressman, President of the Conselho Nacional de Desestatização, Governor of the Inter-American Development Bank, Special Secretary of Economic Policy, and also as President of Instituto de Pesquisa Econômica Aplicada (IPEA);
- Master and PhD in economics.

- Graduated in Business Administration from PUC RJ, with MBA in Business from INSEAD (France) and MBA in Human Resources from FIA;
- More than 30 years of professional experience, working in several corporate positions: Finance, Performance Management (TQC), Human Resources, Sustainability, Marketing, Strategic Planning, M&A and New Business Development.

- More than 30 years experience in than electricity sector;
- Graduated and master in Power System Automation and its Protecting from North China Electric Power University;
- Held the position of CEO from State Grid Brazil Holding until he assumed the Chairmanship of the Board of CPFL Energia.

Gustavo Estrella **Zhounghua Wei** **Yusheng Wang**



Kedi Wang



**Sun Peng
Chairman**



**Antônio
Kandir**



**Claudia
Elisa**

Executive Management Team



CEO

Gustavo Estrella



Chief Planning & Business Management Officer

Flavio Henrique Ribeiro



Chief Financial & Investor Relations Officer

Kedi Wang



Chief Legal & Institutional Relations Officer

Gustavo Gachineiro



Chief Market Operations Officer

Vitor Fagali



Chief Business Development Officer

Roberto Sartori



Chief Regulated Operations Officer

Luis Henrique Ferreira Pinto



Chief Strategy, Innovation and Business Excellence Officer

Huang Futao¹



(1) Acting as Executive Vice President (interim).

Controlling Shareholder - State Grid Corporation of China (SGCC)

State Grid International Development (SGID) – Sole platform for overseas investments of SGCC



Rank 3rd
amongst
Fortune Global
500¹



Rank 1st among
the **top 50**
global public
utility brands
for eight
consecutive years¹



China's national
sovereign level
ratings (A+) from the
3 major international
credit ratings for
thirteen consecutive
years¹



More than
US\$ 790 billion
of total assets²



More than
US\$ 14 billion
of total profits²



More than **1.3**
million
employees in
China and
23 thousand
overseas²

Also applies to SGID

(1) Base 2025; (2) Base 2024.



State Grid International Development Co. Ltd. (SGID)

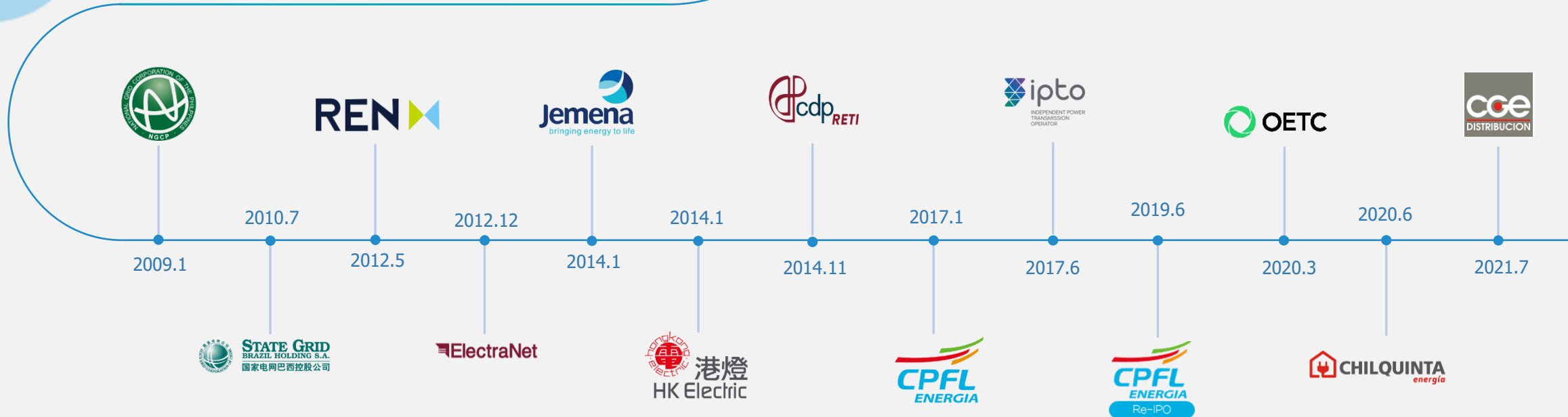
Core Business

International business take full advantage of State Grid strengths in **creditworthiness, technology, management, and brand value** to enhance market competitiveness, risk control, and brand influence.

State Grid International Development Co. Ltd. (SGID), founded in June 2008, is a wholly-owned subsidiary of State Grid Corporation of China (SGCC), responsible for overseas electric energy asset investment and operation.

Overseas investment

- 4 Continents, 9 countries and regions¹
- 12 Electric and Energy assets¹
- US\$ 48.6 billion of total assets²
- US\$ 3.1 billion of total profits²
- 23,722 overseas employees²

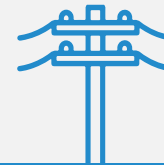
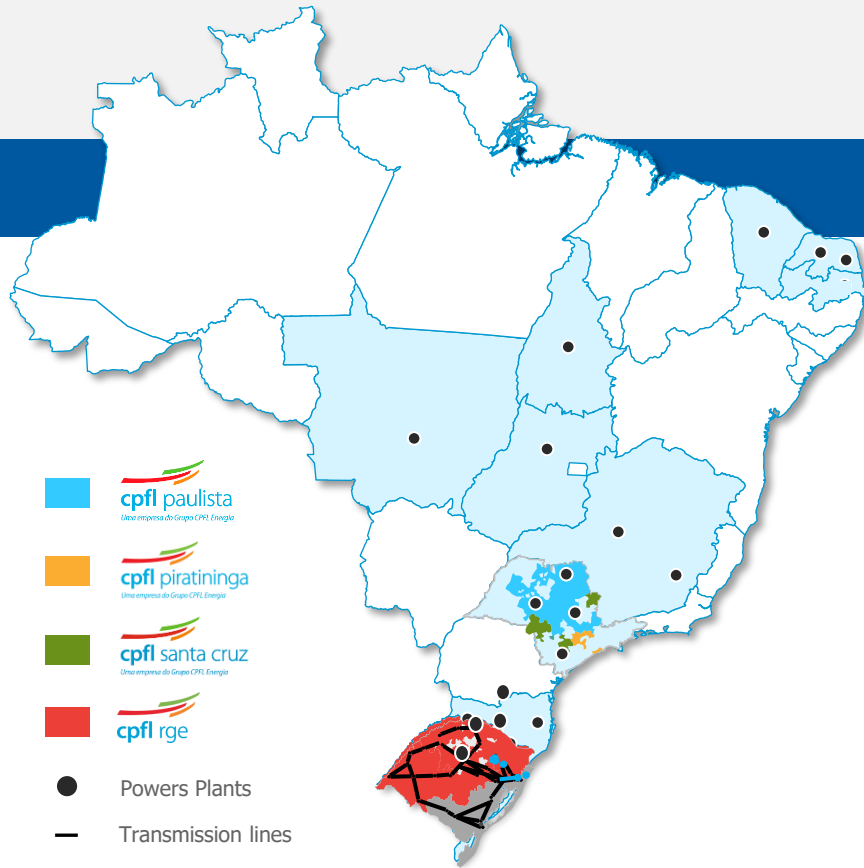
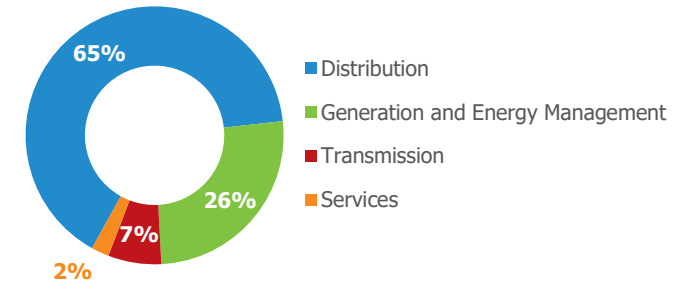


Acquisitions

(1) Base 2025; (2) Base 2024.

Highlights

CPFL is a leading utility company in Brazil with a premium and diversified portfolio

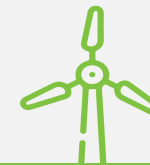


Distribution

R\$ 8.8 bn

1st largest energy distribution company, with 13% market share²

4 concessions in the most developed regions of Brazil and 10.9 million clients



Generation & Energy Management³

R\$ 3.5 bn

It is among the largest renewable generator in the country with 4.1 GW of installed capacity

Diversified portfolio fully contracted on the long term



Transmission

R\$ 0.9 bn

11 operating transmission projects with a RAP^{4;5} of R\$ 1,544 MM

9th largest transmission company by Annual Revenue Requirement (ARR)



Services

R\$ 0.3 bn

"Alesta" and "CPFL Total" Result, a record high EBITDA of financial subsidiaries of R\$ 100 MM in 2025

Total

R\$ 13.5 bn

EBITDA¹

(1) LTM; (2) Based on LTM distributed energy (Captive + TUSD); (3) Regard the merger of "CPFL Geração" and "CPFL Brasil" on February 2026; (4) Proportional to CPFL's stake in each asset; (5) Considering the Gross RAP cycle 2025/2026 and Lot 3 in development.

