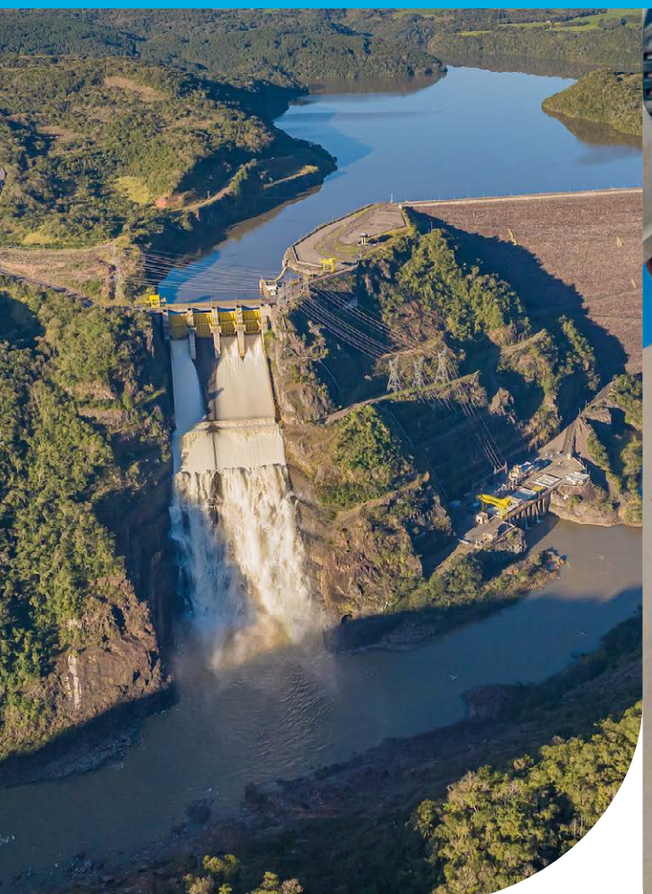
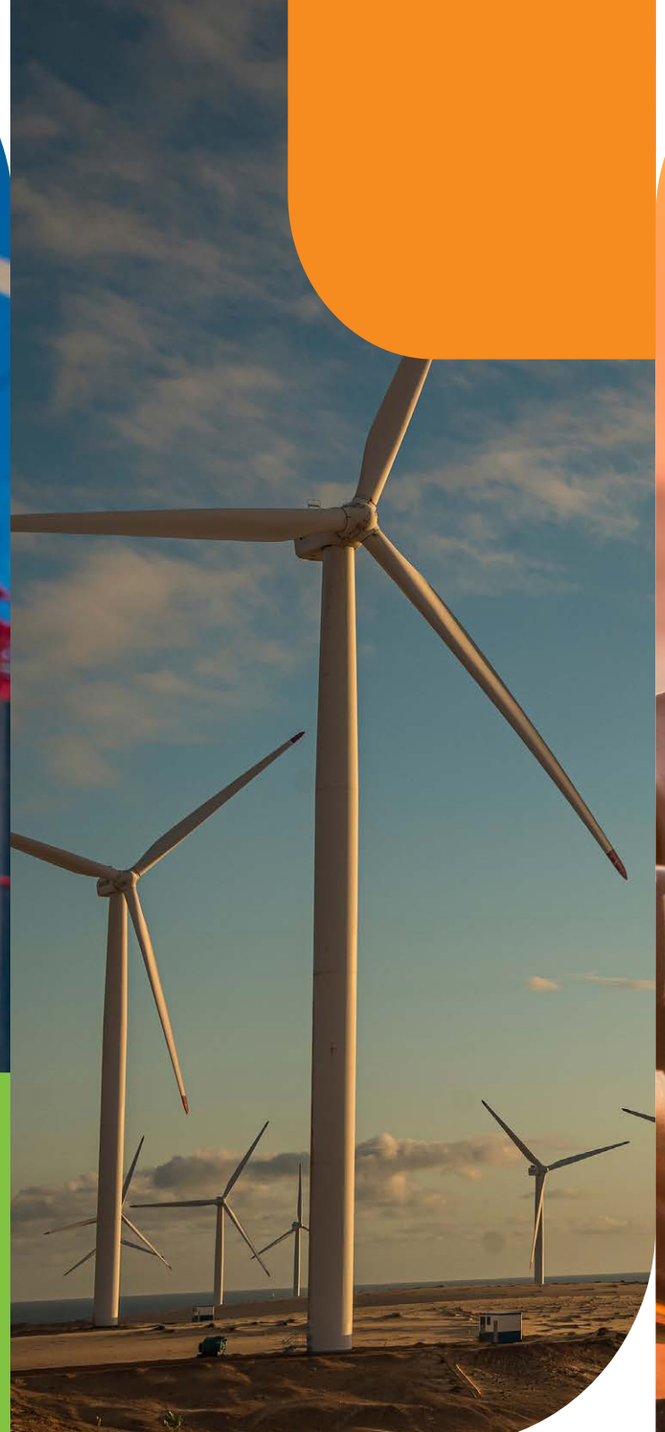
ANNUAL REPORT

2025









CPFL ENERGIA

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Introduction

01

About This Report
Message from the Board of Directors
Message from the CEO
2025 Highlights



CPFL Transmissão employees in Canoas (RS)

About this Report

GRI 2-3, 2-5

Committed to transparency and sustainability, we publish our Annual Report, which brings together key financial, operational, social, environmental, and governance information from all our Generation, Transmission, Distribution, Solutions, and Services operations. The document provides an integrated overview of how we operate and the results achieved during the period from January 1st to December 31st, 2025.

We prepared this Report in accordance with internationally recognized standards and frameworks. The Global Reporting Initiative (GRI) standards guide the voluntary disclosure of economic, environmental, and social impacts. The Sustainability Accounting Standards Board (SASB), meanwhile, helps highlight sustainability issues that may influence financial performance through specific criteria for different sectors of the economy, including the electricity sector. In addition, we have adopted the Conceptual Framework for Integrated Reporting, developed by the IFRS Foundation, which allows us to connect strategy, governance, performance, and perspectives, highlighting how we generate value in the short, medium, and long term.

The Report also presents the progress of our operations in relation to the Sustainable Development Goals (SDGs) established by the United Nations (UN), reinforcing the contribution of our business to global challenges such as economic development, social inclusion, and the transition to a low-carbon economy.

The information presented in this report was gathered by various internal teams, with the support of specialized consultants. The content is the result of our team's dedication and joint effort in collecting, consolidating, and analyzing the data. To ensure the reliability and transparency of the information disclosed, the document was submitted for verification by an independent third-party audit. The report was published on March 31st, 2026.

Enjoy reading!

Questions or suggestions regarding this publication may be sent to sustentabilidade@cpfl.com.br.



Aerial view of the CPFL headquarters in Campinas (SP)

Materiality

GRI 2-14, 2-25, 3-1

Every two years, we review our materiality to ensure it reflects the most current market demands and stakeholder expectations. In the last review process, conducted in 2024, we adopted a dual materiality approach, which evaluates issues from two complementary perspectives. On the one hand, we analyze impact materiality, which considers the positive and negative effects of our activities on the environment and society. On the other, we assess financial materiality, which examines how environmental, social, and governance (ESG) factors can affect business performance, financial position, and prospects. This combination provides an integrated view of the impacts, risks, and opportunities related to our operations.

As part of the process, we conducted an online survey, which gathered 1,118 responses from customers—primarily from the Distribution and Solutions segments—employees, investors, and suppliers. In addition, we conducted secondary research with various strategic stakeholders, including senior leadership, industry peers, industry associations, civil society organizations, regulators and industry bodies, the media, and other relevant stakeholders, including, once again, customers, employees, and investors.

We also mapped potential topics based on various references: the 2022 materiality matrix, the 2030 ESG Plan, and international reporting standards—such as the GRI standards, the Corporate Sustainability Reporting Directive (CSRD), and the recommendations of the IFRS Foundation—as well as benchmarking against companies in the electricity sector. This step ensured alignment with best practices and regulatory and market trends.

The consolidation of the methodology resulted in the identification of 14 priority material topics, which reflect the issues most relevant to our business and to our stakeholders. These topics guide initiatives, goals, and senior leadership decisions related to ESG issues.

The results were presented to the Executive Sustainability Committee, the Executive Board, the Strategy, Growth, Innovation, and ESG Committee, and the Board of Directors, aligning the ESG agenda with corporate strategy and the decision-making process.

Material Topics

GRI 3-2

Social

	Health and safety as a value	Promoting community development	Human capital development	Promotion of diversity and inclusion
Commitments of the 2030 ESG Plan	10/11/12	13/14	18/12	15

Environmental

	Climate change and decarbonization	Smart energy and innovation	Water and effluents	Resource use and circular economy	Biodiversity conservation
Commitments of the 2030 ESG Plan	1/2/3/4/6/7	1/5/7	8	6/8	13

Governance

	Ethical conduct and transparency	Financial and operational performance	Corporate governance and risk management	Customer satisfaction	Sustainable Procurement
Commitments of the 2030 ESG Plan	17/18	1/3/10/16/17	4/17/18	16/17	9

Message from the Board of Directors

GRI 2-22

The year 2025 represents a turning point for the electricity sector as a whole. The rapid expansion of renewable sources, the digitization of grids, the advancement of distributed generation, and the emergence of new consumption patterns are transforming the way energy is produced, transmitted, and managed. This new context adds greater complexity to the system and demands increasingly sophisticated solutions for planning, automation, and control. It is in this environment of accelerated transformation that CPFL Energia is consolidating its strategy, focused not only on adaptation but on leading this process.

Throughout the year, we made progress in operational, financial, and environmental, social, and governance (ESG) aspects, maintaining high standards of reliability, capital discipline, and effective contribution to Brazil's energy transition. This trajectory reflects the understanding that competitiveness and sustainability are inseparable and underpin our ambition to position CPFL Energia as a world-class company, capable of generating lasting value and supporting Brazil's socioeconomic development over the coming years.

Two of the company's achievements in 2025 deserve special mention. The first is the closure of our fossil fuel-fired thermal generation operations, a decision that consolidates a 100% renewable portfolio and signals our commitment to a clean, resilient, and low-carbon energy future. The second milestone is our victory in the Transmission Auction – Lot 3, in October. Scheduled to come online in 2028/2029, the project will expand our presence in the segment, laying the groundwork for us to absorb growing volumes of renewable energy in the South and Southeast regions of the country, thereby strengthening, in the medium term, the security, reliability, and flexibility of the electric grid.

These achievements are directly linked to the governance model we have established at CPFL Energia. As the majority shareholder, State Grid Corporation of China operates with a forward-looking vision, prioritizing the creation of sustainable value for all stakeholders. This approach translates into the Company's direct connection with highly advanced provincial companies within the State Grid group.

This arrangement allows CPFL Energia to share experiences, mobilize experts, and quickly implement solutions that have already been tested in challenging contexts. Our governance model is also characterized by collaboration. Shareholders, the Board of Directors, and executive management work together to deepen analyses, integrate multiple perspectives, and guide strategic decisions. As a result, we have increasingly consistent planning, capable of guiding the company to anticipate trends and provide qualified responses to the sector's challenges.

Mr. Sun Peng
Chairman of the Board of Directors of CPFL Energia





City of Campinas (SP), within CPFL Energia's service area

We understand that large-scale energy transition depends on three structural pillars: the strengthening of high- and ultra-high-voltage transmission, essential for transporting large volumes of energy over long distances; the digitization of networks and the development of smart grids, indispensable for operating an increasingly complex, bidirectional, and decentralized system; and energy storage, a critical element for reducing operational risks, ensuring stability, and preventing blackouts in a scenario with high penetration of intermittent sources. State Grid's extensive experience in these three fields represents a concrete competitive advantage for CPFL Energia.

Within this same strategic horizon, we are tracking the consolidation of data centers as a central driver of the electricity sector's future. We believe this segment has the potential to become one of the main hubs of global energy consumption, gradually replacing traditional industry. For CPFL Energia, efficiently and reliably serving this customer profile drives its entire value chain, from generation to distribution, while also creating favorable conditions for contracts that enable new investments in renewable energy.

Energy companies bear an intrinsic responsibility to society. We are responsible for serving our customers well, generating value for shareholders, contributing to community development, and supporting the country's economic growth. This vision is part of State Grid's DNA and must permanently guide CPFL Energia's operations in Brazil. For us, creating value means growing sustainably, keeping the company on a path of expansion, and avoiding scenarios of stagnation or contraction that harm employees, customers, and society as a whole.

It is not possible to build a solid company in a fragile society. CPFL Energia's sustainable growth is directly linked to Brazil's economic and social development. The more we strengthen communities, expand opportunities, and contribute to a dynamic and innovative economy, the more we also strengthen the foundations for the growth of our business.

We remain confident that, by combining strategic discipline, innovation, social and environmental responsibility, and the creation of shared value, CPFL Energia will continue to play a central role in Brazil's energy transition, contributing not only to a more sustainable and resilient future but also to the social and economic development of the regions where we operate.

Mr. Sun Peng
Chairman of the Board of Directors of CPFL Energia

Message from the CEO

GRI 2-22

As we approach the end of 2025, we are at a decisive moment for CPFL Energia. The anticipation surrounding the conclusion of the concession renewal process, scheduled for early 2026, has reinforced our long-term vision and reaffirmed the solidity of the trajectory we have built. We have reached this stage prepared: in recent years, we have made strategic decisions guided by financial discipline, technical rigor in planning, and the consolidation of governance as a cross-cutting element across all our areas of operation, which is reflected in the structured adaptation of our business model to the ongoing transformations in the electricity sector and in society.

And these transformations are intensifying over time. The material impact of extreme weather events, the advancement of digital technologies, process automation, and changes in customer behavior—as customers become more informed, demanding, and engaged—have brought significant challenges from an operational, regulatory, and strategic standpoint. Confronting this reality has required vision, consistency, and the capacity for continuous learning.

The lessons learned from the severe floods in Rio Grande do Sul in 2024 were decisive. We implemented structural improvements that increased the resilience of our infrastructure, strengthened emergency protocols, and modernized critical processes. We invested in satellite communications for adverse scenarios, reinforced logistics centers, modernized the fleet with vehicles adapted for flooded areas, and enhanced operational safety.

At the same time, we have made consistent progress on our strategic investments. In Generation, we began operations at the Lúcia Cherobim small hydroelectric plant in Paraná, an investment of approximately R$421 million that reinforces our commitment to clean and complementary energy sources. In Distribution, we directed over 80% of the year's investments (approximately R$5.0 billion) toward grid modernization and resilience, with a focus on automation, digitization, and supply reliability. The smart meter program, one of the most significant initiatives on this agenda, has projected investments of R$1.2 billion through 2029. In Transmission, we won Lot 3 of the National Electric Energy Agency (ANEEL) auction, with an estimated investment of R$1.1 billion, expanding our presence in the South and strengthening the distribution of energy generated in the country.

Gustavo Estrella
CEO of
CPFL Energia



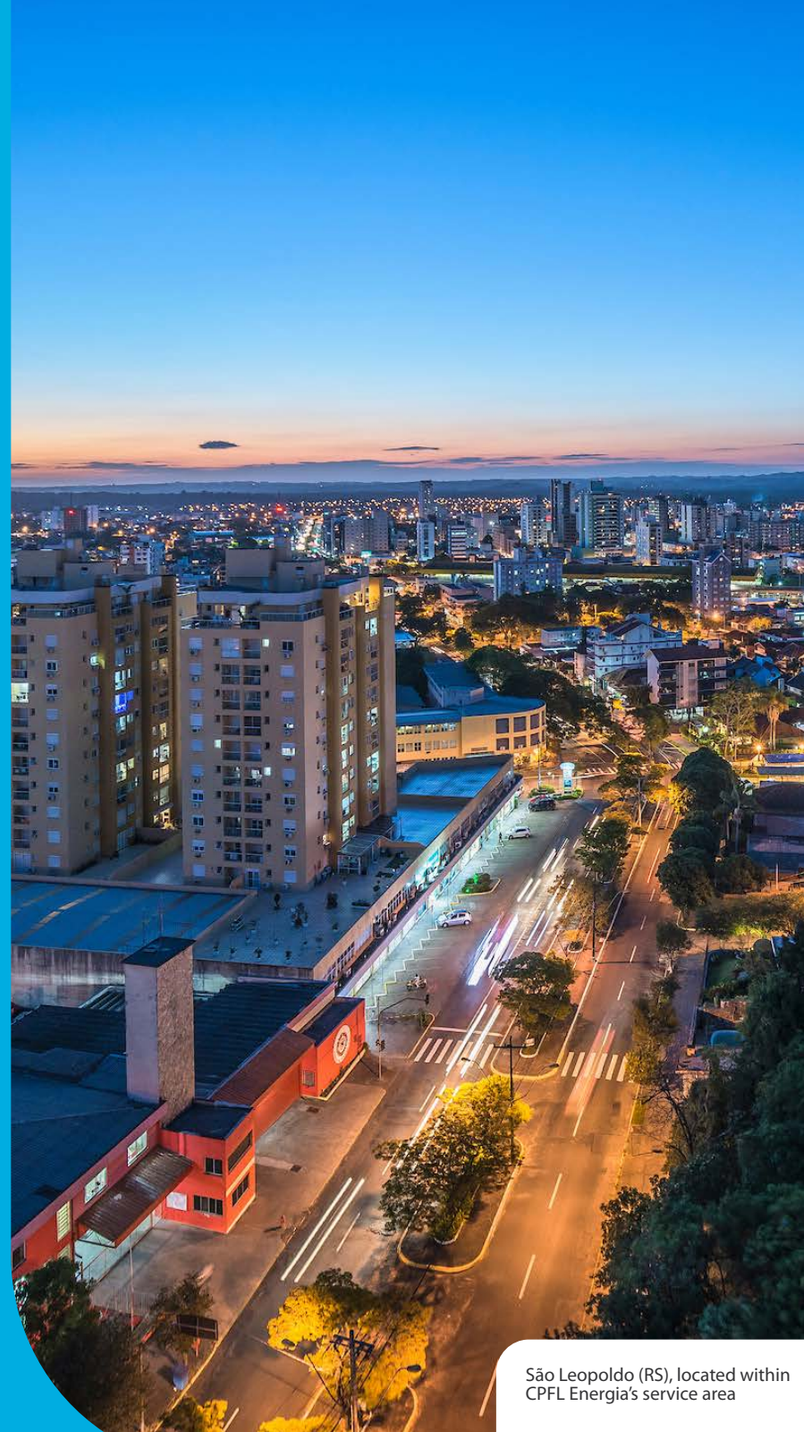
The environmental, social, and governance (ESG) agenda remained at the center of our corporate strategy. In 2025, our generation mix became 100% renewable, marking the definitive phase-out of fossil fuel-fired thermal assets and reinforcing our leadership role in the energy transition. We also reduced our total greenhouse gas (GHG) emissions by 62% and had our climate targets validated by the Science Based Targets Initiative (SBTi), ensuring alignment with science and the commitments of the Paris Agreement. Meanwhile, our robust participation in the 30th United Nations Climate Change Conference (COP30) reinforced the understanding that Brazil plays a strategic role in the global energy transition and that CPFL Energia is well-positioned to serve as a practical model for this large-scale transformation, integrating sustainability, innovation, and operational performance.

Even in the face of a challenging macroeconomic environment, marked by low economic growth, high interest rates, and impacts on consumption, we ended the year with stable results. We recorded net operating revenue of R$44.4 billion, EBITDA of R$13.5 billion, and net income of R$5.7 billion. We maintained loss control, reduced delinquency, and preserved operational and commercial indicators that stand out in the sector.

None of this would be possible without the commitment and competence of our employees, the support of our shareholders, our partnerships with suppliers, and the trust of our customers. I would like to highlight, in particular, the support of State Grid, whose presence expands our investment capacity, reduces financing costs, and allows us to access international best practices in strategic areas such as management, operation, and digitization of networks, as well as the intermittency of renewable sources. This cooperation strengthens our position as a company capable of leading the energy transition in Brazil, with a global vision and local action.

Proud of what we have achieved and confident in what we will build, we continue to invest consistently, learning from every challenge, integrating sustainability and strategy, and anticipating the sector's transformations. This is how we generate value responsibly, connecting the country with the energy that changes people's lives.

Gustavo Estrella
CEO of CPFL Energia



São Leopoldo (RS), located within CPFL Energia's service area

2025 Highlights

100%
renewable generation mix, and decarbonization targets validated by climate science

1.1 million
carbon credits sold, strengthening the decarbonization of customers and supply chains

Over 13%
of the national distribution market (we are Brazil's largest electricity distributor by volume sold[1])

6,473 km of transmission lines
and 88 transmission substations, connecting generators and distributors across four states

For the 7th consecutive year,
we won the ESG category of the ABRADEE Award

R$55 million invested in social projects and **616,000 people benefited,** in addition to 176 schools and/or public spaces supported by the CPFL Institute's initiatives

12,832 GWh
of energy generated in 2025 (distributed net production)

More robust **infrastructure** to address extreme weather events (expanded use of drones, sensors, artificial intelligence, and predictive systems)

349,000 km
of networks and **598 distribution** substations in operation

99.95%
transmission system availability, an indicator achieved following investments in modernization and predictive maintenance

We received the **Women on Board (WoB) seal**, highlighting progress on the diversity agenda in senior leadership

98 hospitais
to be completed by 2025 through the CPFL in Hospitals Program, and expansion of the Program with an additional investment of **R$120 million** by 2028

R$421 million
invested in the Lúcia Cherobim SHP, a new hydroelectric plant in Paraná

Integrated Climate Adaptation Plan
developed in 2025 and enhanced in 2026 with a long-term perspective

5.82 DEC[2]
3.29 FEC[3],
respectively 30% and 50% below regulatory limits

Won the Transmission Auction – Lot 3
(project with an investment exceeding R$1 billion)

16,164 employees in our operations and 545,000 hours of training conducted during the year

Corporate Volunteering:
57% increase in participation compared to the previous year

1. Volume distributed (Captive + TUSD).
2. The Equivalent Duration of Outage (EDO) measures the average time each consumer was without power.
3. The Equivalent Frequency of Outage (EFO) measures the average number of times the power went out.

Our Participation in COP30

In 2025, we participated in the 30th United Nations Climate Change Conference (COP30), held in November in Belém (PA), reinforcing our strategic role in Brazil's energy transition. COP is the main global forum for climate dialogue, bringing together governments, businesses, and civil society to advance the implementation of the Paris Agreement, which guides global efforts to reduce greenhouse gas (GHG) emissions and promote a low-carbon economy.

Given the urgency of the climate agenda, COP30 deepened the debate on reducing emissions, increasing the resilience of production systems, and promoting an energy transition capable of reconciling economic development, social inclusion, and environmental protection.

We presented a 100% renewable generation portfolio, advances in the digitization of electrical grids, circular economy initiatives, and structured actions to reduce emissions, including targets validated by the Science Based Targets initiative (SBTi), attesting to the alignment of our commitments with climate science and the goals of the Paris Agreement.

By participating in COP30, we reaffirm our commitment to the electricity sector's leading role in decarbonizing the economy and building an increasingly clean and resilient energy future for Brazil.



COP30 held in Belém, Pará

Our Activities at COP30

Equipment Recycler

The Equipment Recycler, located in São José do Rio Pardo (SP), is a business based on the circular economy concept that transforms industrial waste into reusable inputs, reducing emissions and the use of virgin raw materials. The project was **honored with an SB COP Award** at an event during COP30.

CPFL in Hospitals

CPFL in Hospitals received the **SP Zero Carbon Award** in the Energy Transition category, being presented as one of the state of São Paulo's contributions to the Brazilian climate agenda during the Conference.

Partnerships and Events at COP30

Our participation also included speaking on panels and roundtables throughout COP30 and at preparatory events. At the National Confederation of Industry (CNI) booth in the Blue Zone—the Conference's official area for technical and institutional debates—we led **discussions on resilient cities and the role of the energy transition in decarbonization**. Prior to COP, we also participated in six panels organized by institutions such as CNI, the International Chamber of Commerce (ICC), the UN Global Compact, Moody's, and the governments of the states of São Paulo and Rio de Janeiro.

Awards and Recognition

In 2025, we received national and international recognition, solidifying our position as a leader in operational performance, sustainability, governance, and innovation in the electricity sector.

2025 ABRADEE Award – Brazilian Association of Electricity Distributors (ABRADEE)

In the country's premier award for the electric power distribution sector, we achieved:

- **3rd place for Best National Performance** and **2nd place in the Southeast Region** (CPFL Santa Cruz);
- **3rd place in the Southeast Region** (CPFL Paulista); and
- **1st place in the South Region** (CPFL RGE).

In specific categories:

- CPFL RGE was the winner in **Environmental, Social, and Governance (ESG)**, followed by CPFL Santa Cruz and CPFL Paulista, making up the top three;
- CPFL Paulista and CPFL Santa Cruz tied for 1st place in **Innovation Management**, while CPFL RGE ranked 2nd;
- CPFL Paulista took 2nd place in **Management Quality**; and
- CPFL Santa Cruz received a mention in **Health and Safety**.

Corporate Sustainability Index (ISE B3)

We ranked among the top 10 companies in the ISE B3, reaching 7th place in the overall ranking, out of a total of 82 companies in the Index portfolio. The result highlights the consistency of our management in environmental , social, governance, and economic-financial performance.

Diversity Index (IDIVERSA B3)

For the third consecutive year, we are part of the B3 portfolio that brings together companies with consistent practices in diversity and inclusion, reinforcing our commitment to an inclusive and equity-oriented organizational culture.

Carbon Efficient Index (ICO2 B3)

We were once again included in B3's ICO2, which recognizes companies with structured strategies for emissions management and the transition to a low-carbon economy.

Carbon Disclosure Project (CDP)

We achieved for the first time a "double A" rating in the CDP, with top scores in Climate Change and Water Security. We have participated in the CDP questionnaire continuously since 2016, and in this cycle, we achieved an "A" rating in Climate Change for the second time and, for the first time ever, an "A" rating in Water Security.

Platts Global Energy Award

CPFL Energia is the first Brazilian energy company to be recognized in the Corporate Impact Award by S&P Global Energy for its response to the disaster in Rio Grande do Sul.

Top Employers

For the seventh consecutive year, CPFL Energia was named one of Brazil's top employers by the Top Employers Institute.



Women on Board (WoB) seal

ANEEL Consumer Satisfaction Award

CPFL Energia was recognized in the Southeast and South regions at the ANEEL Consumer Satisfaction Award, organized by the National Electric Energy Agency (ANEEL), in the category of utilities with over 500,000 consumer units.

The award highlights the best-performing distributors, evaluating customer perception through interviews conducted in various municipalities. The Index considers criteria such as quality of services provided, energy supply, customer service, and reliability.

Southern Region (over 500,000 customers)
CPFL RGE: winner in the Southern Region for the 4th consecutive year.

Southeast Region (over 500,000 customers)
CPFL Santa Cruz: 1st place in the Southeast region, for the 3rd consecutive year.

Valor 1000

For the 3rd consecutive year, we received recognition as the Best Energy Company in the Valor Econômico newspaper awards, which considers financial and ESG criteria in identifying the that stand out most in their sectors.

Schneider Electric Sustainability Impact Awards Brazil

We were winners in the national category for Best Decarbonization Strategy for Customers, a recognition that reinforces our role as a strategic partner in the energy transition and in supporting our customers' journey toward reducing emissions.



ABRADEE 2025 Award

ABRH-SP Award – Ser Humano Award

The CPFL +Diversa program took 3rd place in the ESG category, and CPFL University achieved 3rd place in the Development category of the ABRH-SP Human Being Award. The award recognizes people management practices that promote diversity, inclusion, and human development in a structured manner aligned with corporate strategy.

SBCOP Award

During COP30, held in Belém (PA), the Equipment Refurbishment unit in São José do Rio Pardo (SP) was recognized in the Circular Economy category by Sustainable Business COP30. The award highlights business initiatives that make a concrete contribution to the global climate agenda.

Amcham ECO Award

Two initiatives were recognized by the American Chamber of Commerce for Brazil (AMCHAM Brazil): the +Segura Afforestation Program and the Socio-Environmental Restoration Program (Southern Projects), highlighting the integration of environmental conservation, operational safety, and community relations.

Época Negócios

We were recognized in the Corporate Governance category, reinforcing the strength of our governance structure, transparency in management, and discipline in decision-making.

Institutional Profile

02

About Us
Our Businesses
Financial Performance



Facade of CPFL's headquarters in Campinas (SP)

About Us

GRI 2-1, 2-6

We are CPFL Energia, a Brazilian company headquartered in Campinas (SP) with a broad presence across the country. We operate in an integrated manner in the segments of electricity generation, transmission, and distribution, as well as solutions and services, contributing strategically to innovation, competitiveness, and the development of Brazil, and to the daily lives of millions of people.

Our purpose is to provide sustainable, accessible, and reliable energy, making life safer, healthier, and more prosperous in the regions where we operate. This vision guides our decisions, our investments, and the way we conduct our business, always with a focus on efficiency, innovation, and the creation of value in the short, medium, and long term.

We believe that economic development must go hand in hand with social development. In this sense, the CPFL Institute complements our business model by amplifying the positive impact of our operations through initiatives focused on sports, culture, and citizenship. By integrating business strategy with social investment, we strengthen the generation and sharing of value with society , promoting social transformation in the communities surrounding our operations.

CPFL ENERGIA

Generation	Transmission	Distribution	Solutions and Services	Social Development
cpfl geração [1]	cpfl transmissão	cpfl paulista	Energy Solutions	instituto cpfl
CPFL RENOVÁVEIS		cpfl piratininga	cpfl soluções	
		cpfl santa cruz	Financial Services	
		cpfl rge	cpfl total	
			alesta	

1. CPFL Geração was merged into CPFL Brasil on February 2nd, 2026.

Mission

- We provide sustainable, affordable, and reliable energy at all times, making people's lives safer, healthier, and more prosperous in the regions where we operate.
- We promote the growth of our business in a more strategic and competitive manner, maintaining its dynamism and vitality, and we create an international corporate culture that adheres to standards and respects diversity, while strengthening our legacy.
- We provide equal opportunities for all employees, attracting talent.

Vision

- To be the largest electric power company in South America through reliable supply and services recognized by diverse audiences.
- To establish a lasting commitment to business development, innovation, and corporate culture.

Values

- For us, safety is a non-negotiable commitment.
- We innovate to offer the best solutions to our customers.
- We act with integrity and responsibility in everything we do to generate value sustainably.
- Our strength comes from collaboration among people.
- We are dedicated to delivering results and the continuous pursuit of excellence.

Our Businesses

Generation

GRI 2-6, 3-3 Financial and operational performance, 203-1, EU-01, EU-02

Through **CPFL Geração**[1] and **CPFL Renováveis**, we operate a broad and diversified power generation platform. We operate both in the Regulated Contracting Environment (ACR), where energy is sold primarily to distributors through public auctions, and in the Free Contracting Environment (ACL) , where large consumers directly negotiate volumes, prices, and terms. This combination allows us to balance revenue predictability, commercial discipline, and flexibility to serve different customer profiles, within a context of structural transformation in the energy market.

Our generation assets are distributed across 10 Brazilian states, covering the Southeast, South, Midwest, and Northeast. This geographic diversification contributes to supply security, the management of operational and climate risks, and the efficient servicing of different markets and regional demands.

In 2025, we reached a significant milestone by consolidating a 100% renewable generation mix, with the sale of our stake in Epasa, owner of the Termonordeste and Termoparaíba thermal power plants. With this move, we ceased direct operations in fossil fuel generation, advancing the transition of our portfolio toward cleaner energy sources. We also began operations at the Lúcia Cherobim Small Hydroelectric Power Plant (SHPP) Lúcia Cherobim, located on the Iguaçu River in Paraná, with an installed capacity of 28 megawatts (MW) and an investment of R$421 million. As a result, we ended the year with 4,072 MW of installed capacity, comprising 8 hydroelectric power plants (HPPs), 27 SHPPs, 20 hydroelectric generating plants (HGPs), 49 wind farms, 4 biomass thermal power plants (TPPs), and 1 solar power plant.

1. CPFL Geração was merged into CPFL Brasil on February 2nd, 2026.

100%
of the generation mix
comes from renewable sources

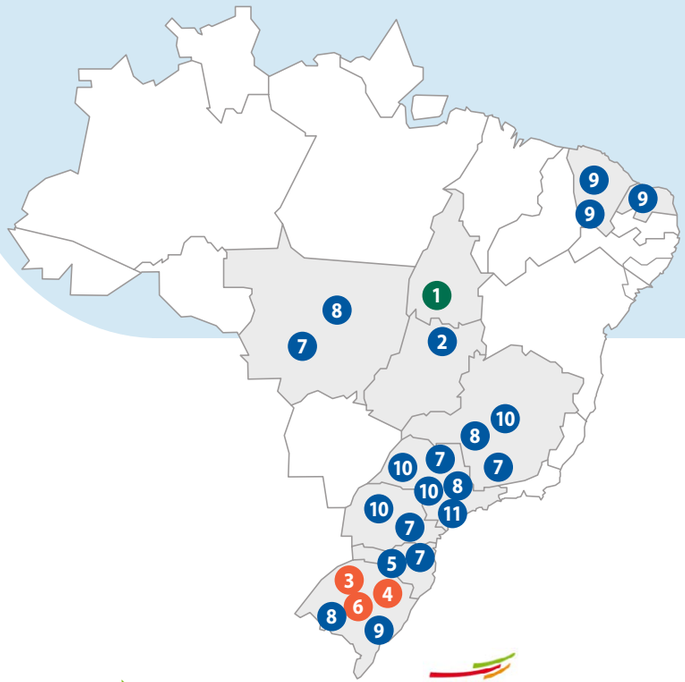
4,072 MW
of total
installed capacity

Presence in 10
Brazilian states

Operations in both contracting environments:
Regulated Contracting Environment (ACR) and Free Contracting Environment (ACL)

12,832 GWh
of net energy production
in 2025

Operations Map



Jaguari

1 **Luís Eduardo Magalhães HPP**

cpfl geração[1]

3 **Foz do Chapecó HPP**

4 **Campos Novos HPP**

6 **Ceran Complex**
Monte Claro HPP
Castro Alves HPP
14 de Julho HPP

CPFL RENOVÁVEIS

2 **Serra da Mesa HPP**

5 **Barra Grande HPP**

7 **27 SHPPs**
10 (MG), 7 (SP), 6 (SC), 2 (PR), 2 (MT)

8 **20 HGPs**
14 (SP), 4 (RS), 2 (MG)

9 **49 wind farms**
12 (CE), 33 (RN), 4 (RS)

10 **4 biomass TPPs**
2 (SP), 1 (MG), 1 (PR)

11 **Tanquinho Solar Plant**
1 UFV (SP)

1. CPFL Geração was merged into CPFL Brasil on February 2nd, 2026.

Another structural advancement was the development of a methodology for analyzing actual generation costs, which now guides portfolio management and commercial decisions with even greater precision. By cross-referencing energy cost and sales price data, we expanded data-driven decision-making, reducing reliance on subjective assessments and strengthening the business's economic discipline. This initiative is particularly relevant in a context of price volatility and operational challenges associated with intermittent renewable sources.

In the operation of wind farms, we have adopted a new performance evaluation model that goes beyond the traditional measurement of equipment availability, incorporating maintenance, operational, and financial performance indicators, which enables a systemic view of asset performance. Starting in 2026, we plan to include an asset health index, a tool that is particularly relevant given the challenge of extending the useful life of wind farms in a safe, efficiently, and economically viable.

In 2025, one of the main issues impacting renewable generation was curtailment, which refers to the need to restrict energy generation due to limitations related to system balance. The issue took center stage on the sector's agenda throughout the year, with significant financial impacts and intense dialogue with regulatory agencies, the National Electric System Operator (ONS), government agencies. At the same time, progress in regulatory discussions and proposed solutions represents an important milestone, with the potential to unlock investments in renewable sources in the medium term.

In developing new projects, we have adopted a disciplined approach aligned with the new market context. The strategy prioritizes optimizing the existing portfolio and discontinuing projects that are no longer attractive from a technical or economic perspective, freeing up resources for opportunities more aligned with the sector's structural transformations. In this regard, solutions associated with system flexibility—such as energy storage, hybrid projects, transmission reinforcements, and synchronous compensators—are gaining prominence, as they can support the greater integration of intermittent renewable sources safely and efficiently.

*In 2025, we reached a historic milestone by consolidating a generation mix **100% renewable** energy mix*



Employees at the wind farm in Aracati (CE)

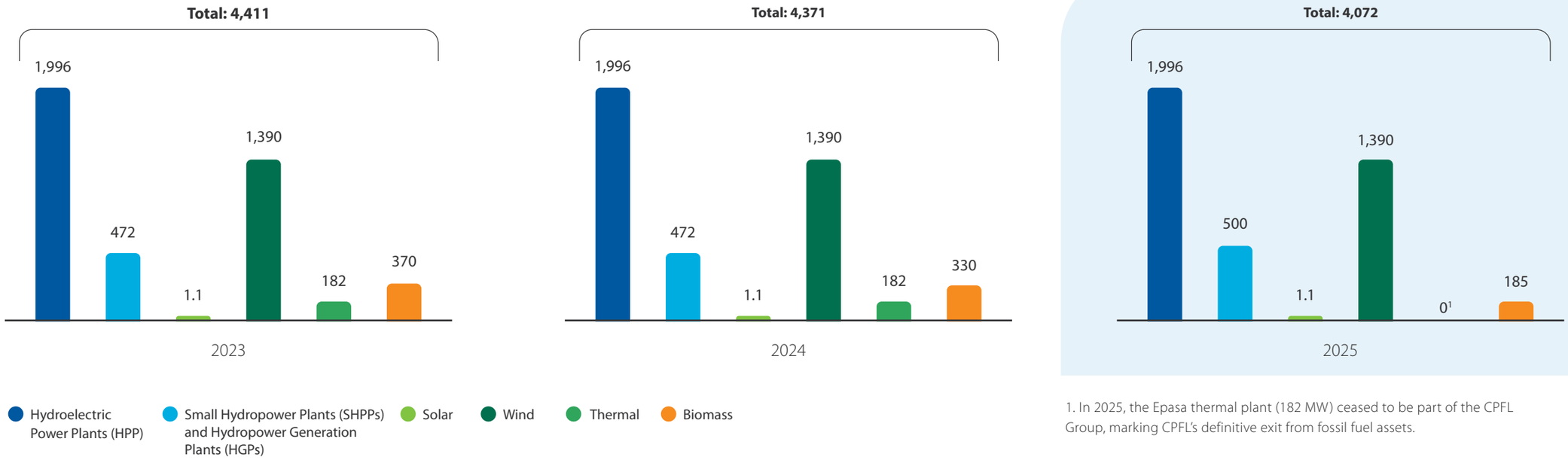
Among the new structural demands, data centers stand out, driving the growth in energy consumption and contributing to the rebalancing of supply and demand in the electrical system. In this scenario, we position ourselves as a strategic partner, capable of offering comprehensive solutions that integrate generation, energy management, electrical infrastructure, and operations. This approach reinforces our role not only as an energy supplier but as a central element in building a more resilient, flexible power system aligned with the needs of the digital economy and the energy transition.



Integrated Operations Center in Campinas (SP)

Installed Capacity by Source (MW)

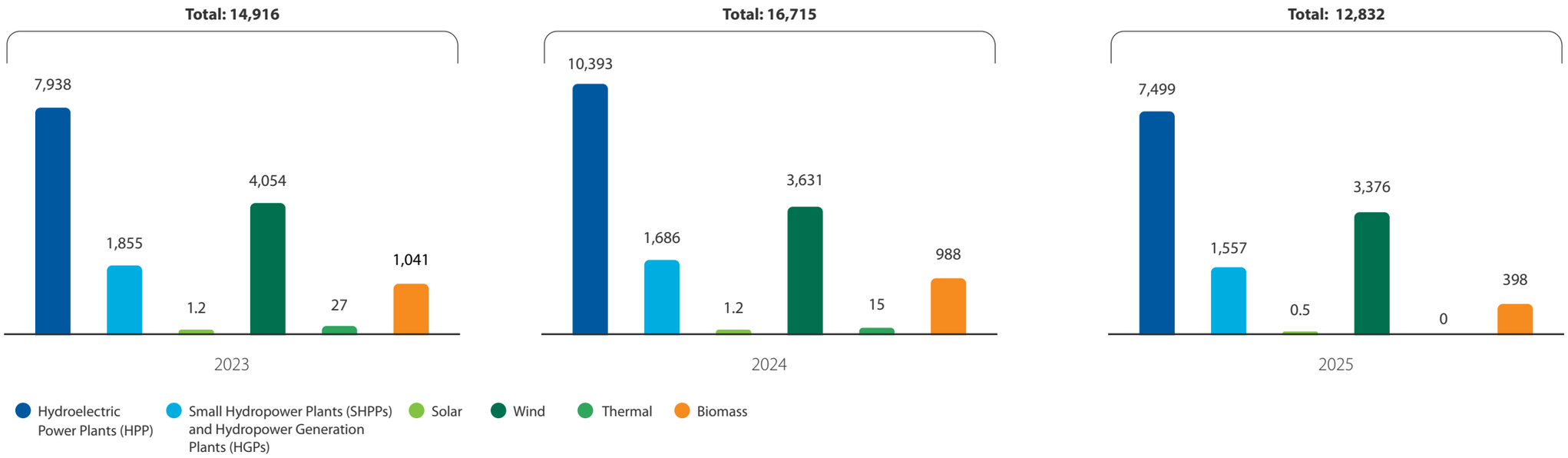
GRI EU-01



1. In 2025, the Epasa thermal plant (182 MW) ceased to be part of the CPFL Group, marking CPFL's definitive exit from fossil fuel assets.