Recognitions

Época Negócios



2nd Place in the Energy Sector

15th place in the general ranking

Valor 1000



1st Place in the Energy Sector

33rd place in Net Revenue ranking

Exame's Best & Biggest



38th Place

ABRADEE Award



ABRADEE

2nd Place

RGE
Southern Region and ESG

CPFL Santa Cruz
Innovation Management

CPFL Paulista
Innovation Management

Forbes Global 2000



4th Place among Brazilian Utilities

ANEEL Award



1st Place in Region

CPFL Santa Cruz and **RGE** are the top distributors in the Southeast and South, respectively

CDP



"Double A" score in Climate Change and Water Security

Platts Global Energy Awards



1st Brazilian Distribution Energy Company to be recognized for its actions during the disaster in Rio Grande do Sul



Distribution
Generation & Energy
Management
Transmission
Services

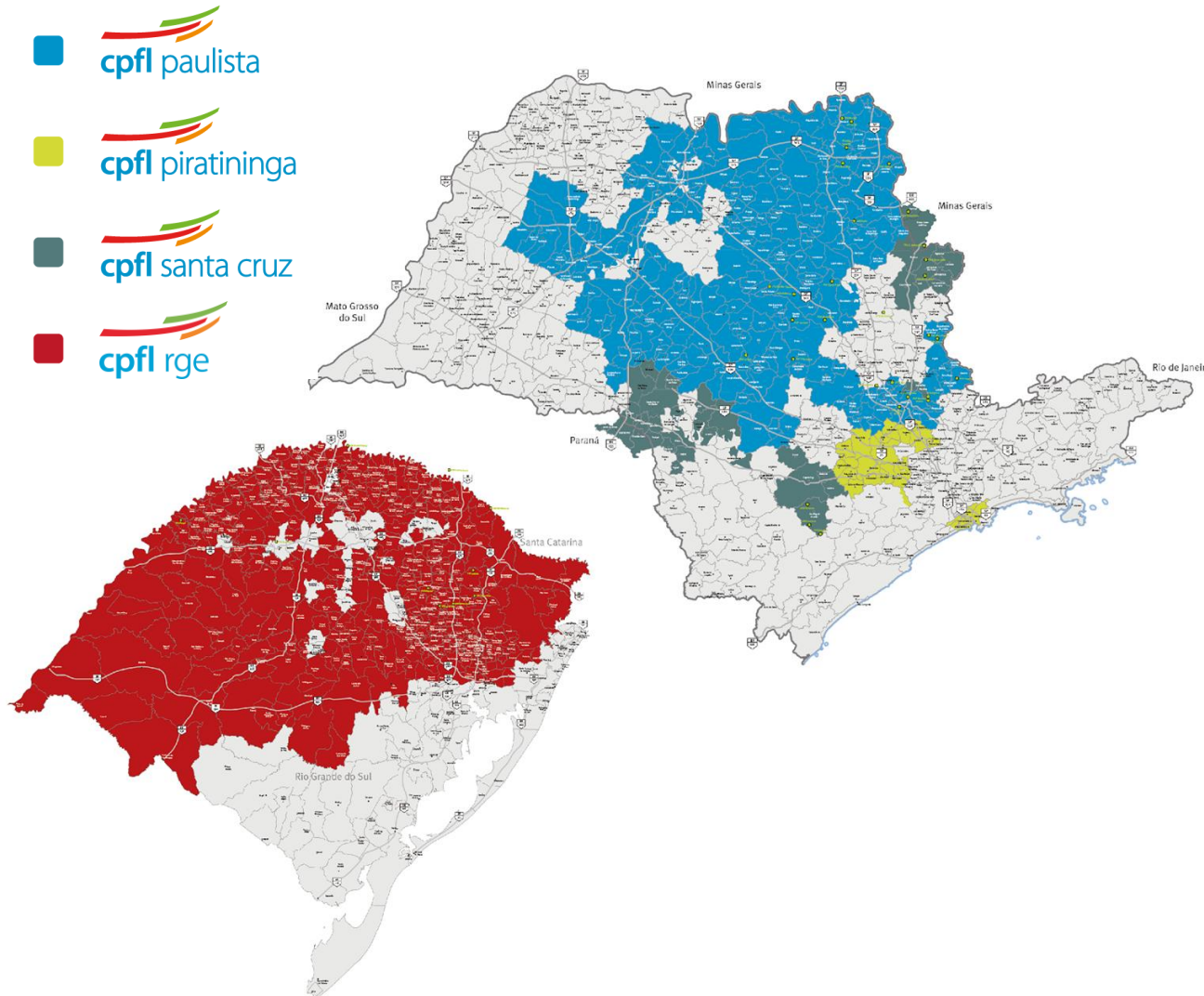
Distribution Profile

One of the most premium and concentrated concessions areas in Brazil

- 14% of Brazil's GDP¹
- 13% market share²
- Largest distribution coverage of São Paulo and Rio Grande do Sul

Key figures

- **4** distributors
- **687** municipalities
- **23 million** people³
- **10.9 million** customers
- **Market:** 72.4 TWh²
- **R\$ 26,808 million** of RAB⁴



- 5.1 MM customers
- Market: 33.7 TWh²
- RAB: 10,651 MM
- Next PTR: Apr 2028

- 2.0 MM customers
- Market: 16.0 TWh²
- RAB: 3,934 MM
- Next PTR: Oct 2027

- 0.5 MM customers
- Market: 3.4 TWh²
- RAB: 1,213 MM
- Next PTR: Mar 2026

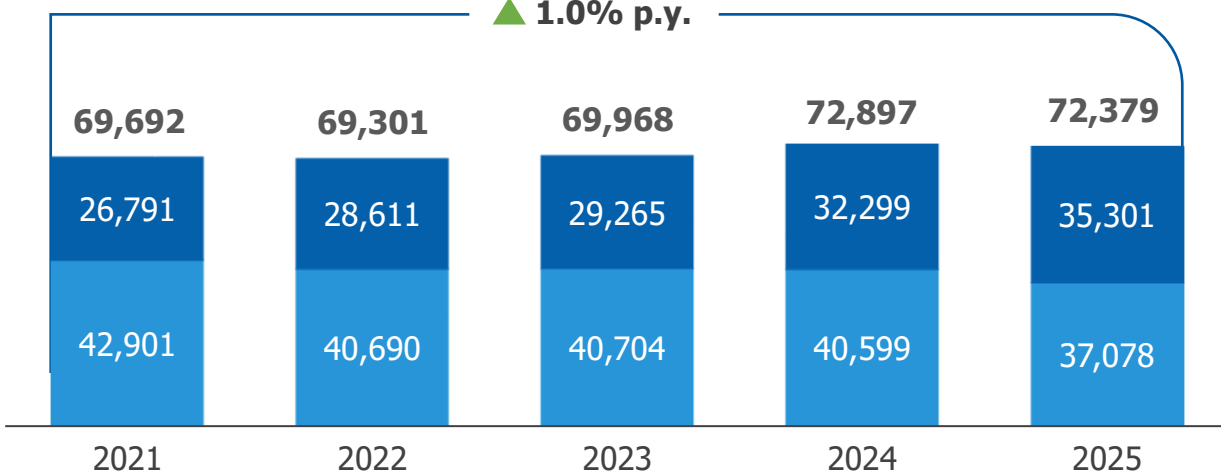
- 3.2 MM customers
- Market: 19.2 TWh²
- RAB: 11,010 MM
- Next PTR: Jun 2028

Distributed Energy and Number of Clients

Distributed Energy in the Concession Area | GWh

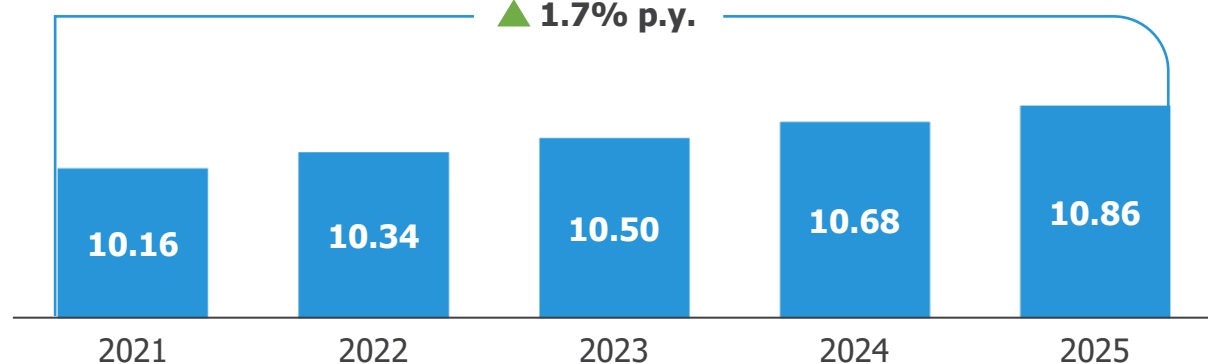
■ Free Client
■ Captive

▲ 1.0% p.y.



of Customers | million

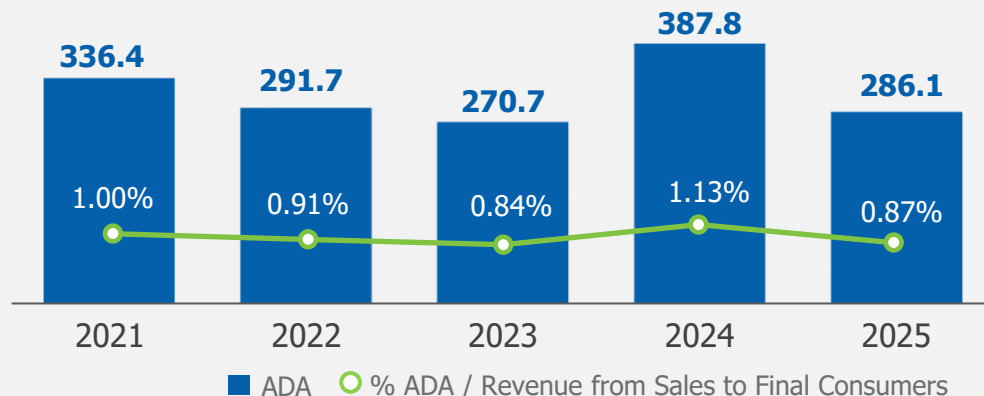
▲ 1.7% p.y.