Net Energy Production by Source (GWh)

GRI EU-02



Integration of Energy Generation and Sales

In 2025, we integrated our Generation and Sales businesses. This change aims to enhance business synergies, optimize the management of the energy portfolio, and build on our track record of excellence in energy generation and trading. As a result, we further strengthened our competitiveness in the free energy market, maintaining our focus on financial discipline in decision-making.

In the Free Energy Market, this integration enables a more strategic approach and provides greater autonomy in negotiating volumes , prices, and terms, by considering not only market conditions but also the performance, costs, and availability of generation assets. As a result, we have increased revenue predictability, improved the allocation of generated energy, and reduced exposure to price and volatility risks.

Beyond trading itself, this integrated approach enables the development of energy management solutions, such as structuring contracts that better align with customers' consumption profiles, combining different renewable sources, managing seasonality, and optimizing energy use over time. These solutions gain relevance in an increasingly complex electricity system environment, marked by the expansion of renewable sources and the gradual opening of the low-voltage market (Group B)—a process mandated by law and with the potential to structurally transform the electricity sector in the coming years.

Transmission

GRI 2-6, 3-3 Financial and operational performance, 203-1, EU-04, EU-06

Our transmission infrastructure connects power generators to energy distributors in the states of São Paulo, Santa Catarina, Rio Grande do Sul, and Ceará, playing an essential role in ensuring that energy reaches consumers safely, stably, and reliably. This infrastructure is fundamental to the operation of the electric system and to enabling the energy transition. In recent years, we have entered an accelerated cycle of consolidation, modernization, and growth, supported by significant investments, consistent gains in operational efficiency, and the strengthening of the system's resilience in the face of operational and climate risks.

Following the privatization and integration of the State Electric Power Transmission Company (CEEE-T), in 2021, we began a new strategic phase at **CPFL Transmissão**. This period was marked by a profound process of reorganization, standardization of processes, strengthening of governance, and acceleration of investments, laying the groundwork for a new level of technical and operational performance.

Digitalization and technological innovation are central pillars of this transformation cycle. We have made progress in modernizing substations by replacing analog systems, based on physical equipment and manual operations, with digital solutions featuring higher levels of automation, embedded intelligence, and self-healing capabilities. These systems enable us to identify faults, isolate affected sections, and reorganize operations more quickly and accurately, reducing impacts on the system.

Operations in
4 states

6,473.12 kilometers
of transmission lines

88 substations
managed by CPFL Transmissão

89% of substations
equipped with digital systems
or in the process of digitization

R$2.3 billion
has been invested over the past 3 years in the Transmission segment

Operations Map



cpfl transmissão

1 88 substations
2 148 transmission lines

We have also significantly expanded the use of predictive maintenance, anticipating failures before they occur, with the support of technologies such as thermal imaging, smart sensors, drones, and artificial intelligence applications focused on maintenance planning and regulatory analysis.

Another structural advancement was the strengthening of internal communication infrastructure, a key element for operational safety and business continuity. The definitive integration of satellite communication for field teams ensured connectivity even in hard-to-reach areas or extreme situations, reducing operational risks, enhancing worker safety, and ensuring efficient coordination of operations in adverse conditions.

The results of this work are already reflected in operational and regulatory indicators.

Following the integration, we have entered a new phase, driving CPFL Transmissão forward with governance, investments, innovation, and technology

In 2025, we recorded improvements in key indicators, with a reduction in the variable portion (PV), which represents penalties associated with system unavailability. We achieved availability levels close to 99.95%, demonstrating greater operational reliability and predictability, a reduction in unscheduled outages, and the effectiveness of the investments made.

CPFL Transmissão's growth was also driven, in October 2025, by its victory in the Transmission Auction – Lot 3, a project with an investment exceeding R$1 billion, according to projections by the National Electric Energy Agency (ANEEL). The project significantly enhances the resilience and reliability of the system in Rio Grande do Sul and Paraná, creates jobs, strengthens industrial partnerships, and consolidates our position as a key player in expanding the electrical infrastructure necessary to enable new cycles of economic development. This grid reinforcement is essential to meet growing demands associated with large loads, such as data centers, electricity-intensive industrial plants, and projects related to the energy transition, including green hydrogen.



Transmission line in Rio Grande do Sul

Distribution

GRI 2-6, 3-3 Financial and operational performance, 203-1, EU-03, EU-04, EU-06

We are Brazil's largest electricity distributor by volume of energy sold[1], with over 13% of the national market share. Our operations in this area are carried out through the concessionaires **CPFL Paulista**, **CPFL Piratininga**, **CPFL Santa Cruz**, and **CPFL RGE**, which serve households, businesses, industries, and other establishments. In total, we supply electricity to 10.9 million customers in urban and rural areas across 687 municipalities in the states of São Paulo, Minas Gerais, Paraná, and Rio Grande do Sul. This extensive territorial reach positions us as essential infrastructure for economic development, quality of life, and the energy transition.

Our distribution infrastructure consists of over 349,000 kilometers of power grids and 596 substations, responsible for transforming and distributing energy to end customers. Managing these assets requires continuous planning, consistent investments, and technological solutions capable of ensuring quality, safety, and reliability in supply, within a context of growing demand, decentralized generation, and increased exposure to extreme weather events.

We continue to advance in modernizing and strengthening the electrical infrastructure, with a focus on reliability, grid resilience, operational efficiency, and the quality of service provided to customers. Investments prioritized both the expansion and consolidation of existing technologies as well as the incorporation of new digital and operational solutions, expanding the system's capacity to respond to increasingly complex scenarios.

1. Distributed volume (Captive + TUSD).

10.9 million
customers served

Over 13%
share of the national market

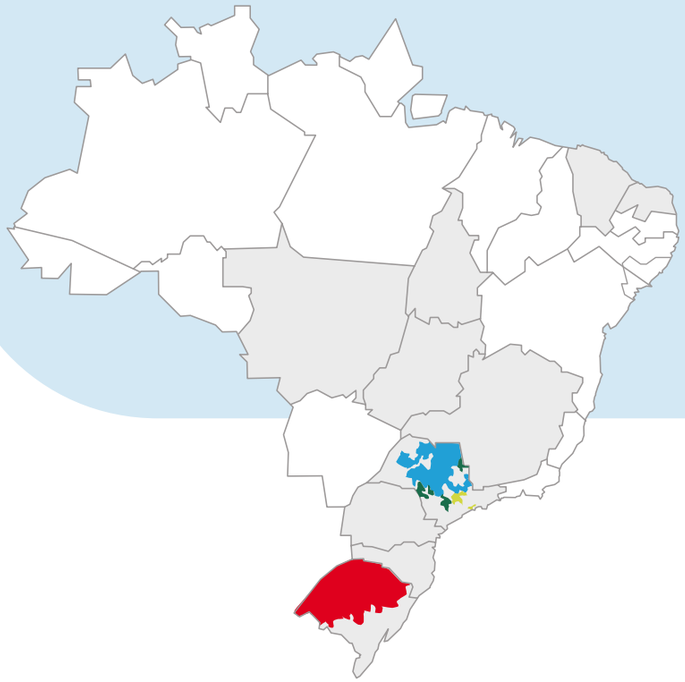
4 distribution companies:
CPFL Paulista, CPFL Piratininga, CPFL Santa Cruz, and CPFL RGE

Presence in 687
municipalities

More than 349,000
kilometers of distribution networks

596 substations
in operation

Operations Map



cpfl paulista
cpfl santa cruz
cpfl piratininga
cpfl rge

Among the key technology investments, the expansion of grid automation solutions stands out, with an emphasis on the installation of automatic reclosers. This equipment allows us to identify faults, isolate affected sections, and, in many cases, restore power automatically. As a result, we have reduced the number of customers affected by outages, shortened system restoration times, and strengthened service continuity. Together with tree management and the logistical efficiency of our teams, this technological front forms one of the three pillars supporting our quality strategy in distribution operations.

Another key pillar was the strengthening of our communications infrastructure. We expanded the use of private LTE (Long Term Evolution) technology, initially deployed in Rio Grande do Sul and, starting in 2025, expanded to São Paulo as well. This high-speed mobile broadband network ensures greater reliability in real-time data transmission, enhances operational visibility, and supports more agile and precise decisions regarding team dispatch, the execution of operations, and timely responses to weather events.

An additional milestone was the start of smart meter deployment as part of the **BSmart** project, at the CPFL Santa Cruz and CPFL Piratininga distribution companies. This equipment allows for near-real-time monitoring of consumption, enables remote connections, disconnections, and reconnections, reduce unnecessary field trips, and expand the operation's capacity for preventive action. For customers, the benefits include greater transparency regarding consumption, more predictable energy bills, and faster service. From a systemic perspective, smart metering represents an enabling infrastructure for structural transformations in the sector, such as the adoption of time-of-use rates, the opening of the low-voltage market, and more efficient management of distributed generation.

In the field of operational intelligence, we have enhanced systems based on machine learning, which allow systems to learn from historical data and make decisions automatically. These solutions are now used not only for scheduled services, such as service connections and reconnections, but also for the automatic dispatch of teams to respond to unscheduled incidents. The system identifies the nearest and most appropriate team for each situation, considering criteria such as location, criticality, and availability, reducing response times and increasing operational efficiency.

Investments in physical infrastructure have also been expanded, with the construction of new substations, power lines, and structural reinforcements

These initiatives increase the flexibility of the electrical system, enable the supply of new loads—such as energy-intensive industrial projects—and help maintain operational indicators at levels higher than those of previous year. This performance keeps our distribution companies among the best in the country in terms of supply quality, with consistent results in the System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI) indicators, both of which are below the regulatory limits established by ANEEL, even in the most challenging electrical systems.

Over the past three years, R$13.3 billion has been invested in distribution, with direct impacts on the evolution of regulatory indicators and the improvement of the customer experience

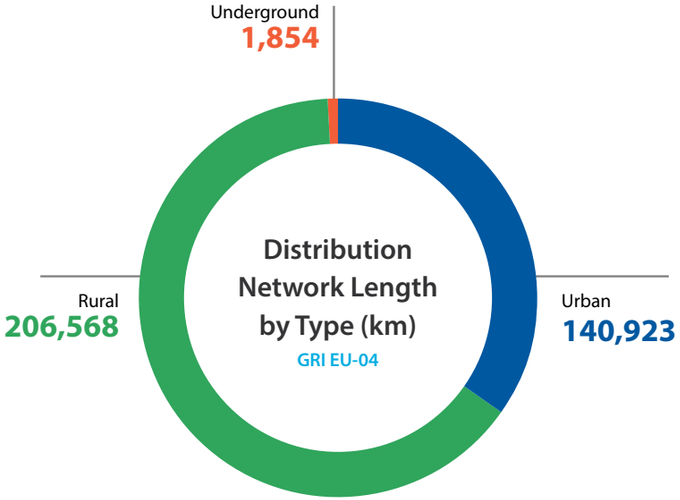
In addition to structural reinforcement of the grid, expansion of alternative power sources, and automation for rapid fault isolation, we have advanced joint actions in partnership with society. Vegetation management initiatives—such as the **Safer Tree Planting Program** and the **Program for the Modernization and Removal of Networks from Protected Areas**—as well as guidance campaigns and customer awareness initiatives, especially in rural areas—have been strengthened as essential elements for reducing risks and accelerating system recovery after severe events. We recognize that the resilience of the electric system is a collective effort involving infrastructure, technology, government, and the community.

In terms of operational safety, we have invested heavily in a robust communication infrastructure, ensuring constant contact with field teams through multiple channels, such as cell phones, radios, and satellite communication. We have also upgraded our fleet and equipment, with more robust vehicles and, in areas prone to flooding, the adoption of solutions such as snorkels on operational vehicles, allowing access even in flooded locations. These measures were decisive during extreme events in Rio Grande do Sul, including to ensure service to essential facilities such as hospitals and health clinics.

In the field of governance and crisis management, 2025 marked a significant evolution. We improved contingency plans, strengthened integration among our distributors' processes, and expanded coordination with public authorities, including Civil Defense agencies, state governments, federal agencies, and the sector's regulator, ANEEL. This structure creates a more robust foundation for addressing large-scale crises starting in 2026, reinforcing our commitment to security of supply, service quality, and operational efficiency.

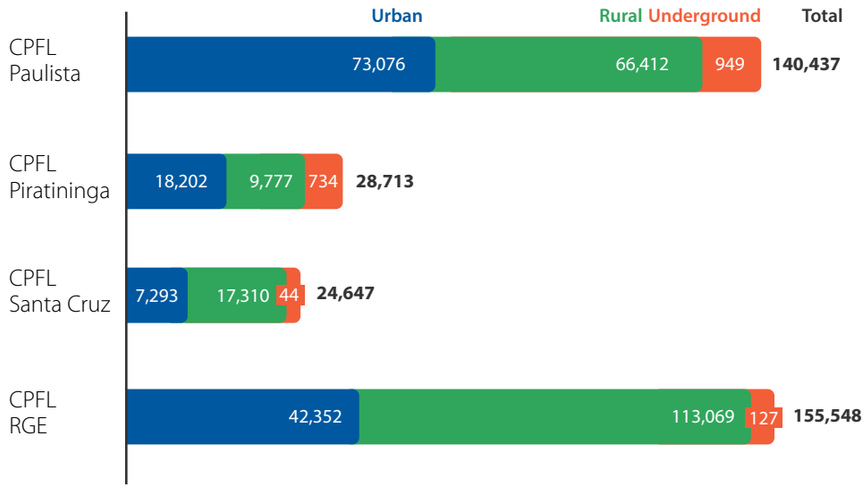


CPFL Energia Substation



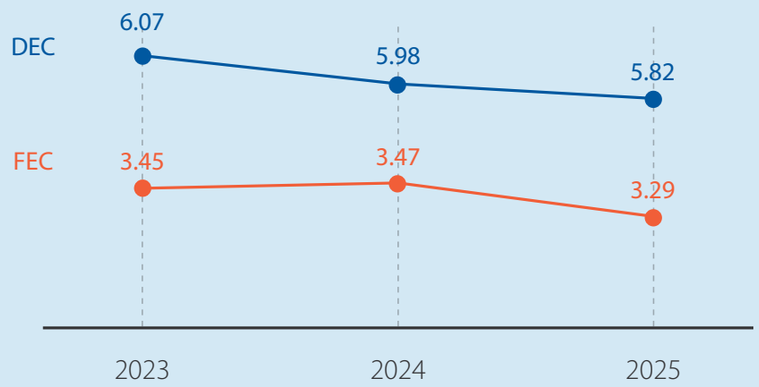
Length of Distribution Lines by Type (km) and by Distributor

GRI EU-04



Frequency of Outages and Average Duration of Power Outages

GRI EU-28, EU-29





CPFL Energia Customer

Our Distribution Companies

cpfl paulista

Operates in the distribution of electricity to 234 municipalities in the interior of the state of São Paulo, serving 5.1 million customers.

cpfl piratininga

Distributes electricity to 27 municipalities in the interior and along the coast of the state of São Paulo, with approximately 2.0 million customers.

cpfl santa cruz

Operates in 39 municipalities in the state of São Paulo, 3 in Paraná, and 3 in Minas Gerais, totaling 45 cities and 525,000 customers served.

cpfl rge

Serves 381 municipalities in the state of Rio Grande do Sul and approximately 3.2 million customers.

Solutions and Services

GRI 2-6, 3-3 Financial and operational performance, EU-05, EU-06

In addition to operating in the power generation, transmission, and distribution segments, we stand out for offering solutions and services that expand our ability to generate value for customers, the electric grid, and the business. These complementary areas allow us to capture opportunities associated with the sector's transformation, deepen our relationships with customers, and develop solutions aligned with new demands for efficiency, sustainability, flexibility, and energy security.

Through CPFL Soluções, we have assembled an integrated portfolio that connects energy management, infrastructure, specialized technical services, and financial solutions, serving companies of various sizes and across economic sectors nationwide. Our operations are guided by a consultative approach that combines technical expertise, a long-term vision, and customized solutions, always aligned with each client's strategy and profile.

As part of this integrated ecosystem, we have the Shared Services Center (CSC), responsible for consolidating and optimizing administrative and operational activities essential to the business. With a cross-functional role, the CSC integrates internal demands, promotes process standardization, and enhances organizational efficiency, directly contributing to the quality of services provided and to value creation across all areas of operation.

LEARN MORE About CPFL Solutions.

21
operational bases (SP)

1
project plant (SP)

1
reforming plant (serves SP and RS)

2
reverse logistics chains (SP and RS)

Operations nationwide

Operations Map



cpfl soluções
1 cpfl total
2 cpfl atende
3 cpfl supre
3 cpfl pessoas
3 cpfl infra
3 cpfl finanças
4 alesta

Shared Services Center (CSC)

CPFL Atende

We manage customer service channels, including the 0800 phone line, virtual chat, social media, and email. We are advancing with digital solutions, such as the virtual assistant Cecília Atendente, designed to answer employees' questions, and the Virtual Agent, which enhances operational efficiency. We have also expanded the virtual assistant's capabilities on WhatsApp and restructured the ombudsman's office.

CPFL Pessoas

We manage Human Resources, covering payroll, benefits, and recruitment and selection processes. We contribute to business continuity through operational efficiency and play a strategic role in promoting diversity and strengthening organizational culture, in line with our ESG commitments.

CPFL Infra

We manage corporate assets, such as the vehicle fleet, real estate, administrative services, maintenance, and building security. This work ensures essential support for operations and includes relevant initiatives, such as advancing the electrification of the operational fleet.

CPFL Supre

We plan and execute integrated supply chain management, including procurement, materials management, and distribution, with a focus on cost optimization and increased competitiveness.

CPFL Finanças

We organize and implement financial processes, providing strategic support for decision-making and contributing to the Group's financial efficiency and sustainability.

CPFL Soluções' portfolio covers energy management, with specialized consulting focused on efficient consumption, risk mitigation, and the reduction of operating costs, as well as energy efficiency projects focused on optimizing resources and improving the performance of our clients' production processes. These solutions gain relevance in a context of greater price volatility, pressure for efficiency, and a growing need for financial discipline on the part of consumers.

Other decarbonization solutions for clients also include carbon credits and Renewable Energy Certificates (I-RECs), supporting companies in demonstrating their use of clean energy and advancing their emissions reduction strategies. Currently, we have 12 carbon credit projects, with an average offset potential of 2.4 million metric tons of carbon dioxide equivalent (tCO_2e) per year, registered in both the regulated market (MDL) and the voluntary market (VCS and GCC), in addition to two projects undergoing verification by the Global Carbon Council (GCC). In the field of I-RECs, 44 assets in our generation portfolio are eligible for the issuance of these certificates. In 2025, we sold 1.1 million carbon credits and 1.74 million I-RECs.

From the beginning of 2023 through the fourth quarter of 2025, we sold over 1.15 million carbon credits and 6 million I-RECs, representing the offset of at least 1.15 million tCO_2e. These results reinforce our role as a strategic partner in the energy transition and in strengthening more sustainable production chains

In addition, CPFL Soluções is part of a robust structure of technical and infrastructure services, essential both for serving external clients as for supporting our companies' operations. In this context, it operates in the construction and maintenance of electrical networks and infrastructure, including new substations, feeder lines, and distribution and transmission lines up to 69 kilovolts (kV), with a focus on the states of São Paulo and Rio Grande do Sul. These activities serve our distributors and CPFL Transmissão, ensuring technical standardization, construction quality, and efficiency in project execution.

In the area of distribution network maintenance, we have an operation structured around operational bases distributed throughout the state of São Paulo, offering direct support to the distribution companies' operation and maintenance activities. This work, carried out with our own workforce and in accordance with our internal standards and norms, ensures responsiveness, operational control, economies of scale, and high levels of quality, health, and safety in the services provided.

Another key pillar of this suite of solutions is environmental management and the reverse logistics chain for electrical sector equipment, with operations in Rio Grande do Sul and São Paulo. CPFL Soluções is involved in the collection, sorting, dismantling, and proper disposal of equipment and waste from Distribution and Transmission, ensuring environmental compliance and the reuse of materials with added value. This process includes the shredding and sorting of poles, cables, and personal protective equipment (PPE), as well as the analysis and treatment of components containing polychlorinated biphenyls (PCBs), as well as the refurbishment of equipment returning to the power grid. These practices strengthen the circular economy and contribute to reducing the environmental footprint of companies in the electricity sector.

CPFL Soluções also plays a strategic role in supporting the execution of the Distribution and Transmission investment plan, especially in a scenario marked by a shortage of skilled labor and high demand for contractors in the market. In this context, the services division establishes itself as a lever for the continuity of investments, ensuring deadlines, quality, and high health and safety standards, while also promoting the dissemination of knowledge and best practices across our various businesses.

By bringing together diverse services and solutions within a single ecosystem, we expand our ability to meet customers' real needs, strengthen the resilience of our business model, and create growth opportunities aligned with the energy transition.



Employee at CPFL's headquarters in Campinas (SP)

Financial Services

In the financial services sector, we have expanded our value proposition by integrating products related to energy-linked financial management through **CPFL Total** and **Alesta**, thereby strengthening the CPFL Group's ecosystem.

Founded in 2012, CPFL Total acts as a hub connecting partners and customers of the Group's distributors, enabling the purchase of services with charges included on the energy bill. This model facilitates consumer access to offerings such as insurance, assistance services, benefit cards, and microcredit, while expanding the relationship between partner companies and CPFL Energia's customer base.

Last year, the platform recorded over 15.5 million charges for various services and products on energy bills, reaching more than 200 partners by 2025.

Complementing this ecosystem, Alesta—a 100% digital financial institution launched in 2021, authorized by the Central Bank, and a member of the National Association of Credit, Financing and Investment (ACREFI), provides financing for overdue energy bills for customers of the Group's distributors. Additionally, it offers advance payment of receivables to CPFL suppliers, contributing to greater financial predictability throughout the value chain.

In 2025, the company facilitated R$123.8 million in energy bill financing, distributed across more than 116,000 contracts, supporting consumers in settling their debts and contributing to a reduction in delinquency rates at the distributors.

In the receivables advance segment, the volume advanced by Alesta was R$1.5 billion in 2025, while the number of suppliers served during the period was 609, expanding access to working capital and strengthening the financial sustainability of the CPFL Group's supply chain.

The progress of the two companies reflects the consolidation of a model that integrates essential services and financial products. In 2025, Alesta and CPFL Total achieved combined EBITDA exceeding R$100 million.

By integrating financial services into its relationships with customers and partners, the CPFL Group expands its capacity to generate value, promotes greater efficiency in the supply chain, and creates new growth opportunities aligned with its strategy of innovation, digitalization, and customer focus.

CPFL Institute

GRI 2-6, 203-1, 203-2

Through the **CPFL Institute**, we structure our social and cultural activities with a focus on generating and sharing value with society. The Institute is responsible for coordinating and supporting initiatives aimed at human development, culture, sports, and the promotion of citizenship in the regions where we operate, always in dialogue with the communities and addressing the challenges of the regions. This work complements our business model and reinforces our commitment to contributing to a more just, inclusive, and sustainable society. Over the years, the CPFL Institute has consolidated partnerships, programs, and projects that expand access to opportunities and strengthen the positive impact of our operations. More information about the CPFL Institute's activities is available on page 105 of this Report.

LEARN MORE About the CPFL Institute.



Orcampi Project, supported by the CPFL Institute

R$55 million
in social projects

616,000
people benefited,
in addition to 176 institutions, including schools and public spaces, 19 hospitals, and 20 civil society organizationsl

Operations in 125
municipalities

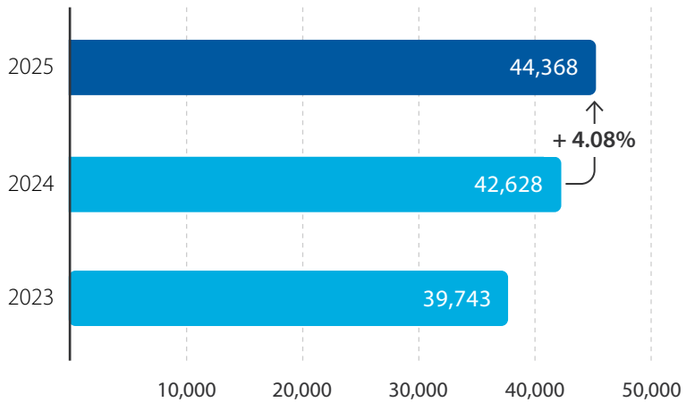
Financial Performance

GRI 3-3 Financial and operational performance

In 2025, CPFL Energia's operational and financial results were positive, reflecting gains in productivity and efficiency, as well as optimizations and synergies across all business segments. Seizing growth opportunities, such as the acquisition of Lot 3 in October 2025, through investments in existing assets, drove improvements in the company's key indicators. The year 2025 was a year marked by cost reductions, the pursuit of operational efficiency, and business growth, as well as major regulatory challenges.

Net operating revenue grew by 4.1% compared to the previous year. This performance was driven by revenue from the distribution segment, due to positive average rate adjustments throughout 2025.

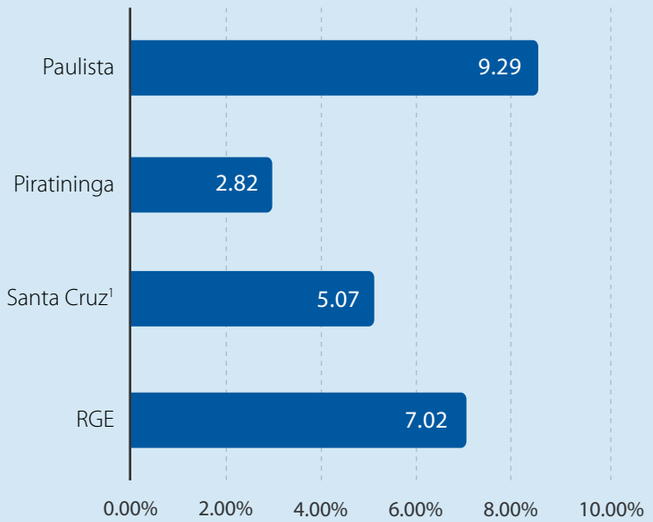
Net Operating Revenue (R$ million)



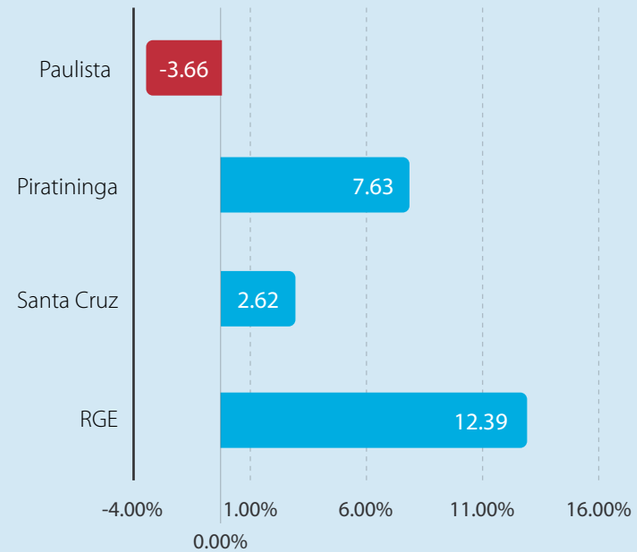
In 2025, CPFL's distribution companies underwent rate adjustments, in which positive adjustment indices (General Market Price Index [IGP-M] or Broad National Consumer Price Index [IPCA]) were applied.

The net effect for consumers was positive at CPFL RGE, CPFL Piratininga, and CPFL Santa Cruz.

Inflation of Rate Adjustments (%)



Average Rate Adjustment in 2025 (%)



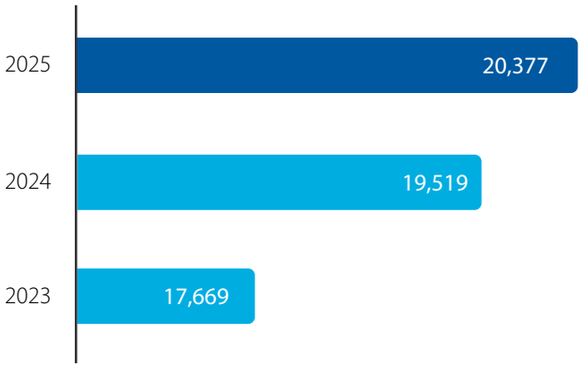
1. Adjusted by the IPCA.

The cost with electric energy increased by 4.4%, due to a 7.4% increase in costs for electricity purchased for resale, partially offset by transmission and distribution system usage charges, which decreased by 3.9%.

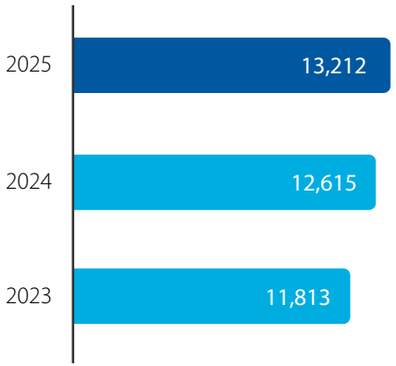
Operating costs and expenses remained in line with the previous year, showing a 4.7% increase year-over-year, in line with inflation.

EBITDA totaled R$13.5 billion, a 2.4% increase year-over-year.

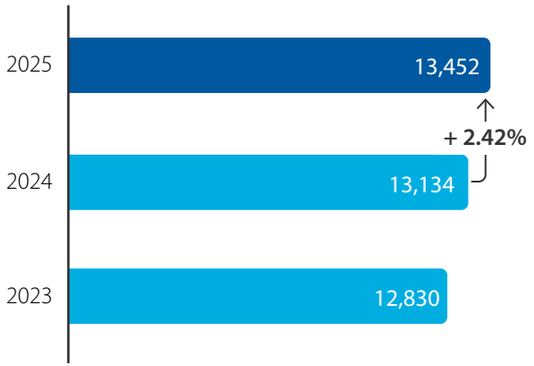
Cost with Electric Energy (R$ million)



Operating Costs and Expenses (R$ million)

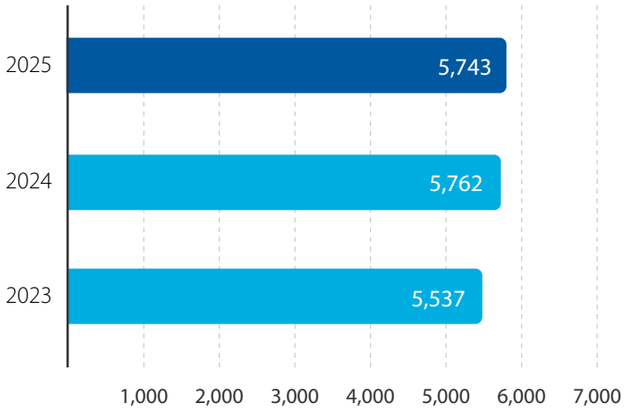


EBITDA (R$ million)



Net income totaled R$5.7 billion, in line with the previous year's result.

Net Income (R$ million)

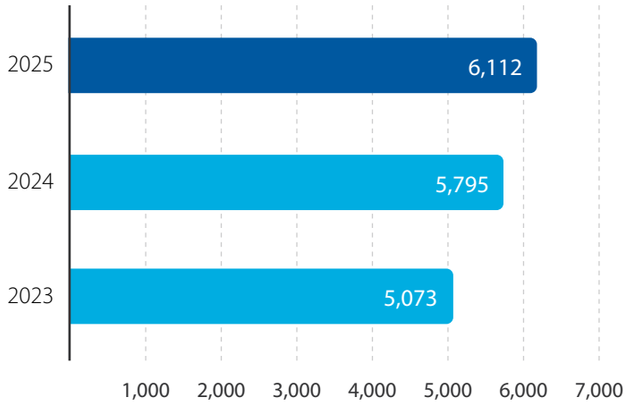


In line with strategic planning, the company's investments totaled R$6.1 billion in 2025, with highlights in the Distribution and Transmission segments.

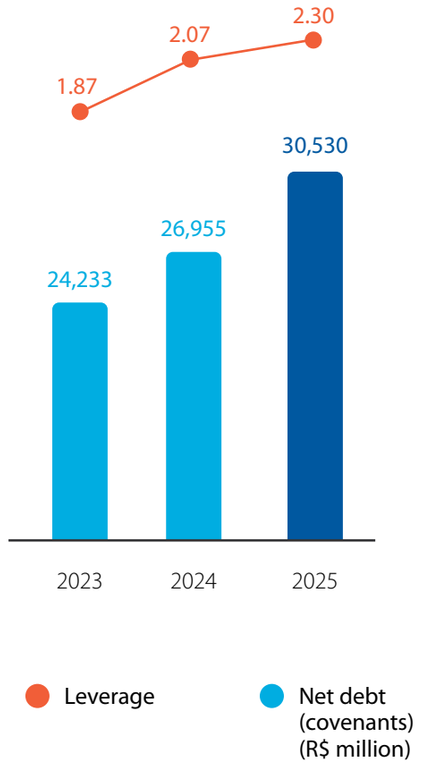
This capital expenditure (CAPEX) in the Distribution segment enables the modernization and upgrading of assets within the Regulatory Remuneration Base (BRR), generating value for the business in accordance with electricity sector regulations, in addition to the implementation of new technologies such as smart meters.

Investments were also made in the maintenance of generation plants. In the Transmission segment, investments were made in reinforcing and improving transmission networks, always aiming for excellence in operational management.

CAPEX (R$ million)



In addition, the company reported a net debt/EBITDA ratio of 2.30x, based on the financial covenants' measurement criteria.



Strategy

03

Corporate Strategy
ESG Plan 2030
Value Creation



Employee at the Foz do Chapecó HPP, in Santa Catarina (SC)

Corporate Strategy

Our operations are guided by a long-term vision focused on business continuity, operational predictability, and the generation of sustainable value for all stakeholders with whom we engage. This approach is underpinned by concession renewals, rigorous discipline, capital allocation, and the presence of a controlling shareholder with a strategic profile that prioritizes technical decisions, in-depth planning, and a consistent approach to value creation over time.

This logic materializes in an integrated mandala, which illustrates how we connect operational performance, sustainability, and competitiveness. At the center are people; surrounding them are the pillars that guide decisions and priorities: efficiency and results, safety, customer focus, innovation and new business, risk management, institutional and regulatory compliance, digitalization, and the environmental, social, and governance (ESG) agenda. Working in tandem, these elements drive the continuous optimization of existing businesses, the preservation of asset value, and adaptation to structural transformations in the electricity sector. System reliability, excellence in service delivery, discipline in risk management, and adherence to best regulatory and governance practices constitute the permanent foundations of this model. Digitalization, in turn, acts as a cross-cutting lever for efficiency, competitiveness, and sustainability, ensuring consistency between words and actions and strengthening the culture necessary for the consistent execution of our strategic direction.

The energy transition and climate change agenda is fully integrated into this model. We have taken a leading role in Brazil's energy transition, through the consolidation of a 100% renewable generation mix and the establishment of climate targets aligned with science and the commitments of the Paris Agreement. At the same time, we recognize the sector's structural challenges—such as curtailment, a situation in which part of the generated energy cannot be absorbed by the system, resulting in reduced or limited generation—and transform them into drivers of innovation, driving solutions related to energy storage, operational flexibility, and smart grids.

Corporate governance and financial discipline are central pillars for the execution of our strategy. State Grid's strategic presence in our shareholder structure, combined with the attainment of a national AAA rating from the three major credit rating agencies (Fitch, Moody's, and Standard & Poor's) and global ratings from Moody's (Baa2, two notches above the sovereign rating) and Fitch (BBB, three notches above the sovereign rating), strengthens our credibility with investors, especially international ones. This combination expands access to capital on competitive terms and strengthens our ability to finance long-term projects, preserving the balance between growth, investment, and shareholder returns.

Another strategic advantage provided by our integration with our controlling shareholder is global-local synergy (learn more about our shareholder structure on page 113 of this Report). Access to expertise, technologies, and models already tested in other markets—especially in grid digitization, energy storage, smart grids, asset management, and financing structures—expands our ability to anticipate trends, mitigate risks, and accelerate strategic decisions, always with due adaptation to the regulatory, operational, and social specificities of the Brazilian context.

All these strategic drivers are guided by values that serve as the foundation for decision-making and the execution of initiatives across all areas: safety, customer focus, innovation and new business, regulation, digitalization, and results with operational efficiency. These principles ensure consistency between words and actions and support the organizational culture necessary to execute a long-term strategy.



ESG Plan 2030

GRI 2-12, 2-23, 2-24

The **ESG Plan 2030** is fully aligned with the Strategic Plan 2025–2029, offering a long-term vision and guiding short- and medium-term decisions and deliverables. This integration ensures that both move toward the same horizon, where growth, efficiency, sustainability, resilience and value creation go hand in hand. Furthermore, the 2030 ESG Plan contributes directly to the United Nations 2030 Agenda, with goals aligned with the Sustainable Development Goals (SDGs), reinforcing our commitment to sustainable development on a global scale.

Launched in 2023, the 2030 ESG Plan is reviewed annually to ensure alignment with strategic planning, megatrends in the electricity sector, and the expectations of investors and other stakeholders. In 2025, this process resulted in a structural revision that simplified and strengthened the Plan, reorganizing its architecture into three strategic pillars—Low-carbon business and energy security; Smart and sustainable operations; and Shared value with society—with corporate governance serving as a cross-cutting element. As part of this enhancement, public commitments were consolidated from 24 to 18, with the aim of making the Plan more focused, measurable, and aligned with our strategic priorities.

In this context, two targets were discontinued because they had fulfilled their structural role. The biodiversity-related target was concluded with the publication of the **Commitment to Biodiversity**, which now permanently guides our actions regarding the topic. The goal regarding the diversion of materials for recycling, on the other hand, was incorporated into operational processes, becoming an established management practice and, therefore, no longer requiring monitoring as a specific commitment.

The 2025 update process was conducted in a participatory and analytical manner, involving internal studies, trend analyses, comparisons with leading companies in the sector, and interviews with strategic internal and external stakeholders. More than 20 technical meetings were held with key departments, involving over 70 employees, in addition to a leadership workshop, with the aim of strengthening internal engagement and ensuring alignment with market positioning and stakeholder expectations. The updated version of the Plan was submitted for review to the Executive Sustainability Committee, the Executive Board, the Strategy, Growth, Innovation, and ESG Committee, and the Board of Directors for formal deliberation, reinforcing its institutional robustness.

Sustainability guide

We provide sustainable, affordable, and reliable energy at all times, making people's lives safer, healthier, and more prosperous in the regions where we operate.

Electric power sector trends

- Energy Mix Transition
- Digitalization
- Smart Grids
- Market Liberalization
- Customer Focus

Objective

To drive the transition toward a more sustainable, safe, and smart way of producing and consuming energy, maximizing our positive impacts on society.

Pillars

Low-carbon businesses and energy security

Providing sustainable energy driven by resilient power grid systems.

Smart and sustainable operations

Seeking maximum efficiency and the smallest possible environmental footprint.

Shared value with society

Creating shared value with our people, customers, and communities.

18 Public Commitments

Our Long-Term Vision

Low-carbon business and energy security

Supplying sustainable energy through resilient power grid systems.

Decarbonization
Promoting a carbon-neutral business based on renewable energy and emissions reduction.

Climate resilience
Enhancing resilience to climate change and continuously advancing risk management by 2030.

Energy security
Strengthening system flexibility and ensuring the availability of reliable and sustainable energy.

Public commitments

1. **Ensuring** 100% renewable energy generation by innovating solutions that strengthen system flexibility.
2. **Becoming** carbon neutral starting in 2025, reducing Scope 1, 2, and 3 emissions by 56% by 2030.
3. **Provide** low-carbon solutions to our customers, with annual targets for reducing CO_2e emissions.
4. **Establish** climate adaptation plans for CPFL's generation, transmission, and distribution businesses, strengthening the resilience of our assets by 2030.

Sustainable and smart operations

Achieve maximum efficiency with the smallest possible environmental footprint.

Eco-efficiency
Continuously advance in the efficient use of natural resources.

Circular economy
Integrate a circular perspective into business operations.

Smart energy
Promote and implement smart energy solutions.

Sustainable procurement
Promote the sustainable development of our supply chain.