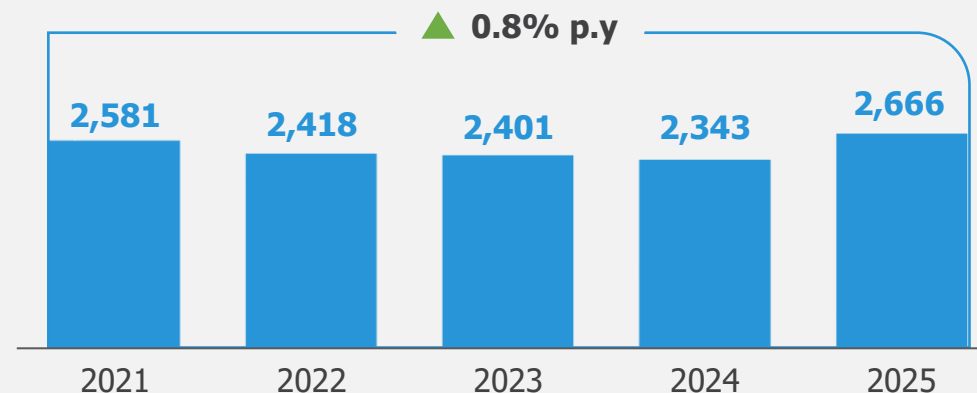
Delinquency and Energy Losses

Delinquency

ADA | R\$ million



Collection Actions | Power cuts | thousands



Energy Losses – PC09

ANEEL CP09 – New Methodology

	Dec-24	Dec-25	Limit ¹
CPFL Energia	9.61%	9.74%	8.46%
CPFL Paulista	9.76%	9.76%	8.54%
CPFL Piratininga	8.41%	8.52%	6.73%
CPFL RGE²	10.52%	10.82%	9.51%
CPFL Santa Cruz	8.19%	8.45%	9.11%

Intensified actions against frauds | 4Q25:

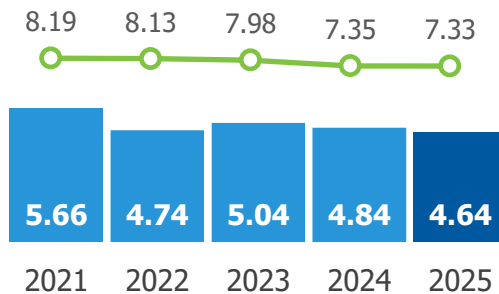
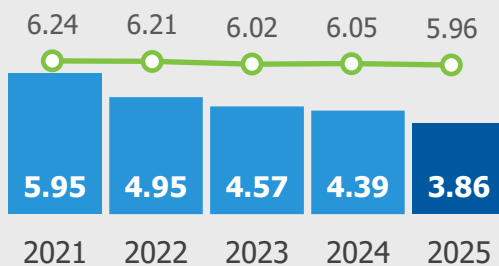
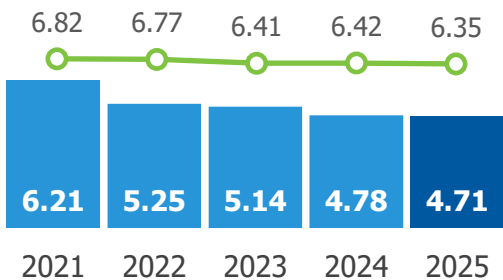
- Blinding of electrical borders and internal substations;
- Mapping of energy losses through microbalances;
- Shielding of 21.6 thousand Group B customers with armored enclosures, and 268 Group A customers with Metering Assemblies
- 95.9 thousand fraud inspections performed in consumer units;
- Replacement of more than 7.3 thousand obsolete/defective meters for new electronic meters;
- Visit in 20.3 thousand consumer units inactivated for cutting in cases of self-reconnection;
- Regularization of 40.2 thousand consumer units, with increase of consumption and without contract;
- Regularization of 304 clandestine consumer units, most of which having the need of CPFL Energia's grid construction;
- Market discipline through 42 media reports related to CPFL operations to fight fraud and theft.

(1) ANEEL Limit referring to 12/31/2025;

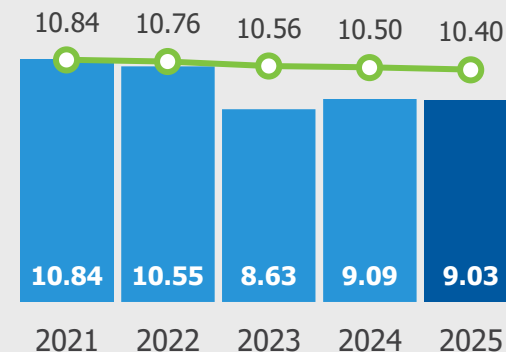
(2) In CPFL RGE, high-voltage clients (A1) were disregarded.

Quality Indicators - SAIDI

% Performance of Indicator¹

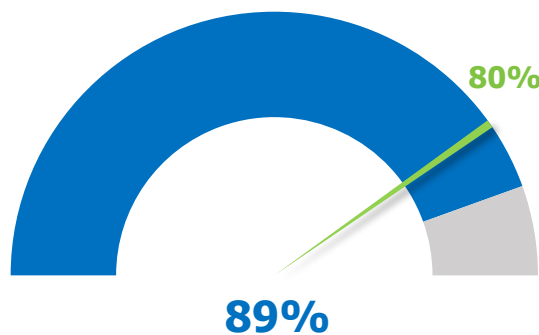


○ ANEEL Limit

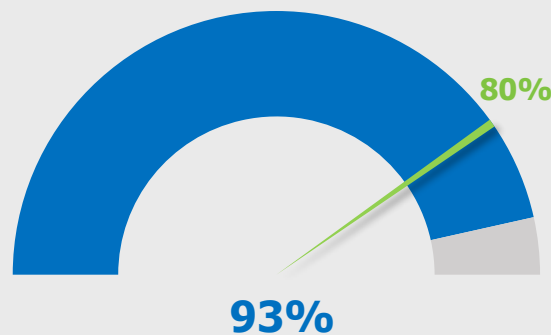


% of Sets within the regulatory limit¹

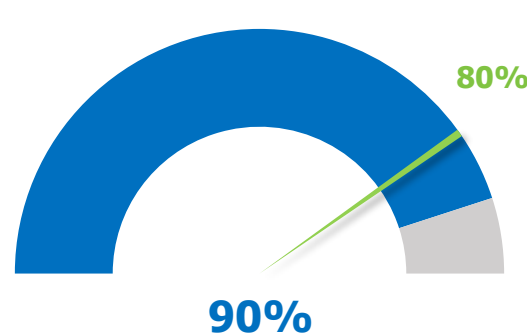
176 Sets



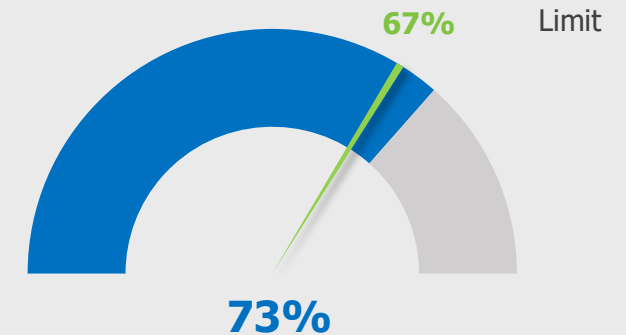
45 Sets



21 Sets



101 Sets

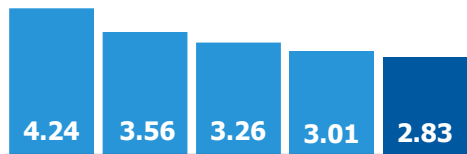


— ANEEL Limit

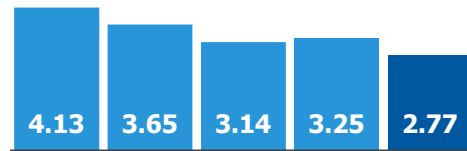
1) SAIDI in hours.

Quality Indicators - SAIFI

Equivalent Frequency of Interruption | in times



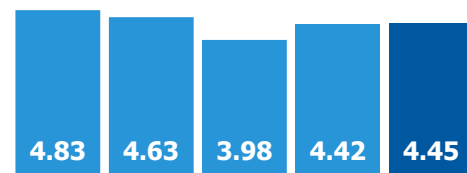
2021 2022 2023 2024 2025



2021 2022 2023 2024 2025



2021 2022 2023 2024 2025



2021 2022 2023 2024 2025

■ Results

○ ANEEL Limit



Innovation Projects



What is ADMS?

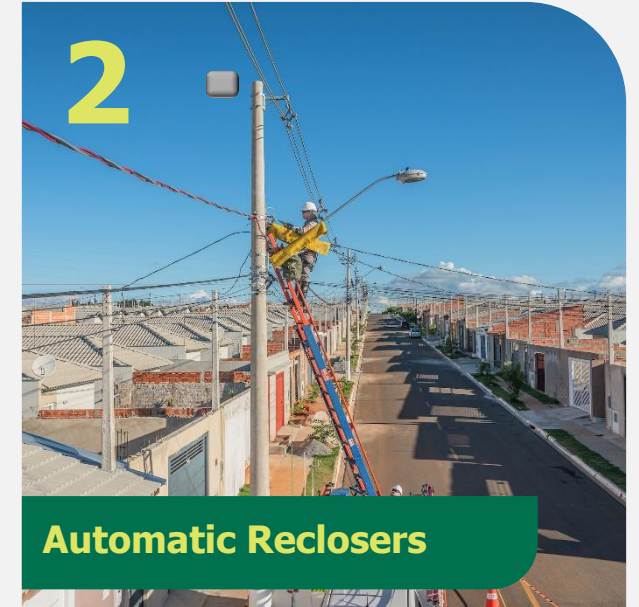
“Advanced Distribution Management System” is the fully integrated smart control system for Utilities. The CPFL project is the largest and most complete implementation of ADMS in Brazil.

Improvements:

- Fully unified system with operator productivity increasing
- Several automatic energy restoration possibilities
- Prepared to receive data from future Smart Grid
- Real time fault location
- Voltage control
- Energy grid sensors
- Simulations
- Process automation and beyond...

Indicators Impacts:

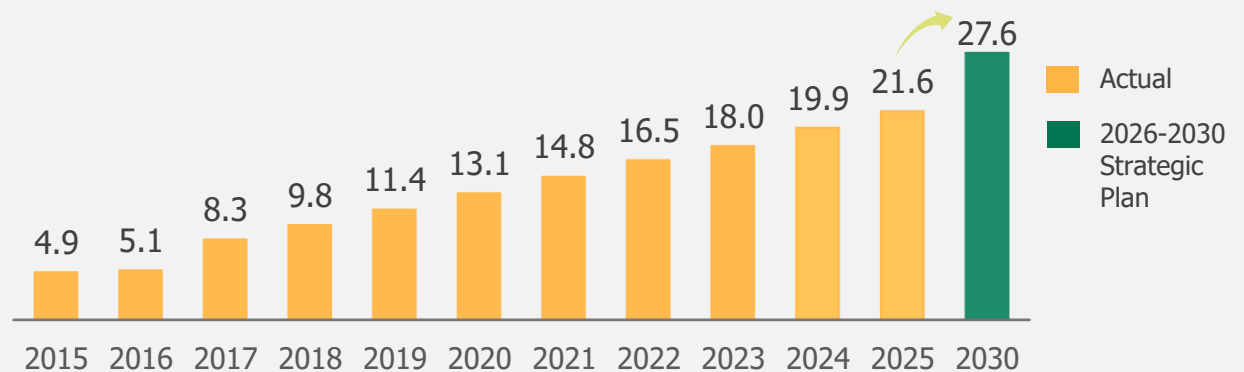
SAIDI, SAIFI, Compensatory Fines and Losses



Expected results:

- Reduction of interruption time for clients
- Reduction of displacement of field teams
- Increase of operational efficiency

Installation of Automatic Reclosers | thousands





Distribution
**Generation & Energy
Management**
Transmission
Services

Generation Profile

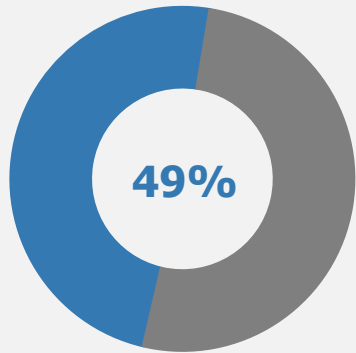
4,072 MW
of installed
capacity

6th largest
renewable
generator in the
country¹

100%
renewable
sources

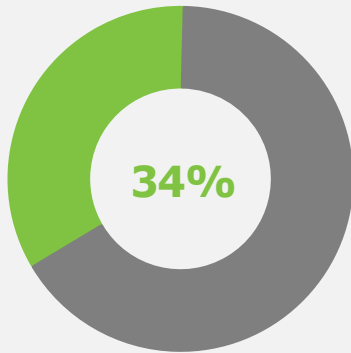
Current Installed Capacity Breakdown:

HPP
1,996 MW



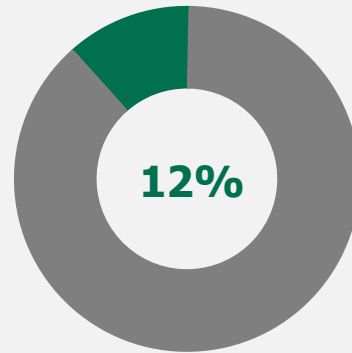
8 Hydro Power Plants

Wind
1,390 MW



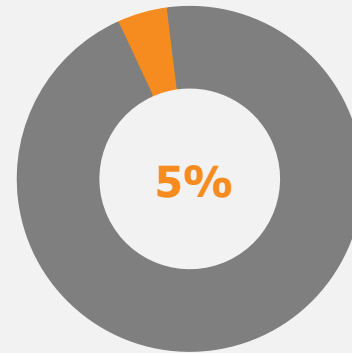
49 Wind Power Plants

SHPP
500 MW



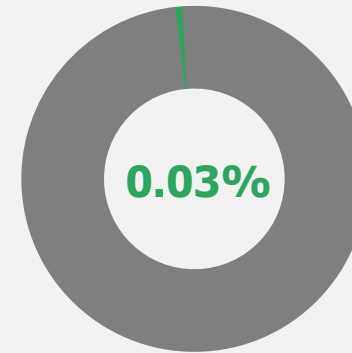
47 Small Hydro
Power Plants

Biomass
185 MW



4 Biomass Power Plants

Solar
1 MW

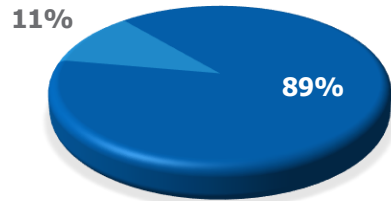


1 Solar Plant

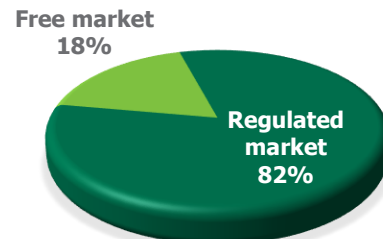
Pipeline

4.4 GW

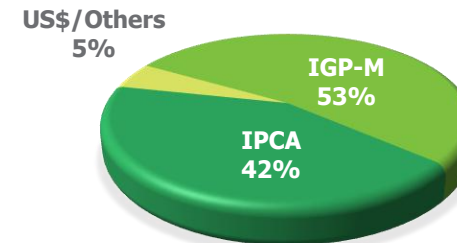
Under
Development



89% of hydro
capacity protected
from GSF²



82% of total
capacity in the
regulated market



Agreements are
mostly adjusted
by **IGP-M**

(1) In Market Share – Installed Capacity (MW); (2) All projects have SP-100 hedge for GSF, except for Semesa HPP, which agreement with Furnas exempts CPFL of any impact of GSF.



Distribution
Generation & Energy
Management
Transmission
Services

Transmission Profile

Status	Project	Location	RAP ¹ (R\$ Million)	Concession	CPFL Energia Stake
Operating	CT 055/01	RS	1,043	2042	100%
	Sul II	RS	46	2049	100%
	TESB	RS	44	2041	98%
	Sul I	SC	36	2049	100%
	CT 080/02	RS	22	2032	100%
	Morro Agudo	SP	20	2045	100%
	Piracicaba	SP	17	2043	100%
	CT 004/01	RS	12	2051	100%
	Maracanaú	CE	11	2048	100%
	ETAU	RS	54	2032	10%
TPAE	RS	12	2039	10%	

Niche
projects focus

Transmission Auction nº 04/2025

Lot 3
Paraná and Rio Grande do Sul states



Operational start
Feb/30



115 km in lines and **4 new substations**



Aneel **CAPEX**
R\$ 1,069 MM

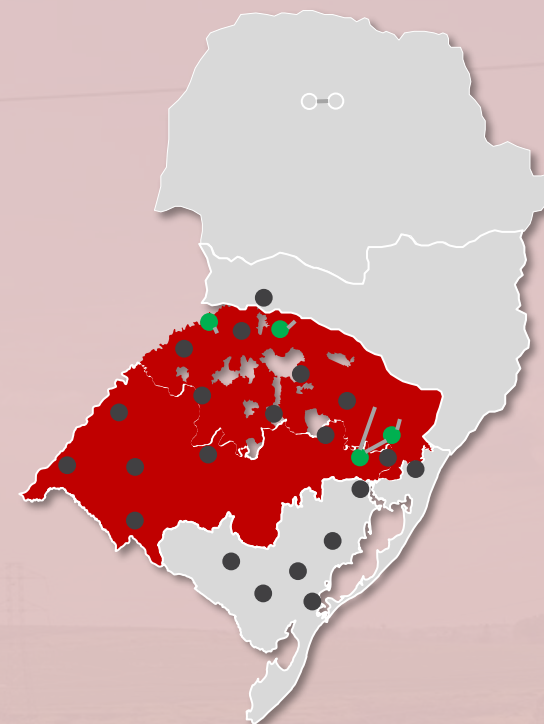


RAP
of **R\$ 81 MM**



Large synergy with CPFL group bussiness operation

- Operational Efficiency (OPEX e CAPEX)
- Low financing cost



- New substations (lot 3)
- Lines/isolating switches (lot 3)
- CPFL RGE concession
- Substations (88 operational)



Distribution
Generation & Energy
Management
Transmission
Services

Opportunities **Solutions**



I-RECs and CERs

Renewable Energy Certificates (I-RECs), along with energy sales in the commercialization business.