Public commitments

5. **Achieve** at least R$1.4 billion in investments in smart energy solutions by 2030.
6. **Refurbish** at least 70,000 pieces of electrical grid equipment by 2030.
7. **Achieve** at least 15% electric fleet (aerial work platform trucks) in Distribution companies by 2030.
8. **Expand** the eco-efficient management model to all of the Group's administrative units, reducing water consumption by at least 5%, energy consumption by at least 5%, and landfill waste by at least 30% by 2030.
9. **Assess** 100% of critical suppliers based on sustainability criteria and achieve at least 85% of our spending with companies that receive a high sustainability rating.

Shared value with society

Create shared value with our employees, customers, and communities.

Health and safety
Ensure a safe and healthy environment for everyone.

Customer relationships
Foster a customer-centric culture.

Community
Be part of the solution to the social challenges facing our communities.

Diversity
Create an inclusive culture, leveraging the potential of diversity.

Public commitments

10. **Strengthen** the safety culture to achieve zero fatalities and reduce the frequency and severity rates of accidents involving employees and service providers.
11. **Invest** R$50 million in awareness and risk reduction projects for the population by 2030.
12. **Promote** a healthy work environment by raising awareness about well-being and implementing support measures for our employees.
13. **Invest** at least R$230 million in socio-environmental projects that maximize community transformation by 2030.
14. **Invest** R$260 million in energy efficiency initiatives in public hospitals by 2028.
15. **Achieve** 40% representation of underrepresented groups in leadership positions by 2030.
16. **Maintain** at least one distributor ranked among the top three in ANEEL's Consumer Satisfaction Award.

Corporate Governance

Pursue the highest standards of governance and integrity.

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

2025 Results

Below, we present the annual results of the 2025 version of the ESG Plan, still structured around 4 pillars of action and 24 public commitments.

Renewable and smart solutions

Decarbonization
Promote a carbon-neutral business based on renewable energy and low-emission sources.

Smart energy
Promote and implement smart energy solutions.

Commitments	2025 Results	Status
1 Achieve 100% renewable energy generation by 2030.	Our generation came from 100% renewable sources.	**Target achieved**
2 Be carbon neutral starting in 2025[1], reducing Scope 1, 2, and 3 emissions by 56%[2] by 2030.	62% reduction in Scope 1, 2, and 3 emissions compared to the 2021 baseline year.	**Annual target achieved**
3 Offer low-carbon solutions to our customers, with annual revenue targets for IRECs and carbon credits.	Sales volume of decarbonization solutions, including carbon credits, was 6.23 million, exceeding the 2025 target of 1.4 million.	**Annual target achieved**
4 Achieve at least 15%[3] of the fleet electric (trucks[4] with aerial platforms) at the Distribution Companies by 2030.	9% of the fleet electrified.	**Annual target achieved**
5 Invest at least R$40 million in green hydrogen technologies by 2030.	In 2025, investment to enable green hydrogen technologies totaled R$3.61 million.	**Annual target achieved**
6 Achieve at least R$580 million in investments in smart energy solutions by 2027.	In 2025, total investment in smart solutions was R$130 million.	**Annual target achieved**



Electric fleet, in Indaiatuba (SP)

1. Neutralization by 2026 based on the 2025 GHG inventory
2. Baseline for reducing average emissions from 2019 to 2021 for Scopes 1, 2, and 3.
3. Baseline for increasing the electric fleet: March 2023.
4. Operational trucks with aerial work platforms up to 13 meters in length.

2025 Results

Sustainable operations

Eco-efficiency
Continuously advance in the efficient use of natural resources.

Circular economy
Integrate a circular economy perspective into business operations.

Biodiversity
Maximize our net positive impact on biodiversity.

Commitments	2025 Results	Status
7 Consolidate CPFL's eco-efficiency management program, setting targets through 2024 to promote conscious energy and water consumption and reduce waste sent to landfills.[1]	The actions defined for 2025 were completed on schedule, with a focus on raising awareness and expanding the eco-efficiency management model at administrative headquarters, in addition to partnerships with waste cooperatives.	**Annual target achieved**
8 Phase out single-use plastics in our administrative offices by 2025.	Single-use plastic eliminated from administrative headquarters, with expansion to some strategic call centers.	**Target achieved**
9 Develop CPFL's Biodiversity Positioning by 2025 to maximize the benefits and value generated by our operations for the environment and society.	Goal achieved with the publication of the Commitment to Biodiversity, which now permanently guides our actions regarding this issue.	**Target achieved**
10 Refurbish at least 70,000 pieces of electrical grid equipment[2] by 2030.	In 2025, we refurbished 8,674 pieces of equipment.	**Annual target achieved**
11 Ensure that 100% of the main components of the distribution network are destined for recycling or reverse logistics systems.	100% of distribution network components annually sent for recycling or to reverse logistics systems.	**Annual target achieved**

1. Waste disposal at Campinas Headquarters, Jundiaí EA, CPFL-T Porto Alegre Headquarters, RGE São Leopoldo Headquarters, Former RGE Caxias Headquarters, Indaiatuba CSC, CPFL Services Rio Pardo.
2. Transformers, voltage regulators, reclosers.



Employees at the Reconditioning Facility in São José do Rio Pardo (SP)

2025 Results

Value shared with society

Customer relationships
Promote a customer-oriented culture.

Community
Be part of the solution to the social challenges facing our communities.

Diversity
Create an inclusive culture, leveraging the potential of diversity.

Sustainable procurement
Promote the sustainable development of our supply chain.

Commitments	2025 Results	Status
12 Invest at least R$230 million in socio-environmental projects that maximize community transformation by 2030.	In 2025, total investment in social and environmental projects was R$84.1 million.	Annual target achieved
13 Invest R$140 million in energy efficiency initiatives in public hospitals by 2025.	R$49.5 million was invested in energy efficiency initiatives.	Target achieved
14 Have 40% of leadership positions filled by representatives of underrepresented groups by 2030.	In 2025, 39.4% of leadership positions were held by underrepresented groups. The annual average was 39.6%.	Annual target not met
15 Assess 100% of critical suppliers against sustainability criteria[1] and ensure that at least 85% of our spending[2] is directed to companies with advanced sustainability practices by 2030.	93.5% of critical suppliers were evaluated based on sustainability criteria in 2025, and 60% of expenditures were directed toward suppliers with advanced sustainability practices.	Annual target achieved
16 Maintain at least 90% of customer service interactions through digital channels.	93% of customer service interactions were conducted through digital channels.	Annual target achieved
17 Ensure that at least one of our distributors ranks among the top 3 in ANEEL's Consumer Satisfaction Award.	In 2025, 3 distributors were in the Top 3 (CPFL Santa Cruz, CPFL RGE, and CPFL Paulista).	Annual target achieved

1. As defined in the SBM, critical to operations.
2. Distributors + CPFL Renováveis – the portfolios of other businesses will be evaluated and addressed during the period; it is not possible to propose a target at this time.



Interaction between customer and electrician

2025 Results

Safe and reliable operations

Health and safety
Ensure a safe and healthy environment for everyone.

Corporate governance
Pursue the highest standards of governance and integrity.

Data security and protection
Ensure transparency and alignment with best practices in cybersecurity and data protection, considering constant digital evolution and emerging technologies.

Climate resilience
Enhance resilience to climate change and continuously advance risk management by 2030.

Commitments	2025 Results	Status
18 Strengthen the safety culture to achieve zero fatalities and reduce the frequency and severity rate of accidents involving employees and service providers.	In 2025, we achieved our lowest frequency rate; however, after three years, we again recorded a fatal accident among our own workforce, which resulted in an increase in the severity rate.	**Annual target not met**
19 Invest R$50 million in awareness and risk reduction projects[1] for the population by 2030.	We invested R$2.2 million in the Guardian of Life program and R$21.9 million in the Safer Tree Planting program.	**Annual target achieved**
20 Promote a healthy work environment by raising awareness about mental well-being and establishing support measures for our employees.	We invested R$2.89 million in programs and initiatives focused on quality of life and mental health.	**Annual target achieved**
21 Ensure that 100% of employees[2] are trained in the Integrity Program.	100% of employees were trained in the Integrity Program.	**Annual target achieved**
22 Train 100% of administrative employees[3] in cybersecurity, data protection, and emerging technologies[4] integrated into the business.	100% of employees were trained in data security and protection.	**Annual target achieved**
23 Continuously pursue best practices in integrity, transparency, equity, accountability, and sustainability.	The Corporate Governance Report, featuring key indicators, was prepared and published in 2025 with the aim of strengthening the pillar of transparency.	**Annual target achieved**
24 Establish climate adaptation plans for CPFL's Generation, Transmission, and Distribution businesses, strengthening the resilience of our assets by 2030.	We established and integrated the key guidelines for adapting our business to the effects of climate change, including the identification of risks and the consolidation of the measures adopted.	**Annual target achieved**

1. Guardian of Life and Safer Afforestation.
2. CPFL Energia, its subsidiaries, and affiliates operating under the same management and governance model, in which CPFL Energia holds management control.
3. Excluding employees with suspended employment contracts, whether by mutual agreement or by legal mandate, as established in the CLT.
4. Artificial intelligence, Internet of Things, among others.



Employee in Itapetininga (SP)

How We Generate Value

Intellectual Capital
- Corporate Ideas Program (INLAB)
- Innovation Track
- CPFL Inova (open innovation)
- Innovation Hub

Natural Capital
- New commitment to climate resilience
- Eco-efficiency management (energy, water, and waste)
- Maximizing the positive impact on biodiversity
- Operating from a circularity perspective

Human Capital
- Our Way of Being
- Over 16,000 direct employees
- CPFL +Diversa

Manufactured Capital
- Energy generation, transmission, and distribution infrastructure
- Electrification of the vehicle fleet

Social and Relationship Capital
- Relationships with communities, customers, suppliers, investors, and other stakeholders

Financial Capital
- Solid growth over the years
- Improved credit rating and greater market access

ESG Plan 2030
+
Our Way of Being
+
Results and Operational Efficiency
+
Safety
+
Customer Focus
+
Regulation
+
Digitalization
+
New Business Innovation

We provide comprehensive energy solutions (distribution, generation, transmission, solutions, and services) across all regions of the country.

Outcomes

Impacts

- **Over 345 ideas** submitted to INLAB
- **235 INLAB ideas** under implementation or already implemented
- **R$64 million** invested in R&D projects

- **Over 38,000 saplings donated or planted** through the Arborização +Segura program
- Over **6,830 utility poles** shredded, generating 722 m^3 of crushed stone I, 734 m^3 of crushed stone II, and 487,819 kg of iron produced in the SP Reverse Supply Chain
- Effective management of greenhouse gas emissions, reflected in CPFL's continued inclusion in B3's ICO_2 index, Gold Seal in the Brazilian GHG Protocol Program, and A rating in the CDP
- Due to our progress on the ESG front, we ranked 1st in the ISF 2023/2024 (Utilities sector) and 2nd in the overall ranking

- **24% of women** in leadership positions
- **19% of Black people** in leadership positions
- **766 people with disabilities** in the overall workforce
- **39.4% of representatives** from underrepresented groups in leadership positions
- **35.7% of people** who self-identify as Black or Brown
- **21.03% of women** in the overall workforce
- **5 affinity groups** in the CPFL +Diversa Program

- **1.6 million** smart meters (BSmart)
- **675 kilometers** of electrified green corridor by 2025
- Operations in the generation, transmission, distribution, solutions, and services segments

- **10.9 million** customers served by distributors
- **616,000 people** benefited by the CPFL Institute
- **19 hospitals** served by the CPFL Institute through the CPFL in Hospitals initiative
- **156 volunteer** initiatives
- Participation in corporate movements and initiatives

- **R$44.4 billion** in net operating revenue
- **R$13.5 billion** in EBITDA
- **R$5.7 billion** in net income
- **2.3x leverage** (net debt/EBITDA)

ESG Plan 2030

04

Low-Carbon Economy and Energy Security

Decarbonization
Climate Resilience



Tanquinho Solar Plant in Campinas (SP)

Decarbonization

GRI 3-3 Climate change and decarbonization, 305-5; SASB IF-EU-110a.3

The rise in greenhouse gas emissions (GHG) has intensified global warming and amplified the impacts of climate change worldwide. Record-breaking temperatures, extreme weather events, and growing pressures on natural resources underscore the urgency of accelerating the transition to less carbon-intensive development models. In this context, reducing emissions and strengthening the resilience of production systems has become a central challenge for governments, companies, and society.

As a company in the electricity sector, we play a key role in this process. Decarbonization is integrated into our business strategy and guides decisions regarding how we operate, distribute, and manage energy, as well as how we support customers and partners in their own journeys toward a low-carbon economy.

This vision is reflected in the 2030 ESG Plan, through which decarbonization ceases to be merely an ambition and is established as a structured path, with clear goals, defined governance, and results already achieved.

Since 2021, we have published the document Our Journey in the Face of Climate Change, which presents our approach to the issue, including governance guidelines, targets, climate scenario analysis, and supply chain engagement

The document is updated periodically, keeping pace with the evolution of our strategy and climate challenges.

Annually, we prepare our GHG emissions inventory in accordance with the guidelines of the Brazilian GHG Protocol Program, monitoring direct and indirect emissions associated with our activities. The inventory is made publicly available in the Public Emissions Registry. In 2025, the document received the Gold Seal from the Brazilian GHG Protocol Program, a recognition of the highest level of quality, transparency, and completeness of the reported information.

In 2025, we achieved a 62% reduction in total GHG emissions compared to the 2021 baseline year, corresponding to an absolute decrease of 977,600 metric tons of CO_2 equivalent ($ktCO_2e$). The year 2021 was defined as the baseline for calculating decarbonization targets and results, as established in Commitment No. 2 of the 2030 ESG Plan. The calculation of emissions considers carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), and sulfur hexafluoride (SF_6), in line with the guidelines of the Brazilian GHG Protocol Program. For data consolidation and management, we use the WayCarbon Ecosystem system, which ensures methodological consistency and traceability of information. Reductions were observed across all inventory scopes, reflecting strategic decisions, portfolio evolution, and changes in the operational context of the electricity sector.

LEARN MORE

Access the publication on Our Journey in the Face of Climate Change here.



Aracati Wind Complex in Ceará (CE)

In Scope 1, the main driver of emissions in the base year of 2021 was thermal power generation from Epasa's power plants (Termonordeste and Termoparaíba) , which are fueled by fuel oil and operated under centralized dispatch by the National Electric System Operator. In 2021, adverse hydrological conditions increased thermal power generation in the country, which directly impacted our emissions. By 2025, with the sale of our stake in Epasa and the removal of these power plants from our portfolio, we consolidated a fully renewable generation mix. This shift was instrumental in achieving an 87% reduction in Scope 1 emissions compared to the base year.

In Scope 2, emissions are predominantly associated with technical losses in transmission and distribution systems. In 2021, the increase in thermal power dispatch in the Brazilian electricity sector raised the average emission factor of the National Interconnected System. In 2025, improved hydrological conditions reduced the need for thermal power generation, contributing to a decrease in the emission factor and, consequently, to a 57% reduction compared to the base year for this scope.

CPFL's Scope 3 is primarily influenced by emissions associated with the life cycle of fuels, materials, equipment, and the energy sold. In 2021, the share of Epasa's thermal power plants in the portfolio increased emissions related to fuel oil and its production chain; however, following the sale of the asset in 2025, these emissions were no longer included in the corporate inventory. Additionally, improved hydrological conditions, already reflected in Scope 2, reduced the volume and altered the profile of emissions linked to sold energy, proportionally impacting Scope 3.

In 2025, we received approval of our climate targets from the international Science Based Targets initiative (SBTi)

GHG Inventory by Scope (Thousand tCO_2e)

GRI 305-1, 305-2, 305-3; SASB IF-EU-110a.1, IF-EU-110a.2

Gross Emissions[1]	2023	2024	2025
Scope 1			
Gross emissions	176.41	80.77	73.03
Biogenic emissions	1,611.17	1,964.93	1,658.27
Scope 2			
Locational approach	218.44	305.32	257.34
Scope 3			
Gross emissions	301.22	260.59	277.97
Biogenic emissions	4.22	8.04	8.42

1. Of the total Scope 1, 2, and 3 emissions, 490,558.93 tCO2e were emitted by the energy distribution business.

In addition to the total volume of emissions, we track intensity indicators, which allow us to assess the carbon footprint in proportion to the level of business activity. These indicators consider Scopes 1 and 2 and are calculated based on net operating revenue, energy generated, and energy distributed.

GHG Emission Intensity Indicators

GRI 305-4

Gross emissions	2023	2024	2025
Per energy generated (Scope 1 tCO_2e/GWh)	11.83	4.80	5.86
Per energy distributed (Scope 2 tCO_2e/GWh)	3.09	4.24	3.56
Per net operating revenue (tCO_2e/million BRL)	9.94	9.14	7.45

This continuous monitoring allows us to track the progress of our public decarbonization targets and, specifically, to assess compliance with the near-term commitments approved by the Science Based Targets initiative (SBTi). These targets, established based on scientific criteria compatible with limiting global warming to 1.5 °C, lend greater robustness to our emissions reduction trajectory. By aligning a significant portion of our targets with this internationally recognized methodology, we connect business decisions to technical parameters validated by the scientific community and reinforce the credibility of our climate strategy.

LEARN MORE

Access our SBTi-approved commitments here.

A significant milestone in this journey was the early fulfillment of our commitment to achieve a fully renewable generation portfolio; originally scheduled for 2030, this goal was achieved in 2025, eliminating exposure to fossil fuels and reinforcing our leadership in the energy transition

The digitization of networks is another key driver of this process of decarbonizing operations and the business. The continuous modernization of infrastructure, supported by the intensive use of data, automation, sensors, and smart systems, has enabled us to reduce technical and commercial losses, improve asset management, and make operations more efficient, resilient, and with a smaller carbon footprint. These initiatives also strengthen the quality of energy supply and prepare the system to address structural challenges of the energy transition, such as the intermittency of renewable sources and the growth of new loads.

On the electric mobility front, we continue to expand the electrification of our operational fleet as a key component of our decarbonization strategy. Since the pilot project launched in Indaiatuba (SP), we have made structured progress, including the full electrification of the fleet serving the municipality, the operation of 22 electric vehicles, 16 charging stations, and the establishment of the Electric Mobility Laboratory. This experience gave rise to the Green Corridor, an initiative that connects strategic cities through a robust charging infrastructure. By 2025, the corridor already spanned 675 kilometers, ensuring the efficient and safe operation of the fleet in locations such as Indaiatuba, Ribeirão Preto, and Santos (SP). Currently, we have more than 60 electric and hybrid vehicles available for administrative and technical operations. Our goal is to electrify at least 15% of the technical fleet by 2030, further reducing emissions and improving operational efficiency.

Company Energy Consumption (GJ)[1]

GRI 302-1

	2023	2024	2025
Generated from non-renewable fuels			
Diesel	444,121.34	461,223.98	445,727.38
Fuel oil	196,239.01	128,085.28	-
Gasoline	67,533.85	2,922.96	2,913.61
Natural gas	12,790.52	7,116.81	-
Liquefied petroleum gas (LPG)	114.67	90.58	-
Acetylene	68.54	38.62	15.54
Marine diesel	0.00	3.18	-
Subtotal of non-renewable fuels	**720,867.93**	**599,481.41**	**448,656.53**
Generated from renewable fuels			
Biomass/sugarcane bagasse	11,563,911.41	15,578,017.94	15,189,780.45
Wood from renewable sources	46,733.25	-	-
Hydrated ethanol	67,845.88	74,054.10	72,602.17
Subtotal of renewable fuels	**11,678,490.54**	**15,652,072.04**	**15,262,382.62**
Total energy generated from fuels	**12,399,358.46**	**16,251,553.45**	**15,711,039.15**
Purchased electricity	**241,627.14**	**426,180.85**	**1,397,819.50**
Total	**12,640,985.60**	**16,677,734.30**	**17,108,858.66**

1. Data calculated by the Ecosystem software, which uses fuel and electricity property data from the Brazilian GHG Protocol Program and data from the National Energy Balance (EPE) for conversion to GJ/MWh.

The transition to a low-carbon economy is not limited to our operations.

A fundamental pillar of the strategy is to support customers and partners in their own decarbonization journeys

Through CPFL Soluções, we offer an integrated portfolio that includes carbon credits, renewable energy certificates, incentivized energy, and energy efficiency solutions, expanding the scope of decarbonization and helping different sectors make consistent progress in reducing their emissions (learn more on page 43 of this Report).

This effort extends to the value chain, with a special focus on Scope 3. We work with our suppliers through technical guidance, strategic direction, and the incorporation of environmental, social, and governance (ESG) into our procurement processes. Training and climate literacy initiatives, such as specific guidelines in the **Supplier Newsletter** and periodic meetings, help raise the maturity level of the supply chain and encourage lower-emission solutions, including the use of more efficient inputs and materials with a smaller carbon footprint.

In 2025, we advanced this effort by conducting studies to assess the carbon footprint of the main materials purchased. This analysis allows us to understand, with greater precision, the emissions associated with our production processes and identify reduction opportunities with strategic partners.

By integrating renewable energy sources, innovation, digitalization, operational efficiency, electric mobility, and value chain engagement, we are consolidating a systemic and long-term decarbonization approach. This strategy strengthens business resilience and contributes to creating value for customers, partners, and society.



Barra Grande (Baesa) Hydroelectric Plant, in Pinhal da Serra (RS)



CPFL Energia electricians

Climate Resilience

GRI 3-3 Climate change and decarbonization

To understand how climate change may affect our operations and support decision-making, we are advancing structured analyses of climate scenarios that enable us to identify the main risks and opportunities associated with the transition to a low-carbon economy. This process guides the prioritization of investments, the strengthening of asset resilience, and the sustainability of operations in the short, medium, and long term.

Our approach considers the specificities of each business segment and follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The management of climate risks and opportunities is integrated into the corporate strategy and the 2030 ESG Plan, ensuring technical consistency and alignment with international best practices.

Analysis of Scenarios, Risks, and Opportunities

Based on scenario analysis and the assessment of the main drivers of climate impact, we have identified 18 climate risks and 11 opportunities, classified by category, trends, level of exposure, and management strategy.

Overall, the risk analysis guides adaptation measures focused on operational continuity, asset security, and the protection of people. Meanwhile, the opportunities drive the development of new business models, products, and solutions that support the energy transition of customers and partners, expanding the generation of sustainable value.

Integrated Climate Adaptation Plan

In 2025, we developed the **Integrated Climate Adaptation Plan**, covering generation, transmission, and distribution operations. The initiative was driven by lessons learned from recent extreme weather events, particularly the floods that struck Rio Grande do Sul in 2024, which highlighted the need to strengthen a structured approach to risk anticipation and long-term adaptation.

Initially, we mapped the climate risks capable of impacting our operations at different geographic scales, as well as activities at different geographic and operational scales, considering not only the direct exposure of assets but also urban and operational factors that influence service continuity, such as access, logistics, communication, and team mobilization. This systemic perspective reflects the understanding that climate resilience goes beyond the physical robustness of the power grid and depends on the integration of technology, people, processes, governance, and institutional coordination.

In parallel, we have made progress in defining indicators for the continuous monitoring of climate risks and in consolidating mitigation actions. This work includes initiatives already underway and solutions under evaluation for future implementation, prioritized based on risk analyses, history of extreme events, and asset criticality.

The development of the Plan strengthens our preparedness to meet the regulatory requirements of Brazilian Securities and Exchange Commission (CVM) Resolution No. 193, which incorporates the International Sustainability Standards Board's (ISSB – International Financial Reporting Standards [IFRS] S1 and S2). To meet this new standard, we structured our analyses based on scientific scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) and on meteorological models. Applying these scenarios to our assets allows us to estimate potential financial impacts, identify vulnerabilities and opportunities more robustly, and support strategic decisions related to investments, adaptation, and resource allocation.

Governance of the Plan is ensured by specific committees, reporting to the Executive Board and the Board of Directors, responsible for monitoring the evolution of climate risks and opportunities, defining priorities, and guiding the coordination of actions necessary to strengthen business resilience.

In recognition of the consistency of this approach, we have been included, for the second time, in the Carbon Disclosure Project's (CDP) Climate Change A List, an initiative in which we report on risks, opportunities, and financial impacts associated with climate change, reinforcing transparency and alignment with international best practices.



Concession area of CPFL RGE during the 2024 floods

Transition Risks

GRI 201-2

Transition risks stem from the transformations necessary for the decarbonization of the economy and are linked, primarily to changes in regulation, technology, markets, and societal expectations. Key areas of focus include the evolution of carbon pricing policies, the creation of new regulatory instruments, and the need to adapt to cleaner and more efficient technologies.

We monitor changes in consumer behavior and the dynamics of the electricity sector, such as the growth of distributed generation and the expansion of the open energy market, which influence the operating model of distributors. The expansion of transmission infrastructure to integrate new renewable sources and companies' positioning regarding energy transition are also part of this context.

To address these challenges, we proactively monitor regulatory developments, participate in industry forums, invest in innovation and operational efficiency, and expand our portfolio of solutions related to the low-carbon economy. This approach allows us to anticipate trends, reduce exposures, and maintain competitiveness in an environment of rapid sector transformation.

LEARN MORE

About our management of transition.



Foz do Chapecó HPP in Santa Catarina (SC)

Physical Risks

GRI 201-2

Physical risks stem from the direct impacts of climate change on our assets and operations and can be classified as chronic or acute. Among the chronic risks, the most notable are rising average temperatures, changes in the hydrological regime, and sea-level rise, with potential effects on the efficiency of power plants, transmission lines, distribution networks, and facilities located in coastal areas. Acute risks, on the other hand, are associated with the increased frequency and intensity of extreme events, such as heavy rains, floods, prolonged droughts, heat waves, strong winds, and wildfires.

The extreme weather events experienced in recent years, particularly the floods that struck Rio Grande do Sul in 2024, have underscored the importance of prevention and technical preparedness. The lessons learned have led to consistent progress in physical risk management. Among the advances, the following stand out: the improvement of contingency plans, the establishment of a third operations center, the expansion of mapping of critical areas, and the implementation of structural climate adaptation projects. The measures include elevating sensitive equipment, creating new command centers, reinforcing foundations in flood-prone regions, and adopting construction solutions better suited to more severe climatic conditions.
This set of actions was complemented by the increased use of drones for inspections, the expansion of redundant operational structures, satellite communication for field teams, and continuous investments in asset modernization.



Integrated Operations Center, at CPFL RGE headquarters in São Leopoldo (RS)

We have also made progress in logistics and personal safety, incorporating vehicles suitable for flooded areas, building strategic stockpiles, and establishing clearer operational protocols that reinforce safety as a non-negotiable value. In parallel, we have strengthened institutional coordination and coordinated action in crisis rooms, in addition to expanding the use of meteorological information and technical partnerships to support proactive decision-making, shifting the focus from emergency response to an increasingly preventive and integrated approach.

In the Transmission segment, the performance observed in 2025 was particularly significant given a context still marked by the recurrence of extreme weather events. The impacts recorded in previous years, such as the floods in Rio Grande do Sul, contributed to the strengthening of adaptation strategies and the improvement of physical risk management throughout the period. This progress was reflected in the system's greater resilience, which, even in the face of adverse conditions, maintained high levels of operational reliability. Despite the severity of weather events and isolated damage to assets and towers, there were no systemic failures or load shedding resulting from a collapse of the transmission system. The interruptions carried out were exclusively preventive in nature, always prioritizing the safety of people and facilities and conducted in close coordination with the National Electric System Operator (ONS).

In Distribution, investments made in recent years in grid automation proved decisive in mitigating impacts and accelerating service restoration. Technologies such as automatic reclosers, advanced distribution management systems (ADMS), which allow for real-time monitoring and operation of the grid, and smart metering have helped reduce affected areas, prioritize critical services, and minimize outage duration for customers. Our response to subsequent events, such as the storms recorded in São Paulo, has already reflected this maturity, with positive evaluations from the National Electric Energy Agency (ANEEL).

To address physical risks in an increasingly preventive manner, we invest in a combination of physical robustness, digitalization, and operational intelligence. In the Generation business, we use tools such as Hydro 4.0, which integrates hydrological, meteorological, and operational data to support real-time planning and operations. In Transmission and Distribution, we rely on sensors, predictive systems, artificial intelligence applications, and integrated operational platforms, which enhance our ability to anticipate risks, plan interventions, and reduce the duration and frequency of outages.

These solutions are complemented by advancements in logistics and team safety, such as the incorporation of vehicles adapted for flooded areas, the creation of strategic material stockpiles, and the combined use of different communication methods, such as cell phones, radios, and satellites. Clearer protocols for field operations reinforce safety as a non-negotiable priority, especially in crisis situations.

LEARN MORE

About our applied risk management.



Integrated Operations Center, at CPFL RGE headquarters in São Leopoldo (RS)

Risks and opportunities are classified based on the methodology of the Task Force on Climate-related Financial Disclosures (TCFD)

Opportunities

GRI 201-2

The transition to a low-carbon economy significantly expands opportunities for growth and innovation in the electricity sector, especially in a context of rising demand for clean, safe, and reliable energy. The electrification of economic activities, the rise of new energy-intensive loads —such as data centers, electric mobility, and decarbonized industrial processes—and the pursuit of greater energy efficiency reinforce the strategic role of a renewable electricity mix and solutions that increase system flexibility.

In this context, we have identified opportunities associated with the development and evaluation of new generation technologies and grid support technologies, such as green hydrogen, battery energy storage, hybrid power plants, and other solutions still in the maturation phase, but with the potential to enhance energy security and support the integration of intermittent renewable sources. These areas align with the initiatives described on page 63 of this Report regarding innovation, research, and preparing the system for upcoming growth cycles.

Also noteworthy are opportunities related to expanding the supply of renewable energy certificates (RECs), carbon credits, and decarbonization solutions for customers through CPFL Soluções. These instruments enable us to meet the growing demand from companies for proof of clean energy use and support in reducing their emissions, reinforcing our role as facilitators of the energy transition across different production chains.



Solar power plant, Tanquinho

At the operational level, opportunities related to eco-efficiency are gaining prominence, with a focus on waste reduction, more efficient use of energy and water, material recovery, and strengthening the circular economy. These initiatives simultaneously contribute to cost reduction, mitigating environmental impacts, and increasing operational resilience.

We treat these opportunities as key drivers of growth, innovation, and the creation of shared value, aligning business expansion with meeting new market demands, strengthening the electrical grid, and contributing to a just and sustainable energy transition.

LEARN MORE

About our opportunity management.

05

Sustainable and Smart Operations

Environmental Management
Water Management
Biodiversity
Energy Efficiency
Technology and Innovation
Circular Economy
Smart Energy
Sustainable Procurements





Barra Grande HPP (Baesa), in Pinhal da Serra



Small Hydroelectric Plant in Americana (SP)

Environmental Management

Our environmental management is structured to ensure that all environmental aspects and impacts associated with our activities are properly identified, assessed, controlled, monitored, and mitigated. The Environmental Management System (EMS) takes into account the specific characteristics of each business segment and covers the entire life cycle of projects, from the planning and implementation phases through to operation and decommissioning, enabling a preventive, systemic approach focused on continuous improvement.

Based on technical analyses and standardized criteria, we establish operational controls, targets, indicators, and action plans, which are systematically monitored by the responsible departments. This process ensures legal compliance, efficient use of natural resources, and alignment with best market practices.

Environmental management across all our businesses is guided by the principles of the NBR ISO 14001 standard and the guidelines of our EMS. This approach ensures structured processes that adhere to international standards, with a focus on compliance with legal obligations and the conditions of environmental licenses, in addition to strengthening transparency, responsible relationships with local stakeholders, and the continuous pursuit of efficiency and improved environmental performance.

Water Management

GRI 3-3 Water and effluents, 303-1, 303-2; SASB IF-EU-140a.3

Responsible water management is part of our commitment to the regions where we operate. In general, our activities do not require intensive consumption of water resources. At hydroelectric power plants (HPPs), small hydroelectric power plants (SHPPs), and hydroelectric generating plants (HGPs), there is no water consumption for operational purposes. In these facilities, water simply passes through the turbines to generate power and follows its natural course, without any change in its quality. The main precautions relate to flow control, structural safety, and leak prevention, ensuring a balance between power generation and the preservation of water bodies.

The water used in our administrative and operational facilities is primarily intended for human consumption, general cleaning, maintenance of green areas, and machine cooling. The supply comes mainly from municipal public water systems. Effluent disposal is preferably carried out through public sewer systems. At facilities where discharge occurs into water bodies, we employ continuous control and monitoring systems, with periodic water quality measurements, ensuring full compliance with environmental legislation and applicable regulations. During project implementation and throughout operations, we practice careful water management, with continuous monitoring of consumption volumes and assessment of of local water availability. Planning takes into account the characteristics of each region, prioritizing efficiency and rationalization of consumption. In regions with greater pressure on water resources, we implement additional control measures, prioritizing water use for human consumption and reducing other operational demands to the minimum necessary.

We remain committed to fully complying with legal and environmental requirements, following the resolutions of the National Environment Council (CONAMA) and all conditions established in environmental licensing processes. We adopt an integrated approach to prevent, reduce, and offset environmental impacts, recognizing that, in some cases, certain effects are unavoidable. When necessary, mitigation measures are defined in accordance with internal procedures for Environmental Aspects Management and Licensing, always in consultation with stakeholders.

Our ongoing focus is on ensuring proper control of effluents and the preservation of water quality in receiving bodies, avoiding any harm to aquatic ecosystems and surrounding communities. To this end, we conduct monthly monitoring of water volumes abstracted and discharged, using a corporate system that tracks water quantity and quality indicators, enabling rapid adjustments whenever necessary.

Water Abstraction by Source in 2025[1] (Megaliters)

GRI 303-3; SASB IF-EU-140a.1

	Total	In water-stressed areas	In non-water-stressed areas	% in water-stressed areas
Water produced[2]	2,142.41	0.00	2,142.41	0.00
Surface abstraction	5.89	0.00	5.89	0.00
Groundwater abstraction	86.41	3.29	83.12	3.81
Third-party supply	330.79	1.73	329.06	0.52
Total	**2,565.49**	**5.02**	**2,560.48**	**0.20**

1. We use Aquaduct to identify areas of water stress, which is why data from previous years were not presented.
2. Refers to demineralized water used in the closed-loop cooling system for the sugarcane bagasse combustion process at biomass-fired power plants.

Effluent Discharge[1, 2] (Megaliters)

GRI 303-4

	2024	2025
In areas with water stress	5.87	6.53
In areas without water stress	144.42	163.31
Total	**150.29**	**169.84**

1. Effluent discharge is entirely routed to local sewer systems.
2. Data presented in megaliters (1 m^3 = 0.001 ML) and converted from "user*day" to volume using the estimated average per capita water consumption in municipalities participating in the SNIS in 2022 (150.7 L/person/day) . A water-to-effluent conversion rate of 80% was also considered, according to ABNT NBR No. 7,229, 1993. Finally, the "user*day" premise considers effluent generation over a 24-hour period; therefore, only 1/3 of the data was considered to reflect the actual workday in each unit.

Water Consumption[1] (Megaliters)

GRI 303-5; SASB IF-EU-140a.1

	2024	2025
In areas with water stress	18.10	-1.51
In areas without water stress	2,145.41	2,397.17
Total	**2,163.51**	**2,395.66**

1. Consumption for 2025 is negative because the formula is overestimating the volume of effluent discharged, which directly impacts the calculation result (intake minus discharge), leading to a negative value.

In 2025, we expanded our preventive approach by conducting a water risk study applied to our assets. Based on water scarcity data provided by Adapta Brasil, we identified which units are located in territories with greater exposure to water vulnerability. This assessment deepens our understanding of potential physical risks related to water availability and supports the planning of adaptation measures. Based on this analysis, we will begin to consider location in areas of greater criticality as one of the criteria for defining forest compensation projects, strengthening the integration between climate risk management and conservation strategies.

In 2025, we were included for the first time on the Carbon Disclosure Project (CDP) Water Security A List, a recognition that reinforces the consistency of our actions

In addition to operational management, we have developed initiatives with a direct impact on communities' water security. Since 2023, we have promoted access to drinking water for indigenous communities in João Câmara (RN), benefiting more than 800 families. Through the delivery of a desalination plant, carried out in partnership with State Grid and the Government of the State of Rio Grande do Norte, we have implemented a smart water supply system, integrated with a photovoltaic power generation system connected to the electrical grid. This solution ensures a continuous supply of quality water for consumption and domestic use, transforming local conditions and promoting significant gains in health, well-being, and dignity.

The initiative has also been recognized as an international benchmark. In 2025, we welcomed a visit from Colombian indigenous students enrolled in the Undergraduate Program in Wind Energy, who participated in an exchange program organized in partnership with the Stockholm Environment Institute (SEI). During the visit, the students gained firsthand insight into the social projects developed by CPFL in indigenous communities, strengthening the exchange of experiences and the sharing of knowledge regarding sustainable solutions to the challenges of accessing water and energy.

The interconnection between water management, energy efficiency, and renewable generation initiatives contributes to the more sustainable use of natural resources and to extending the useful life of reservoirs and supply systems. These actions reinforce our view that water is an essential resource, the management of which must be planned in an integrated and long-term manner.

As part of our commitment to transparency, since 2017 we have disclosed our water management practices and indicators through the CDP Water Security questionnaire. This reporting allows us to assess risks, opportunities, and the maturity level of our performance in the face of water-related challenges.

Commitment to Water Security

Aligned with the principles of the Movimento +Água (Water+ Movement), an initiative of the United Nations (UN) Global Compact Network Brazil, we reaffirm our commitment to preserving water resources and promoting their responsible use. In light of the challenges posed by Brazil's water crisis, we work to help ensure water availability and quality, which are essential for human consumption, economic activity, and ecosystem protection. In line with Sustainable Development Goal (SDG) 6 – Clean Water and Sanitation, our participation in the initiative underscores the importance of collaboration among businesses, governments, and civil society to achieve universal access to safe drinking water by 2033 and strengthen water security through the conservation and reforestation of 50% of critical areas by 2030.

Biodiversity

GRI 3-3 Biodiversity preservation,101-1, 101-2, 101-4

Energy generation, transmission, and distribution activities can generate socio-environmental impacts, particularly on biodiversity, during the implementation and operation phases. We recognize this reality and have adopted, from the outset of each project, an environmental planning approach focused on the prevention, mitigation, and compensation of these impacts, integrated into project development. In 2025, this approach was reinforced with the release of the **Commitment to Biodiversity**, which establishes the prevention, mitigation, and restoration of impacts on biological diversity, in alignment with national national and international guidelines, such as the Kunming-Montreal Global Framework for Biodiversity, the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD), and the National Biodiversity Targets for 2030. In addition, we identify nature-related risks, dependencies, and opportunities arising from our operations and our value chain, strengthening the integration of this issue into strategic business management.



Biomes Restoration Project, developed by FETAG in Rio Grande do Sul

Our Commitments to Biodiversity

Identify and assess impacts

Map the areas of influence of our operations to identify, assess, and mitigate impacts on biodiversity.

Promote nature-based solutions

Adopt innovative solutions that contribute to biodiversity conservation while strengthening climate resilience.

Engage stakeholders

Foster dialogue and collaboration with suppliers, local communities, governments, non-governmental organizations (NGOs), and other relevant stakeholders.

Monitor and report

Establish indicators to track the performance of biodiversity-related initiatives and transparently report our progress and challenges.

LEARN MORE

About our commitments to biodiversity here.

Before implementing projects, we conduct environmental studies that assess areas of influence, identify species, analyze risks, and guide specific environmental programs, ensuring technical decisions are aligned with the characteristics of each territory. This process also allows us to map activities with the greatest potential impact on biodiversity and risks associated with the business, such as vegetation clearance, habitat fragmentation , interference from wildlife and vegetation with the networks, invasive species, and other events that may affect both ecosystems and the continuity of energy supply.

In transmission and distribution projects, we conduct specific studies to define the route of the lines and the location of assets, seeking to avoid environmentally sensitive areas whenever possible. Even when there is no formal licensing requirement, we prepare preliminary environmental feasibility studies, identifying potential interactions with Permanent Preservation Areas (APPs), Conservation Units, Legal Reserves, and other territories of significant ecological interest.