Sale of Carbon Credits.

Datacenters

Strong and fast growth in Brazil, mainly in CPFL's concession area, with great perspectives

Good conditions for industry:

- Renewable energy at low prices
- Energy supply with high quality
- Telecom infrastructure

Energy Management

Since 2003, we have been active in the Free Energy Market, assisting large customers with the migration process. We are monitoring the new opportunities arising from the upcoming liberalization for low-voltage customers.

Energy Efficiency

Solutions to optimize energy consumption and reduce costs. An integrated solution that ensures performance, safety, and cost savings at every stage.

O&M

We offer a range of operations and maintenance solutions to meet our clients' needs, from preventive maintenance to emergency response, through an integrated approach.

Equipment Refurbisher

Recovery and refurbishment of electrical equipment, proper waste disposal, material sorting and recycling, and appropriate disposal.

New Opportunities **Financial Services**

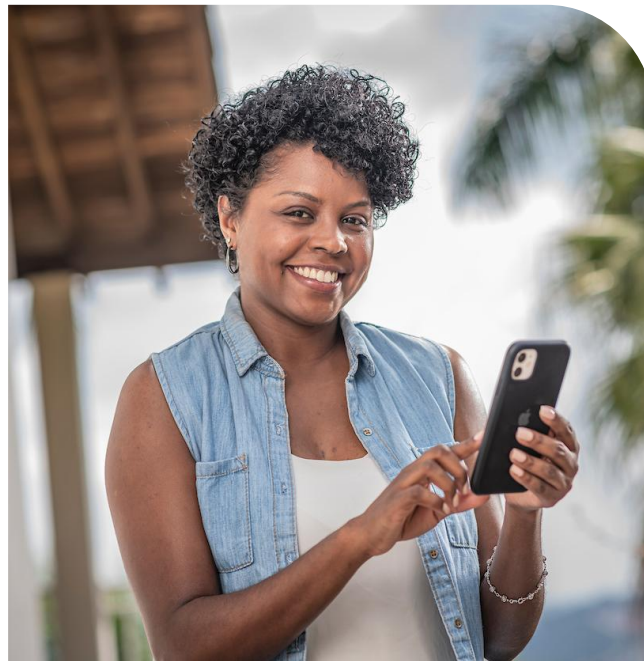


Development of new business models to fully serve our customers, whether companies or end consumers



Financial services for **companies** that want to **get closer to customers** in our concession areas:

Services: To provide access to customers who do not have a bank account, use do not use automatic debit or live in difficult-to-access places, using CPFL's bill to make their charges (insurance, family assistance, newspaper subscription etc.)



alesta

Financial institution authorized by the Brazilian Central Bank for exclusive **operations** through an **electronic platform**

Goal: Granting of loans, as well as other activities related to credit analysis, collection and payments, providing the option of payment in installments in the energy bills and downpayment for suppliers

Operating in all DisCos



+350 Thousand Installments

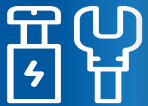
Strategy, Innovation & ESG Plan 2030



Our 6 strategic pillars

1

Operational
Efficiency



2

Corporate
Governance



3

Sustainability



4

Financial
Discipline



5

Synergistic
Growth



6

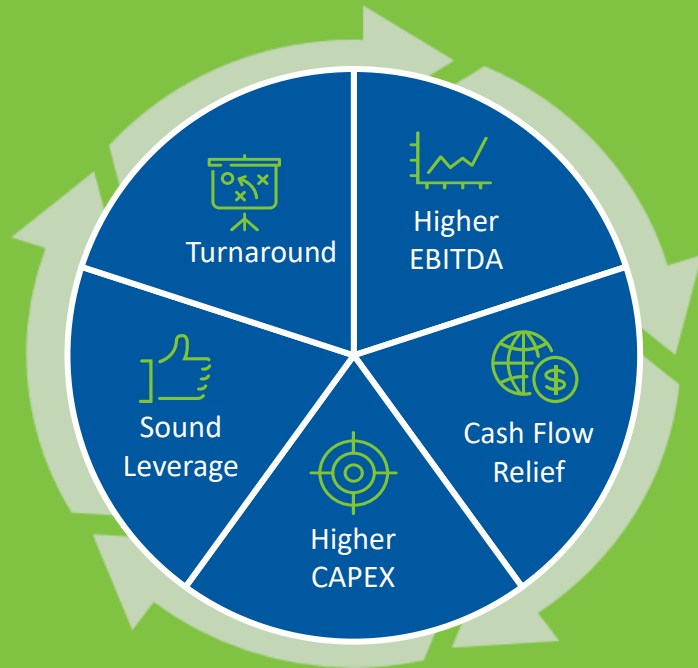
Customer
Focus



Plug&Play Platform

Key competitive advantage to create value in M&A transactions and assure a virtuous growth cycle

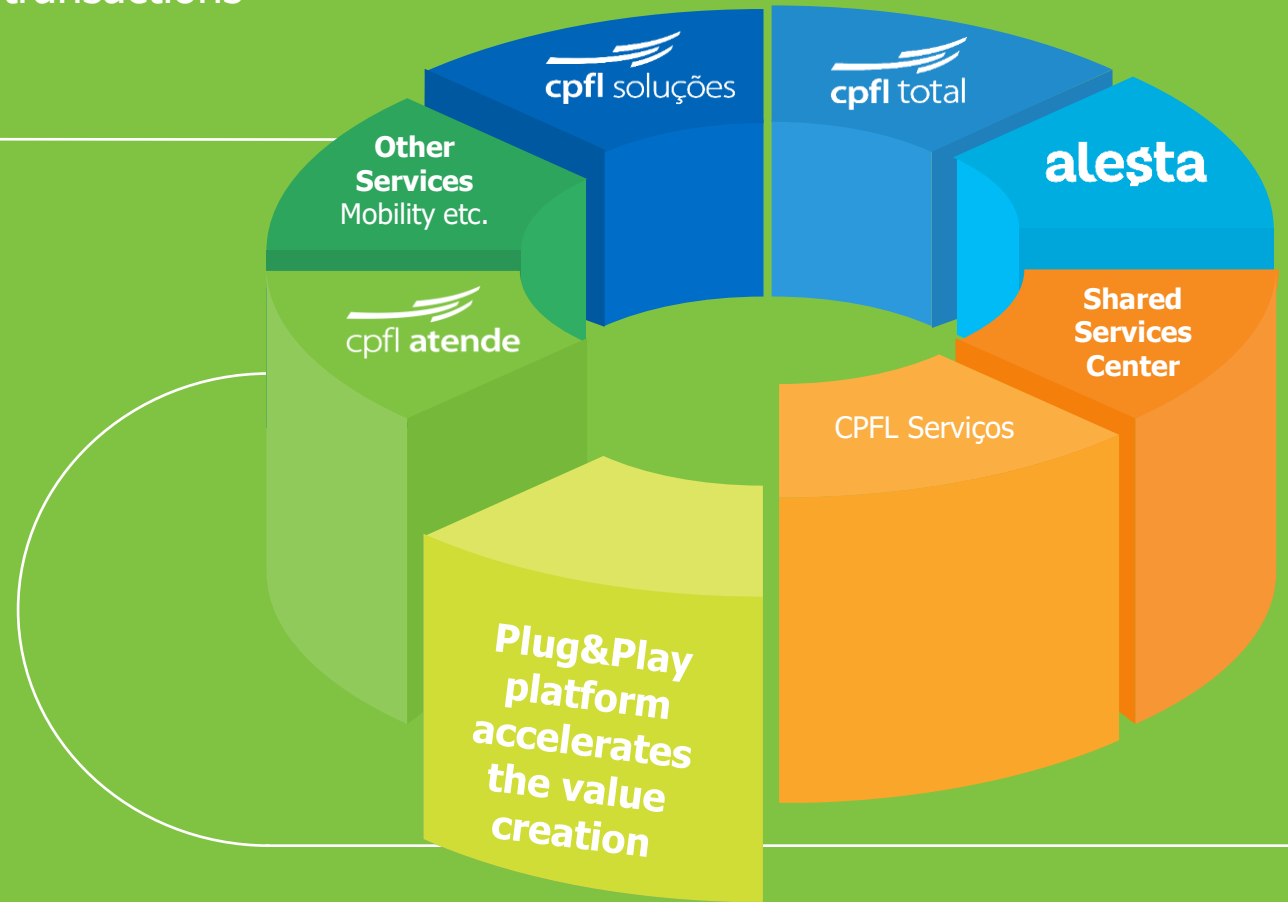
Investment
virtuous cycle



Some benefits of business environment:

- Shared Services Center helps CPFL gain agility and knowhow for internal demands supply
- CPFL Soluções helps generators sell energy in the free energy market (ACL)
- Services segment support main segments business and grow with them
- Alesta aims to expand and facilitate installment options for CPFL Group customers

Plug&Play Platform



Sustainability in our strategy

Sustainable value creation exploiting the **Triple Bottom Line**



+
Megatrends in the power sector



How we deliver our strategic goals and targets **is as important as delivering them**



ESG PLAN 2030 aligned with the **Strategic Plan**

ESG Plan 2030

SUSTAINABILITY DRIVER

Provide sustainable, accessible and reliable energy to all walks of life, and enhance a safer, healthier and prosperous life of people in regions where we operate

OBJECTIVE

Boost the transition to a more sustainable, safe and smart way of providing and using reliable energy, maximizing our positive impacts in the society

PILLARS



LOW-CARBON BUSINESS & ENERGY SECURITY

Providing sustainable energy powered by resilient power grid systems



SMART & SUSTAINABLE OPERATIONS

Aiming for the maximum efficiency and smallest possible environmental footprint



SOCIETY SHARED VALUE

Creating shared value with our people, clients and communities



CORPORATE GOVERNANCE

Strive for the best governance and integrity standards

COMMITMENTS



18 PUBLIC COMMITMENTS



Pillars of CPFL ESG Plan 2030



Low-carbon business & energy security

Providing sustainable energy powered by resilient power grid systems

- **Decarbonization**

Promote a carbon neutral business, grounded in renewable energy and lean emissions

- **Climate resilience**

Potentialize the resilience to climate change and continuously advance in the management of risks by 2030

- **Energy security**

Strengthen system flexibility and ensuring reliable and sustainable energy availability



Smart & sustainable operations

Aiming for the maximum efficiency and smallest possible environmental footprint

- **Ecoefficiency**

Continuously advance in the efficient use of natural resources

- **Circular economy**

Integrate a circular perspective into our business operation

- **Smart energy**

Promote and implement smart energy solutions

- **Sustainable procurement**

Promote the sustainable development of our supply chain



Society shared value

Creating shared value with our people, clients and communities

- **Health & safety**

Guarantee a safe and healthy environment to all

- **Client relationship**

Foster a customer-oriented culture

- **Community**

Be part of the solution to our communities' social challenges

- **Diversity**

Create an inclusive culture, leveraging the diversity potential



Corporate Governance

Strive for the best governance and integrity standards

Other strategic ESG themes that have structured programs and processes based on best market practices: Biodiversity, Cybersecurity & data protection



Low-carbon business & energy security

1. **Ensure** 100% renewable energy generation, innovating in solutions that strengthen system flexibility
2. **Become** carbon neutral from 2025¹, reducing 56%² of scope 1, 2 and 3 emissions by 2030
3. **Provide** low carbon solutions to our customers, with annual targets of reduced CO₂e tons
4. **Establish** climate adaptation plans for CPFL's generation, transmission and distribution businesses, strengthening the resilience of our assets by 2030



Smart & sustainable operations

5. **Reach** at least BRL 1.4 bi in investments in smart energy solutions by 2030
6. **Refurbish** at least 70,000 electrical network equipment³ by 2030
7. **Reach** at least 15%⁴ of Electric Fleet (aerial lift trucks⁵) in Distribution companies by 2030
8. **Expand** the Eco-efficient Management model to all administrative units of the group, reducing at least 5% of water consumption, 5% of energy consumption and 30% of waste to landfill by 2030⁶
9. **Assess** 100% of critical suppliers in sustainability criteria⁷ and achieve at least 85% of our spending⁸ with companies that achieve a higher sustainability assessment



Society shared value

10. **Strengthen** safety culture to achieve zero fatalities and reduce frequency and severity rate of accidents involving employees and service providers
11. **Invest** BRL 50 MM in awareness and risk reduction projects⁹ for the population by 2030
12. **Promote** a healthy work environment, increasing awareness on mental wellbeing and establishing supportive actions for our employees
13. **Invest** at least BRL 230 MM in socioenvironmental projects that maximize transformation in the community by 2030
14. **Invest** BRL 260 MM in energy efficiency initiatives at public hospitals by 2028
15. **Reach** 40% of minority groups in leadership roles by 2030
16. **Sustain** at least 1 distribution company listed among the top 3 in the ANEEL Consumer Satisfaction Award



17. **Continuously pursue and** disseminate the best practices of integrity, transparency, equity, accountability and sustainability
18. **Ensure** 100% of employees complete the new training¹⁰ on the company's Integrity Program, Code of Ethical Conduct and Anti-Corruption Policy

¹Neutralization in 2026 related to 2025 GHG Inventory.

²Baseline for reducing emissions: 2021 total emissions in scopes 1, 2 and 3.

³ Transformers, voltage regulators, reclosers. / ⁴ Baseline for increasing electric fleet: March/23 / ⁵ Aerial lift trucks up to 13 meters long / ⁶ Baseline 2024. Headquarters Campinas, CPFL-T Porto Alegre and RGE São Leopoldo / ⁷ As defined in SBM, critical for operation. / ⁸ DisCos + CPFL Renováveis + CPFL Serviços e CPFL Transmissão. Suppliers who achieve a score equal to or greater than 45 in the sustainability questionnaire (score 0-100).

⁹ Guardian of Life and Safer Afforestation.

¹⁰ CPFL Energia, its subsidiaries and affiliates with the same management and governance model, in which CPFL Energia has management in the administration. Except employees with a suspended employment contract either by agreement between the parties or by legal imposition, as established in the CLT.



Technology for the benefit of CPFL customers

Customer as our focus



Customer focus and digitalization for customer success (ChatBot with Artificial Intelligence, Speech Analytics, Virtualization of agencies)



Grid automation and modernization (ADMS, Reclosers, use of Artificial Intelligence, Operations Center Automation, Machine Learning for maintenance)



Smart Meters



RPAs supporting processes
Automatization and simplification



Integration of Operational Center and Remote Operation of Renewables and Transmission Assets



R&D Projects
(Mobility, Storage, Microgrid, Smart City...)



B Smart Project

5

2030
ESG Plan

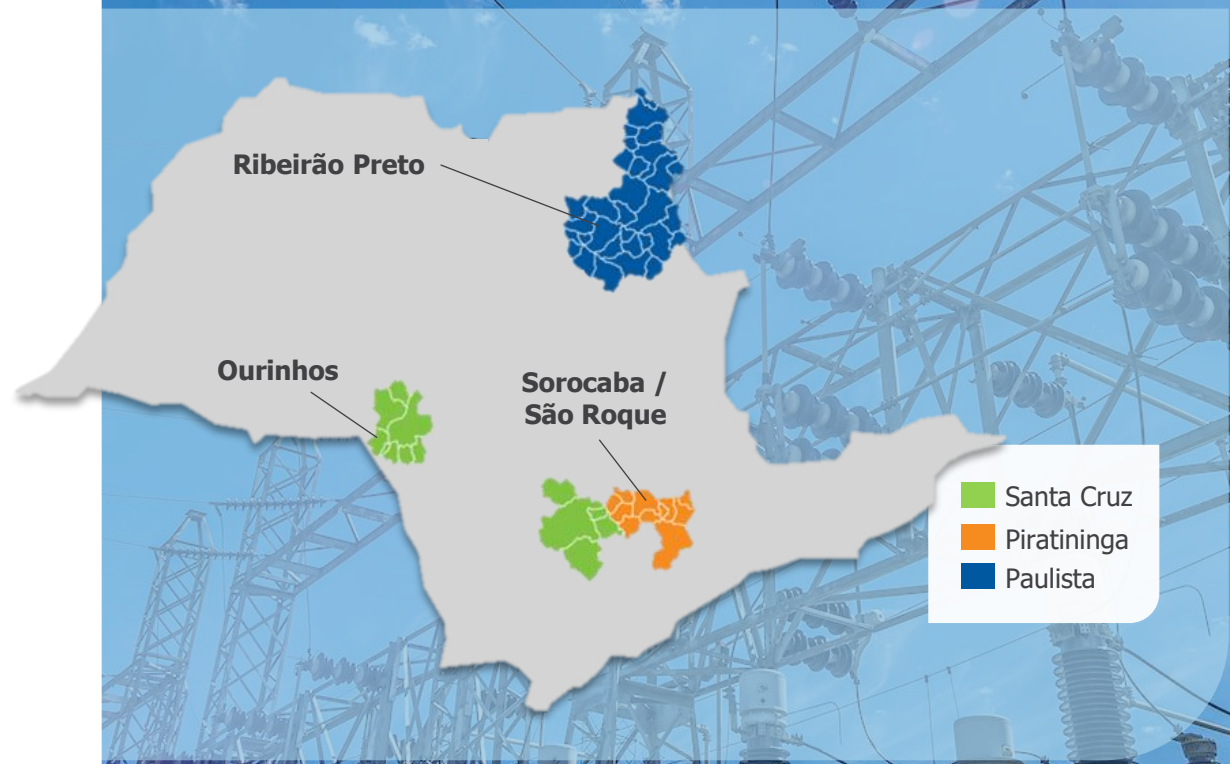
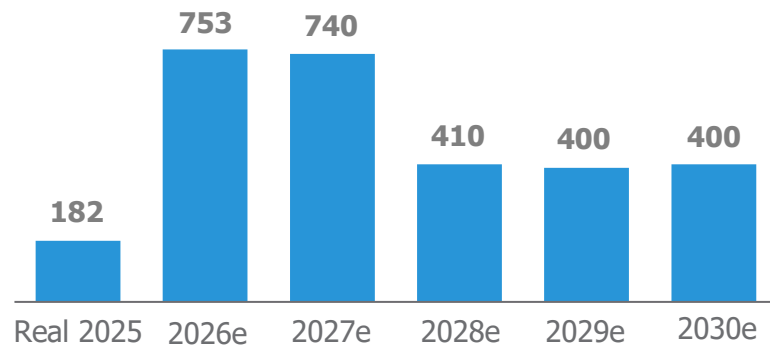
Smart &
Sustainable Operations