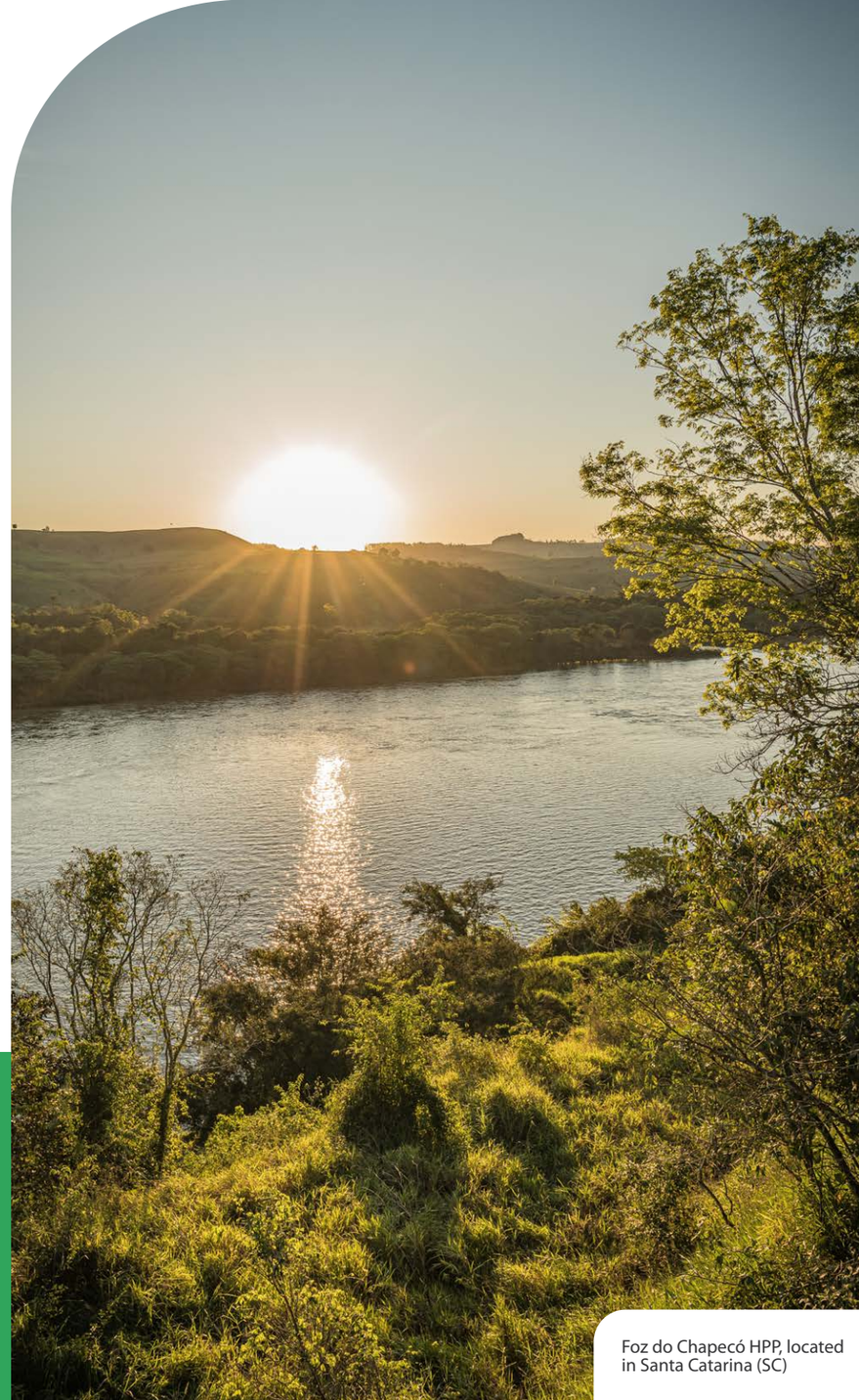
Based on these assessments, we implement a series of environmental programs, including monitoring of APPs, the Degraded Areas Recovery Program (PRAD), wildlife monitoring, and environmental compensation measures associated with the installation and maintenance of projects.

During the implementation phase, when impacts tend to be most intense, we carry out programs outlined in the Basic Environmental Plan (PBA), such as the rescue and monitoring of fauna and flora, the relocation of species, the collection of genetic material, and the marking of seed trees, which are essential for the regeneration of local vegetation.

In 2025, we proceeded with the expansion of the Network Modernization and Removal Program for CPFL Piratininga and CPFL Santa Cruz, in addition to continuing the program's activities at CPFL Paulista. Forty-nine protected areas were selected for intervention, with an investment of R$3.115 million by the end of 2025.

The Program aims to remove and modernize sections of electrical infrastructure located in areas that are difficult to access or high-risk, reducing outages and interruptions. By replacing these sections with solutions that are safer and better suited to the local environment, the resilience and reliability of the power supply are increased, reducing exposure to weather events. Furthermore, the removal of power lines in environmentally sensitive areas contributes to the protection of biodiversity by reducing interference with habitats, minimizing the risks of electrocution and wildlife collisions, and avoiding direct impacts on fragile ecosystems.

Currently, we preserve approximately 3,600 hectares of native forest, acquired by the company, which ensures its protection against use or exploitation



Foz do Chapecó HPP, located in Santa Catarina (SC)

Throughout the operation of our projects, we adopt vegetation management practices in the safety corridors, including selective cutting in protected areas. As a compensatory measure, we carry out Mandatory Forest Replanting in various forms, including the establishment of perpetual environmental easements, which ensure the permanent preservation of areas, adhering to legal compensation criteria that can range from a 1:1 ratio to multiples exceeding the impacted area, depending on the biome and the phytoecological region. CPFL has also has incorporated cutting-edge technologies to make vegetation management more precise and environmentally responsible, expanding biodiversity protection and reducing risks along the easement corridors.
The use of airborne LiDAR allows for high-fidelity mapping of large areas, quickly identifying sensitive areas and potential disturbances, which reduces unnecessary interventions and avoids impacts on natural habitats. In turn, the use of drones and 3D systems reinforces this monitoring by detecting risks remotely and guiding more effective preventive actions. Furthermore, solutions based on artificial intelligence and data analysis have enhanced the ability to predict occurrences and optimize management planning, increasing operational safety and helping to minimize impacts on fauna and flora. With these innovations, the company strengthens the coexistence between electrical infrastructure and ecosystems, promoting more integrated management that supports environmental conservation.

In addition to actions directly associated with our projects, we develop socio-environmental initiatives aimed at maintaining and strengthening ecosystem services, such as soil protection, water, and biodiversity, in partnership with local organizations, traditional communities, and family farmers. These initiatives combine environmental restoration, food security, the promotion of local knowledge, and income generation, expanding socio-environmental benefits in the territories where we operate. They include:



CETAP Project, in Rio Grande do Sul

- **Solidarity Chain for Native Fruits:** Since 2019, in partnership with the Center for Popular Alternative Technologies (CETAP), we have been active in over 40 municipalities in Rio Grande do Sul, through CPFL RGE and CPFL Transmissão, focusing on the recovery of springs, the restoration of riparian forests, and the strengthening of family farming. The initiatives include agroecological practices such as crop rotation, soil restoration, the implementation of agroforestry systems, the planting of native species, and training for farmers. The project contributes to the preservation of water sources, water security, and income generation through the sale of native fruits.

- **Biome Restoration**: In partnership with the Federation of Agricultural Workers in Rio Grande do Sul (FETAG-RS), since 2019 we have supported the restoration and conservation of native vegetation in the Pampa and Atlantic Forest biomes. The initiative promotes environmental awareness and guides farmers in adopting sustainable management practices, reconciling rural production, biodiversity conservation, and the protection of water resources.

- **Environmental Restoration and Strengthening of Indigenous Territories in Rio Grande do Sul:** Developed since 2021 with villages on the northern coast of Rio Grande do Sul, the project integrates environmental, social, and cultural actions focused on sustainability and the appreciation of indigenous traditions. The initiatives include reforestation with native species, strengthening community nurseries, establishing agroforestry gardens, promoting traditional agriculture, and facilitating knowledge exchange among Mbya Guarani villages, contributing to improved environmental conditions and food security.

In 2025, we expanded these efforts with the launch of new socio-environmental projects within the Transmission sector, reinforcing our commitment to socio-biodiversity and socio-environmental justice:

- **Ecological restoration and promotion of socio-biodiversity in *quilombola* communities in southern Rio Grande do Sul:** Developed in partnership with the Lutheran Diaconia Foundation (FLD) and the Center for Support and Promotion of Agroecology (CAPA), the project benefits 108 families in 8 *quilombola* communities. The initiative supports ecological restoration efforts, the strengthening of socio-biodiversity, and the promotion of food sovereignty and security through the implementation of 8 agroforestry systems and 100 agroforestry gardens, including the restoration of springs, based on traditional and ancestral practices and intercultural dialogue.

- **Forest restoration and promotion of agrobiodiversity in Mbya Guarani villages in south-central Rio Grande do Sul:** Carried out in partnership with the Instituto Cultura da Terra e Biodinâmica, the project serves 13 families from the villages of Tekoa Y'ygua Porã (Sacred Fountain) and Tekoá Tenondé (Hope). Activities include planting native species, soil restoration in agroforestry plots and shifting cultivation areas, reactivating seedling nurseries, training in nursery management, and strengthening meliponiculture, contributing to ecological restoration and the appreciation of traditional knowledge.

- **Integration of conservation and income generation in areas with butia palm groves in Rio Grande do Sul:** Developed in partnership with the Department of Agricultural Diagnosis and Research (DPPA) of the Secretariat of Agriculture, Livestock, Sustainable Production and Irrigation (SEAPI), the project aims to conserve native *butiazeiros* through the restoration of natural areas, the expansion of seedling supply, the planting of new areas, and the dissemination of conservation management practices.

We understand that biodiversity management must be integrated into planning, operations, and monitoring across all our businesses



Biome Recovery Project, developed by FETAG in Rio Grande do Sul

Collectively, these projects contribute to the recovery of degraded areas, the preservation of biodiversity, and the protection of key biomes, such as the Pampa and the Atlantic Forest, while also strengthening water security and fostering more sustainable production systems. At the same time, they promote productive inclusion and income generation, supporting farmers and local communities in diversifying activities, increasing productivity, and adding value. By encouraging families to remain in rural areas and fostering the development of sustainable value chains, we amplify the socio-environmental impact of these initiatives and reinforce our commitment to an environmental conservation model linked to inclusive, long-term territorial development.

We also recognize that biodiversity and climate are interdependent agendas. Therefore, we seek to expand synergies between environmental conservation and climate action through the locational planning of projects, ecological restoration with native species, and the adoption of nature-based solutions, such as the protection of riparian areas and selective vegetation management.

This integrated approach allows us to avoid or reduce negative impacts, strengthen the resilience of ecosystems and our assets, increase positive impacts, and reinforce the trust of our stakeholders. By protecting biodiversity and ecosystem services—such as regulation of the water cycle, soil stability, and protection against extreme events—we ensure not only environmental balance but also the economic and operational viability of our businesses in the long term.

Energy Efficiency

GRI 203-2

Our Energy Efficiency Program (PEE), regulated by the National Electric Energy Agency (ANEEL), aims to promote the rational use of energy, reduce consumption, commercial losses, and demand during periods of highest system load, known as peak hours.

We support projects that modernize facilities, replace equipment with more efficient models, and guide customers toward conscious consumption. For consumers, these initiatives result in cost savings, greater safety, and improved facility quality. For the electrical system, they contribute to a more balanced and efficient operation, reducing the need for additional investments resulting from inefficiencies and expanding the capacity to meet growing demand in a sustainable manner.

One of the main instruments of the PEE is the Public Call for Energy Efficiency Projects, which makes the selection process for initiatives funded with program resources more transparent, participatory, and democratic. Through this mechanism, clients with different profiles (residential, industrial, commercial, service sector, and public agencies) can submit proposals aimed at energy savings and cost optimization. This approach broadens the reach of efficient solutions and strengthens relationships with various stakeholders.

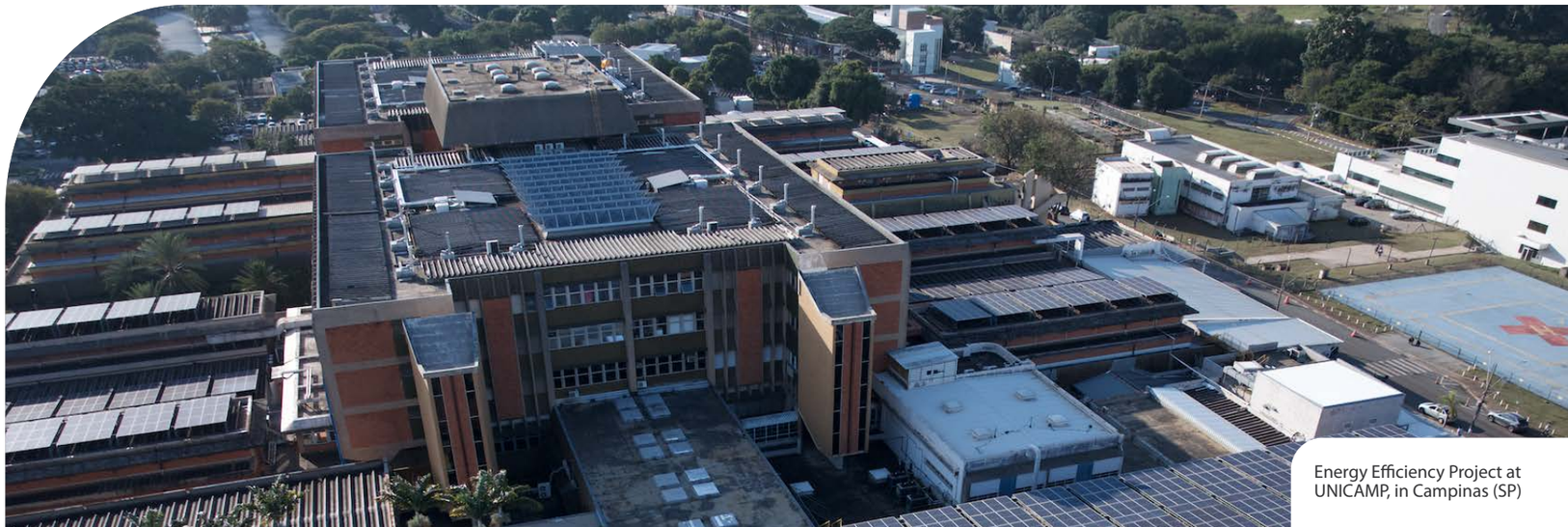
A significant portion of the investments is directed toward low-income communities, where energy efficiency initiatives are directly linked to improved quality of life. These projects involve interventions in small-scale installations and primarily serve customers eligible for residential rate discounts, as well as consumers living in areas of greater social vulnerability. The initiatives include replacing old equipment and appliances with more efficient models that consume less energy to perform the same function, as well as the free regularization of unauthorized connections. This set of actions generates immediate benefits, such as lower consumer bills, expanded access to a regular and secure supply, and the strengthening of social inclusion.

At the same time, these initiatives strengthen the sustainability of the electrical system as a whole by reducing energy demand and commercial losses associated with unmetered consumption. For distributors, this translates into greater operational efficiency and a closer, more structured relationship with the communities they serve, reinforcing the role of energy efficiency as a tool for social transformation and service quality improvement.

Education on efficient consumption is another central pillar of our work. We develop projects aimed at elementary and high school students in state and municipal school systems, addressing the safe and conscious use of electricity in a practical and accessible way. These initiatives also encourage sustainable habits, such as the rational use of water, highlighting the relationship between natural resource consumption and the reduction of greenhouse gas (GHG) emissions.

LEARN MORE

About our Energy Efficiency Program here.



Energy Efficiency Project at UNICAMP, in Campinas (SP)

CPFL in Hospitals

GRI 203-2

The **CPFL in Hospitals Program** is one of the main energy efficiency initiatives focused on the healthcare sector under ANEEL's Energy Efficiency Program (PEE). The initiative aims to modernize the energy infrastructure of public and nonprofit hospitals by replacing equipment, improving electrical systems, and adopting more efficient technologies, thereby contributing to reduced energy consumption, increased supply reliability, and greater operational efficiency at healthcare facilities.

Launched in 2019, the Program has already invested **over R$200 million in energy efficiency projects** through 2025. During this period, **622 public and nonprofit hospitals** located within the service areas of the distributors **CPFL Paulista, CPFL Piratininga, CPFL Santa Cruz, and CPFL RGE**, in the states of São Paulo, Minas Gerais, Paraná, and Rio Grande do Sul, have been served by the initiative. The actions implemented have generated an **estimated savings of R$36 million in electricity costs** for these institutions since the Program's inception.

The investments are made using incentive funds from **ANEEL's Energy Efficiency Program**, which reinforces the electricity sector's role in promoting solutions that combine energy efficiency, sustainability, and the optimization of public resources. In addition to reducing and associated emissions, the initiatives contribute to strengthening energy management at hospital facilities, freeing up resources that can be directed toward improving healthcare services.

Given the results achieved and the initiative's relevance, the Program will continue to expand in the coming years. The new phase calls for an **additional R$120 million in investments**, as outlined in the update to the **2030 ESG Plan**, expanding the scope of the actions and consolidating CPFL in Hospitals as one of the largest energy efficiency initiatives focused on the healthcare sector in the country.

The Program's recognition was solidified during the period when the initiative was awarded by the Government of the State of São Paulo in the Energy Transition category, highlighting its innovative nature by integrating energy efficiency, care for people, and strengthening hospital infrastructure. In addition, it was endorsed by the UN as an SDG Good Practice, following an analysis by 24 internal bodies of the organization, highlighting its contribution to achieving the Sustainable Development Goals (SDGs).



Humanization initiative in hospitals

LEARN MORE

About the CPFL Program's humanization efforts in hospitals on page 108 of this Report.

Since 2019, the Program has served 622 public and philanthropic hospitals in our concession area

Technology and Innovation

GRI 3-3 Smart energy and innovation

We treat innovation as a strategic asset, directly linked to the sustainability of our business, the resilience of the electrical system, and the creation of long-term sustainable value. More than just a front for technological experimentation, it is central to our ability to adapt in a sector undergoing profound and simultaneous transformations.

To support this vision, we maintain an integrated innovation architecture that combines regulated research and development, open innovation, digital transformation, process automation, and an organizational culture focused on solving real-world problems. Rather than treating innovation as a set of isolated initiatives, we seek to embed it into our daily operations, investment decisions, and the way we plan the future of our operations. This model connects strategy, technology, and operations, enabling us to transform trends into concrete solutions.

LEARN MORE

About our approach to innovation here.

This approach stems from the recognition that the electricity sector is undergoing a cycle of structural changes, driven by five macro-trends that are shaping the present and future of energy:

1) Total decentralization, marked by the advancement of distributed generation, self-consumption, and greater consumer autonomy.

2) Transformation of the energy mix, with the growth of renewable sources and the emergence of new alternatives, such as green hydrogen.

3) End-to-end digitalization, which expands the use of smart grids, real-time data, and automated systems to increase reliability and agility.

4) Ultra-efficiency, with smarter grid management, advanced asset monitoring, and faster responses to outages.

5) Urban electrification, driven by electric mobility, the digitalization of the economy, and a growing demand for more robust infrastructure.



Electric fleet, in Indaiatuba (SP)

By 2025, these macro trends not only remained valid but became even more evident. After all, these issues are no longer long-term projections and have already begun to directly influence how the system operates, how consumers behave, and how the sector needs to organize itself. This scenario demands structural and coordinated responses that go beyond incremental adjustments.

In this context, we defined our technology roadmap, which translates these macro trends into 17 transformation pathways. Thus, we prioritize projects that directly address emerging and interconnected challenges, such as the massive integration of intermittent renewable sources, the phenomenon of curtailment, the explosion of distributed generation, the accelerated growth of intensive loads, and increased exposure to extreme weather events.

In this process, we test solutions in real-world environments, learn quickly, and scale what generates systemic value. This journey is supported by our controlling shareholder, State Grid, which plays an active role in decisions, approvals, and innovation initiatives. This support is reflected both in enabling projects and in fostering our growth, expanding our presence in the sector and strengthening our capacity to invest in long-term solutions.

LEARN MORE

About our technology roadmap here.

Pathways of Our Technology Roadmap

- **Advanced Distribution Management System**
- **Advanced materials and new construction standards**
- **Asset monitoring**
- **Advanced metering and communication infrastructure**
- **Cybersecurity**
- **Artificial intelligence (AI)**
- **Power electronics**
- **Microgrids**
- **Distributed energy resources**
- **Regulation and new market models**
- **Clean and renewable sources**
- **Green hydrogen**
- **Data centers**
- **Electric vehicles and charging infrastructure**
- **Energy storage**
- **Virtual power plants**
- **Demand response**

Research and Development

GRI EU-08

Through our **Research & Development (R&D)**, with investments regulated by ANEEL, we conduct projects that drive business innovation and strengthen the resilience of the electric system.

R&D investment decisions are guided by the Strategy, Growth, Innovation, and ESG Committee and supported by a governance framework that was expanded and strengthened in 2025. This arrangement came to involve the CEO, all vice presidents, directors, and managers representing the vice presidencies, as well as State Grid advisors and co-directors, enhancing coordination among leaders and improving the evaluation of the portfolio of innovation programs and projects. As a result, we reinforced the alignment of investments with corporate strategy, operational priorities, and emerging industry demands, promoting an integrated vision across technology, regulation, engineering, sustainability, and long-term growth.

In 2025, our R&D investments reflected the maturation of the project portfolio and the consolidation of a more strategic approach to innovation. Over the past few cycles, we have made progress in structuring initiatives that are no longer one-off efforts but now form part of medium- and long-term technology roadmaps, with a focus on practical applications, scalability, and integration into operations. In this context, we seek to direct resources toward projects with greater potential for value creation, capable of moving beyond the experimental environment and scaling up in the real system.

R&D Investment by Distribution Companies (R$ thousand)

GRI EU-08

	2023	2024	2025
Environment	1,710	0	0
Safety	7,221	4,296	11,214
Electric power system planning	9,927	22,901	4,902
Electric power system operation	5,219	10,022	5,498
Supervision, control, and protection of electric power systems	3,792	1,603	1,799
Quality and reliability of electric power services	5,106	900	4,449
Metering, billing, and combating commercial losses	1,407	4,385	7,373
Others	13,759	17,977	7,865
Management programs[1]	2,128	3,570	3,270
Total	**48,559**	**65,654**	**46,370**

1. Category encompassing amounts related to team members' time allocation, prospecting activities, the dissemination of completed projects, and other activities inherent to the R&D Program.

LEARN MORE

About our R&D Program here.

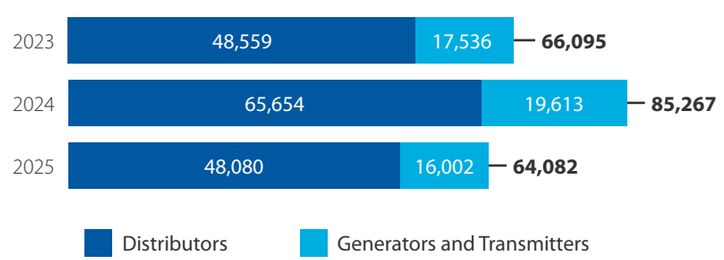
R&D Investment by Generators and Transmission Companies (R$ thousand)

GRI EU-08

	2023	2024	2025
Management of basins and reservoirs	2,553	5,174	2,959
Environment	3,225	3,477	2,937
Safety	1,270	2,080	664
Electric power system planning	857	115	819
Operation of electric power systems	1,098	662	3,004
Supervision, control, and protection of electric power systems	5,991	5,983	4,218
Quality and reliability of electric power services	1,351	1,396	261
Others	431	4	470
Management programs[1]	760	722	670
Total	**17,536**	**19,613**	**16,002**

1. Category that includes amounts related to team members' time spent on prospecting activities, the dissemination of completed projects, and other activities inherent to the R&D Program.

R&D Investments (R$ thousand)





ThermoVision Project

Hosting Capacity: Automation of the Analysis of MMGD Accommodation Capacity

Currently, one of our greatest challenges is the analysis and proper management of the high number of connection requests for distributed mini and microgeneration (MMGD) in distribution networks. We receive, on average, 1,000 new MMGD connection requests per day.

In this context, we developed, in partnership with the State University of Campinas (UNICAMP) and ERA, a project titled "Automated Management Tool for Distributed Generation Hosting Capacity," with the primary objective of creating methodologies for the efficient calculation of hosting capacity and MMGD grid reinforcement in low- and medium-voltage networks. These methodologies were implemented in a web-based computational tool (ERAnalytics), allowing MMGD connection analyses to be performed in an automated and standardized manner across the different departments responsible for the studies.

With 60% of the project completed, we have already put the solutions for automating MMGD connection analysis processes into production at our distribution companies, so that all requests are now evaluated by these tools. We have already processed over 300,000 microgeneration queries and over 4,000 minigeneration queries, each of which takes between 1 and 2 minutes to complete. In addition to ensuring the standardization of MMGD studies, we have achieved a reduction of approximately 70% in analysis time per request.

The ERAnalytics platform has become highly relevant in our daily processes, being used by more than 200 professionals across 6 departments. Its creation represents a concrete result of ANEEL's Research and Development program, consolidating experiences and knowledge accumulated over more than a decade and contributing to increased operational efficiency, allowing us to deliver electricity with greater agility, quality, and reliability to consumers.

ThermoVision/KMVI: Smart Inspection for Greater Reliability of Networks

In the field of digitization and predictive maintenance of distribution networks, we have advanced with the development of ThermoVision/KMVI, an innovative automated inspection solution created in partnership with UNICAMP and Kasco. The technology combines vehicles equipped with thermal and optical cameras with onboard processing systems, enabling the identification of patterns and anomalies in the overhead network in a faster, more accurate, and standardized manner, with significant gains in efficiency and operational reliability.

Launched in 2016, the project was structured in two phases, covering research, development, and field validation. Over this period, technological advancements and equipment optimization resulted in a significant reduction in costs, with the unit price dropping from approximately R$1.8 million to about R$400,000, increasing the feasibility of large-scale deployment.

Currently, we have three units of the system in operation, two in the state of São Paulo and one in Rio Grande do Sul. By 2025, the technology was used to inspect 372 feeders, covering more than 9,000 kilometers of network and enabling the identification of 413 hotspots in 86 locations. Average performance ranged from 26% to 40%, depending on the company and the density of the assets evaluated. Given these results, we have launched the third phase of the project, scheduled for completion by 2027 with an investment of R$5.6 million. The focus of this phase is to expand the use of the solution, enhance its functionalities, and consolidate its market adoption, reinforcing the role of innovation as a lever for the modernization and resilience of the electrical system.

DAP: Innovation in Transmission Tower Protection

In the context of transmission system reliability, we have advanced the development of the Modular Anti-Perching Device (DAP), a solution refined in partnership with the University of Passo Fundo. The device was specifically designed to reduce forced outages on transmission lines caused by bird interactions with transmission towers.

The technology evolved from a handmade prototype developed in the field using repurposed materials to a design engineered for improved mounting efficiency and coverage. Although this initial version already showed good operational results, there were limitations related to mounting, durability, and standardization. Based on this practical experience, a standardized industrial model was developed, incorporating structural and functional improvements that enhanced its efficiency and facilitated large-scale deployment.

Currently, more than 4,000 DAP units have been installed on over 200 structures owned by CPFL Transmissão, directly contributing to the fulfillment of ANEEL's Results Plan targets aimed at reducing forced outages caused by birds. In 2025, the solution was presented at relevant industry events, such as the National Seminar on Electric Power Distribution (SENDI) and the Congress on Technological Innovation in Electric Power (CITEENEL), sparking interest from other companies in the electricity sector, particularly due to its design, ease of installation, and high efficiency in protecting transmission towers.

Green Hydrogen: Technological Foundation for Industrial Decarbonization

We have also made progress in research on green hydrogen, a clean energy source produced through the electrolysis of water using renewable electricity. In this process, hydrogen is separated from oxygen without generating carbon emissions, creating an alternative with the potential to replace fossil fuels in various industrial applications. In line with the guidelines of our 2030 ESG Plan and our commitment to decarbonization, we have been running a project since 2024 that involves operating a 1-megawatt (MW) electrolysis plant and developing a 100-kilowatt (kW) laboratory facility using domestic technology, which includes an active rectifier and new control features developed by our own team.

With an investment of up to R$44 million, the initiative is structured in two phases over 48 months and involves partnerships with PSR, Hytron, and PS Soluções. The first phase, already completed, focused on preliminary studies regarding opportunities, production costs, the regulatory landscape, and implementation alternatives. The second phase was divided into three complementary areas. The first, focused on the laboratory, resulted in the technical definition and basic design of the 100 kW system, as well as the assembly of the rectifier, whose tests are scheduled for 2026, while the associated equipment remains in production. The other front advanced the analysis of the value chain, with detailed studies on costs, electricity demand, and the identification of potential markets for green hydrogen. The implementation of the 1 MW pilot plant will take place in Rio Grande do Norte, with environmental licensing obtained, the detailed design completed, and the supply contract for the main systems already signed. In addition to driving technological development, the project contributes to evaluating the application of green hydrogen in the cement industry—a historically emissions-intensive sector—while strengthening professional training and expanding the technical and strategic foundation for the integration of this new value chain in the country.

We advanced on technological solutions that strengthen energy security and drive the transition to a low-carbon economy

Open Innovation and Internal Culture

We have developed a set of internal and external initiatives that foster a culture oriented toward collaboration, experimentation, and continuous learning, encouraging employee participation and expanding our connection with the innovation ecosystem. This approach aims to make innovation part of daily life, in a practical, accessible way that aligns with real business challenges. Additionally, in 2025, we obtained ISO 56001 certification in Innovation Management, reinforcing our commitment to excellence in our innovation initiatives.

One of the highlights of this agenda is **Innovation Week**, an annual event held at our headquarters in Campinas (SP) , and complemented by decentralized activities at other locations. The program features lectures, training sessions, project presentations, and the sharing of results, creating an environment for exchanging experiences and disseminating best practices. More than just a one-off event, Innovation Week serves as a dynamic space for collective learning, demonstrating how innovative solutions can emerge from day-to-day operations.

Another pillar of this strategy is **INLAB**, our corporate innovation and intrapreneurship program, open to 100% of employees. INLAB allows participants to experience all stages of the innovation cycle, from submitting ideas to developing, testing, and consolidating solutions, always through challenges aligned with the company's strategic objectives. In 2025, the program hosted thematic editions that combined internal hackathons, the use of low-code tools, Python, and agile methodologies, stimulating team autonomy and results-oriented experimentation.



INLAB Award

INLAB Thematic Challenges in 2025

Among the highlights of INLAB throughout the year were two thematic challenges. The Climate Change Challenge, focused on business resilience in the face of extreme events, received 235 ideas, 12 of which reached the final pitch stage. The winning solutions addressed topics such as water monitoring sensors in substations, geotechnical reinforcements, water reuse, and improvements to critical assets, reinforcing the commitment to climate adaptation and infrastructure protection.

The Data-Driven Culture Challenge, held in conjunction with a technology hackathon, focused on the use of data for process optimization and operational efficiency. A 111 ideas were submitted, 27 were mentored, and 10 were finalists, with 3 winning projects in the areas of procurement automation, asset management, and intelligent field data processing. This initiative strengthened integrated collaboration among the Innovation, CPFL University, Information Technology, and Analytics Center departments, expanding the data-driven culture.

Internal initiatives and external partnerships complement each other in CPFL's strategy to consolidate innovation as a daily practice



Complementing this movement, the **Innovation Agents Program** operates in a structured manner to spread a culture of innovation across all our teams. Composed of representatives from the Executive Boards, the agents serve as focal points for the topic in their areas, encouraging employee participation in corporate programs, supporting research, development, and innovation (RDI) projects, and promoting ongoing engagement. In 2025, these efforts resulted in the nomination of over 400 employees for the Innovation Track (Inova+), an increase in the volume of ideas submitted to INLAB across 5 Divisions , the expansion of Innovation Week's reach to 34 locations, and direct participation in award-winning projects in the INLAB and Arena Inovação programs.

We also carry out ongoing communication and awareness initiatives, such as the **Innovation Minute**. The initiative consists of sending short, dynamic content weekly on topics related to innovation, trends, and methodologies, using simple and inspiring language. Between 2024 and 2025, 70 editions were published, reaching over 2,300 employees at the distribution companies CPFL Paulista, CPFL Piratininga, CPFL Santa Cruz, and CPFL RGE. In addition to keeping the topic present in daily life, the initiative contributes to the promotion of programs, the recognition of projects, and the constant gathering of ideas. At the end of 2025, Innovation Minute entered an expansion phase with the development of an app that will broaden the identification of opportunities related to process efficiency and safety, further strengthening innovation through the operational base.

Externally, we expanded our connections with the open innovation ecosystem.

In 2025, we consolidated our open innovation hub, with challenges launched on digital platforms for startups, which accelerated the search for solutions, the execution of proof-of-concepts (POCs), and integration with entrepreneurs and developers of new technologies

This model allows us to quickly access specialized knowledge, test different approaches, and scale solutions with greater agility.

The combination of open innovation and intrapreneurship creates an environment conducive to controlled experimentation, with a focus on practical and scalable results. More than just encouraging ideas, we seek to structure pathways so that these ideas are transformed into projects, learnings, and, when viable, into solutions integrated into our operations.

Circular Economy

GRI 3-3 Resource use and the circular economy, 306-1, 306-2

The circular economy guides how we manage our waste and materials. This model aims to reduce waste generation, increase reuse, and extend the life cycle of materials, replacing the logic of disposal with solutions that reintegrate resources into new production cycles. Our operations are aligned with the 2030 ESG Plan and the priorities defined in the materiality study, reinforcing our commitment to efficiency, innovation, and environmental responsibility.

Our operations generate a wide variety of waste, typical of generation, transmission, distribution, and service activities. To ensure proper management, we use a structured control system, which begins with the correct separation of waste right where it is generated and continues with treatment and environmentally appropriate disposal. Materials such as electrical cables, copper wires, and oily fluids are sent to reverse logistics operational bases located in the states of São Paulo and Rio Grande do Sul, where they undergo specific reuse or treatment processes.

Components removed from the power grid are, whenever possible, sent for recycling, encouraging their reuse in new industrial processes. Waste that cannot be reused internally is sent to specialized, properly licensed companies, accompanied by documentation that ensures the traceability and environmental compliance of the entire process.

Our goal is to reach 70,000 refurbished power grid units by 2030, promoting ever-greater integration between reverse logistics, operational efficiency, and circular economy models

The Solid Waste Management Plan (PGRS) is the foundation of this management system. It establishes guidelines, responsibilities, and procedures for the proper disposal of waste and applies to both our operations and contracted companies, which must meet the same standards. As a complementary tool, we use a digital system to monitor indicators, analyze performance, and support decision-making. Data reliability is reinforced by periodic audits and documentary verification of the companies responsible for waste disposal. Reporting of this information to environmental agencies is carried out in accordance with the legislation in force in each region where we operate.

CPFL Soluções plays a central role in consolidating the circular economy within the organization. The company is responsible for managing the repair, reuse, and disposal of equipment used in energy distribution and transmission activities. Each piece of equipment removed from the grid is sent to a distribution center, where it undergoes a technical evaluation to assess the possibility of refurbishment and reuse. When recovery is not feasible, the equipment is dismantled, allowing for the separation and recovery of materials such as copper, aluminum, steel, and brass, which return to the market as raw materials.

CPFL Soluções also develops alternatives for reusing materials previously destined for landfills. Among these initiatives, the shredding of aluminum and copper cables and high-density polyethylene insulators stands out. Concrete poles and crossarms are also shredded, and after processing, these materials are transformed into crushed stone and sand, which can be used in construction—such as in the manufacture of pole bases—or sold to approved customers. This approach reduces landfill disposal and creates value opportunities through waste.

One of the highlights of our circular economy strategy is the work of the Equipment Refurbishment Facility, managed by CPFL Serviços in São José do Rio Pardo (SP). In 2025, the facility underwent a new recertification cycle, reaffirming its compliance with ISO 9001 (quality), ISO 14001 (environmental management) , ISO 17025 (laboratory technical competence), and the Seal of the National Institute of Metrology, Quality, and Technology (INMETRO), ensuring high standards of quality, safety, and reliability. The Equipment Refurbishment Facility specializes in the refurbishment of transformers, voltage regulators, and reclosers—equipment essential to the operation of the electrical system—contributing to the reduction of natural resource consumption, extending the useful life of assets, and strengthening our circular economy practices.

Also in 2025, we advanced in standardizing and strengthening operational management by recertifying 11 operational units for network construction and maintenance under ISO 9001 and ISO 14001 standards, in addition to extending these certification standards to another 10 similar units, as well as to equipment dismantling and reverse logistics operations in the state of São Paulo. Through these practices, we have enhanced our commitment to quality, environmental control, and efficiency across various business areas.

Waste Generated in 2025 by Type (Tons)

GRI 306-3

	Hazardous	Non-hazardous	Total
Wood	0.00	6,364.09	6,364.09
Recyclable packaging	0.00	4,653.23	4,653.23
General waste	0.00	60.25	60.25
Fibrous waste Glass-based	0.00	3,876.44	3,876.44
Light bulbs	840.55	0.00	840.55
Batteries	27.04	0.00	27.04
Metal scrap	0.00	454.28	454.28
Administrative waste	0.00	1,768.96	1,768.96
Construction waste	0.00	13,923.44	13,923.44
Organic waste	1,969.34	230.28	2,199.62
Recyclable waste	0.00	173.16	173.16
Contaminated waste	1,748.49	929.92	2,678.41
Uncontaminated clothing, absorbents, and netting materials	0.00	1.62	1.62
Oil	234.77	0.00	234.77
Others[1]	0.00	33.13	33.13
Total waste generated	**4,820.19**	**32,468.80**	**37,288.99**

1. Refers to waste from sweeping/maintenance of substations.

Waste Sent to Final Disposal (Landfill) by Type and Disposal Method in 2025 (Tons)

GRI 306-5

	Hazardous	Non-hazardous	Total
Landfill			
Recyclable packaging	0.00	105.41	105.41
General waste	0.00	40.43	40.43
Wood	0.00	901.00	901.00
Others[1]	0.00	33.13	33.13
Contaminated waste	62.20	105.00	167.20
Construction waste	0.00	6,261.40	6,261.40
Resíduos recicláveis	0.00	1.21	1.21
Recyclable waste	0.00	16.28	16.28
Scrap metal	0.00	3.80	3.80
Administrative waste[2]	0.00	1,768.96	1,768.96
Total	**62.20**	**9,236.62**	**9,298.82**

1. Refers to waste from sweeping/maintenance of substations.
2. Estimated values based on the number of people in administrative units, considering the 2025 report from the Brazilian Association of Public Cleaning and Special Waste Companies (ABRELPE) .



Distribution Center, in São José do Rio Pardo (SP)

Waste Diverted from Final Disposal (Reuse) by Type and Method in 2025 (Tons) GRI 306-4

	Hazardous	Non-hazardous	Total
Composting			
General waste	0.00	5.18	5.18
Recycling or reuse			
Wood	0.00	820.46	820.46
General waste	0.00	0.00	0.00
Recyclable packaging	0.00	235.98	235.98
Light bulbs	14.30	0.00	14.30
Glass-based fibrous materials	0.00	310.00	310.00
Oil	213.75	0.00	213.75
Contaminated waste	1,091.27	0.00	1,091.27
Batteries	12.61	0.00	12.61
Construction waste	0.00	523.48	523.48
Recyclable waste	0.00	10.45	10.45
Organic waste	1,969.34	214.00	2,183.34
Scrap metal	0.00	394.64	394.64
Others[1]	0.00	0.00	0.00
Co-processing			
Contaminated waste	180.16	0.10	180.26
Wood	0.00	11.52	11.52
Recyclable waste	0.10	0.00	0.10
Temporary storage			
Scrap metal	0.00	55.84	55.84
Batteries	14.41	0.02	14.43
Wood	0.00	4,631.11	4,631.11
Recyclable packaging	0.00	4,311.84	4,311.84
Light bulbs	826.26	0.00	826.26
General waste	0.00	14.63	14.63
Glass-based fibrous materials	0.00	3,566.44	3,566.44
Oil	21.02	0.00	21.02
Contaminated waste	414.86	824.82	1,239.68
Construction waste	0.00	7,138.56	7,138.56
Recyclable waste	0.00	161.40	161.40
Uncontaminated clothing, absorbents, and mesh materials	0.00	1.62	1.62
Total	**4,758.08**	**23,232.09**	**27,990.17**

1. Refers to waste from sweeping/maintenance of substations.

Smart Energy

GRI 3-3 Smart energy and innovation

We continuously invest in smart energy to transform the way electricity is distributed and consumed, while strengthening the resilience of our operations in the face of weather events, technical failures, and fluctuations in demand. This transformation combines technology, automation, and data intelligence, enabling a more efficient, safer, and future-ready electrical system.

One of the pillars of this strategy is the **expansion of smart grids**, networks that use digital technologies to monitor, operate, and automatically respond to incidents in the electrical system. In practice, this means faster identification of faults, shorter outage times, and higher quality in the supply of energy to customers.

Among the main initiatives, are the installation of automatic reclosers, the expansion of smart metering, the replacement of networks most exposed to inclement weather, the adoption of compact networks in urban areas, and the creation of secondary power sources for smaller cities. These solutions increase system reliability and ensure greater continuity of supply during outages, such as storms or isolated network failures.

We have been investing in automatic reclosers since 2015. This technology significantly reduces outage time for customers and increases operational efficiency. By the end of 2025, more than 21,000 reclosers had already been installed. Our goal is to reach 23,900 reclosers by 2027. To achieve this, we are investing R$560 million by the target year. These investments encompass not only the expansion of technologies already in place but also the integration of digital solutions that enable greater control, real-time monitoring, and data-driven decision-making.

Another structural advancement is **BSmart**, a program that consolidates the distributors' smart metering strategy. The initiative involves the implementation of an integrated technological and operational platform capable of expanding consumption visibility on a near-continuous basis and modernizing network management. Currently, 100% of medium- and high-voltage customers (Group A), such as industries and large commercial establishments, already have smart meters. By 2025, we will advance the consolidation of BSmart, with the start of implementation at various distribution companies. Smart meters enable remote reading, near-real-time fault detection, and more precise management of energy usage, benefiting both customers and system operations. The solution enables remote disconnection and reconnection, reduces unnecessary field trips by crews, and strengthens efforts to combat losses and fraud. In addition to operational gains, BSmart constitutes an enabling infrastructure for future regulatory changes, to advance rate fairness and foster a more transparent, informed, and collaborative relationship with customers.

By integrating automation, digitization, and innovation, the smart energy agenda enhances the efficiency of the electric system, reduces operational impacts, improves the customer experience, and strengthens our ability to respond to increasingly complex scenarios. This technological evolution is essential to sustain the energy transition, support the economy, and ensure a safer, more reliable, and sustainable energy supply in the long term.



Interaction between the electrician and the customer

Digital Operations

Operating the electric system requires quick decisions, coordination among different assets, and the ability to respond immediately to outages or extreme events. By 2025, we will have made consistent progress in consolidating an increasingly smart, integrated, and data-driven operation, capable of sustaining supply quality, public safety, and grid resilience.

Advanced Distribution Management System (ADMS)

One of our pillars in this digitalization effort is ADMS, a digital platform that integrates, within a single environment, various operational functions previously scattered across multiple systems. In practice, ADMS gathers real-time information from the power grid, enabling us to monitor, remotely control, and centrally manage smart equipment.

Through ADMS, we are able to process large volumes of data generated by sensors, automatic reclosers, and other devices installed on the grid. This allows us to quickly identify what is happening in the system, diagnose faults more accurately, and trigger automatic or guided responses, reducing outage duration and the number of affected customers. In critical situations, such as storms or severe weather events, the system identifies the points of failure, suggests maneuvers to isolate only the affected sections, and prioritizes restoring power, thereby enhancing service reliability.

ADMS also prepares us for the future of the electricity sector. The platform is already structured to integrate technologies that are gaining scale, such as smart meters, electric vehicle charging stations, and decentralized energy sources, such as distributed generation installed in homes, businesses, and industries. By connecting these resources to the operational system, we increase visibility into grid behavior and lay the groundwork for more flexible, efficient management aligned with the energy transition.

Complementing distribution intelligence, we advanced the centralization and integration of generation operations through the Operations and Monitoring Center, located in Campinas (SP). In 2025, with the relocation of the CPFL Renováveis office from Jundiaí (SP) to the company's headquarters, we began to concentrate the activities of CPFL Renováveis, CPFL Geração, and CPFL Energia in a single location, enhancing synergies and operational efficiency.

This facility brings together three complementary structures. The Integrated Operations Center (COI) operates 24 hours a day, seven days a week, remotely supervising various generation assets, such as wind turbines, small hydroelectric plants, biomass plants, and solar plants. Through the COI, we monitor plant performance in real time, ensuring continuous operation, asset efficiency, and, above all, the safety of people and facilities.

The **Asset Monitoring Center (CMA)** adds an additional layer of intelligence to operations. Using predictive models and machine learning techniques, the CMA identifies patterns and anomalies in equipment performance before they turn into failures. As a result, we are able to plan preventive maintenance with greater precision, reduce operating costs, and increase the reliability of the generation system.

The **Dam Management Center (CGB)**, meanwhile, plays an essential role in operational safety. It is responsible for monitoring dams and supporting risk and crisis management. This structure allows us to track technical indicators, anticipate risky situations, and coordinate rapid responses when necessary, ensuring the safety of operations and the communities surrounding the projects.

Centralizing these structures in Campinas (SP) represents a significant leap in quality in how we operate.

By integrating monitoring, data analysis, and real-time decision-making, we now have a complete and systemic view of assets and processes, which increases efficiency in performing maintenance, repairs, and interventions

Beyond operational gains, this approach strengthens risk management, streamlines emergency response, and supports more assertive and strategic decisions.

Sustainable Procurement

GRI 2-23, 2-24, 2-29, 3-3 Sustainable procurement, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

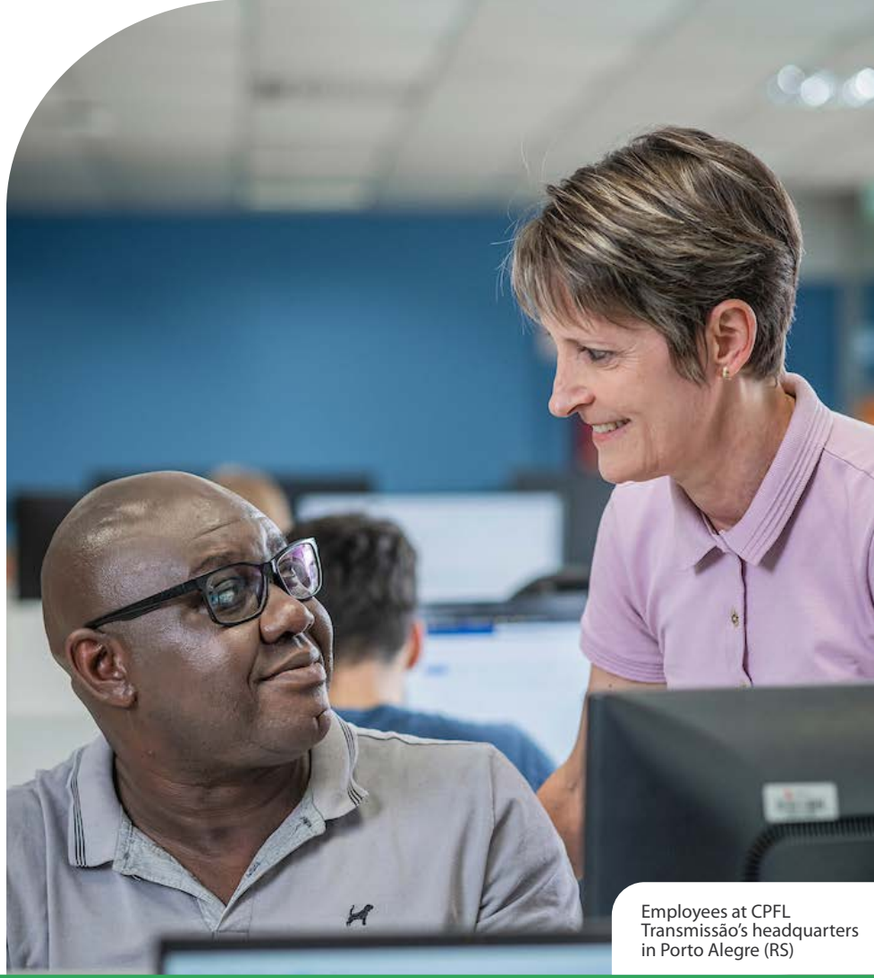
Promoting sustainable development throughout our supply chain is one of the core commitments of the 2030 ESG Plan. We understand that, to ensure consistent value creation, it is necessary to build solid, responsible, and transparent relationships with our partners. Therefore, we are continuously advancing in the adoption of sustainable procurement practices that align operational efficiency, integrity, risk management, and positive impact in the regions where we operate.

We aim to have at least 85% of our spending with companies that demonstrate advanced sustainability practices by 2030. To this end, we have adopted rigorous criteria for identifying and monitoring suppliers, focusing on four fundamental pillars: safety, respect for the environment, social responsibility, and high-standard governance. In the area of governance, we maintain high standards, aligned with the expectations of our controlling shareholder, State Grid, which demands excellence, transparency, and integrity throughout the value chain.

All our business relationships are conducted in accordance with the Code of Ethical Conduct, and clauses related to decent work and respect for human rights are included in the drafts of all contracts. These commitments ensure that our partners share the same values that guide our decisions and the way we operate.

In 2025, the Procurement area consolidated an increasingly strategic role, beginning to contribute directly to the execution of the investment plan, operational resilience, and competitive pricing. This progress is supported by a consistent digitization process and the intensive use of data, which enhance the intelligence, efficiency, and transparency of procurement processes.

The integration of systems and the standardization of criteria across our different business units allow us to have a more comprehensive view of the supply chain. With detailed information, we are able to make increasingly informed decisions, identify opportunities to optimize negotiations, reduce risks, and raise the standard of contract execution. This data-driven approach also strengthens the management of socio-environmental and economic-financial, making the supplier selection process more robust and balanced.



Employees at CPFL Transmissão's headquarters in Porto Alegre (RS)

Goal by 2030: ensure that 85% of spending goes to suppliers committed to sustainability

Risk assessment begins even before contracting.

We conduct a rigorous analysis of 100% of new suppliers classified as critical, considering environmental, social, and integrity aspects

Among the criteria evaluated are the verification of environmental fines and injunctions with the Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA), regularity of payments to the Severance Indemnity Fund (FGTS), the absence of significant labor debts, analysis of labor liabilities, and verification against the list of employers with conditions analogous to slave and child labor. Depending on the scope of the contract, this analysis is supplemented by specific assessments conducted within the framework of our Integrated Management System (SGI). This assessment is not limited to socio-environmental issues. Potential partners also undergo economic and financial analyses, document compliance, and technical qualification assessments, ensuring a rigorous selection process aligned with the goals of the 2030 ESG Plan and the long-term sustainability of the business. Supplier registration is valid for 1 year. After this period, registration renewal is mandatory, with a new review of all the documents mentioned.

During the term of the contracts, we continuously monitor suppliers considered critical or strategic. In 2025, we monitored 364 suppliers, representing 67% of expenditures, through training, capacity-building, continuous feedback, and monitoring of environmental, social, health and safety, and quality indicators. Annually, we select companies for on-site audits under the SGI framework, focusing on verifying adopted practices and strengthening continuous improvement. During the period, 77 suppliers of materials and equipment and 40 service providers were evaluated on-site. During these visits, evidence of compliance with environmental, social, governance, and quality requirements is examined. If non-conformities are identified, specific action plans are defined, with follow-up until full compliance is achieved.

In addition, Third-Party Management conducts monthly monitoring of labor and social security documentation for labor-intensive suppliers, considered to pose a higher risk to operations. This preventive measure helps mitigate risks and ensure legal compliance. In 2025, we monitored the documentation of approximately 170 suppliers on a monthly basis, covering around 11,000 third-party professionals, which reinforces the robustness of our control system and our diligence in managing the value chain. In 2025, we had 6,228 suppliers with active registrations in our database. Of this total, 5,156 had their documentation reviewed.

Supplier Recognition and Development

Supply chain engagement is strengthened through Rede de Valor, our supplier and partner relationship program. The initiative promotes joint development through monthly updates in the Supplier Journal, periodic meetings to discuss relevant topics and exchange best practices, as well as recognition of companies that excel in sustainability, performance, and innovation through the CPFL Mais Valor Award. The Program reinforces our commitment to evaluating 100% of critical suppliers based on sustainability criteria and to redirecting spending toward partners that are more mature in these areas.

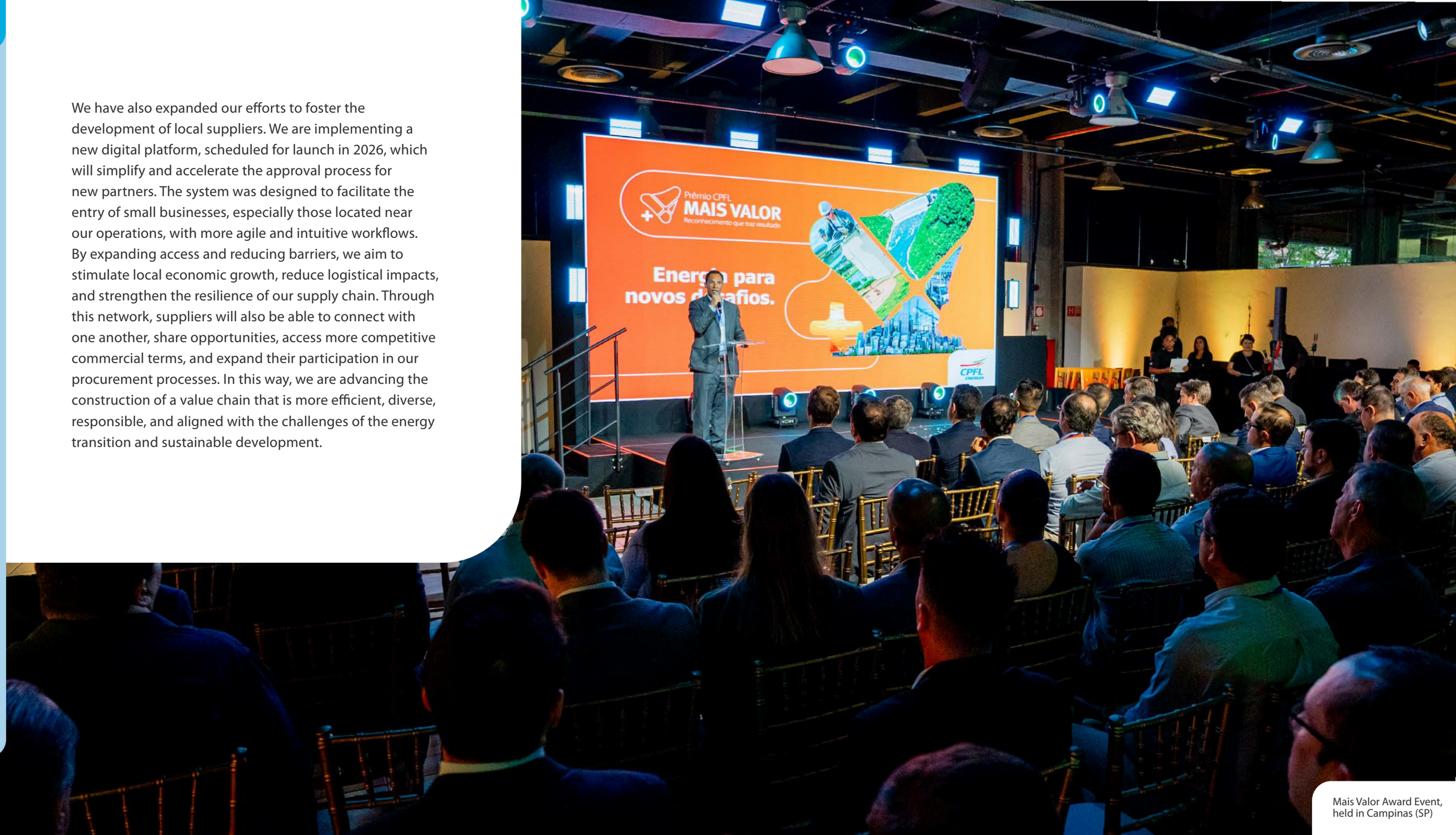
In 2025, we held the 16th edition of the CPFL Mais Valor Award, which featured 46 suppliers competing in 24 categories covering materials, services, and special achievements. On the same day, we hosted the 2nd edition of Supplier Day, bringing together 32 international suppliers of materials and equipment and 11 domestic suppliers participating in the panel on Construction and Maintenance of Distribution Networks.

The second edition of the event saw over 100% growth in participation by international suppliers, rising from 15 participants in 2024 to 32 in 2025. This progress reinforces our goal of expanding our supply base and identifying new opportunities for strategic partnerships. During the meeting, we presented the context of Brazil and our positioning, with an emphasis on medium-term planning, highlighting our proactive role in strengthening and evolving the supply chain.



Mais Valor Award Event, held in Campinas (SP)

We have also expanded our efforts to foster the development of local suppliers. We are implementing a new digital platform, scheduled for launch in 2026, which will simplify and accelerate the approval process for new partners. The system was designed to facilitate the entry of small businesses, especially those located near our operations, with more agile and intuitive workflows. By expanding access and reducing barriers, we aim to stimulate local economic growth, reduce logistical impacts, and strengthen the resilience of our supply chain. Through this network, suppliers will also be able to connect with one another, share opportunities, access more competitive commercial terms, and expand their participation in our procurement processes. In this way, we are advancing the construction of a value chain that is more efficient, diverse, responsible, and aligned with the challenges of the energy transition and sustainable development.



Mais Valor Award Event, held in Campinas (SP)

06

Shared Value with Society

Organizational Culture
Diversity, Equity, and Inclusion
People and Safe Operations
Customer Relations
Social Strategy



Employees at CPFL's headquarters in Campinas (SP)

Organizational Culture

GRI 2-7, 2-8, 2-29, 2-30

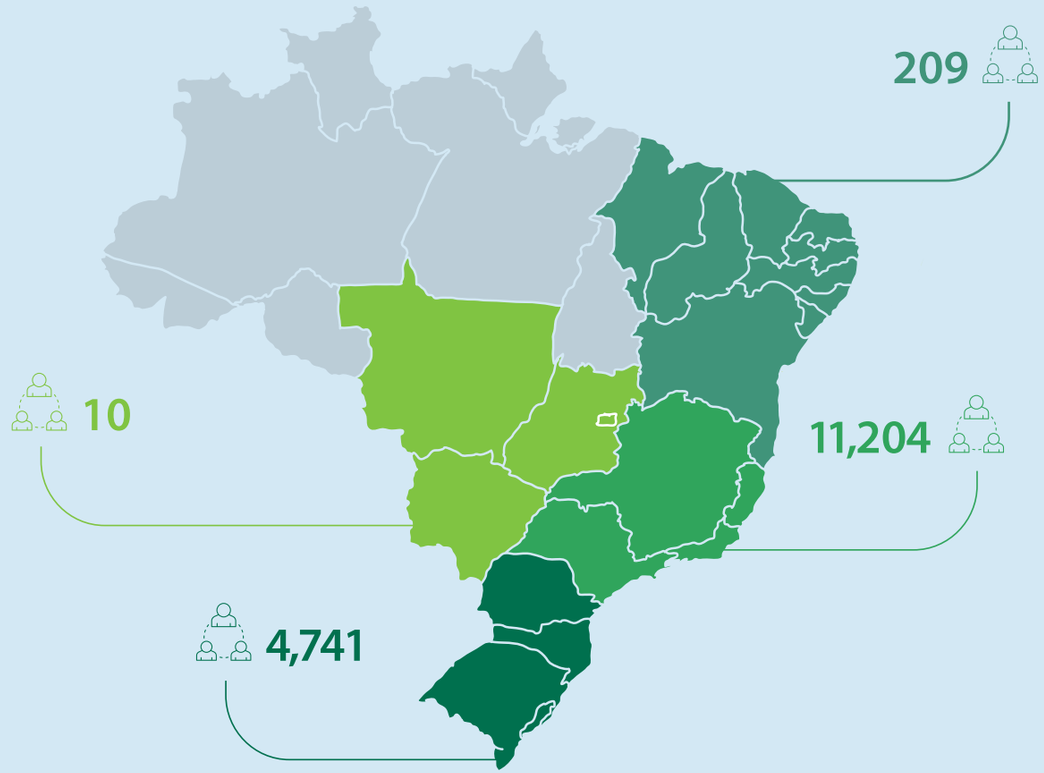
We ended 2025 with 16,164 employees on our payroll, comprising 12,764 men and 3,400 women, distributed across various regions of the country, and 100% are covered by collective bargaining agreements or conventions. In addition to our internal teams, we have approximately 11,000 indirect employees who work under contract in administrative and technical roles, such as maintenance, consulting, security, cleaning, materials procurement, and the execution of construction and infrastructure projects, as per internal demand. All these professionals are our main strength. It is through the daily work, technical knowledge, and attitudes of each employee that we advance in the execution of strategy and achieving our objectives.

16,164
employees

12,764
men
79%

3,400
women
21%

Total Employees by Region[1]



1. The data was extracted from the SAP system and corresponds to the total number of employees recorded as of December 31 of each year. There were no seasonal variations or significant fluctuations over the period.

Our organizational culture is expressed in Our Way of Being, which outlines the behaviors expected of everyone, regardless of position or area of work. This set of guidelines shapes how we think, decide, and act on a daily basis. At the center are our people, guided by the values of safety, collaboration, innovation, excellence, and integrity. Around this core, we foster essential behaviors across four dimensions.



Our initiatives for attraction, development, training, performance management, and engagement are aligned with Our Way of Being and value diverse, collaborative, and safe environments, where different experiences and perspectives complement each other and generate results.



Employees at CPFL's headquarters in Campinas (SP)

Talent Attraction and Selection

In 2025, we defined our Employee Value Proposition (EVP), which transparently reinforces what makes the experience of working with us truly unique. It reflects what we already live out every day: our values, benefits, opportunities, and practices that build a consistent and genuine journey.

The EVP does not replace our values or our Way of Being. It complements this foundation, highlighting what we offer to those who choose to be here. To authentically represent this experience, we held an internal vote that defined the phrase that best symbolizes what it means to work with us: "Your future deserves this energy." This concept recognizes and rewards the energy dedicated daily, transforming effort into opportunities, growth, and purpose.

More than just an institutional guideline, the EVP guides how we position ourselves in the job market and drives our attraction and selection strategies, ensuring consistency between what we communicate and the experience we offer throughout the entire professional journey.

Based on this value proposition, we have structured our attraction and selection processes to identify professionals aligned with our culture and prepared to contribute to the challenges of the business. Our selection processes assess both the technical skills and the behaviors expected for each position. Leaders can choose the most appropriate recruitment method, according to the profile and needs of the department.

Our value proposition to employees

We drive development

The dynamism of our daily work drives our constant evolution. We value continuous learning, knowledge sharing, and collaboration, because we know that together we are capable of creating ever-better solutions. For us, every challenge is an opportunity to grow and elevate our potential.

We are driven by energy

We take pride in our mission to deliver energy to society in a sustainable and responsible manner. Our commitment goes beyond delivery: we operate with excellence because we know that this energy provides comfort, quality of life, and a better future for the population.

Safety comes first

We prioritize the safety and well-being of our people as a non-negotiable value. We work to ensure a safe environment, both physically and psychologically, and promote a balance between personal and professional life, so that everyone returns home healthy and with a good quality of life at the end of each day.

We provide a secure future

We are a solid organization, essential to society and guided by trust. This stability is also reflected in what we offer our people: a safe environment to grow and evolve. We value development and encourage internal mobility, expanding opportunities for building consistent career paths.



The **Internship Program** is one of the main initiatives for bringing in new talent and is dedicated to attracting and developing undergraduate students with potential for professional growth. Students participate in a development track organized into technical and practical training modules, designed to stimulate individual potential. Throughout the entire journey, they have the support of experienced professionals who monitor their learning and progress. Since 2020, the selection process has been conducted 100% online , expanding access. And since 2021, we have been monitoring indicators for underrepresented social groups, with the goal of increasing the diversity of our internship program. We also facilitate the training of the local workforce. The School of Operational Excellence, coordinated by CPFL University, offers free professional training to the local community through Schools for Electricians, Designers, Operators, among others.

The schools prepare professionals for the job market with theoretical and practical classes, organized in mixed-gender classes, and seek to encourage female participation in a historically male-dominated sector, in alignment with the initiatives of the CPFL +Diversa program. The courses vary in duration, and more than 50 classes are formed annually.

Internal recruitment is another strategic recruitment channel, as it expands career opportunities and reflects our confidence in the growth potential of our teams. In 2025, of the 157 open leadership positions, 121 were filled internally, representing a 77% success rate, demonstrating the effectiveness of our strategies for developing and valuing people.

Internship Program Pillars

01

Business

Broadens systemic vision, encourages innovation, and connects interns' experiences to strategic planning.

02

Behavior

Directly linked to Our Way of Being.

03

Career

Includes annual evaluations and feedback from leadership, linked to future development opportunities.



2025 Interns

New Hires and Employee Turnover[1]

GRI 401-1

	2023		2024		2025	
	Number of new hires	Number of terminations	Number of new hires	Number of terminations	Number of new hires	Number of terminations
By gender						
Men	1,952	1,624	2,092	1,983	2,023	2,067
Women	1,001	795	1,011	882	878	905
By age group						
Under 30 years of age	1,397	787	1,348	926	1,371	953
Between 30 and 50 years of age	1,464	1,424	1,618	1,689	1,428	1,752
Over 50 years of age	92	208	137	250	102	267
By region						
Northeast	7	1	4	6	14	5
Midwest	1	1	--	--	2	2
Southeast	2,358	1,915	2,571	2,373	2,215	2,298
South	587	502	528	486	670	667
Total	**2,953**	**2,419**	**3,103**	**2,865**	**2,901**	**2,972**

Hiring and Turnover Rates (%)

GRI 401-1

	2023		2024		2025	
	Hiring rate[1]	Turnover rate[2]	Hiring rate[1]	Turnover rate[2]	Hiring rate[1]	Turnover rate[2]
By gender						
Men	15.34	12.76	16.33	15.48	15.85	16.19
Women	30.31	24.08	29.46	25.70	25.82	26.62
By age group						
Under 30 years of age	37.85	21.32	38.30	26.31	40.65	28.25
Between 30 and 50 years of age	13.49	13.12	14.56	15.20	12.92	15.85
Over 50 years of age	6.19	14.00	8.49	15.49	5.87	15.37
By region						
Northeast	21.21	3.03	16.00	24.00	17.28	6.17
Midwest	10.00	10.00	0.00	0.00	20.00	20.00
Southeast	20.81	16.90	22.14	20.44	19.55	20.28
South	12.61	10.79	11.49	10.57	14.13	14.07
Total	**18.43**	**15.10**	**19.10**	**17.64**	**17.95**	**18.39**

1. Hiring rate calculated as the number of hires divided by the headcount at the end of the period.
2. Turnover rate calculated as the number of terminations divided by the headcount at the end of the period.

Training and Development

GRI 3-3 Human capital development, 404-2, EU-14

CPFL University is responsible for promoting a culture of learning, integrating educational content, training, and development tracks for all employees. Aligned with Our Way of Being, the University aims to strengthen organizational culture, foster continuous personal development, and democratize access to knowledge through a structured, dynamic learning environment connected to business challenges.

We promote a culture of lifelong learning, with programs, courses, and tracks that simultaneously support the evolution of our strategy and the development of our teams' technical and behavioral skills. In 2025, we recorded 545,211 hours of training, with an average of 33.54 hours per employee, reflecting our commitment to learning throughout the entire professional journey.

Upon being hired, every employee participates in an onboarding process that includes mandatory corporate training covering essential topics for performing their duties, such as the Code of Ethical Conduct, the Integrity Program, practices to ensure information security, management policies, and legal and operational risks. The goal is to ensure, from the very beginning, alignment between individual responsibilities and internal values and standards.

CPFL University reaffirms its commitment to social development by offering free technical training programs through the Schools for Electricians, Operators, and Designers, expanding opportunities for the community and contributing to the qualification of the electricity sector. In light of market expansion and the growing demands of distributors, we invest in training specialized professionals capable of performing with excellence, safety, and compliance with industry standards, thereby strengthening the operations and infrastructure that deliver quality energy to millions of people.

In addition to initial training, CPFL University plays a fundamental role in supporting operations through structured continuing education programs and recurring training sessions, which are essential for ensuring that teams remain technically up-to-date, regulatory requirements are met, and safety standards and operational procedures are consistently applied. In a highly regulated and high-risk sector, the continuous updating of knowledge is a critical factor for the reliability of operations and the preservation of life, contributing directly to the strengthening of the safety culture.



Employees at CPFL headquarters in Campinas (SP)



Employee at CPFL headquarters in Campinas (SP)

In addition to mandatory training, we structure career-long development through the Strategic Learning Plan, defined based on the challenges, priorities, and perspectives of each department and business unit. This plan includes both recurring activities and customized initiatives and is validated and updated annually by CPFL University in collaboration with leadership.

At CPFL University, we evaluate the effectiveness of our learning initiatives using an internationally recognized methodology structured around four levels of assessment: Reaction (satisfaction and perceived relevance), Learning (acquisition of knowledge and skills), Behavior (application at work and behavioral change), and Results (impact on business indicators). The definition of the assessment level applied takes into account specific criteria for each initiative outlined in the Strategic Learning Plan, ensuring consistent analyses ranging from participant perceptions to business results. In this way, we strengthen a learning culture focused on value creation, connecting people's development to results and organizational strategy.

In 2025, our work in People Management was recognized by leading institutions in the sector, reinforcing our commitment to people development and to building a strong and sustainable organizational culture.

We were among the 8 finalists for the ABTD's 2025 Outstanding Award, with the case study The Culture of Learning as a Strategic Driver, highlighting how continuous learning can drive results and strengthen business strategy.

We also placed 3rd among the finalists for the 2nd ABRH-SP Human Being Award, one of the most prestigious awards in the Human Resources field in Brazil, which recognizes initiatives that have an impact on people management and development.



Employee in Praia Grande (SP)

Among the main development initiatives promoted by CPFL University, the following stand out:

- **Self-Development**: We offer open courses and specific tracks focused on developing behaviors and competencies aligned with Our Way of Being. We use the CEP + R methodology (Content, Experiences, People, and Networks) to guide the different sources of learning and encourage a proactive role in development.

- **School of Electricians:** Its main objective is to train technical professionals for CPFL and society, contributing to social development. Given the expansion and growth of CPFL's market, there is a need for specialized technical professionals to continue operating with quality and excellence.

- **Tech Journey:** A program aimed at spreading digital skills among all employees. The journeys are organized into three levels, ranging from the use of basic tools to introductory solutions in low-code programming—an approach that allows for the creation of applications with minimal coding.

- **Job Rotation:** An initiative that expands development opportunities through rotational assignments across our operations. The initiative allows employees to deepen their knowledge of our various businesses and prepare for future challenges, while also strengthening their performance.

- **Mentoring Program:** An initiative aimed at specialists, coordinators, and managers with the goal of accelerating participants' careers and supporting their commitment and performance in their current roles, while preparing them for future challenges. The cycle includes training sessions, one-on-one meetings between mentors and mentees, discussion groups, and follow-up checkpoints.

- **Protagonists Program:** Designed to accelerate the careers of professionals who aspire to leadership positions and hold senior or Technical Level III roles. The initiative prepares participants for their first management position and intentionally promotes diversity: 50% of the openings are reserved for individuals from underrepresented groups.

- **Leadership Program:** We develop our leaders to achieve better results and strengthen team management. The content is defined based on strategic planning, market trends, and internal indicators, such as the engagement survey and the annual talent review.



Employees at CPFL's headquarters in Campinas (SP)

- **Coaching:** An initiative designed to support the succession program, focusing on consolidating development plans and accelerating the readiness of employees identified for critical positions.

- **English Language Culture:** The Program has two tracks (intensive and executive). The intensive track features a learning platform with a wide variety of resources for specialist-level positions and above, including individual and group classes. The diverse portfolio of instructors and personalized feedback support continuous monitoring of participants' progress. The executive track is designed for C-level executives and features one-on-one sessions that participants can tailor to their specific needs. This track is supported by a consulting firm that aligns learning with the participants' professional roles, using a robust and structured methodology.

- **Mandarin School:** A strategic opportunity to promote cultural integration and develop basic proficiency in the Chinese language (Mandarin). The program guides participants through an introductory module, strengthening essential communication skills and broadening their understanding of Chinese culture.

- **Career 5.0:** A program aimed at individuals aged 50 or older who hold technical, senior, engineering, specialist, and leadership positions (excluding executive management). The program includes comprehensive guidance and knowledge management.

In addition to internal initiatives, we maintain the Scholarship Program, which provides reimbursement of up to 80% of the cost—capped at a set limit—for academic training and specializations that have a direct impact on professional performance and business needs. The Program covers undergraduate, graduate, technical, and language courses, in accordance with internal guidelines and current union agreements.

In 2025, 1,265 employees benefited from the Program, totaling 1,307 active scholarships during the period. We maintain partnerships with more than 70 educational institutions, expanding development opportunities and strengthening our commitment to continuous learning.

Average Training Hours per Employee

GRI 404-1

	2023	2024	2025
By gender			
Men	54.26	36.68	38.48
Women	26.90	14.87	16.01
By functional level			
Leadership[1]	31.40	22.84	21.22
Other employees	60.31	32.49	34.34

1. This category includes executive, managerial, coordination, and supervisory positions.

Performance Evaluation

GRI 3-3 Human capital development

Our performance evaluation was structured to go beyond the analysis of goals and results. The process considers, in a balanced manner, the deliverables achieved, the challenges faced, and the behaviors demonstrated on a daily basis, always in light of the 4 dimensions of Our Way of Being: explore, learn, build, and deliver. This approach reinforces that how results are achieved is just as important as what is delivered. By incorporating behavioral aspects into the model, we strengthen alignment with our culture and encourage consistent practices at all levels. The process fosters frequent and structured conversations between leaders and teams, promoting an environment of trust, transparency, and continuous learning.

During the evaluation cycle, each person is invited to reflect on their strengths and opportunities for development. Based on this analysis, the **Individual Development Plan (IDP)** is created—a tool that organizes learning priorities and professional growth in alignment with the business's strategic objectives.

All active employees participate in the annual cycle, with the exception of those who joined on or after October 1st, those who were on leave for more than 6 months during the reference year, and young apprentices. In 2025, 98% of the eligible workforce participated in the process, demonstrating leadership engagement and a commitment to team development.

To complement this model, we have consolidated the Attitude Program, an initiative focused on recognizing behaviors aligned with the pillars of our culture. The Program fosters a positive dynamic of mutual appreciation among people, reinforcing attitudes that strengthen collaboration, ownership, and collective performance.

Percentage of Professionals Who Underwent Performance Evaluations[1] (%)

GRI 404-3

	Men	Women
Executive Board	100.00	100.00
Management	100.00	100.00
Team Leaders/Coordinators	99.18	100.00
Technical/Supervisory	99.03	97.96
Administrative	98.59	97.96
Operational	99.45	87.08
Trainees	-	-
Interns	85.71	84.00
Total	**99.23**	**94.77**

1. Reporting of performance evaluations by job category began in 2025. GRI 2-4



Employees at CPFL's headquarters in Campinas (SP)

Engagement and Active Listening

GRI 3-3 Human capital development

To monitor team engagement, we conduct an annual survey aimed at establishing a structured channel for communication and active listening, which allows us to quickly assess the factors that influence people's perceptions of the work environment and their well-being. The results are shared with teams and guide the development of joint action plans, strengthening dialogue, continuous feedback, and the improvement of internal processes. In 2025, we used the Gallup methodology, recognized worldwide for its expertise in people management, human behavior, organizational performance, and data analysis.

We also conduct an offboarding survey, which gathers employee feedback at the time of departure. These insights are essential for improving practices, policies, and the employee experience throughout their entire professional journey.

This set of actions reinforces our culture of building trusting relationships and learning from the journey, in which each person contributes to an ever-improving work environment.

Engagement Survey

13,714
Survey Respondents

85%
Participation Rate

4.14
Average Engagement Score (scale of 0 to 5)

Benefits and Well-being Promotion

GRI 3-3 Health and safety as a core value, 403-3, 401-2, 403-6

Promoting people's well-being means recognizing limits and creating realistic, respectful, and sustainable working conditions. With this in mind, we offer a comprehensive set of benefits to all employees hired under the Consolidated Labor Laws (CLT), regardless of length of service or work schedule. For employees hired through third-party companies, the provision of benefits follows the specific policies of those service providers.

The package offered includes medical and dental care, private pension plans, meal allowances, food allowances, transportation vouchers, daycare assistance, and life insurance, as well as seasonal initiatives such as year-end programs and Christmas bonuses. These benefits are designed to support employees at different stages of life, providing practical assistance and predictability.

We also invest in initiatives focused on quality of life and holistic health. The **Fale Comigo Program**, for example, offers free psychosocial support, with specialized guidance to address personal challenges, everyday issues, or family planning, covering services in the psychological, legal, financial, and social areas. The **Nutrir Program**, also available free of charge to our employees, aims to promote dietary re-education and the adoption of healthier habits through specialized nutritional counseling. The initiative contributes to physical health, disease prevention, and long-term well-being.

As signatories of the Mente em Foco Movement, part of the United Nations (UN) Global Compact, we reaffirm our commitment to promoting mental health in the workplace and building a healthier and more sustainable organizational culture. Throughout 2025, we actively participated in the meetings organized by the initiative, fostering meaningful exchanges of experiences, lessons learned, and best practices with other organizations. Being part of this ecosystem broadens our scope and contributes to the continuous improvement of initiatives focused on caring for people in an area of high relevance. In the same context, we have made progress in implementing the **Cuidar Mental Health Program**, designed to support leaders in caring for their teams and strengthening self-care. The initiative offers guidance, a welcoming environment, and support so that leaders can recognize signs of psychological distress, conduct sensitive conversations, make appropriate referrals, and contribute to healthier and safer work environments. We have also developed specific initiatives, such as the **Mental Pit Stop**, aimed at employees, and **Caring for Those Who Care**, aimed at leaders, expanding access to practical tools for stress management, strengthening emotional resources, and developing support and caregiving skills. In 2025, we also strengthened the work of the **Mental Health Focus Group**, composed of individuals from different areas of Human Resources, reinforcing the governance and coordination of initiatives aimed at promoting psychological well-being within the organization.

For this Group, we provided training in Mental Health First Aid, expanding the ability to identify signs of emotional distress, offer initial support, and guide individuals to seek specialized support when necessary.



Employee engaging in physical activity

At the same time, we incorporated the new requirements of NR-1, which now explicitly include psychosocial risks in Occupational Health and Safety management. Based on this regulatory update, we have structured a continuous process for identifying, assessing, and controlling factors such as overload, harassment, work organization, long working hours, and lack of autonomy, integrating them into the **Risk Management Program** (PGR) and the **Occupational Health Medical Control Program** (PCMSO). When necessary, specific action plans are established. This approach broadens the preventive focus of management, going beyond corrective measures and strengthening the leadership role of managers, the Human Resources department, and the organizational culture. We now monitor indicators such as sick leave, absenteeism, and organizational climate in an integrated manner, in addition to reassessing the hazard and risk matrix and cross-referencing data to generate key performance indicators (KPIs) that support strategic decisions.

Additionally, we adopted a structured and continuous communication approach, utilizing institutional channels, Daily Safety Dialogues (DSD), and specific campaigns to reinforce the topic. Mental health has been incorporated across the board into agendas and events such as the **Culture of Learning Fair**, **Diversity Week**, **Innovation Week**, the **Internal Workplace Accident Prevention Week (SIPAT)**, **Leader Talks**, and **CPFL Talks**, consolidating care for people as one of the pillars of our workforce's sustainability. This set of initiatives contributed to a significant improvement in our rating by the Philos Org Institute, a leading authority in analyzing mental health and well-being practices among Brazil's 100 largest corporate groups. Between 2024 and 2025, we rose from 49th to 11th place in the institution's annual report and achieved 2nd place in the Energy sector ranking, highlighting the consistency of the actions implemented and the growing maturity of the agenda.

We promote initiatives such as workplace exercise programs, which encourage healthy habits during the workday, and provide access to **Wellhub**, a platform that connects people to a wide network of gyms and sports activities across the country. To make this ecosystem more accessible, we have consolidated all information on benefits and wellness programs into the Flowing app, which serves as a single channel for viewing, managing, and enrolling in available initiatives.

In 2025, we held the **Agita Challenge** for the third consecutive year, an initiative aimed at encouraging physical activity, promoting holistic health, and strengthening relationships among employees through team challenges. Held from April 14 to 28, the challenge set an individual goal of 60 kilometers covered, totaling 600 kilometers per team (with up to 10 members).

Results of the 2025 Edition of the Agita Challenge

4,440
individual registrations

493
groups

339,469
kilometers covered

Goal achievement:
80.12% (groups) e **88.85%** (individuals)

Participants who achieved their goals were recognized with awards, as a way to encourage engagement and the adoption of healthy habits. The initiative has become a fixture on the company's calendar and is eagerly anticipated by employees with each edition.

Complementing this movement, we also held **Agitaí** 2025, an initiative aimed at encouraging healthy habits, with a focus on physical activity, balanced nutrition, and mental health. With the slogan "Incentives convince, but examples inspire," this edition highlighted the importance of positive influence in relationships and expanded participation to include legal dependents. During a gamified journey, participants were invited to complete challenges focused on self-care, adopting healthy habits, and practicing mindfulness, promoting holistic and continuous well-being and strengthening a culture of care among employees, family members, and teams. This initiative also featured specific rewards for participants, reinforcing the encouragement of engagement and the continuous practice of healthy habits.

Care for people is also reflected in our parental leave policies. Since joining the **Empresa Cidadã Program** in 2022, we have extended the parental leave period, guaranteeing 180 days of leave for mothers and 20 days for fathers—a benefit applicable to various family configurations, including same-sex couples and adoption processes.

This care is complemented by the **Caring for Pregnant Women and Babies Program**, which offers continuous online support during pregnancy and adoption. The initiative features a multidisciplinary team of nurses, nutritionists, and psychologists who monitor the physical, nutritional, and emotional health of those served. Support extends to the postpartum period, with follow-up for new mothers for up to 6 months, as well as support for babies and adoptive families, contributing to a safer, more informed, and welcoming experience during this important transition phase.