R\$ 1.2 billion
Investment

2.9 million
Meters

Meters Replacement Plan | Thousands



Electrical Mobility

In progress

Expansion of fleet electrification and creation of the Green Corridor

Electrification of 4 new operational bases, with different characteristics, to complement the studies already carried out and validate the use of electric vehicles in CPFL's operations.

Creation of an electric corridor connecting cities on strategic routes within CPFL's concession area, guaranteeing safe and efficient operations.

This way, CPFL keeps a solid and continuous commitment with fleet electrification, reinforcing practices and actions which have always driven this transformation.

- 44 heavy vehicles
- 76 light vehicles

Plan ESG 2030:



- P1.** Renewable & Smart Solutions
- C4.** Reach at least 15% of Electrified Fleet (aerial lift trucks) in Distribution companies by 2030

Electric Bus

Experienced the application of an electric bus as an internal circular on the Unicamp campus, evaluating and monitoring the parameters and impacts in real time:

- **+ 75,000** km traveled
- **54% CO₂** reduction compared to diesel

Electrification of 100% our operational fleet in Indaiatuba

Use of 21 electric vehicles, including passenger, utility and truck models in Indaiatuba city:

- **+ 1mi km** driven
- **+ 350 MWh**

Electric Mobility Services Platform

It involves the operation of electric stations in the city of Campinas, offering a high quality recharging service for electric vehicle owners.

- **+ 4,300** users
- **+ 2 million** km

Develop a new charging station concept

- Installation of charging stations with batteries and solar generation
- Model focused on usability, low impact on the network and sustainability

"Second Life": reutilization of used electric-vehicle batteries

Methodology to reuse used battery cells.

Prototype built:

- Energy: 8 kWh
- Voltage: 48V
- Power: 3kW

Bill's collection digitalization

Customer Digitalization

New features on web

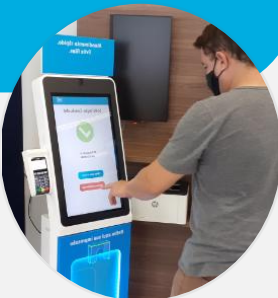
- **7.8 MM** active users on App
- **5.3 MM** Digital Bills (no paper)
- **93.0% of interactions** through digital channels (Site, App, WhatsApp, totems)



Self-Service Totems

41 agencies
98 accredited
186 equipment

In 2025 there were over than **11.0 million** self-service transactions



Ações Implementadas

Automatic Pix

- Partnership with Serasa and Santander
- Pioneer in the broad availability of Automatic PIX to the entire customer base
- Evolution of automatic debit, bringing more control and transparency to the customer
- Enrollment through the Virtual Agency

Crédit Card

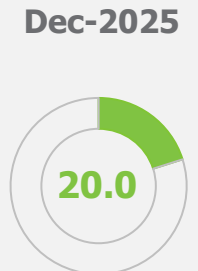
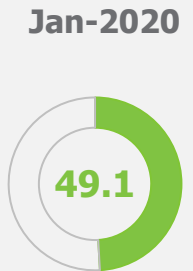
- Partnership with Serasa
- Availability of payment via credit card in one or more installments, for overdue and upcoming bills
- Available at POS¹ in branches, website and app (virtual branch) and in a second copy via WhatsApp

Payment Channels at CPFL Energia (%)

Cash

- Lottery
- Cashier
- Banking Accredited

Collection Fee: ~3x the other ones



E-Payments

- PIX
- Internet Banking
- Payment Slip
- Automatic Debit
- Bill²



CPFL nos Hospitais



Conclusion of **Phase 1** and **2**, in addition to the start of **Phase 3** with 225 new hospitals mapped and R\$ 120 million to be invested by Dec-28

Phase 1

R\$ 155 million
invested until Dec-21

325 hospitals **concluded**
with the following results:

- **197,261** replaced lamps
- **R\$ 21.55 million/year** of estimated savings
- **51.31 GWh/year** of expected energy saved, **enough to supply 21,640 residences**
- **3,851 tCO₂** expected avoided emissions, **equivalent to planting 23,104 trees**

Phase 2

R\$ 141 million
invested until Dec-24

209 hospitals **concluded**
2 hospitals **in progress**
with the following results:

- **26,603** replaced lamps
- **R\$ 11.55 million/year** of estimated savings
- **30.13 GWh/year** of expected energy saved, **enough to supply 15,118 residences**
- **3,809 tCO₂** expected avoided emissions, **equivalent to planting 22,852 trees**

Phase 3

R\$ 49 million
invested until Dec-25

88 hospitals **concluded**
38 hospitals **in progress**
with the following results:

- **1,810** replaced lamps
- **R\$ 3.10 million/year** of estimated savings
- **7.37 GWh/year** of expected energy saved, **enough to supply 3,516 residences**
- **402 tCO₂** expected avoided emissions, **equivalent to planting 2,410 trees**

Financial Management

How we assure maximum returns to shareholders



Outstanding Cost Control and Effective Budget Management

Culture of constant cost reduction and value creation



Strategic Integrated Financing Planning

Group view on cash flow and debt management



Discipline and Result-focused Business Development

Focus on results and business plan implementation



Digitalization and Fintech

E-Channel expansion, synergy utilization and keep developing new profit contribution



Main Goal:

**Maximize
shareholders'
return**

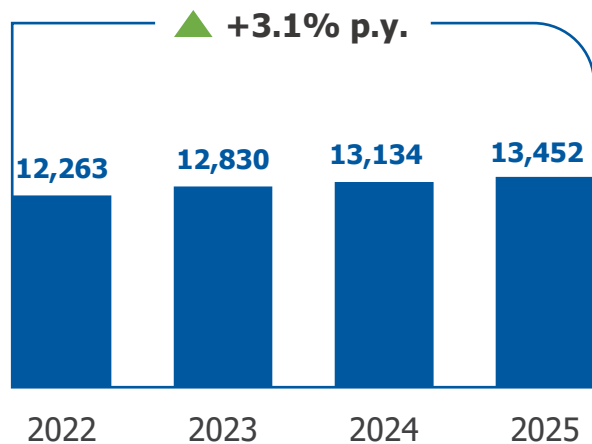


+189%

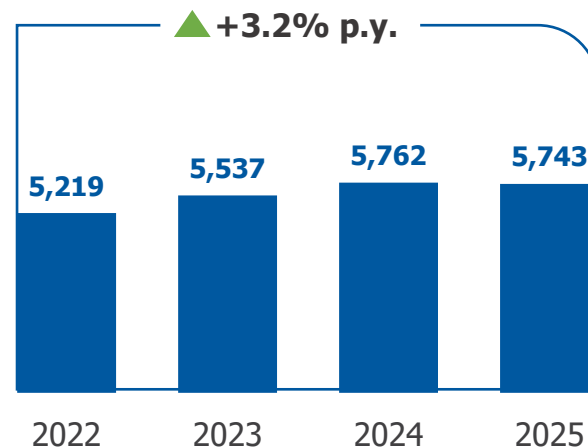
**Total Shareholder
Return (TSR)²**

Consolidated Financial Performance

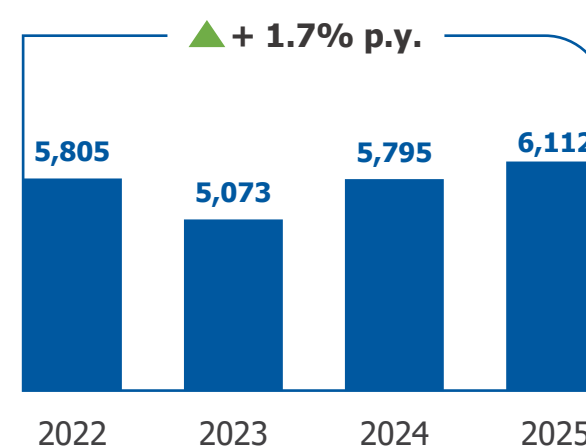
EBITDA¹



Net Income¹



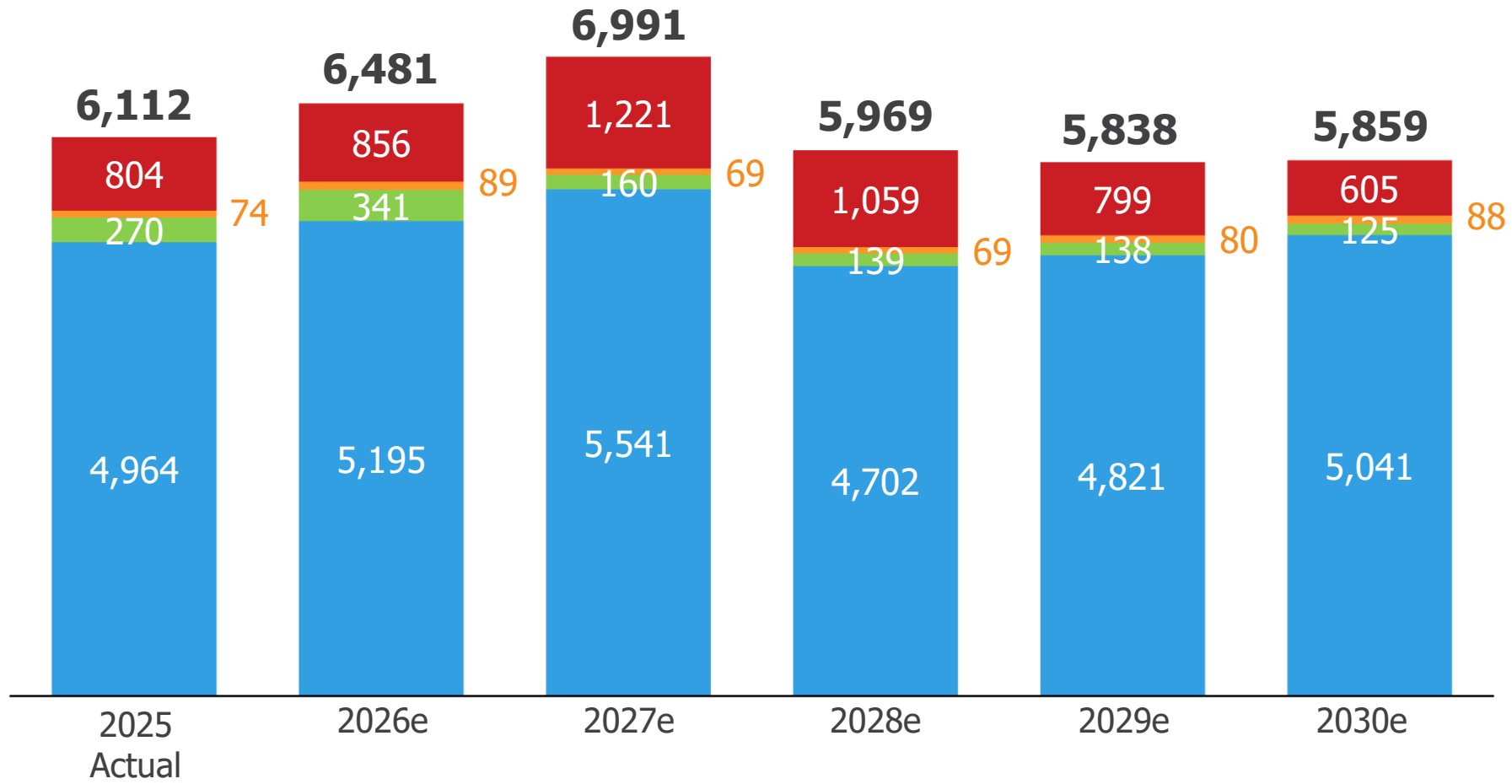
CAPEX¹



(1) In R\$ thousands; (2) Since Re-IPO (Jun-19) until March 2nd, 2026 (Source: Bloomberg); (3) LTM (last 12 months).

Capex Plan 2026-2030¹

Total
R\$ 31,138 million



Transmission
R\$ 4,539 MM

Services & Others
R\$ 395 MM

Generation & Energy Management
R\$ 904 MM

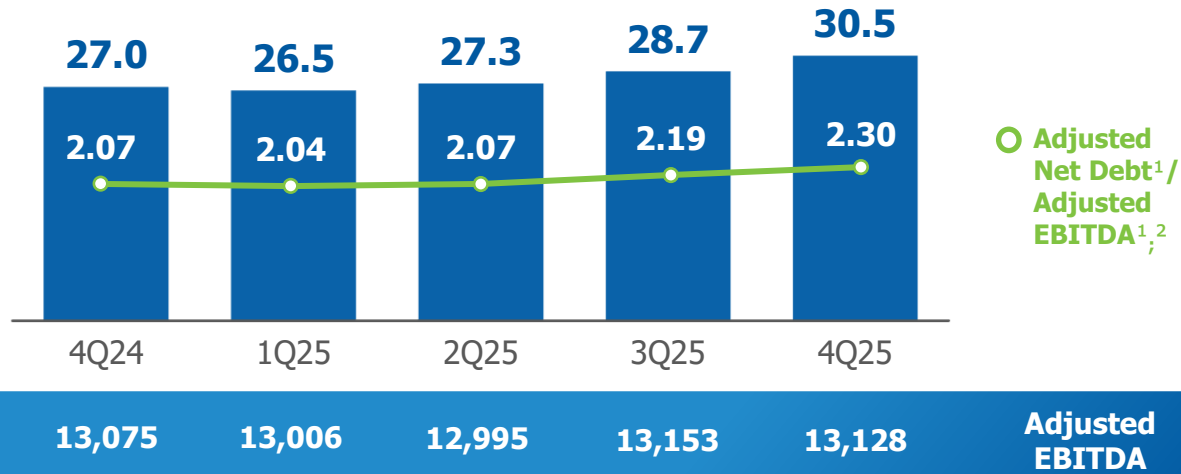
Distribution²
R\$ 25,300 MM



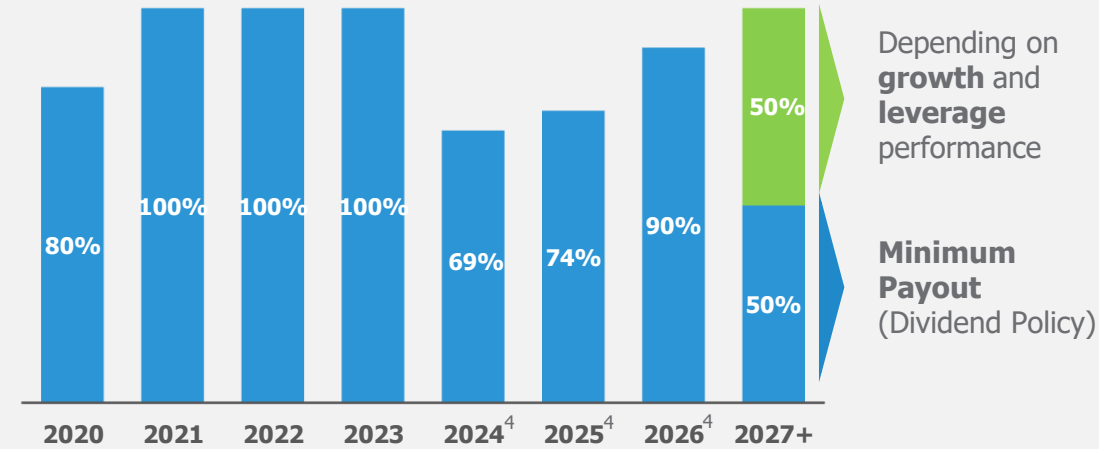
(1) Constant currency; (2) Disregard investments in Special Obligations on Distribution segment (among other items financed by consumers).

Balance between growth and yield

Leverage | Financial covenants criteria | R\$ billion



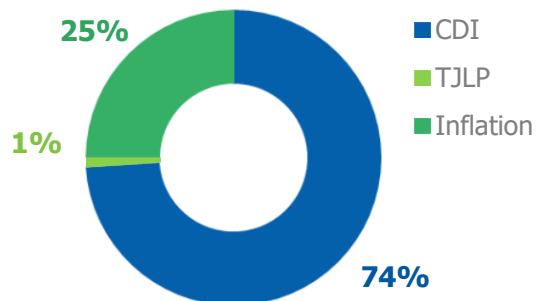
Dividend Payout | %



(4) Comparing to "Cash" Net Income.

Gross debt breakdown by indexer³

IFRS



Ratings

S&P Global Ratings FitchRatings MOODY'S

brAAA

AAA(bra)

AAA.br

One notch above sovereign rating

Global Ratings

MOODY'S

Baa2

FitchRatings

BBB

Two notches above sovereign rating

Three notches above sovereign rating

- Focus our strategic efforts **on measures capable of managing costs** and **expanding investments** in our business

- The balance between growth and yield makes CPFL Energia an important **dividend player** in the market

(1) LTM EBITDA; (2) Adjusted by the proportional consolidation as well as considering SGBP's loan agreement; (3) Financial debt (-) hedge.

Talk to IR

ri@cpfl.com.br