Employee at CPFL's headquarters in Campinas (SP)

Parental Leave[1]

GRI 401-3

	2024		2025	
	Men	Women	Men	Women
Number of employees eligible for leave who took leave	485	145	482	137
Number of employees who returned from leave during the period	478	131	466	121
Number of employees still on leave at the end of the period	28	72	22	63
Return rate (%)[1]	98.6	90.3	96.7	88.3
Number of employees who remained employed for at least 12 months after returning from leave	446	102	451	120
Number of employees who have not yet completed 12 months after returning from leave	32	29	31	33
Retention rate (%)[2]	77.9	93.3	96.8	99.2

1. The return rate is calculated as: Number of employees eligible for leave who took leave / Number of employees who returned from leave during the period.
2. The retention rate is calculated as: Number of employees who remained employed for at least 12 months after returning from leave / Number of employees who returned from leave during the period.

Diversity, Equity, and Inclusion

GRI 3-3 Promotion of diversity and inclusion

In 2025, the diversity and inclusion agenda was established as a strategic and cross-cutting pillar of our people management through the **CPFL +Diversa** program. More than just an institutional commitment, we understand that diverse environments strengthen talent retention, enhance adaptability, and foster innovation—essential attributes for addressing the complexity of the electricity sector and the challenges of future electrification.

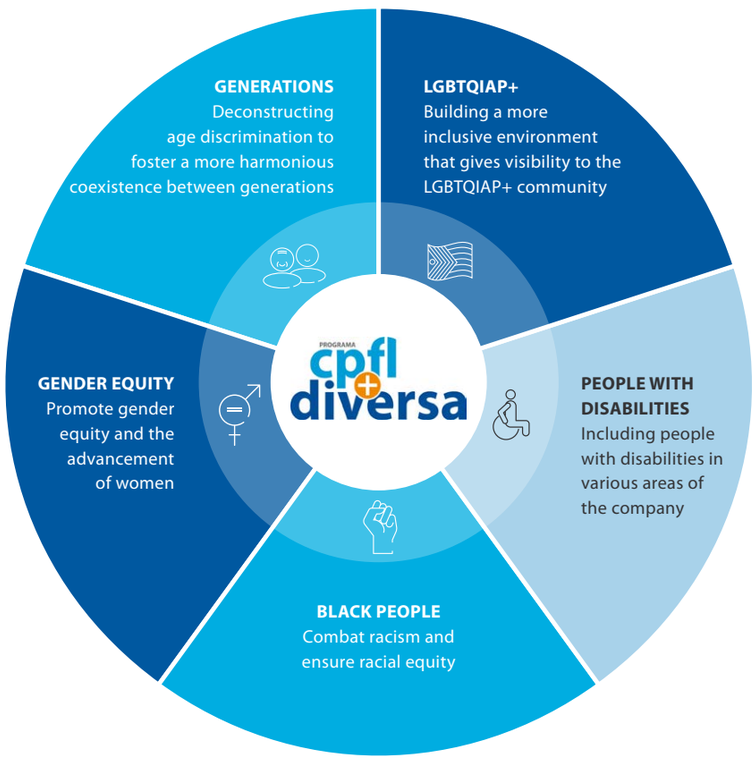
That is why we work to build an environment in which everyone feels respected, represented, and encouraged to contribute with different perspectives, experiences, and ways of thinking. Over the past five years, we have moved toward structured practices integrated into business management, with defined corporate goals, regularly monitored indicators, and direct oversight by leadership. This information is also consolidated on the sustainability platform, in line with the commitments outlined in the 2030 ESG Plan, the company's strategic plan, and the findings of the Diversity and Inclusion Survey.

The strengthening of this agenda is supported by the Program's governance structure, which operates at three levels: Business Decision-Makers—composed of executives with decision-making authority; Strategy – a team of specialists with technical expertise in defining and executing processes; and Experience – a support body for the development and dissemination of initiatives, through Affinity Groups, comprising a network of over 700 volunteers.

The evolution of CPFL +Diversa is guided by two complementary fronts. The first relates to awareness and engagement, through roundtable discussions, internal campaigns, and educational initiatives that promote reflection, empathy, and behavioral change.

The second front involves structural initiatives, including process reviews and the incorporation of diversity and inclusion criteria into people management.

CPFL +Diversa Affinity Groups





Employees at CPFL headquarters in Campinas (SP)

Training sessions and discussion groups: 6,047 people reached—in total, more than 10,000 hours were dedicated to topics related to diversity, equity, and inclusion.

Diversity and Inclusion Week: held its 4th edition in 2025, which, through decentralized initiatives in 34 locations across our concession area, reached approximately 4,300 people; led by a team of over 140 volunteers, it featured awareness-raising lectures, which achieved an average satisfaction rate of 97.5%.

Diversity in the recruitment process: 80.7% of administrative positions and 63.4% of operational positions had diverse candidates participating in the selection processes.

Representation results:

- 21% women in the overall workforce.
- 36% Black people in the overall workforce.
- 766 people with disabilities in the overall workforce.
- 11% of professionals are over 50 years old.
- 7% of professionals are under 25 years old.
- 39% of leadership positions are held by members of underrepresented groups.
- 24% of leadership positions are held by women.
- 19% of leadership positions are held by people who self-identify as Black or Brown.

Diversity and Inclusion Survey:

- 81% of respondents stated they feel comfortable being themselves at the company.
- 71% of respondents trust the CPFL Group's diversity and inclusion journey.
- 68% of respondents believe that everyone, regardless of their personal characteristics, has the same opportunity for development at the company.

Libras Language Interpretation Center: 17,744 minutes (equivalent to over 295 hours) of usage on the platform, facilitating communication between deaf individuals and their conversation partners.

Our actions directly contribute to the UN Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice, and Strong Institutions), and SDG 18 (Ethnic and Racial Equality).

We engage in dialogue with the market and exchange best practices through voluntary commitments made with business movements, such as the Movimento Mulher 360, the Business Forum on LGBTI+ Rights, and the Business Network for Social Inclusion.

The maturity achieved in this agenda is also reflected in market recognition, with our continued participation in 2025 in flagship initiatives of B3 S.A. – Brasil, Bolsa, Balcão (B3), such as IDiversa, and the highlight in Women on Board (WoB), a certification supported by UN Women, the International Labour Organization, and the European Union, which reinforces the perception that diversity and inclusion are not only social values but also competitive advantages and drivers of sustainable value creation.

The CPFL +Diversa Program reflects our commitment to fostering an increasingly diverse and inclusive work environment with opportunities for everyone



Employee in Campinas (SP)

People and Safe Operations

Safety is our non-negotiable value. We work to strengthen a culture that prioritizes care for people and operations, guiding daily decisions, behaviors, and practices. This commitment translates into the adoption of rigorous standards, risk prevention, and the engagement of the entire team, with the goal of protecting lives, ensuring business continuity, and promoting increasingly safe and responsible work environments.

Occupational Health and Safety

GRI 3-3 Health and safety as a value, 403-1, 403-2, 403-4, 403-5, 403-7, 403-8

Our commitment to occupational health and safety stems from the goal of continuously reducing the frequency and severity of accidents, as demonstrated by the positive results recorded in recent operational cycles, thereby protecting our people. Nevertheless, we recognize that the occurrence of a fatality is inconsistent with this performance and highlights the need for continuous improvement of our practices and controls.

In recent operational periods, we have observed consistent improvement in safety indicators, with a reduction in the number of lost-time accidents and the lowest frequency rate in our history. In 2025, we recorded 23 lost-time accidents compared to 35 in 2024. This performance reflects our ongoing efforts to improve prevention practices, training, and monitoring of operational activities.

Our perspective on safety goes beyond the numbers. Every incident is treated with the utmost seriousness, as it represents a real impact on the lives of people, families, and teams. In this sense, the occurrence of a fatal accident involving one of our own employees—even amid improving indicators—deeply moves us and reinforces the need for constant vigilance, learning, and continuous improvement of our practices.

In our Occupational Health and Safety Policy, we establish principles and guidelines to promote safe and healthy environments, in alignment with the business and stakeholders, encouraging active employee participation and continuous process improvement.

Thus, we emphasize that safety is, above all, a non-negotiable value, underpinned by respect for life and a permanent commitment to evolve, learn, and care for people in all our operations.

The Policy underpins our Health and Safety Management System (SGSS), which covers 100% of our direct and contracted employees. At our distribution centers, this System is certified to ISO 45001, an international standard that defines requirements for the structured management of occupational health and safety.



Employee in Campinas (SP)

In our relationships with contractors, we adopt a specific Contractor Management model that considers the risk level of the activities and the nature of the contract, whether ongoing or one-time. This approach ensures that contractors are also aligned with the OHSMS guidelines, promoting regulatory compliance, standardization of practices, and continuous improvement of health and safety controls.

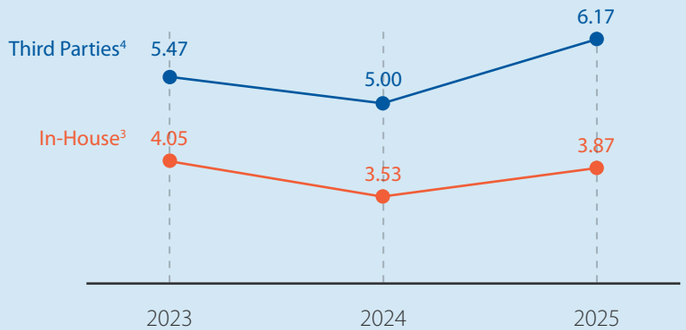
Among the initiatives aimed at strengthening this management, we have expanded integration with suppliers and contractors, promoting periodic discussions and audits of contractors regarding safety performance and good operational practices. Given the large number of professionals involved in operations—approximately 16,000 in-house employees and a similar number of outsourced workers—safety management with contractors remains a strategic priority. In this context, we have also achieved significant milestones, such as a period of over one year without any fatal accidents involving workers from partner companies—a result linked to the strengthening of contractor management and the expansion of dialogue with suppliers and service providers.

After this period, however, we recorded a fatality involving a contractor employee, which reinforces that, despite the progress made, attention to safety must be constant and continuous across all operational fronts. This incident motivates us to deepen our analyses, review practices, and further strengthen controls and integration with partners. As an evolution of these initiatives, we have also begun requiring, in new contracts with third-party companies, the adoption of structures dedicated to monitoring operational activities, such as the Safety Operations Center. This structure monitors activities carried out in the field, enabling the identification of procedural failures, the correction of operational deviations, and the strengthening of accident prevention, thereby expanding the capacity to supervise operations and contributing to the continuous improvement of safety practices.

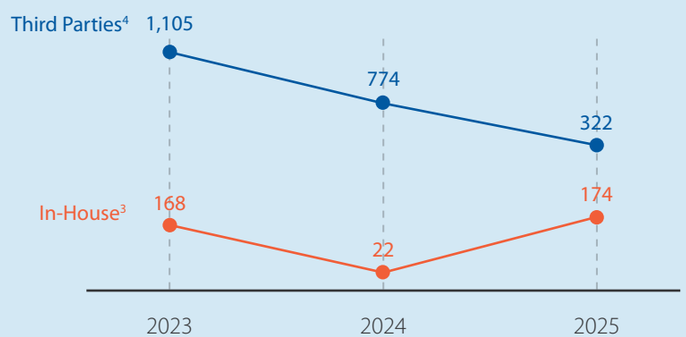
The incorporation of these technologies allows for expanded oversight of operational activities, facilitating the identification of risky behaviors, the refinement of procedures, and continuous learning among teams. The monitoring of field operations has contributed to strengthening the culture of prevention and improving risk management in critical activities, both among our own staff and at contracted companies.

Recordable Accident Frequency Rate

GRI 403-9



Accident Severity Rate



The Board of Directors monitors health and safety on a monthly basis through a fixed agenda item at regular meetings. The Executive Safety Committee, composed of the CEO and vice presidents, meets bimonthly to evaluate results, relevant risks, and strategic directions. The Operational Safety Commission, formed by managers, coordinators, and specialists, monitors the implementation of actions on a monthly basis. This model is strengthened by the work of professionals in the Specialized Services in Safety and Occupational Medicine (SESMT) area, who provide ongoing technical support and contribute to the consolidation of a safety culture. The Internal Committees for Accident Prevention and Harassment (CIPAs) also play a significant role in this context.

Safety initiatives are reinforced by initiatives such as SIPAT, which promotes awareness and engagement among teams. In occupational health, a specialized team monitors indicators and works to prevent risks, avoiding illnesses, absences, and accidents, while ensuring that each employee performs activities compatible with their health condition.

The preventive approach is based on the continuous identification and assessment of risks, with the definition of control measures and the use of technologies to increase safety and reduce exposure. This work allows for proactive action to correct hazardous situations.

One of the main technological advancements is linked to the Safety Operations Center (COSEG), which, through the expansion of the monitoring project, now utilizes over 1,629 cameras to film operational activities. Through R&D, we are developing the identification of deviations using artificial intelligence (AI); this development will enable the expansion of the capacity to analyze images recorded during operational activities. Currently, with the use of AI, it is possible to detect deviations related to the use of personal and collective protective equipment.

Still on the topic of technology, the project enabled the development of a web platform that has brought us gains in efficiency and quality, allowing us to train the AI through image analysis, which complements the on-site inspections conducted by safety technicians. This hybrid approach optimizes resources, significantly increases productivity, and expands the number of hours analyzed, enabling more comprehensive and detailed monitoring of operations. The generated analyses allow for the identification of operational or safety deviations. It is important to note that, to preserve privacy, deviations are identified in a generalized manner, without identifying individuals. The positive impact on safety management is evident, with targeted feedback that strengthens the culture of care and responsibility throughout the company.

As part of the continuous improvement of safety management, in 2025, we also conducted a comprehensive **health and safety assessment** of the CPFL Group's practices, led by specialized consultants with on-site evaluations. This study allowed us to update guidelines and support the redesign of the strategic safety plan, reinforcing the long-term vision for accident prevention and the evolution of the safety culture.



Event during SIPAT, in Porto Alegre (RS)

Safety management is constantly improved through assessments, audits, and updates to guidelines, reinforcing strategic planning and the culture of prevention. Trained professionals conduct occupational risk analyses in accordance with internal and external standards, supported by specific training.

The company also encourages the right to refuse work in the face of uncontrolled risks, without any reprisal, promoting individual responsibility that allows for the suspension of activities until unsafe conditions are eliminated. Safety guidelines and training programs guide safe practices starting with the onboarding of new employees, with ongoing training based on regulatory standards and internal campaigns that reinforce prevention.

As part of strengthening the safety culture, the **Sinto Segurança Program** promotes learning based on real-life situations and lessons learned, reinforcing each person's role in accident prevention. The initiative prioritizes groups directly involved in operations, such as electricians, safety technicians, immediate supervisors, and members of the Internal Accident Prevention Committees (CIPAs), expanding the reach of preventive practices in day-to-day operations.

In addition, the **Vida 100% Project** applies a collaborative methodology to deepen the engagement of leaders and teams on the topic of safety. At the units, groups are formed and leaders are designated to lead roundtable discussions that bring together employees, CIPA representatives, health and safety professionals, managers, and executives. These meetings encourage proactive discussions about risks, processes, and behaviors, with a focus on eliminating accidents, improving operational practices, and fostering a positive organizational culture. Each facility develops its own action plans, monitors the progress of initiatives, and shares lessons learned, promoting cross-departmental integration and continuous improvement.



CPFL Transmissão employees in Canoas (RS)

Operational Safety

GRI 2-25, 2-26, 2-29, 3-3 Health and safety as a value, EU-21

Operational safety is an ongoing commitment and guides how we plan, operate, and monitor our assets. We operate in strict compliance with the National Dam Safety Policy, established by Law No. 12,334/2010 and amended by Law No. 14,066/2020, as well as with Normative Resolution No. 1,064/2023 of the National Electric Energy Agency (ANNEEL), as amended by Normative Resolution No. 1,129/2025. This framework regulates dam safety management and defines clear responsibilities to prevent risks, protect lives, and ensure service continuity.

As part of this commitment, we develop and keep the Dam Safety Plan (PSB) up to date and, whenever required, the **Emergency Action Plan (EAP)**. The EAPs compile essential information for managing critical situations, including the identification and analysis of emergency scenarios, notification procedures, and communication and alert strategies for communities that may be impacted. These plans take into account the specific characteristics of each dam and the region in which they are located, ensuring alignment with the reality of each site.

Implementing EAPs involves practical and preventive steps, such as registering residents and visitors in the Self-Rescue Zone, installing signage and sirens, and conducting periodic tests and drills with the public. These actions are essential so that people know how to act in emergencies, quickly recognize escape routes, and identify designated meeting points.

The safety of dams and critical assets, especially in the generation and transmission segments, is managed with an increasingly preventive and technology-driven approach. We have enhanced inspection and monitoring through the use of drones, satellite imagery, and intelligent risk prioritization systems, which reduces the need for manual interventions and increases the accuracy of anomaly detection. This model enhances our ability to anticipate risks and strengthens data-driven decision-making.



Dam Management Center, in Campinas (SP)

Hydro 4.0 Platform

Hydro 4.0 represents a milestone in how we monitor and manage the safety of our dams, strengthening climate resilience and operational reliability. Aligned with the ESG 2030 Plan, under the pillar of safe and reliable operations, the project combines advanced digital technologies—such as artificial intelligence, big data, machine learning, and analytics—to monitor asset conditions.

The platform updates information every 15 minutes and monitors indicators such as meteorological data, flow rate, and water pressure, as well as the power generated by hydroelectric plants distributed across seven states. Its intuitive, centralized interface transforms complex data into clear information, enhancing decision-making agility, trend identification, and the anticipation of risk scenarios.

With these capabilities, we improve the predictability of rainfall events and ensure agile responses when necessary, whether by issuing alerts to the public or by coordinating emergency actions. The Hydro 4.0 platform, displayed on the screens at the Dam Management Center (CGB), operates in an integrated manner with the Operations and Monitoring Center, located at our headquarters in Campinas (SP). This structure connects, in a standardized manner, the real-time operations carried out by the Integrated Operations Center (COI) to the Dam Management and Asset Monitoring Centers (CGB and CMA). Working in coordination, the three centers provide a unified and continuous view of assets, risks, and events, enhancing operational efficiency and strengthening the security of critical infrastructure.

Promotional material for the Guardian of Life Program



Safety also extends to our relationship with society. The **Guardian of Life Program** promotes a culture of shared safety, involving our teams, customers, and communities in the concession areas. Through educational campaigns and communication channels, we encourage safe behaviors and warn about risks associated with interaction with the power grid. These initiatives address issues such as the habit of flying kites near power lines and construction activities carried out near live cables, which are the main causes of accidents involving the public.

These campaigns are disseminated through various channels, including educational talks at schools and construction sites, workshops, and initiatives on social media. We also use geolocation services, which allow us to send real-time notifications to registered cell phones in specific areas, increasing the effectiveness of preventive communication. Internally, we encourage our people to act as Guardians of Life, spreading the safety message both inside and outside the workplace.

Network automation and the digitization of channels have helped reduce the number of customers affected by outages, accelerate the restoration of service during temporary events, and expand proactive communication in situations of climate risk through early warnings, SMS messages, and apps.

Projects such as smart metering (BSmart) reinforce this approach by increasing operational reliability and financial stability, improving consumption predictability, reducing unnecessary field trips, and intensifying the fight against fraud. These solutions also reduce conflicts and exposure in the field, protecting both teams and customers.

Initiatives such as the **+Segura Tree Planting Program**, developed in partnership with municipalities, reduce the risk of outages, accidents, and property damage caused by falling trees, while promoting environmentally sound solutions. Climate adaptation of infrastructure—including more robust networks, multiple power sources for municipalities, relocation of assets in high-risk areas, and the use of flood-ready vehicles and equipment—strengthens protection for the communities we serve.

We also maintain ongoing engagement with communities and Civil Defense agencies, conducting awareness and preparedness initiatives that are essential for the safety of people living near dams. In 2025, we conducted nine dam emergency drills, strengthening the response capacity of the population and the teams involved. These exercises provide opportunities to educate, listen, and guide, as well as to strengthen relationships with the community and local authorities.

In situations involving extreme events, coordinated action with Civil Defense agencies, public authorities, regulatory bodies, and electric system operators demonstrates maturity in crisis management, always prioritizing people's safety. Even so, we know that the challenge is ongoing. In 2025, 53 accidents involving the public and the power grid under our management were recorded, reinforcing our commitment to continuously intensify prevention, awareness, and operational improvement efforts to consistently reduce the occurrence of such events.



Yellow ipê saplings at the Barra Grande Hydroelectric Plant (BAESA) in Pinhal da Serra (RS)

+Segura Tree Planting Program: Urban Vegetation with Safety

As part of our strategy for decarbonization and infrastructure resilience, the +Segura Tree Planting Program, developed in partnership with government agencies, seeks to balance the presence of urban vegetation with safety and the continuity of energy supply. The initiative promotes the replacement of unsuitable trees near power lines with species better suited to the urban environment, in addition to carrying out strategic pruning and the removal of trees in high-risk areas, always in coordination with municipal and state governments.

In 2025, we allocated over R$ 21 million to the program and donated or planted more than 38,000 tree seedlings, totaling over 150,000 seedlings over 11 years. The actions include community planting efforts, specialized technical assessments, and environmental education initiatives in communities and municipal schools.The benefits are wide-ranging: greater safety for the population, reduced power outages, preservation of sidewalks and urban heritage, and support for public management, contributing to safer and more sustainable cities.

Customer Relations

GRI 2-29, 3-3 Customer satisfaction

Our relationship with our customers has evolved consistently over the past few years. More than just expanding channels or incorporating new technologies, our focus has been on building a relationship based on trust, transparency, and a genuine ability to address people's needs in a simple, agile, and efficient manner.

Over the past four years, we have structured an integrated platform to track service performance indicators and establish objectives and key results (OKRs) aimed at resolving customers' main needs. This model allows us to monitor operations end-to-end, identify bottlenecks, prioritize improvements, and direct efforts toward what effectively impacts the customer experience.

We continuously invest in data analytics tools, which have come to play a strategic role in relationship management. These systems monitor operational efficiency and customer satisfaction levels, allowing us not only to estimate the time required to resolve requests but also to assess the approval rating of the services provided. The information generated fuels continuous improvement cycles, making service processes more predictable, consistent, and data-driven.

Technology has also been a key ally in transforming customer service. We have advanced in the use of artificial intelligence, with the implementation of chatbots and the application of speech analytics to analyze interactions recorded by the Ombudsman's Office. These solutions help reduce operational costs, increase responsiveness, and enhance active listening, enabling the identification of patterns, recurring issues, and opportunities for improvement in communication with customers.

In their day-to-day work, our employees rely on the support of the virtual assistant Cecília, who helps call center agents and in-person branch staff resolve internal issues. By facilitating access to information and streamlining operational inquiries, Cecília helps optimize response times and improve the quality of service provided to the end customer.



CPFL Energia Customers

The digitization of the customer relationship remains a fundamental pillar of this journey. By 2025, we achieved a high digitization rate, with 93% of interactions handled through digital channels. However, over time, we shifted our focus from digitization itself to resolution. This shift is reflected in the adoption of the first-call resolution metric as a corporate goal. By prioritizing the resolution of customer requests on the first contact, we aim to reduce rework, frustration, and the need for multiple interactions, including in-person visits. This change reinforces our commitment to a more seamless, efficient experience that respects the customer's time.

In this context, the **Channel Modernization Project** plays a strategic role. The initiative aims to simplify the digital service journey, making it more intuitive and integrated. The migration and development of cloud services have increased operational efficiency, ensuring even greater system availability and security, while also enabling detailed mapping and tracking of the customer journey across different touchpoints. This integrated view allows for faster decisions, more precise corrections, and an approach increasingly centered on consumers' real needs.

Direct communication has also evolved significantly. Digital social media, particularly Instagram, has established itself as a strategic relationship channel, intensifying dialogue with our customers. These channels complement traditional customer service channels and have become important spaces for listening, providing guidance, and sharing information.

This closeness becomes even more relevant in situations of climate risk. The use of early warnings, SMS messages, emails, and app notifications strengthens proactive communication with customers, reduces information asymmetry, and contributes to a clearer and more reliable perception of the service. By providing advance information on adverse conditions, estimated timelines, and safety guidelines, we reinforce the idea of shared responsibility with society in mitigating risks, especially in more vulnerable areas.

In 2025, the continued focus on the customer was also reflected in initiatives aimed at organizational culture. **Customer Week** mobilized executives and professionals from different areas in actions that reinforced the importance of placing the consumer at the center of decisions. More than a one-off campaign, the week served as a moment for listening, recognition, and internal alignment, reinforcing behaviors and attitudes that value respect, empathy, and partnership in customer relationships.

Digitalization and new channels enhance service efficiency and strengthen customer relationships



Customer Week event, held in Campinas (SP)



Quintais Mendonça Project

Social Strategy

Relation with the Communities

GRI 2-25, 2-29, 203-2, 3-3 Promoting community development, 413-1

Our social strategy is rooted in the purpose of driving the sustainable socioeconomic development of the communities where we operate with our assets. We operate in an integrated manner within these territories, seeking to understand their potential, challenges, and local strengths. Through this approach, we establish strategic partnerships and direct investments capable of generating lasting positive impact, in alignment with the social and environmental priorities of each region.

Based on territorial assessments, we develop initiatives that integrate income generation, food security, productive inclusion, and access to energy.

One example is the Quintais Mendonça Project, a socio-productive initiative created in 2024 focused on strengthening the autonomy of indigenous families through the establishment of productive gardens and support for community organization

The initiative was designed to train 30 families over 18 months, with continuous monitoring and an investment of R$ 1.1 million, promoting productive autonomy, community strengthening, and cultural appreciation.

In 2025, we continued the Quintais Mendonça initiative with the full implementation of 5 meliponary sites and 25 apiaries associated with productive gardens, primarily promoting environmental education, honey production, and local income generation. Orchards were also established in residential areas, integrating 2,000 fruit tree seedlings into family diets and strengthening food security. The initiative also incorporated an energy component, with the installation of photovoltaic panels in community spaces, promoting self-generation of renewable energy and cost reduction. The initiatives related to biodiversity conservation are detailed on page 57 of this Report, and the structured energy efficiency actions can be found on page 61.

More than just generating income, initiatives such as Quintais Mendonça contribute to strengthening community ties, valuing local identity and ancestry, and keeping families in rural areas, linking territorial development, social inclusion, and sustainability.

The Quintais Mendonça were also visited by Colombian indigenous students enrolled in a college-level Wind Energy program, contributing to an exchange of experiences regarding the community's coexistence with wind energy generation.

Furthermore, in the social sphere, notable initiatives include energy efficiency programs targeting low-income customers and vocational training programs, such as the Electricians' School, which help expand employment opportunities and productive inclusion in the regions where we operate.

Semear Volunteer Program

We strengthen our social strategy through the Semear Volunteer Program, an initiative that mobilizes employees and partners in actions capable of transforming the communities where we operate. Created to promote a culture of volunteering, Semear fosters a participatory movement based on collective engagement, collaboration, and direct action on relevant social causes in local communities.

Throughout 2025, the Program saw 4,695 employee participations and 1,274 guest participations, representing a 57% increase in engagement compared to the previous year

During this period, 156 solidarity actions and campaigns were carried out, benefiting more than 16,800 people and 32 civil society organizations and local institutions. The initiatives involved direct support for projects focused on children, youth, and the elderly, expanding the social reach of the actions.

In this cycle, the Program made progress in incorporating themes focused on social transformation, with a special emphasis on educational initiatives and actions that contribute to the development of the communities served. Alongside generating a positive impact in these regions, Semear also promotes the development of employee skills, such as leadership, communication, and teamwork, strengthening the bond between the company, its professionals, and society.

Among the highlights of the year were the thematic campaigns, integrated health and wellness initiatives, and Semear Day, which brought together employees, guests, and partners in field activities, strengthening bonds, expanding social impact, and consolidating a culture of collaboration.

Volunteerism also began to connect different internal departments, such as Energy Efficiency, Human Resources, and Sales, among others, expanding internal partnerships and enabling the provision of services, guidance, and initiatives related to our core competencies directly to the communities we serve.



Employees engaged in volunteer activities

CPFL Institute

GRI 203-2

The **CPFL Institute** is one of the main drivers of social value creation in our operations. Over the years, we have established the Institute as our platform for social engagement, responsible for structuring and integrating private social investment into our business strategy and the 2030 ESG Plan. This work reinforces our conviction that economic development must go hand in hand with social development, especially in the regions where we operate.

Through the CPFL Institute, we promote initiatives in the areas of social development, healthcare, and democratizing access to sports and culture, organized into five main areas: **CPFL Young Generation**, **CPFL Brazil–China Exchange**, **CPFL in Hospitals**, **CPFL Circuit** and **CPFL Philosophy Café**.

In 2025, we consolidated the CPFL Institute's role as a strategic platform for social engagement, increasingly connected to our core business. The cycle was marked by expanded investments, the strengthening of foundational programs, and significant progress in measuring social impacts in the regions where we operate. This maturation reflects an approach that goes beyond one-off support for projects, seeking to generate shared value consistently and in alignment with corporate strategy.



Children benefiting from a soccer project in João Câmara (RN)

During this period, our social investment expanded, rising from approximately R$33 million in 2024 to R$55 million in 2025.

The CPFL Institute also plays a significant role in the social response to emergency situations. In 2025, we supported communities affected by floods in Rio Grande do Sul, with an investment of R$6.25 million directed toward economic recovery and professional training for affected families. The initiative was carried out in partnership with local organizations and government agencies, focusing on responding quickly to immediate needs while simultaneously contributing to the reconstruction of these populations' autonomy and income generation.

Across the board, we have made progress in measuring social impact, combining quantitative and qualitative indicators that allow us to understand not only the scope of our actions but also the transformations generated in the lives of people and communities. This approach reinforces the maturity of the CPFL Institute and guides more strategic decisions regarding resource allocation, project continuity, and the expansion of partnerships.

CPFL Young Generation

GRI 203-2

CPFL Young Generation remains the central pillar of our social work and concretely expresses the CPFL Institute's commitment to the holistic development of children and youth. This initiative focuses on projects that use culture and sports as tools for social transformation, creating safe, stimulating environments capable of expanding opportunities starting in childhood.

Through cultural and sports projects developed outside of school hours, we seek to broaden horizons, strengthen community ties, and encourage youth leadership. In 2025, we continue to invest in initiatives that impact thousands of students and establish long-term partnerships—some of which have been consolidated over more than 15 years—demonstrating positive effects that span generations.

The **Carreta Literária**, a traveling library that visits public schools, remained one of the main highlights, bringing access to books and reading experiences to 13,764 people in 94 schools across 8 cities, particularly in more vulnerable areas.

We consolidated the CPFL Jovem Geração nas Comunidades program in João Câmara (RN) and Parque Oziel, in Campinas (SP), reinforcing the strategy of concentrating initiatives within a single territory. This approach expands the social impact not only on the children and youth served directly but also on families, educators, and community leaders, contributing to broader and more lasting transformations.

Music also played a significant role in this area. This year, we renewed and strengthened partnerships with music projects in different regions of the country, supporting initiatives such as youth orchestras, music education in public schools, and projects that use music as a means of human and social development. These actions expand access to culture, foster talent, and strengthen a sense of belonging among children and youth.

By combining scale, continuity, and local engagement, CPFL Jovem Geração reinforces our understanding that social transformation requires time, a constant presence, and relationships built on trust. It is this continuity that enables us to generate deeper and more sustainable impacts, contributing to the development of new generations better prepared for the challenges of the future and to the building of stronger, more resilient communities.



Child benefiting from a music project in João Câmara (RN)

Throughout the year, we carry out activities in 22 cities, benefiting more than 11,000 children and adolescents through free sports, music, and cultural classes

CPFL Brazil–China Exchange

GRI 203-2

The **CPFL Brazil–China Exchange** is a permanent cultural initiative that promotes intercultural dialogue, bringing together two countries with distinct histories, traditions, and perspectives. Created in 2017 with the entry of State Grid as our main investor, the Program has established itself over the years as a significant platform for the exchange of knowledge, experiences, and worldviews.

In 2025, the initiative reached its 9th edition, reaffirming itself as a benchmark in the field of cultural exchange and, increasingly, as a model for benchmarking by other companies and institutions. By combining in-person experiences, digital content, and educational activities, we have expanded the Program's reach and strengthened its role as a bridge between cultures, contributing to the appreciation of diversity and the development of audiences more open to intercultural dialogue.

Throughout the year, we delivered a broad and diverse program, highlighting major cultural productions that delighted communities and sparked interest in Chinese culture. The exhibition "Ancient China: Legends, Myths, and Festivals," held at the CPFL Institute headquarters in Campinas (SP), offered an immersive and interactive experience, attracting 5,542 children, young people, and educators and providing direct contact with elements of tradition and innovation present in Chinese culture.

Another highlight of the program was the Moon Festival, held at the Campinas Cultural Community Center (SP), which celebrated Chinese culture through artistic performances, technological activations, and cultural workshops. The initiative brought together around 4,000 people and established itself as a space for gathering, learning, and celebration. In 2025, the Moon Festival was recognized by State Grid International Development (SGID) as one of the 10 Most Memorable Moments of Chinese Companies Abroad, becoming an emblematic example of State Grid's social responsibility practices outside China.

In 2025, we also expanded our presence in the audiovisual field with the launch of the documentary series Brazil–China, aired on TV Cultura. By exploring the cultural and diplomatic ties between the two countries, the content expanded the Program's reach beyond physical spaces, reaching new audiences and strengthening the role of communication as a tool for cultural exchange.

The year's programming also included dance and music performances, bilingual editorial productions, and digital initiatives, which, combined, reached over 1.6 million people across the country. This diversity of formats allowed us to bring the content of the CPFL Brazil–China Exchange to different audiences, regions, and age groups, expanding its transformative potential.



Scene from a performance supported by the CPFL Brazil-China Exchange initiative

CPFL in Hospitals

GRI 203-2

The **CPFL in Hospitals** program works to improve the quality of services provided by public health institutions through integrated efforts between CPFL Energia's Energy Efficiency division and the CPFL Institute. This collaboration helps reduce operational costs at hospital facilities and improve the quality of care provided to the public, reinforcing the role of energy as an essential element for the safe and continuous operation of healthcare services.

At the CPFL Institute, the initiative is structured around two complementary pillars: hospital humanization and infrastructure improvements. The actions include the acquisition of equipment, support for research, and clowning initiatives aimed at children, adults, and clinical teams at the beneficiary institutions, contributing to more welcoming environments and the well-being of patients, family members, and healthcare professionals. This integrated approach reflects the Institute's public commitment to strengthening the healthcare system and expands the social impact of the Energy Efficiency Program.

Among the highlights of the period is support for the Ronald McDonald House in Campinas (SP), which provides shelter for families of cancer patients treated at Boldrini Hospital. In 2025, we also launched the "Declare Solidarity" campaign, encouraging individuals to allocate a portion of their income tax to support Boldrini Hospital, a national leader in cancer treatment.

This trajectory reaffirms the positive impact of the initiative and the relevance of CPFL's hospital initiative as a solution that connects social development, environmental responsibility, and long-term value creation.



Médicos do Sorriso, a humanization project operating in the CPFL RGE service area

550,000 *people benefited*
13 *cities*
19 *hospitals*



Child during CineSolar, a Circuito CPFL project that brings open-air cinema to cities within CPFL Energia's service area

CPFL Circuit

GRI 203-2

The **CPFL Circuit** reflects our commitment to democratizing access to culture in the regions where we operate. Through free, traveling initiatives, we bring cultural experiences to communities that often have limited access to this type of programming, strengthening bonds, fostering connections, and encouraging the use of public spaces.

In 2025, the solar-powered outdoor cinema remained the flagship symbol of this initiative. In partnership with CineSolar, we brought free screenings to 100 cities across 6 states, reaching over 25,000 viewers throughout the year. The project combines culture, innovation, and environmental education, using a mobile structure that sparks the public's curiosity and reinforces, in a playful way, the connection between clean energy and positive social impact.

In each city, the cinema became a gathering place, bringing together families, children, and young people in shared experiences that strengthen a sense of belonging and foster community life. One of the highlights of the year was the special screening held at Oziel Park in Campinas (SP), which drew more than 450 people, many of whom were watching a movie on a big screen for the first time.

In Pompéia (SP), a screening that brought together around 900 people mobilized the community and received a public resolution of recognition from the city's City Council. These examples show how the CPFL Circuit goes beyond entertainment to become an integral part of the social fabric of cities, strengthening relationships and generating a lasting positive impact.

Traveling more than 15,000 kilometers throughout the year, the CPFL Circuit reaffirms its itinerant and inclusive nature, bringing culture to different regions of the country and helping to reduce inequalities in access.

We also support Natal Luz de Gramado (RS), one of the country's most traditional cultural events, which attracts approximately 2 million visitors annually, including residents and tourists. The initiative reinforces our commitment to promoting culture on a large scale and to strengthening events that drive the creative economy and local tourism.

The CPFL Circuit brought outdoor cinema to 100 cities, reaching more than 25,000 people in 2025

CPFL Philosophical Café

The **CPFL Philosophical Café** promotes spaces for reflection, dialogue, and the dissemination of knowledge, inviting the public to think critically about the challenges of the contemporary world. The gatherings stimulate debates that bring philosophy closer to people's daily lives and strengthen the role of culture as an instrument of social transformation.

Over the years, the Program has established itself as a cultural benchmark in the country, diversifying its formats without losing its essence: to encourage listening, questioning, and the collective construction of knowledge. In 2025, this trajectory gained even more momentum with the expansion of its digital presence and the broadening of access to the content produced.

In addition to the 33 in-person events held throughout the year, featuring thinkers, researchers, and experts from various fields of knowledge, we launched a new channel on Spotify, allowing the content to reach new audiences and become part of people's routines at different times of the day. YouTube and TV Cultura remained strategic platforms for broadcasting the programs, significantly expanding the initiative's national reach.



Psychoanalyst Ana Suy, one of the highlights of the 2025 season of the CPFL Philosophical Café

Digital social media also played a significant role in this effort. The Café Filosófico CPFL Instagram profile established itself as the primary channel for short videos, experiencing significant growth throughout the year, bringing philosophical content closer to younger audiences and increasing engagement through excerpts from lectures and reflections shared in a dynamic and accessible way.

In total, the activities of Café Filosófico CPFL reached 18 million views in 2025, combining in-person audiences, television broadcasts, and digital views.

This reach reinforces the initiative's potential to bring reflection and knowledge to diverse audiences across different regions of the country, democratizing access to content that is traditionally restricted to academic settings.

The year-round programming combined names already recognized by the public with new voices, broadening perspectives and ensuring a diversity of themes and approaches. Among the highlights were special events that filled theaters and cultural venues, reinforcing the public's growing interest in in-depth and high-quality debates.

Governance and Compliance

07

Corporate Governance
Compliance
Risk Management
Internal Audit
Data Security and Protections





Employees at CPFL's headquarters in Campinas (SP)

Corporate Governance

GRI 2-1, 3-3 Corporate governance and risk management

We are a publicly held company, with shares traded on the Novo Mercado of B3 S.A. – Brasil, Bolsa, Balcão (B3), the highest governance tier of the Brazilian stock exchange. Being in this segment means voluntarily assuming commitments that go beyond legal requirements, adopting stricter management practices, controls, shareholder rights, and transparency in the disclosure of information to the market.

This status reflects our Corporate Governance model, which is based on principles of integrity, transparency, fairness, accountability, and sustainability. These principles guide how we make decisions, conduct our business, and interact with investors, employees, customers, suppliers, regulators, and society.

Our governance structure consists of decision-making and advisory bodies that direct strategy, oversee management, and ensure that operations are conducted ethically, responsibly, and in alignment with our values. This arrangement ensures the quality of decisions and consistency between strategy, performance, and long-term commitments, contributing to the business's longevity and the generation of sustainable value.

Corporate Governance guides decisions with integrity, transparency, and responsibility



Employees at CPFL's headquarters in Campinas (SP)

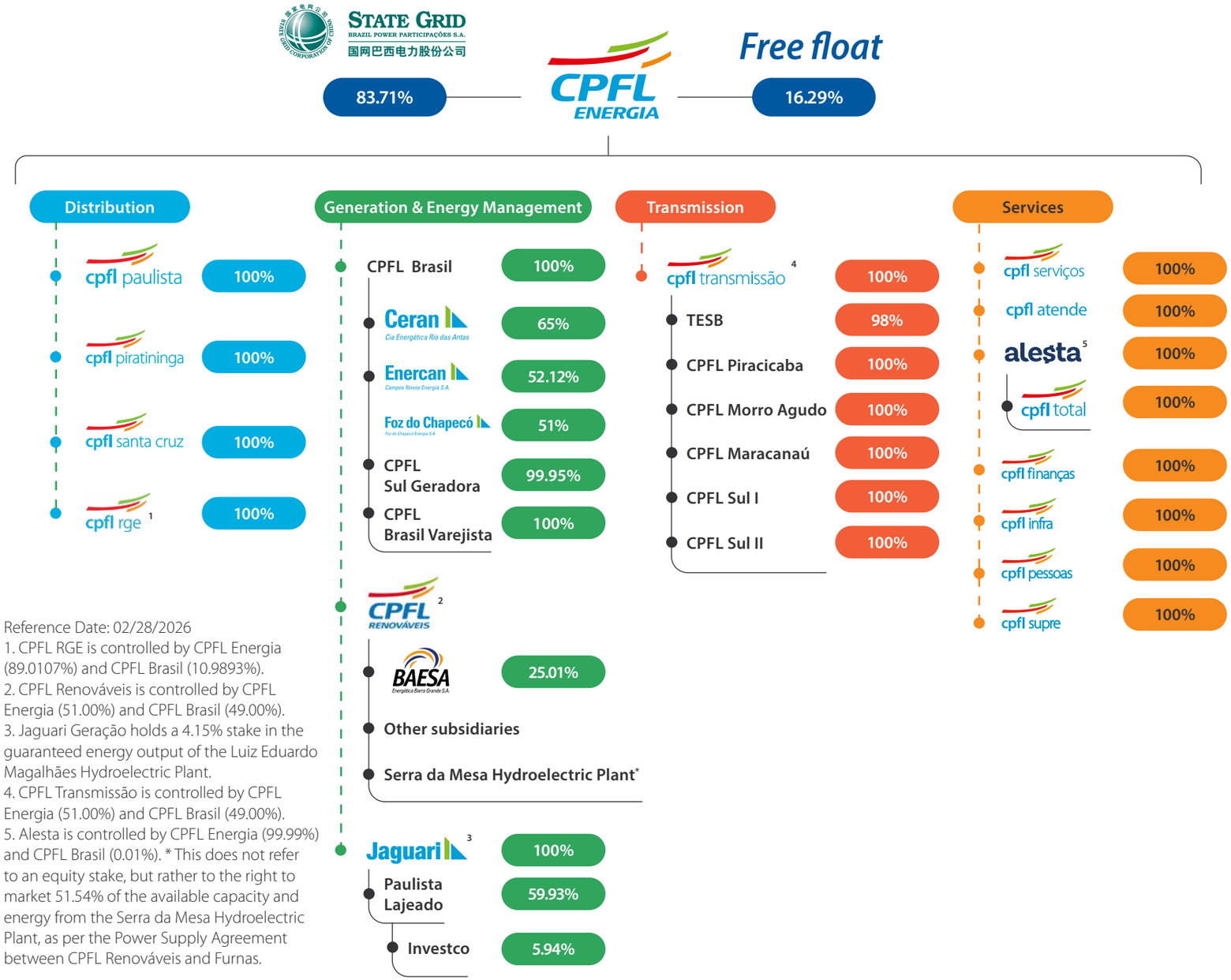
Shareholder Structure

GRI 2-1

A large portion of our share capital (83.71%) is held by State Grid Brazil Power Participações S.A. (SGBP), a subsidiary of State Grid Corporation of China (SGCC), one of the world's largest electric power companies. The remaining 16.29% of the capital is the free float, as a result of a strategic decision by SGBP itself, which chose to keep our shares listed on B3's Novo Mercado when it conducted a public offering (sell of stocks) (Re-IPO) in 2019.

This shareholder structure combines the strength of a globally active controlling shareholder with the discipline imposed by our presence in the capital markets, creating a robust foundation for responsible decision-making, sustainable growth, and long-term value creation.

Based on these premises, we operate in the generation, transmission, and distribution of electricity, as well as in the solutions and services segment, and hold stakes in businesses within these segments.

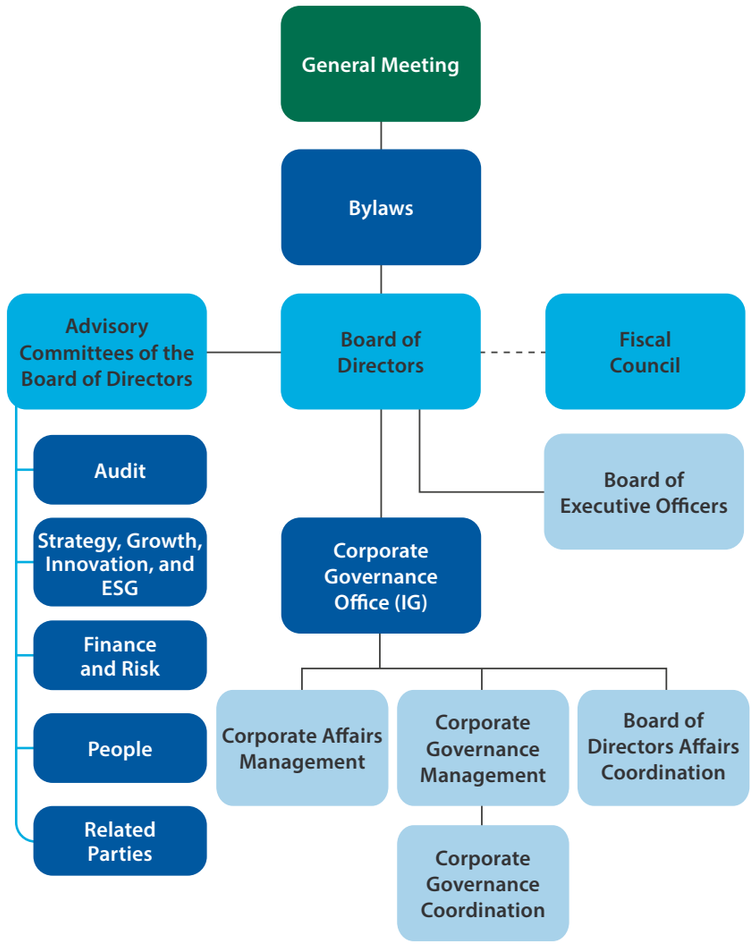


Reference Date: 02/28/2026
1. CPFL RGE is controlled by CPFL Energia (89.0107%) and CPFL Brasil (10.9893%).
2. CPFL Renováveis is controlled by CPFL Energia (51.00%) and CPFL Brasil (49.00%).
3. Jaguari Geração holds a 4.15% stake in the guaranteed energy output of the Luiz Eduardo Magalhães Hydroelectric Plant.
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 CPFL Brasil (0.01%). * This does not refer to an equity stake, but rather to the right to market 51.54% of the available capacity and energy from the Serra da Mesa Hydroelectric Plant, as per the Power Supply Agreement between CPFL Renováveis and Furnas.

Governance Structure

GRI 2-9

Our governance structure consists of the General Meeting, the Board of Directors, its Advisory Committees and Commissions, the Executive Board, the Fiscal Council, and the Corporate Governance Board.



Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-18, 2-19, 2-20

The **Board of Directors** is the body responsible for guiding the implementation of our corporate strategy, with a focus on generating and preserving long-term value, productivity, and sustainable business growth. Its activities are aligned with our mission, vision, and values, as well as with best governance practices and environmental, social, and governance (ESG) principles, ensuring that strategic decisions consider not only economic performance but also social and environmental impacts.

Among its main responsibilities are defining and monitoring corporate policies, preserving the corporate purpose and governance system, evaluating strategic decisions, and optimizing the return on investments made by shareholders. The Board also approves, on an annual basis, corporate targets for directors and managers—particularly, but not exclusively, related to ESG issues—defined based on our strategic and budgetary plans. These targets guide leadership's actions, reinforce alignment with long-term objectives, and contribute to the creation of shared value, while also strengthening the Board's role in balancing the interests of the various stakeholders with whom we engage.

The Board meets at least 12 times a year for regular sessions and, on an extraordinary basis, whenever necessary, in accordance with business dynamics and the topics on the agenda. Board members are elected to unified two-year terms, as provided for in the Bylaws, with the possibility of reelection, which ensures strategic continuity and stability in the handling of relevant matters.

The composition of the Board follows the guidelines of the Nomination Policy, which establishes criteria aligned with business needs and prioritizes diversity in experience, backgrounds, and profiles. This approach enhances the quality of discussions, strengthens the plurality of perspectives, and contributes to more informed decisions. Currently, the Board of Directors consists of 7 members, 2 of whom are independent, meaning they have no ties that could compromise their autonomy of judgment. Furthermore, the chairman of the Board of Directors does not perform executive functions.

The Board of Directors, Board of Executive Officers and committees form part of our Corporate Governance structure in the execution of strategy

Board members' compensation is exclusively fixed and monthly, as provided for in our Compensation Policy. The amounts are determined based on market surveys conducted periodically by specialized firms, ensuring alignment with practices adopted by companies of similar size and complexity. Any revisions are analyzed by the Board with the support of the Personnel Committee and subsequently submitted for approval by the General Shareholders' Meeting. No variable compensation is paid to any member of the Board of Directors, nor do they receive additional compensation for their roles as members of the Board of Directors' Committees and/or Advisory Committees, except for participation in the Audit Committee.

As part of our commitment to the continuous improvement of governance, we conduct an annual internal self-assessment process of the Board of Directors, which covers the collective performance of the body, the appropriateness of its composition, the effectiveness of processes, the quality of decisions, and the individual contribution of each director, considering competencies, engagement, and participation in debates. The results are consolidated, presented, and discussed among members, potentially leading to action plans aimed at improving the Board's functioning in the following cycle.

In the context of development, we also have an **Executive Integration and Continuing Education Program**, designed for members of the Board of Directors, the Fiscal Council, the Executive Board, and other statutory executives of our companies. The initiative aims to disseminate best practices in corporate governance, deepen understanding of the duties and responsibilities of directors, and promote discussion of strategic topics, including those related to ESG.

Composition of the Board of Directors

GRI 2-9

Mr. Sun Peng
Chairman of the Board of Directors (External Director) and Coordinator of the Personnel, Finance, and Risk Management Committees

Mr. Gustavo Estrella
Director and CEO of CPFL Energia

Mr. Yusheng Wang
External Director and Vice President of State Grid Brazil Holdingg

Mr. Zhonghua Wei[1]
External Director

1. Mr. Zhonghua Wei was elected in March 2026 to replace Mr. Yumeng Zhao until the end of the term

Mrs. Kedi Wang
Director and CFO of CPFL Energia

Mr. Antonio Kandir
Independent Director, Coordinator of the Audit Committee, and member of the Related Parties Committee

Mrs. Claudia Elisa de Pinho Soares
Independent Director, Coordinator of the Related Parties Committee, and member of the Audit Committee

LEARN MORE

Information on the composition of the Board of Directors is available here.

Advisory Committees

GRI 2-9, 2-17, 2-19

To support the Board of Directors in analyzing strategic issues and monitoring management, we have Advisory Committees. These committees deepen the discussions, refine recommendations, and contribute to more consistent and efficient decisions, always aligned with the principles of our corporate governance.

The Committees operate on a permanent basis, and their members are elected in accordance with the Internal Regulations. In addition, temporary committees may be formed whenever there is a need to address specific matters, with their scope, duration, and operating procedures defined at the time of their creation.

Committee members are nominated by the chairman of the Board of Directors and, following approval by the Board itself, assume their duties upon signing the Letter of Appointment. Each Committee consists of at least three regular members and may have up to three alternates, who serve as substitutes when necessary—with the exception of the Related Parties Committee and the Audit Committee, which do not have alternate members. The coordination of the work is carried out by members of the Board of Directors.

The Committees have no decision-making authority. Their role is to analyze issues, delve into technical discussions, and formulate recommendations, which are submitted to the Board of Directors for evaluation and decision-making. Activity reports are presented regularly at the Board's regular meetings, ensuring transparency and integration among the governance bodies. No additional compensation is paid for participation in the Committees, except in the case of the Audit Committee, as provided for in corporate policies.

Currently, we have the following Advisory Committees:

- **Strategy, Growth, Innovation, and ESG Committee:** Among other responsibilities, the Committee is responsible for monitoring, analyzing, and evaluating the Strategic Plan and the 2030 ESG Plan, ensuring alignment between strategy, operations, and sustainability commitments. It monitors the execution of the operational strategy, supports initiatives for innovation, efficiency, and sustainable growth, and analyzes periodic reviews of corporate governance documents.

- **People Committee:** Advises the Board on the nomination processes for members of governance bodies and on the definition and review of compensation criteria for these bodies. It analyzes the Short-Term Incentive Plan (ICP) and Long-Term Incentive Plan (ILP), mechanisms that align performance, results, and strategy. The Committee also monitors the Succession Plan, the organizational structure, and diversity and inclusion practices, as well as guidelines focused on attracting, retaining, and developing talent.

- **Finance and Risk Management Committee:** Monitors the business's economic and financial performance and recommends measures to protect against potential financial risks. It analyzes the annual and multi-year budgets, fundraising plans, and financing operations, contributing to balanced, sustainable financial decisions aligned with the long-term strategy.

- **Related Parties Committee:** Composed primarily of independent members, it advises the Board on the strategic analysis of transactions involving related parties. The Committee evaluates procedures for selecting and contracting suppliers and service providers, as well as energy purchase and sale contracts, ensuring transparency, fairness, and adherence to corporate policies.

- **Audit Committee:** Composed entirely of independent members, it oversees internal and external audit activities, reviews financial statements, and monitors compliance and risk management issues. The Committee also evaluates the effectiveness of internal controls and recommends improvements to policies and processes, contributing to the integrity of information and the quality of operations.

Members of the Audit Committee receive a fixed monthly remuneration in the form of fees, while members of the other Advisory Committees are not remunerated. Fees are reviewed periodically based on market research conducted by a specialized firm, and any adjustments are decided by the Board of Directors, with the support of the Human Resources Committee. No variable compensation is paid to members of the Advisory Committees, and members may also waive their fixed compensation by formally notifying the Board of Directors.

LEARN MORE

Information on the composition of the Advisory Committees is available here.

Board of Executive Officers

GRI 2-19, 2-20

The **Executive Board** is the body responsible for conducting day-to-day operations and implementing the strategies defined by the Board of Directors. It works to translate strategic guidelines into daily practices, ensuring the continuity, efficiency, and enhancement of our operations. Whenever necessary, it also submits proposals and relevant topics for the Board's review, contributing to decisions aligned with our long-term objectives.

It is the Executive Board's responsibility to propose business plans and corporate policies, conduct and supervise operations, and guide management in an ethical and responsible manner. In this context, it is also their responsibility to prevent, identify, and manage situations of conflict of interest or differences of opinion, ensuring that decisions are made based on technical criteria, transparency, and respect for the guidelines established in our Code of Conduct.

Directors are elected by the Board of Directors, which selects professionals with experience, technical expertise, and leadership skills compatible with the complexity of the business. Selections take into account alignment with our corporate strategy, commitment to social and environmental responsibility, and the promotion of our organizational culture. The performance of the directors is evaluated individually and collectively, considering their contributions to our strategic and financial results.

Executive compensation, as set forth in the Compensation Policy, combines fixed and variable components to align interests, performance, and strategy. Executives receive a fixed monthly salary, benefits, and variable compensation, particularly short- and long-term incentives. Short-term incentives are linked to the achievement of previously defined corporate and individual targets, which include financial and non-financial indicators, also covering ESG aspects. These targets are approved by the Board of Directors, which also defines the criteria for long-term incentives, aimed at creating sustainable value.

The monitoring and evaluation of the Executive Board's performance regarding the achievement of annual targets are conducted in a structured manner and presented to the Board of Directors, with the support of the People Committee. This process strengthens transparency, meritocracy, and alignment between management, strategy, and governance.

Composition of the Board of Executive Officers

GRI 2-9

Mr. Gustavo Estrella
Chief Executive Officer

Mrs. Kedi Wang
Executive Vice President of Finance and Investor Relations

Mr. Huang Futao
Executive Vice President of Strategy, Innovation, and Business Excellence and Interim Executive Vice President

Mr. Luís Henrique Ferreira Pinto
Executive Vice President of Regulated Operations

Mr. Gustavo Pinto Gachineiro
Executive Vice President of Legal and Institutional Relations

Mr. Vitor Fagali de Souza
Executive Vice President of Market Operations

Mr. Flávio Henrique Ribeiro
Executive Vice President of Corporate Management

Mr. Roberto Sartori
Executive Vice President of Business Development

LEARN MORE

Information on the composition of the Executive Board is available here.

Fiscal Council

GRI 2-9, 2-19

The **Fiscal Council** is a permanent collegiate body that acts independently of the Board of Directors and the Executive Board. Its primary function is to oversee management's actions, contributing to the protection of our interests and those of our shareholders, without interfering in day-to-day business management.

As provided for in our Bylaws and in the Internal Regulations of the Fiscal Council, the body consists of 3 regular members and an equal number of alternates. Currently, one regular member and their respective alternate are elected by the minority shareholders, ensuring representation and balance in the exercise of the oversight function. The members of the Fiscal Council are elected to unified one-year terms, with the possibility of reelection, and must demonstrate experience in the financial field, an essential requirement for the proper exercise of their duties.

Among the responsibilities of the Fiscal Council are monitoring administrative practices, analyzing financial statements, and issuing opinions that are presented directly to shareholders. By fulfilling this role, the committee contributes to strengthening the transparency and reliability of information disclosed to the market.

Members of the Fiscal Council receive a fixed monthly remuneration in the form of fees. Alternate members are entitled to half of this amount only when acting as substitutes for the respective regular member. In accordance with the Brazilian Corporation Law, the compensation of Fiscal Council members corresponds to at least 10% of the average compensation paid to the company's executive officers, excluding benefits and profit sharing.

To ensure effective performance aligned with best governance practices, the Fiscal Council follows a minimum schedule of activities. This schedule includes regular meetings with internal and external auditors, as well as meetings with our Chief Executive Officer, promoting an adequate flow of information, independent oversight, and consistency in the evaluation of relevant issues.

Corporate Governance Department

GRI 2-17

The **Corporate Governance Department**, which reports functionally to the Board of Directors, is responsible for managing, controlling, and improving governance processes, acting as a link between governance bodies and business areas. Its structure consists of two management units and one coordination unit, which operate in an integrated manner to ensure that initiatives are conducted in accordance with best practices and aligned with the strategic vision of shareholders and the interests of stakeholders.

Its responsibilities include supporting governance bodies, managing and updating internal policies and standards, conducting corporate processes, and supporting shareholder relations. The department also monitors the implementation of resolutions related to strategic issues, analyzes indicators, and promotes the dissemination of good corporate governance practices.

LEARN MORE

Information about the Governance Department is available here.

Composition of the Fiscal Council[1]

Mr. Vinicius Nishioka
Appointed by the controlling shareholder

Mrs. Li Ruijuan
Appointed by the controlling shareholder

Mr. Rafael Alves Rodrigues
Appointed by the minority shareholders

1. Data updated in March 2026

LEARN MORE

Information about the composition of the Fiscal Council is available here.

Sustainability Governance

GRI 2-9, 2-12, 2-13

Our **Sustainability Governance** is structured to ensure that the commitments made in our 2030 ESG Plan are monitored by senior leadership and incorporated across all business operations. This model is based on the Sustainability Policy and was designed to integrate social, environmental, and economic issues into corporate strategy, operational routines, and decision-making processes.

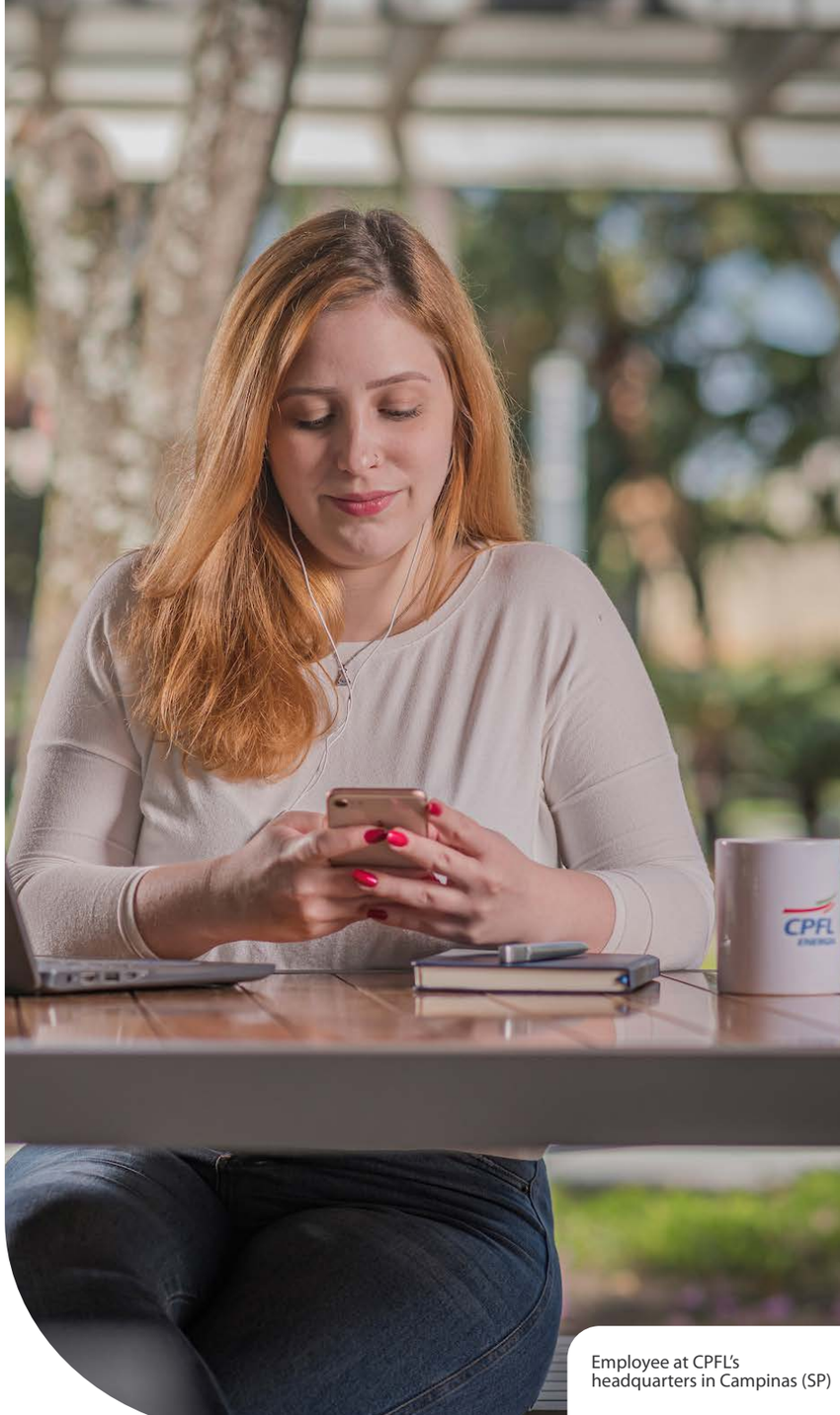
The Board of Directors approves the Sustainability Policy and the Stakeholder Engagement Policy, taking into account economic, social, regulatory, and environmental factors, as well as the Corporate Governance Guidelines. It is the Board's responsibility to ensure that these principles are reflected in the business's key strategic directions.

The Strategy, Growth, Innovation, and ESG Committee acts as an advisory body to the Board, monitoring the implementation of the ESG 2030 Plan. This structure enables an integrated view of progress, risks, and opportunities, supporting more consistent and aligned decisions over the long term. The Committee also monitors trends and critical issues, such as climate change, the energy transition, and social transformations, assessing how these developments may create risks or opportunities for our operations. Whenever necessary, these issues are brought before the Board of Directors for deliberation.

The Executive Board, in turn, is responsible for day-to-day business operations, including agendas related to ESG issues. This role aims to ensure that sustainability commitments translate into practical decisions, resource allocation, and operational priorities. The Executive Board periodically monitors progress toward goals and the implementation of initiatives, ensuring consistency between words and actions.

The Vice Presidency of Legal Affairs and Institutional Relations plays a central role in this structure, analyzing and recommending sustainability issues that require approval by the Executive Board or the Board of Directors, as well as defining guidelines and ensuring compliance with applicable legal principles and regulations. Its work helps ensure that the ESG agenda remains aligned with regulatory frameworks and best governance practices.

Monitoring of the ESG strategy is conducted in a structured and periodic manner. On a quarterly basis, the Executive Sustainability Committee monitors and reports on the implementation of the 2030 ESG Plan to the other bodies—the Executive Board, the Strategy, Growth, Innovation, and ESG Committee, and the Board of Directors—presenting key indicators and the progress of initiatives. This process strengthens transparency and discipline in management and the ability to course-correct whenever necessary.



Employee at CPFL's headquarters in Campinas (SP)

Compliance

GRI 2-16, 2-23, 2-24, 2-25, 2-26, 3-3 Corporate governance and risk management, 3-3 Ethical conduct and transparency, 205-1, 205-2, 205-3

We conduct our operations based on ethical principles, transparency, and compliance with applicable laws and regulations, maintaining a responsible relationship with all stakeholders. This commitment is directly linked to our values and guides how we make decisions and conduct business.

The Audit, Risk, Integrity, and DPO, which reports directly to the Board of Directors, includes within its structure the Ethics and Integrity Coordination unit, which is responsible for developing, implementing, and monitoring our Integrity Program, in compliance with the Brazilian Anti-Corruption Law and certified under ISO 37001, an international standard for Anti-Corruption and Anti-Bribery Management Systems. In 2025, the Program underwent a new ISO 37001 recertification process, maintaining external recognition and reinforcing the robustness and maturity of this initiative. This commitment to ethical and responsible practices is also publicly demonstrated through voluntary adherence to the Brazil Pact for Corporate Integrity, an initiative of the Office of the Comptroller General (CGU).

The preventive work of our **Integrity Program** is supported by a structured risk assessment approach. We use the Compliance Risk Assessment (CRA) methodology, based on the guidelines of the United Nations' A Guide for Anti-corruption Risk Assessment, combined with the mapping of sensitive audiences, which identifies areas, functions, and audiences with greater exposure to interactions with public officials, business relationships, and customer service. Based on these analyses, we assess 100% of our operations for risks of corruption, ethical violations, and misconduct, directing prevention and mitigation actions in proportion to the risks. No significant corruption-related risks were identified in 2025.

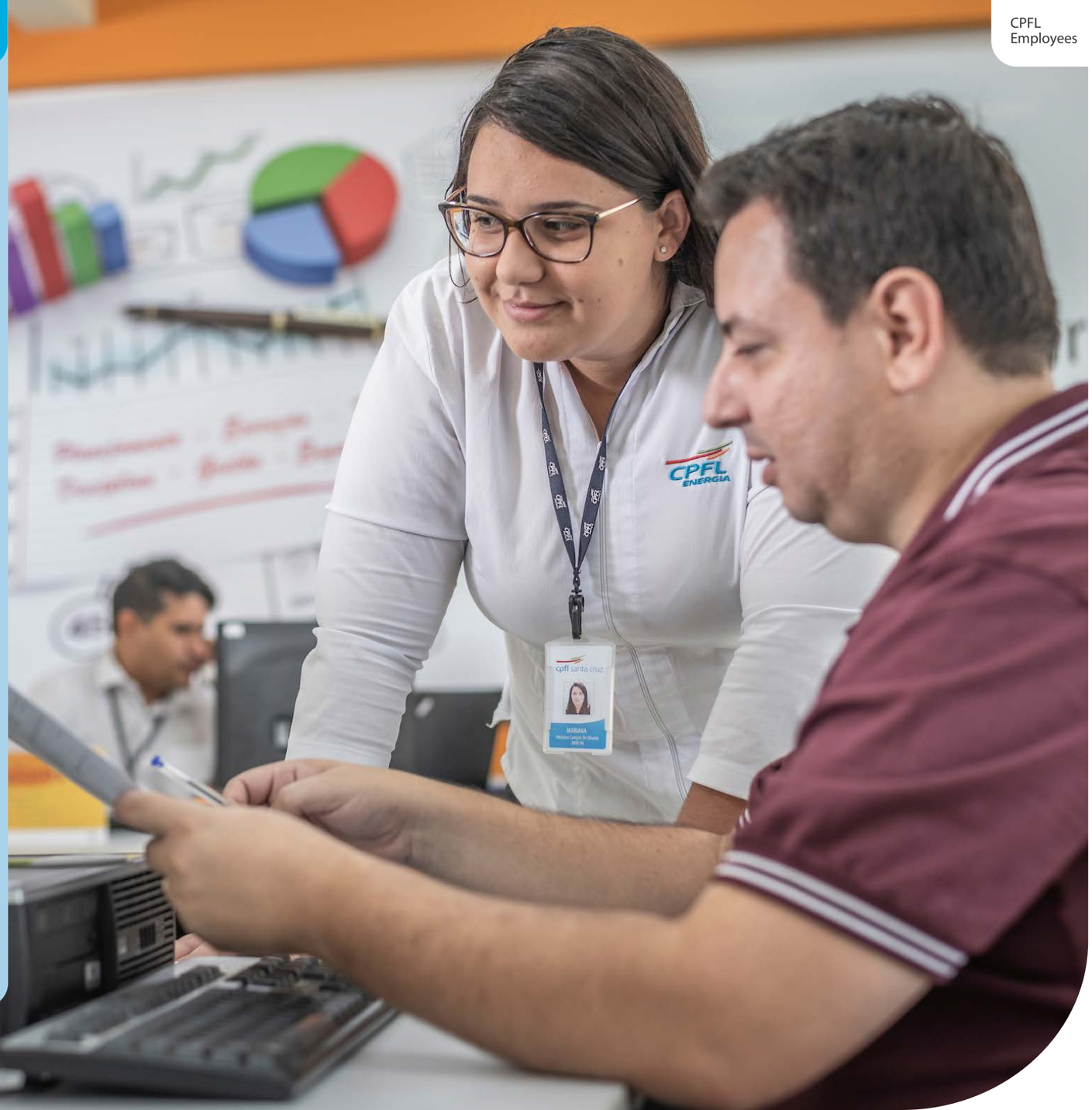
This model is complemented by periodic integrity due diligence processes, aimed at assessing risks associated with suppliers, customers, partnerships, brand associations, mergers and acquisitions (M&A) operations, and Energy Efficiency projects. The Ethics and Integrity Coordination Office acts in an advisory capacity throughout these processes, preparing opinions and recommendations on contracts, anti-corruption clauses, governance practices, and internal guidelines.

One of the main pillars of our Integrity Program is the Code of Ethical Conduct, approved by the Board of Directors. The document consolidates the principles and values that guide our actions and serves as a reference for the standards of behavior expected of employees, suppliers, customers, business partners, and members of senior management. By establishing clear guidelines for conduct, the Code guides day-to-day decision-making and ensures that activities are conducted ethically, legally, and transparently, in alignment with applicable legal requirements, human rights, and best governance practices.

In addition to the Code of Ethical Conduct, we have an Anti-Corruption Policy, which establishes guidelines for preventing, controlling, and combating corruption, bribery, and money laundering, applicable to all stakeholders. The Policy also defines procedures for investigating complaints and taking appropriate measures, reinforcing our commitment to integrity throughout the value chain.



Employees at CPFL RGE headquarters in São Leopoldo (RS)



CPFL Employees

The dissemination of our ethical principles is supported by an annual communication plan, which ensures a broad understanding of the Integrity Program guidelines. These initiatives reach all stakeholders and include content on the corporate website, communications on the Multi Portal and the Multi Field App, social media campaigns, materials targeted at suppliers through the Value Network and the Supplier Newsletter, and corporate events such as Integrity Day and the Monthly Integrity Talk.

In addition, new employees are required to participate in a structured onboarding process that introduces the Code of Ethical Conduct, the Integrity Program, its key policies, and the Ethics Channel, including formal registration of acceptance of the Code. Throughout their tenure, employees are offered training with content tailored to their specific risk profiles and job functions. Leaders receive specific annual training, reinforcing their role as role models and promoters of the ethical culture, while groups more exposed to risks participate in targeted initiatives on topics such as conflicts of interest, gifts and hospitality, relationships with public officials, and the prevention of corruption and bribery.

The Board of Directors is also involved in this process, through the formal receipt and acceptance of the Anti-Corruption Policy and participation in specific continuing education initiatives.

By 2025, 100% of Board members had been trained, reinforcing the Board's alignment with the guidelines of the Integrity Program

Third parties undergo onboarding training and, where applicable, refresher training determined through a supply chain risk assessment.

For the coming cycles, we plan to update the training content, refine the criteria for evaluating training effectiveness, and expand training initiatives, reinforcing our commitment to the continuous evolution of an ethical culture throughout the value chain.

We provide an **Ethics Channel** operated through an external and independent platform, contracted to ensure the secure receipt of reports related to ethical violations. We also have an internal team of specialized investigators responsible for the thorough investigation of reports and the management of the Channel. This model ensures confidentiality, the protection of information, and the preservation of user anonymity. The Ethics Channel is available 24 hours a day, every day of the year, to all stakeholders. Retaliation is expressly prohibited and, when proven, is subject to disciplinary action. Periodically, the Board of Directors and the Executive Board monitor the Channel's key indicators, such as the volume of reports, types of violations, and substantiated cases. In 2025, we migrated the Ethics Channel platform to Aliant, strengthening process management and maintaining our commitment to the Channel's independence and reliability. That same year, 1,194 cases were reported, involving issues such as misconduct, workplace bullying, non-compliance with procedures, misuse of resources and processes, as well as favoritism or conflicts of interest. Of this total, 336 cases led to investigations, with 111 deemed valid, resulting in the application of appropriate measures. The power generation companies Baesa, Ceran, Enercan, and Foz do Chapecó maintain their own ethics reporting channels.

The Ethics and Business Conduct Committee is responsible for supporting the promotion of the principles established in the Code of Ethical Conduct, as well as receiving reports from the Ethics Channel. To strengthen the investigation process, the Committee relies on the work of the Complaint Processing Commission (CPD), composed of three executives and one independent external member, tasked with analyzing and investigating reports in a technical, impartial, and objective manner, presenting the results in a structured format.

As a result of all these efforts, in 2025, there were no cases of corruption, nor any legal proceedings related to the matter involving our operations or any of our professionals.

Conflicts of Interest

GRI 2-15

Conflict of interest management is addressed comprehensively, both through training and via a dedicated internal procedure. Anyone may, at any time, report a situation through a self-declaration and by completing a specific form. The internal regulations of the Board of Directors and the Corporate Governance guidelines establish that a director who has an actual or potential conflict of interest must abstain from participating in the part of the meeting where the matter related to the conflict is discussed. The Related-Party Transactions Policy complements this framework by defining rules, roles, duties, and responsibilities applicable to employees, management, and shareholders, ensuring that such situations are handled with transparency, impartiality, and integrity.

The guidelines on this topic are consolidated in the Conflict of Interest Procedure (GED 18,940), which provides guidance on the use of the Conflict of Interest Form and the management of actual, potential, or apparent conflicts. Completion of the form is mandatory for members of the Board of Directors, the CEO, vice presidents, directors, presidents of subsidiaries, managers, and suppliers monitored by the Supplier Base Management Program (SBM). Other employees may report situations at any time through a self-declaration on the Multi Portal. The topic is also addressed in the Code of Ethical Conduct and the Related Parties Policy, reinforcing our commitment to ethical decisions aligned with the best interests of the business.

Risk Management

GRI 2-12, 2-23, 2-24, 3-3 Corporate governance and risk management

We identify, measure, monitor, and report risks that may influence our business performance. This process involves different areas and aims to anticipate scenarios, reduce uncertainties, and support decisions, always guided by sustainability and long-term value creation.

The Risk Management Policy establishes the guidelines governing this process, defining responsibilities, exposure limits, and principles for structured management. The document ensures governance with well-defined roles among the Board of Directors, the Executive Board, the committees, and the areas responsible for risks.

The Audit, Risk, Integrity, and DPO Department, which reports directly to the Board of Directors and houses the Corporate Risk Management Coordination unit, works alongside executives and board members to define acceptable exposure levels, ensuring that operations are conducted within established limits. The department also monitors mitigation measures, helps prevent practices that could expose the business to risks not inherent to its activities, and supports preparedness for adverse situations.

The main risks are consolidated in the Corporate Risk Map, organized into 8 categories: Financial, Operational, Legal, Energy Market, Sector Regulation, Environmental, Reputational, and Corruption. Each risk is accompanied by specific indicators and models, with exposure limits previously approved by the Board of Directors, which reflect the level of risk we are willing to assume to achieve our objectives. When these limits are exceeded, action plans are defined and monitored to reduce exposure and restore compliance.

To ensure methodological consistency and continuous improvement, risk management is supported by three complementary frameworks. The PDCA (Plan, Do, Check, Act) cycle guides the planning, execution, verification, and improvement of actions. COSO ERM (Enterprise Risk Management) contributes to the qualitative and quantitative assessment of risks, linking them to strategy and governance. ISO 31000, on the other hand, provides guidelines for identifying, analyzing, addressing, monitoring, and communicating risks, with the active participation of senior management.

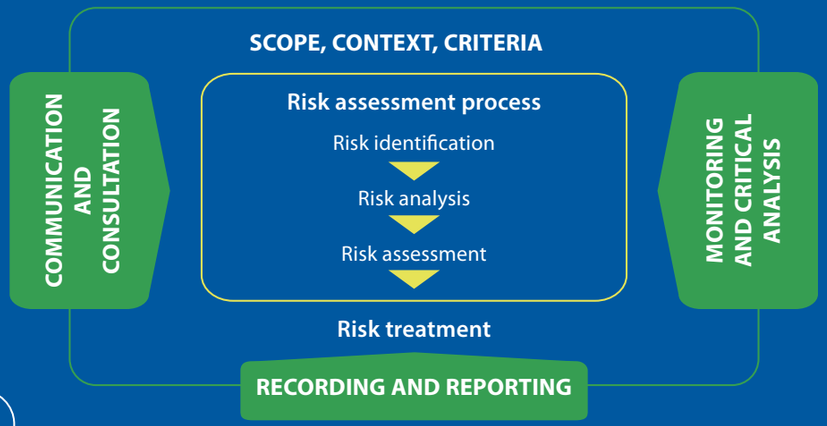


Employees at CPFL Transmissão's headquarters in Porto Alegre (RS)

The Risk Management Policy governs the entire management process, describing the main responsibilities of the parties involved, exposure limits, and guidelines for effective risk management. To identify, assess, monitor, and mitigate risks, we use three main frameworks as a reference: PDCA, COSO, and ISO 31000.

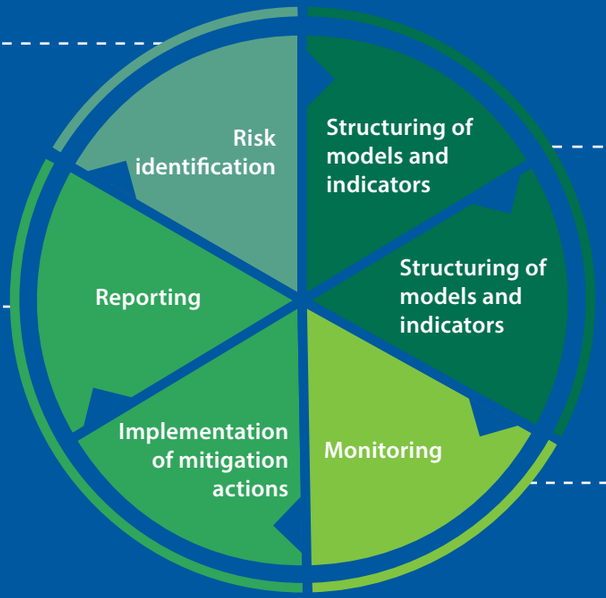
RISK MANAGEMENT

ISO 31000



PDCA Cycle

Planning
Identification of existing and potential risks



Execution
Development of risk models and/or indicators and definition of acceptable risk limits

Action
Development and implementation of mitigation plans to keep exposures within established risk limits, and timely reporting to stakeholders

Verification
Management of risk limits through continuous monitoring

COSO ERM



Objectives
Risk culture aligned with strategic objectives

Layers of risk management
Qualitative and quantitative risk assessment

Units
Integration of risk management with corporate governance



Employees at CPFL RGE's headquarters in São Leopoldo (RS)

The management cycle includes the identification of current and potential exposures, the definition of models and indicators, the establishment of acceptable levels, and the systematic monitoring of these factors. Whenever necessary, mitigation actions are implemented to keep exposures within the defined risk appetite, with timely reporting to stakeholders. This process ensures an integrated view of strategic risks and contributes to strengthening an organizational culture of continuous attention to the issue.

As part of strengthening this structure, the Internal Controls department is responsible for continuously evaluating and monitoring the functioning of internal controls, with a focus on reducing exposures to acceptable levels and supporting the achievement of strategic objectives. This ensures the reliability of financial information and transparency in disclosures to shareholders. Annually, management assesses the effectiveness of internal controls based on the COSO (2013) Integrated Framework for Internal Control. Processes, risks, and internal controls are assessed and certified electronically by executives through a dedicated management system. The process includes identifying the key business processes, risks, and controls that impact the financial statements, self-assessing the effectiveness of controls, and conducting tests of the effectiveness of relevant controls, carried out based on auditing techniques and standards. It also includes monitoring the implementation of action plans and improvements, discussing the results with senior management, and reporting to governance forums, including the Audit Committee and the Board of Directors. Certification is completed in a bottom-up manner, with final validation by the Vice President of Finance and Investor Relations and the Chief Executive Officer.

In 2025, we further advanced the consolidation of a specific methodology for identifying and addressing emerging risks, incorporated into the strategic planning cycle

Based on the analysis of scenarios, market trends, threats, and opportunities, new or accelerating risks were mapped. These risks were assessed considering probability and impacts from financial, legal and regulatory, reputational, operational, environmental, and security perspectives, and directly linked to the strategic plan's initiatives, which also serve as mitigation mechanisms. This approach reinforces the preventive and forward-looking nature of risk management and complements the **Corporate Risk Map**, which remains the primary monitoring tool. Issues such as extreme weather events, increased curtailment, cybersecurity, customer migration from Group B to the Open Market (ACL), political interference in the regulatory environment, and systemic changes in operations, among others, can pose risks to the business, highlighting the importance of identifying early warning signs and addressing them in a structured manner.

In the climate field, we actively participated in the first cycle of the strategic climate resilience project, led by the Sustainability team in coordination with other areas. The work included assessing threats associated with extreme events and reviewing critical processes, with a focus on strengthening Business Continuity Plans (BCPs), thereby enhancing response capacity and operational preparedness in the face of adverse scenarios.

Internal Audit

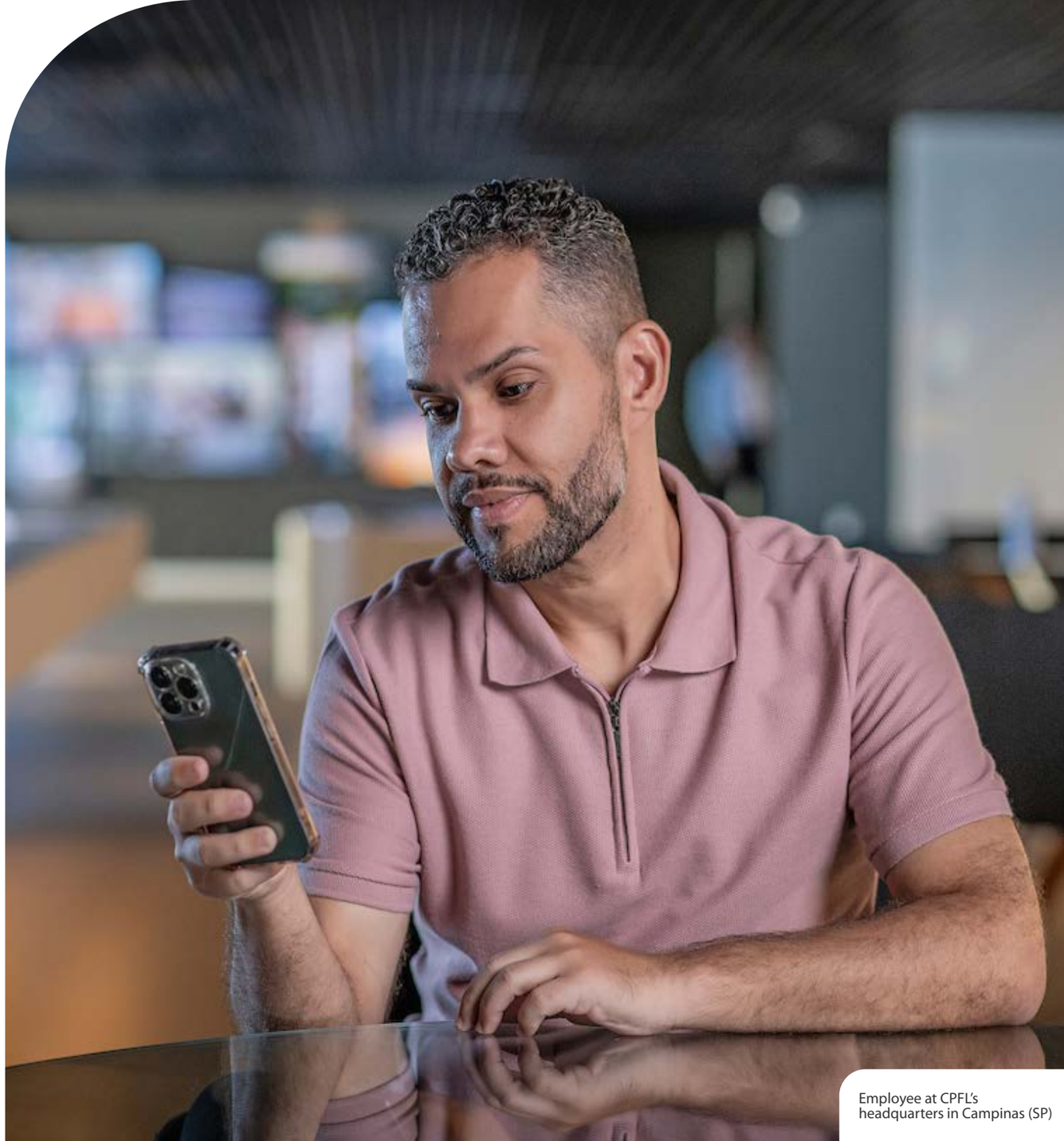
Our Internal Audit function operates independently and objectively, with the purpose of strengthening the ability to create, protect, and sustain value over the long term. As established in its internal regulations, the function is aligned with the best practices of the Institute of Internal Auditors (IIA) and reports to the Board of Directors, interacting directly with the Audit Committee.

In 2024, Internal Audit underwent the Quality Assessment conducted by the Institute of Internal Auditors (IIA), an independent external evaluation that certifies the quality and compliance of internal audit activities with the International Standards of the International Professional Practices Framework (IPPF), valid for five years, reinforcing our commitment to excellence and good governance practices.

Through risk-based assessments and advisory activities aligned with strategic objectives, Internal Audit supports senior management and contributes to the continuous improvement of governance, risk management, and internal controls, promoting greater organizational resilience, transparency, and operational efficiency.

The annual plan is developed through an integrated view of business risks, taking into account strategic guidelines, leadership insights, and alignment with the corporate risk management model. This plan is submitted to the Audit Committee for review and to the Board of Directors for approval.

We maintain an ongoing commitment to ethics, quality, and the credibility of our deliverables. Communications are provided in a timely manner to the Audit Committee and the Board of Directors, which periodically monitor the execution of the Annual Plan, as well as the progress of recommendations agreed upon with management, in accordance with the best practices of the International Professional Practices Framework (IPPF). In this way, Internal Audit consistently contributes to decision-making and to strengthening the trust of our stakeholders.



Employee at CPFL's headquarters in Campinas (SP)

Data Security and Protection

The digitization and protection of CPFL Energia's operational assets are essential for increasing efficiency, data reliability, and agility in strategic decision-making.

However, this digital transformation and the democratization of technology present significant challenges related to data integrity, availability, reliability, and security, which can directly impact the company's operational continuity, institutional reputation, and financial results. With the growing recognition of data as a strategic asset, information security and the protection of personal data have become essential pillars and corporate priorities.

The enactment of the General Data Protection Law (LGPD) has reinforced the need for effective controls to prevent leaks, unauthorized access, improper alterations, and privacy breaches, especially regarding sensitive personal data.

To mitigate these risks, CPFL Energia relies on two strategic pillars: the Personal Data Governance and Protection Program and the Information Security Master Plan, aligned with international standards such as ISO 27001, ISO 27701, and the NIST Privacy Framework. These initiatives incorporate robust policies, continuous risk monitoring, regular training, and an incident response plan, ensuring high levels of legal compliance, security, and system integrity.

We continuously invest in advanced technologies and in the training and awareness of employees and third parties who handle personal data, as well as in specialized teams that guide and promote a culture of data protection and information security throughout the organization. These practices are periodically audited, both internally and by independent firms, with the results reported to the Audit Committee, the Executive Board, and the Board of Directors, reinforcing transparency and governance on the matter. We also have an Executive Cybersecurity Committee, which meets periodically to assess the resilience of our systems, analyze potential cyber threats, and prepare for emerging risks. As part of our strategies to protect our digital environment, we take a proactive approach using high-performance tools and modern information security solutions, in addition to frequent system updates. These measures ensure a robust infrastructure that is resilient against cyberattacks.

In addition, the Cybersecurity Committee meets regularly to assess the resilience of our systems, analyze potential threats, and implement preventive strategies, such as access controls and penetration testing.

Although attempted attacks and isolated incidents are part of the current corporate landscape, by 2025, we will demonstrate the ability to respond quickly and effectively, preventing major crises, operational disruptions, or reputational damage. This performance reinforces the effectiveness of the preventive measures adopted and the readiness of the teams involved.

Pillars of the Data Protection Governance Program



Personal Data Governance



Policies, Standards, and Procedures



Transparency with Data Subjects



Communication and Training



Supplier Management



Risks and Controls



Governance Tools

Appendices

08

GRI and SASB Indicators
Certifications
GRI Content Index
SASB Content Index
SDG Map
Capital Map
Assurance Letter
Credits



City of Santos (SP), within CPFL Energia's concession area

GRI and SASB Indicators

GRI 2-2 I Entities included in the organization's sustainability reporting

Companhia Paulista de Força e Luz (CPFL Paulista); Companhia Piratininga de Força e Luz (CPFL Piratininga); RGE Sul Distribuidora de Energia S.A. (RGE); Companhia Jaguari de Energia (CPFL Santa Cruz); CPFL Energias Renováveis S.A. (CPFL Renováveis); CPFL Geração de Energia S.A. (CPFL Geração); Companhia Energética Rio das Antas (CERAN); Foz do Chapecó Energia S.A. (Foz do Chapecó); Campos Novos Energia S.A. (ENERCAN); Energética Barra Grande S.A. (BAESA); Paulista Lajeado Energia S.A. (Paulista Lajeado); CPFL Transmissão de Energia Piracicaba Ltda (CPFL Piracicaba); CPFL Transmissão de Energia Morro Agudo Ltda (CPFL Morro Agudo); CPFL Transmissão de Energia Maracanaú Ltda (CPFL Maracanaú); CPFL Transmissão de Energia Sul I Ltda (CPFL Sul I); CPFL Transmissão de Energia Sul II Ltda (CPFL Sul II); CPFL Transmissão S.A (CPFL Transmissão); Transmissora de Energia Sul Brasil S.A. (TESB); Transmissora Porto Alegrense S.A. (TPAE); Empresa de Transmissão do Alto Uruguai S.A (ETAU); CPFL Comercialização Brasil S.A. (CPFL Brasil); Clion Assessoria e Comercialização de Energia Elétrica Ltda (CPFL Meridional); CPFL Planalto Ltda (CPFL Planalto); CPFL Brasil Varejista de Energia Ltda (CPFL Brasil Varejista); CPFL Serviços, Equipamentos, Indústria e Comércio S.A. (CPFL Serviços); Nect Serviços Administrativos de Infraestrutura Ltda (CPFL Infra); Nect Servicos Administrativos de Recursos Humanos Ltda (CPFL Pessoas); Nect Servicos Administrativos Financeiros Ltda (CPFL Finanças); Nect Servicos Adm de Suprimentos e Logística Ltda (CPFL Supre); CPFL Atende Centro de Contatos e Atendimento Ltda (CPFL Atende); CPFL Total Serviços Administrativos S.A. (CPFL Total); TI Nect Serviços de Informática Ltda (Authi); Alesta Sociedade de Crédito Direto S.A. (Alesta); CPFL Jaguari de Geração de Energia Ltda (Jaguari Geração); Chapecoense Geração S.A. (Chapecoense); Sul Geradora Participações S.A. (Sul Geradora); CPFL Telecomunicações Ltda (CPFL Telecom); Centrais Elétricas Brasileira S.A. (ELETROBRAS); INVESTCO S.A.; Balcão Brasileiro de Comercialização de Energia S.A. (BBCE); and Central de Serv. Compartilhados S.A. (CSC Energia).

Companies mentioned above that are not consolidated in the financial statements: Chapecoense; Foz do Chapecó; BAESA; ETAU; TPAE; ELETROBRAS; INVESTCO; BBCE; and CSC. The financial statements are in accordance with accounting practices and international accounting standards. Entities are 100% consolidated once the Company holding the shares or quotas obtains control of the investee.



City of Gramado (RS), CPFL Energia concession area

GRI 2-7 I Employees

Workforce by Gender, Region, and Contract Type[1]

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Northeast									
Permanent	29	3	32	57	7	64	192	15	207
Fixed-term	1	0	1	0	0	0	1	1	2
Total	**30**	**3**	**33**	**57**	**7**	**64**	**193**	**16**	**209**
Midwest									
Permanent	9	1	10	9	1	10	9	1	10
Fixed-term	0	0	0	0	0	0	0	0	0
Total	9	1	10	9	1	10	9	1	10
Southeast									
Permanent	8,700	2,577	11,277	8,793	2,677	11,470	8,364	2,584	10,948
Fixed-term	37	17	54	72	37	109	164	92	256
Total	**8,737**	**2,594**	**11,331**	**8,865**	**2,714**	**11,579**	**8,528**	**2,676**	**11,204**
South									
Permanent	3,948	704	4,652	3,872	708	4,580	3,928	685	4,613
Fixed-term	2	0	2	9	1	10	106	22	128
Total	**3,950**	**704**	**4,654**	**3,881**	**709**	**4,580**	**4,034**	**707**	**4,741**
Consolidated									
Permanent	12,686	3,285	15,971	12,731	3,393	16,124	12,493	3,285	15,778
Fixed-term	40	17	57	81	38	119	271	115	386
Total	**12,726**	**3,302**	**16,028**	**12,812**	**3,431**	**16,243**	**12,764**	**3,400**	**16,164**

1. Data obtained from the Employee Registry and broken down by contract type according to the contractual models associated with employees in the SAP system. This includes only individuals with an employment relationship; that is, it does not include interns.

GRI 2-7 I Employees

Workforce by Gender, Region, and Work Schedule[1]

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Northeast									
Full-time	30	3	33	57	7	64	193	16	209
Part-time	0	0	0	0	0	0	0	0	0
Total	**30**	**3**	**33**	**57**	**7**	**64**	**193**	**16**	**209**
Midwest									
Full-time	9	1	10	9	1	10	9	1	10
Part-time	0	0	0	0	0	0	0	0	0
Total	9	1	10	9	1	10	9	1	10
Southeast									
Full-time	8,729	2,582	11,311	8,852	2,700	11,552	8,490	2,646	11,136
Part-time	8	12	20	13	14	27	38	30	68
Total	**8,737**	**2,594**	**11,331**	**8,865**	**2,714**	**11,579**	**8,528**	**2,676**	**11,204**
South									
Full-time	3,944	700	4,644	3,873	705	4,578	4,033	704	4,737
Part-time	6	4	10	8	4	12	1	3	4
Total	**3,950**	**704**	**4,654**	**3,881**	**709**	**4,590**	**4,034**	**707**	**4,741**
Consolidated									
Full-time	12,712	3,286	15,998	12,791	3,413	16,204	12,725	3,367	16,092
Part-time	14	16	30	21	18	39	39	33	72
Total	**12,726**	**3,302**	**16,028**	**12,812**	**3,431**	**16,243**	**12,764**	**3,400**	**16,164**

GRI 2-21 I Proportion of total annual compensation

Proportion of Total Annual Compensation

	2023	2024	2025
Ratio of the highest-paid individual's compensation to the average of other employees	85.33	89.11	102.30
Ratio of the annual increase in the highest-paid individual's compensation to the average of other employees	2.51	1.42	1.11

GRI 2-28 I Membership in associations

CPFL participates in a broad and diverse range of entities, combining technical and regulatory representation, institutional strengthening, and engagement in global social and environmental causes. The sector-specific entities focus on electricity and renewable energy, with an emphasis on generation, transmission, distribution, and sales. The institutional entities cover corporate governance, quality, communication, technical standards, human resources, sustainability, and diversity.

Energy sector associations: Associação Brasileira de Energia Eólica (ABEEólica); Associação Brasileira dos Comercializadores de Energia (ABRACEEL); Associação Brasileira das Distribuidoras de Energia Elétrica (ABRADEE); Associação Brasileira das Empresas Geradoras de Energia Elétrica (ABRAGE); Associação Brasileira de Geração de Energia Limpa (ABRAGEL); Associação de Produtores Independentes de Energia Elétrica (APINE); Centro de Estratégias em Recursos Naturais e Energia (CERNE); Associação Brasileira das Empresas de Transmissão de Energia Elétrica (ABRATE); Global Energy Interconnection Development and Cooperation Organization (GEIDCO); Instituto Acende Brasil; and Sindienergia (RS).

Institutional associations: Associação Brasileira da Infraestrutura e Indústria de Base (ABDIB); Associação Brasileira de Comunicação (ABERJE); Associação Brasileira de Gerência de Riscos (ABGR); Associação Brasileira de Normas Técnicas (ABNT); Associação Brasileira dos Contadores do Setor de Energia Elétrica (ABRACONEE); Associação Brasileira das Companhias Abertas (ABRASCA); Associação Brasileira de Recursos Humanos (ABRH); Associação Brasileira de Treinamento e Desenvolvimento (ABTD); Associação Nacional das Instituições de Crédito, Financiamento e Investimento (ACREFI); American Chamber of Commerce for Brazil (AMCHAM – Campinas); Associação Nacional de Inovação, Trabalho e Educação Corporativa (ANITEC); Carbon Disclosure Protocol (CDP); Conselho Empresarial Brasil–China (CEBC); Comitê Nacional Brasileiro de Produção e Transmissão de Energia Elétrica (CIGRÉ Brasil); Fundação COGE – Comitê de Gestão Empresarial; Fundação Nacional da Qualidade (FNQ); Centro de Sustentabilidade (FGV); Instituto Brasileiro de Governança Corporativa (IBGC); International Chamber of Commerce (ICC); Grupo de Lideranças Empresariais (LIDE); Utilities Telecom & Technology Council America Latina (UTCAL); Fórum de Empresas e Direitos LGBTI+; Movimento Mulher 360; Pacto Global da ONU; and Rede Empresarial de Inclusão Social.



Employees at CPFL's headquarters in Campinas (SP)

GRI 201-1 I Direct economic value generated and distributed

R$ million		2023	2024	2025
Value added				
(+)	Revenues	56,905	61,114	64,722
(-)	Inputs purchased from third parties	(27,520)	(29,881)	(31,014)
=	Gross value added	29,385	31,233	33,708
(-)	Withholdings	(2,253)	(2,310)	(2,404)
=	Net value added generated	27,132	28,923	31,304
(+)	Value added received via transfer	2,332	2,014	2,372
=	**Net value added to be distributed**	**29,464**	**30,937**	**33,675**
Amount distributed				
(+)	Personnel and payroll taxes	2,202	2,289	2,254
(+)	Taxes, fees, and contributions	17,126	18,436	20,587
(+)	Return on third-party capital	4,599	4,450	5,092
(+)	Return on equity	5,537	5,762	5,743
=	**Distribution of value added**	**29,464**	**30,937**	**33,675**

GRI 202-1 I Ratio of lowest wage to local minimum wage, with breakdown by gender

Ratio of Wages by Gender (%)	2025	
	Men	Women
Call Center	122	122
Service Center	135	171
Marketing	166	255
Distribution	109	117
Institute	265	226
Renewables	136	216
Services	118	123
Administrative Services	135	195
Transmission	157	176

The company ensures full compliance with the national minimum wage, as well as with the minimum wage levels defined in Collective Bargaining Agreements and Conventions applicable to its operations. There are no employees with base pay below the current legal or regulatory limits. Thus, the lowest wage paid by the company is equal to or higher than the current minimum wage, regardless of gender or operational unit, reflecting the commitment to pay equity and legal compliance across all its operations.

The company implements formal controls to ensure that workers from third-party companies providing services to its operations are compensated in accordance with the national minimum wage and the minimum wage levels established in applicable Collective Bargaining Agreements and Conventions. In the process of hiring and managing third parties, the responsible department conducts a document review of service providers, including an analysis of relevant collective bargaining agreements, to verify compliance with labor laws and current regulations regarding compensation. These procedures are part of the labor risk governance and mitigation mechanisms adopted by the company.

GRI 202-2 I Proportion of board members hired from the local community

100% of Functional Executive positions (referring to executives hired under the CLT regime) are held by members of the local community. We consider Brazilian professionals hired within the national territory to be local.

GRI 205-2 I Communication and training on anti-corruption policies and procedures

Professionals Trained in Anti-Corruption Policies and Practices by Region and Functional Level

	2023		2024		2025	
	Number of people trained	Percentage of leaders and people trained (%)	Number of people trained	Percentage of leaders and people trained (%)	Number of people trained	Percentage of leaders and people trained (%)
Northeast						
Leaders[1]	3	100.00	31	100.00	22	100.00
Other people	30	100.00	171	100.00	180	99.50
Total	**33**	**100.00**	**202**	**100.00**	**202**	**99.55**
Midwest						
Leaders[1]	1	100.00	1	100.00	N/A	N/A
Other people	9	100.00	8	100.00	9	100.00
Total	10	100.00	9	100.00	9	100.00
Southeast						
Leaders[1]	723	99.45	720	99.86	1,221	99.30
Other people	10,439	98.40	10,537	99.70	10.046	99.10
Total	**11,162**	**98.47**	**11,257**	**99.71**	**11.267**	**99.12**
South						
Leaders[1]	215	99.54	211	99.53	436	99.50
Other people	4,367	98.40	4,473	99.70	4,386	99.70
Total	**4,582**	**98.45**	**4,684**	**99.69**	**4,822**	**99.68**
Consolidated						
Leaders[1]	942	98.41	963	99.79	1.679	99.50
Other people	14,845	98.40	15,189	99.68	14,621	99.30
Total	**15,787**	**98.40**	**16,152**	**99.69**	**16,300**	**99.32**

1. Leaders include directors, managers, coordinators, supervisors, and team leaders. Excludes employees on leave.

GRI 305-6 I Emissions of ozone-depleting substances (ODS)

Emissions of Ozone-Depleting Substances in 2024 (t CFC-11 equivalent)[1]

	2024	2025
Scope[1] – HCFC-22	0.005656	0.001819

1. Emissions shown in tons of CFC-11 equivalent, calculated using the Ozone Depleting Potential (ODP) adopted by the Montreal Protocol.

GRI 305-7 I Emissions of NOx, SOx, and other significant air emissions[1,2] | SASB IF-EU-120a.1 Air emissions of the following pollutants (in metric tons): (1) NOx (excluding N_2O), (2) SOx, (3) particulate matter (PM10), (4) lead (Pb), and (5) mercury (Hg)

	2023		2024		2025	
	NOx (t/year)	Particulate Matter (t/year)	NOx (t/year)	Particulate Matter (t/year)	NOx (t/year)	Particulate Matter (t/year)
Bio Alvorada	184.24	97.22	100.46	137.80	104.03	142.69
Bio Ester	386.28	392.47	240.37	173.20	132.04	93.41
Bio Coopcana	355.64	260.37	286.85	333.67	116.71	148.36
Bio Baldin	653.93	356.17	250.19	152.19	189.95	118.23
Total	**1,164.68**	**1,192.75**	**826.17**	**816.32**	**542.73**	**502.69**

1. Calculation based on the number of operating hours throughout the year, per facility.
2. In biomass-fired thermoelectric plants (sugarcane bagasse), monitoring of atmospheric emissions from boiler stacks is typically limited to NOx and particulate matter, thereby complying with CONAMA Resolution No. 382/2006. In the historical series of monitoring data, collected since the early 2010s, the measured values have always been below the established limits.

GRI 302-2 I Energy consumption outside the company

Energy Consumption Outside the Company (GJ)[1]		2023	2024	2025
Non-renewable fuels	Diesel	81,315	83,168	79,136
	Gasoline	85,827	113,330	118,753
	Aviation kerosene	10,647	6,493	7,898
	CPII cement	43,527		
Renewable fuels	Hydrated ethanol	32,712	79,152	76,896
Purchased electricity	Electricity	4,754,185	1,595,275	4,091,318
Petrochemical inputs and products	Lubricant	60	24	21
Total	**Total**	**5,008,274**	**1,877,441**	**4,374,624**

1. Data consolidated by Climas software corresponding to Scope 3 of the GHG inventory.

GRI 403-9 I Work-related accidents I SASB IF-EU-320a.1

Health and Safety Indicators for Employees[1]

	2023		2024		2025	
	Own[3]	Third Parties[4]	Own[3]	Third Parties[4]	Own[3]	Third Parties[4]
Total man-hours worked	38,473,461	22,664,493	39,374,522	24,603,347	39,056,423	22,373,167
Number of recordable accidents	156	124	139	123	151	138
Recordable accident frequency rate	4.05	5.47	3.53	5.00	3.87	6.17
Number of accidents with serious consequences[2]	2.00	6.00	3.00	3.00	4.00	4.00
Serious accident frequency rate	0.05	0.26	0.08	0.12	0.10	0.18
Number of fatal accidents	0.00	4.00	0.00	3.00	1.00	1.00
Fatal accident frequency rate	0.00	0.18	0.00	0.12	0.03	0.04
Number of lost or charged days	6,458	25,054	852	19,039	6,781	7,208
Accident severity rate	168	1,105	22	774	174	322

1. Rates calculated using a factor of 1 million man-hours worked.
2. Absence exceeding 2 months or permanent injury, excluding fatalities.
3. Among our own employees, the main types of accidents that occurred in 2025 were animal attacks, crushing, and electric shock.
4. Among third-party contractors, the most frequent accidents were falls from height, falling objects, and motorcycle accidents.

GRI 405-1 I Diversity in governance bodies and employees

Composition by Gender Level (%)

	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Executive Board	93.02	6.98	90.00	10.00	88.24	11.76
Management	80.72	18.28	80.24	19.76	81.22	18.78
Leadership/Coordination	77.23	22.77	74.46	25.54	74.05	25.95
Technical/Supervision	71.33	28.67	68.26	31.74	71.34	28.66
Administrative	46.12	53.88	54.60	45.40	54.57	45.43
Operational	88.98	11.02	89.30	10.70	89.84	10.16
Trainees	25.00	75.00	0.00	0.00	0.00	0.00
Interns	56.62	43.38	61.44	38.56	51.85	48.15

Composition by Age Group (%)

	2023			2024			2025		
	< 30	30 < x < 50	> 50	< 30	30 < x < 50	> 50	< 30	30 < x < 50	> 50
Executive Board	4.65	65.12	30.23	0.00	57.50	42.50	0.00	56.86	43.14
Management	0.40	75.50	24.10	0.40	75.81	23.79	0.00	74.29	25.71
Leadership/ Coordination	3.52	86.34	10.14	3.17	83.96	12.87	3.05	82.63	14.31
Technical/ Supervision	13.33	74.67	12.00	14.37	74.75	11.38	11.46	74.52	14.01
Administrative	26.38	64.75	8.86	27.35	63.61	9.95	26.98	63.62	9.40
Operational	23.57	67.52	8.90	20.85	69.44	9.71	19.63	69.74	10.63
Trainees	62.50	37.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interns	89.71	10.29	0.00	94.77	5.23	0.00	91.85	8.15	0.00

GRI 405-1 I Diversity in governance bodies and employees

Diversity on the Board of Directors (%)

R$ million	2023	2024	2025
By gender			
Men	86	57	71
Women	14	43	29
By age group			
Under 30	0	0	0
Between 30 and 50 years old	39	29	29
Over 50 years old	61	71	71

GRI 405-2 I Ratio of base salary and remuneration of women to those of men

Ratio of Base Salary to Total Compensation by Gender (%)

	2023		2024		2025	
	Base salary	Total compensation	Base salary	Total compensation	Base salary	Total compensation
Executive Board	97.63	97.25	104.35	91.57	91.48	98.99
Management	100.46	100.26	96.42	93.66	96.49	100.39
Leadership/Coordination	103.35	96.78	100.79	96.36	101.87	95.69
Technical/Supervision	64.04	63.24	66.79	54.78	66.99	63.45
Administrative	68.62	73.56	82.10	80.65	83.65	83.20
Operational	65.99	51.91	64.76	50.04	64.99	50.23
Trainees	99.19	100.54	0.00	0.00	0.00	0.00
Interns	97.35	98.01	104.77	104.32	100.91	104.07

GRI 406-1 I Incidents of discrimination and corrective actions taken

In 2025, there were 4 substantiated reports of discrimination, resulting in the following disciplinary measures: (i) termination for cause; (ii) termination without cause; (iii) suspension; (iv) written warning. The cases have been closed and are no longer subject to further corrective measures. The Integrity Coordination team monitors the most critical issues received via the Ethics Channel and organizes cultural awareness initiatives for the entire company. In 2025, the Monthly Integrity Conversation was held on the topic of Combating Prejudice and Discrimination, with widespread dissemination across the entire CPFL Group, achieving an NPS of 89%.

GRI 407-1 I Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Regarding operations, the CPFL Energia Group respects the right to freedom of association and collective bargaining, in accordance with the Code of Ethical Conduct and current labor legislation. According to the CPFL Energia Group's Code of Ethical Conduct, respect for human dignity must be ensured for employees and all individuals who interact with CPFL. In this regard, the Group recognizes the legitimacy of unions and the internal employee representation system, always acting with integrity and transparency.

GRI 410-1 I Safety training for personnel

All of CPFL Energia's private security activities are outsourced, with 100% of third-party personnel assigned to these activities properly trained by contractors in the technical requirements for performing their duties, which includes human rights topics.

GRI 411-1 I Incidents of violations of Indigenous peoples' rights

In 2025, no cases of violations of indigenous peoples' rights were identified in our External Ethics Channel related to CPFL Energia's operations..

GRI 413-1 I Operations with local community engagement, impact assessments, and development programs

Community Operations and Programs

Business	Operations	Operations with community programs	%
Renewables	72	46	64
Transmission	22	15	68
Distribution	37	4	11
Total	**131**	**65**	**50**

GRI 416-1 I Assessment of health and safety impacts of product and service categories

Health and safety impacts are assessed across all categories and products of the CPFL Energia Group.

GRI 418-1 I Substantiated complaints concerning breaches of customer privacy and loss of customer data

We have not recorded any complaints from external parties that have been proven to constitute a violation of customer data privacy. Thus, no cases involving significant harm to data subjects were identified, as defined in Article 5 of Resolution No. 15 of the National Data Protection Authority (ANPD).

GRI 101-5 | Locations with impacts on biodiversity

Facilities Near Conservation Areas

	Company area (km²)	Overlap adjacency or proximity (up to 15 km) to Conservation Areas	Location	Distance from conservation area[1]
Ester Biomass	0[2]	No	Cosmópolis (SP)	8 km from the Matão de Cosmópolis ARIE
Lavrinhas HGP	0.51	No	São Miguel Arcanjo (SP)	4 km from Carlos Botelho State Park
São José HGP	8.47	No	São Miguel Arcanjo (SP)	Adjacent to Carlos Botelho State Park
Turvinho HGP	0.14	No	São Miguel Arcanjo (SP)	5.5 km from Carlos Botelho State Park
Boa Vista II SHP	2.14	No	Varginha (MG)	Adjacent to Nova Baden State Park
Jaguari SHP	1.00	No	Americana (SP)	Adjacent to the Campinas and Piracicaba APAs Juqueri-Mirim Area II
Ludesa SHP	10.14	No	Ipuaçu (SC)	9 km from the Mata Preta Ecological Station
Ninho da Água SHP	0.21	No	Delfim Moreira (MG)	Within the Serra da Mantiqueira APA
Novo Horizonte SHP	0.75	No	Bocaiúva do Sul (PR)	Adjacent to the Rio Turvo State Park
Salto Grande SHP	0.17	No	Campinas (SP)	Adjacent to the Campinas APA
Santana SHP	1.52	No	São Carlos (SP)	Adjacent to the Mata do Jacaré Ecological Station
São Gonçalo SHP	0.05	No	São Gonçalo do Rio Abaixo (MG)	5 km from the Piracicaba Environmental Protection Area
Socorro SHP	0.05	No	Socorro (SP)	10 km from the Piracicaba Environmental Protection Area Juqueri-Mirim Area II
Cherobim SHP	1.95	No	Rio Iguaçu (PR)	2 km from the Devonian Escarpment Environmental Protection Area
Tanquinho UFV	0.43	No	Campinas (SP)	0.5 km from the Campinas Environmental Protection Area
Barra Grande HPP (Baesa)	105.71	No	Pinhal da Serra (RS)	Adjacent to the Emilio Einsfeld Filho Private Nature Reserve
Campos Novos HPP (Enercan)	32.85	No	Campos Novos (SC)	Adjacent to the Rio Canoas State Park
Foz doChapecó HPP	129.04	No	Chapecó (SC)	3 km from the Chapecó National Forest
Luis Eduardo Magalhães HPP	56.69	No	Miracema do Tocantins (TO)	Adjacent to the Lajeado and Lago APAs

1. The abbreviations used in this column refer to: Environmental Protection Area (APA), Area of Relevant Ecological Interest (ARIE), and Private Natural Heritage Reserve (RPPN). Units not listed are not located within 15 km of Conservation Units.
2. The unit's area is significantly less than 1 km².

GRI EU-01 I Installed capacity, disaggregated by primary energy source and by regulatory system

Installed Capacity by Source (MW)

	2023	2024	2025
Hydroelectric Power Plants (HPPs)	1,996	1,996	1,996
Small Hydroelectric Power Plants (SHPPs) and Hydroelectric Generating Plants (HGPs)	472	472	500
Solar	1	1	1
Wind	1,390	1,390	1,390
Thermal	182	182	--
Biomass[1]	330	185	185
Total	**4,371**	**4,226**	**4,072**

1. Excluding Bio Pedra, Bio Buriti, and Bio Ipê, whose contracts expired at the end of 2024.
In 2025, the EPASA thermal plant (182 MW) ceased to be part of the CPFL Group, marking CPFL's definitive exit from fossil fuel assets and consolidating its power generation mix as 100% renewable. Also this year, the Cherobim small hydroelectric plant began operations with an installed capacity of 28 MW, the Pedra Group exited (reducing biomass production capacity by 145 MW), and the Lavrinha small hydroelectric plant was decommissioned.

GRI EU-02 I Net energy generation, disaggregated by primary energy source and by regulatory system; SASB IF-EU-000.D

Net Energy Production by Source (GWh)

	2023		2024		2025	
	Net production	Percentage by source (%)	Net production	Percentage by source (%)	Net production	Percentage by source (%)
HPPs (hydroelectric power plants)	7,938	53.22	10,393	62.19	7,499	58.84
Small Hydroelectric Power Plants (SHPPs) and Hydroelectric Generating Plants (HGPs)	1,855	12.44	1,686	10.09	1,557	12.02
Solar	1	0.01	1,2	0.00	0.5	0.00
Wind	4,054	27.18	3,631	21.73	3,376	26.06
Thermal	27	0.18	15	0.08	--	0.00
Biomass	1,041	6.98	988	5.91	398	3.07
Total	**14,916**	**100.01**	**16,715**	**100.00**	**12,832**	**100.00**
Open-market environment		37.00		31.60		S/D
Regulated-market environment		63.00		68.40		S/D

GRI EU-03 I Number of residential, industrial, institutional, and commercial customer units; SASB IF-EU-000.A

Number of Distribution Segment Customers

	2023	2024	2025
Residential	9,487,461	9,666,619	9,859,799
Industrial	54,550	52,665	49,714
Commercial	543,944	551,850	545,665
Rural	323,402	316,434	310,968
Government	67,973	70,579	71,758
Street lighting	10,905	11,397	11,941
Public service	11,594	11,923	12,347

GRI EU-04 I Length of overhead and underground transmission and distribution lines, broken down by regulatory system; SASB IF-EU-000.C

Length (km) of Transmission Lines by Voltage Level in 2025

	Less than 69 kV	69 kV and above	Total
CPFL Paulista	-	5,920	5,920
CPFL Piratininga	-	758	758
CPFL Santa Cruz	-	538	538
CPFL RGE	228	4,710	4,938
CPFL Renováveis	140	874	1,014
CPFL Transmissão	229	6,244	6,473
Total	**598**	**19,044**	**19,641**

GRI EU-04 I Length of overhead and underground transmission and distribution lines, disaggregated by regulatory system; SASB IF-EU-000.C

Length (km) of Transmission Lines by Voltage Level in 2024

	Less than 69 kV	69 kV and above	Total
CPFL Paulista	-	5,917	5,917
CPFL Piratininga	-	786	786
CPFL Santa Cruz	-	527	527
CPFL RGE	229	4,696	4,925
CPFL Renováveis	140	874	1,014
CPFL Transmissão	229	6,108	6,337
Total	**598**	**18,908**	**19,507**

Length (km) of Transmission Lines by Voltage Level in 2023

	Less than 69 kV	69 kV and above	Total
CPFL Paulista	-	5,806	5,806
CPFL Piratininga	-	747	747
CPFL Santa Cruz	-	526	526
CPFL RGE	229	4,684	4,913
CPFL Renováveis	15	914	929
CPFL Transmissão	-	6,436	6,436
Total	**244**	**19,113**	**19,357**

GRI EU-04 I Length of overhead and underground transmission and distribution lines, disaggregated by regulatory system; SASB IF-EU-000.C

Length (km) of Distribution Lines by Type in 2025

	Urban	Rural	Underground	Total
CPFL Paulista	73,076	66,412	949	140,437
CPFL Piratininga	18,202	9,777	734	28,713
CPFL Santa Cruz	7,293	17,310	44	24,647
CPFL RGE	42,352	113,069	127	155,547
Total	**140,923**	**206,568**	**1,854**	**349,344**

Length (km) of Distribution Lines by Type in 2024

	Urban	Rural	Underground	Total
CPFL Paulista	72,146	65,301	884	138,331
CPFL Piratininga	18,105	9,567	689	28,361
CPFL Santa Cruz	7,275	17,020	42	24,337
CPFL RGE	41,949	112,736	71	154,756
Total	**139,475**	**204,624**	**1,686**	**345,784**

Length (km) of Distribution Lines by Type in 2023

	Urban	Rural	Underground	Total
CPFL Paulista	71,148	64,118	801	136,067
CPFL Piratininga	17,944	9,335	651	27,929
CPFL Santa Cruz	7,233	16,818	41	24,093
CPFL RGE	41,427	113,353	117	154,896
Total	**137,752**	**203,624**	**1,610**	**342,986**

GRI EU-12 I Percentage of transmission and distribution losses relative to total energy

Loss Rate by Distributor (%)

	2023			2024			2025		
	Technical	Non-technical	Total	Technical	Non-technical	Total	Technical	Non-technical	Total
CPFL Paulista	5.43	3.72	9.15	5.23	3.14	8.37	5.32	4.53	9.76
CPFL Piratininga	4.52	3.23	7.75	3.86	3.73	7.59	3.86	4.66	8.52
CPFL Santa Cruz	6.85	0.90	7.75	6.85	(0.03)	6.82	6.85	1.63	8.45
CPFL RGE	6.39	2.64	9.03	6.10	2.85	8.94	6.14	4.62	10.82
CPFL Energia	5.59	3.17	8.76	5.25	3.03	8.28	5.31	4.45	9.74

Note: In March 2025, ANEEL published changes to the calculation of required energy and non-technical losses, taking into account the effects of distributed micro and mini-generation (MMGD) resulting from Public Consultation (09). Thus, the 2025 results were calculated using the new methodology, and the increase compared to the 2024 and 2023 rates is due to the change in calculation (2023 and 2024 – old methodology without MMGD).

GRI EU-24 I Practices to address barriers related to language, culture, low literacy, and special needs that hinder access to electricity and customer support services, as well as their safe use

CPFL Energia adopts practices to mitigate barriers related to language, culture, low educational attainment, and special needs, ensuring equitable access to electricity, customer service channels, and the safe use of services. The Company maintains multiple customer engagement channels, both digital and in-person, featuring simple interfaces, clear language, and intuitive navigation, facilitating service for audiences with lower digital literacy.

In terms of accessibility, CPFL provides resources aligned with WCAG 2.1 guidelines on its digital channels, including screen readers, keyboard navigation, visual adjustments, automatic captions, and translation into Brazilian Sign Language (Libras), ensuring access for people with disabilities. Additionally, inclusive digitalization initiatives, such as biometrics and facial recognition, along with the maintenance of voice channels and in-person service, reinforce the Company's commitment to social inclusion, security, and the quality of customer service.

GRI EU-25 I Number of accidents and fatalities involving service users related to company assets, including judicial decisions and settlements, as well as pending legal cases related to illnesses

Legal Cases Related to Accidents Involving the Public and CPFL's Electric Grid

	2023	2024	2025
Cases opened during the period	125	168	218
Cases closed during the period	112	98	121
Financial impact of closed cases (R$ thousand)	21,919	9,296	1,503.20
Other cases in progress during the period	491	556	636.00

GRI EU-28, EU-29 I Frequency and average duration of power supply interruptions; SASB IF-EU-550a.2

System Average Interruption Frequency Index (SAIFI)

	2023		2024		2025	
	Actual	ANEEL Limit	Actual	ANEEL Limit	Actual	ANEEL Limit
CPFL Paulista	3.26	5.09	3.01	5.09	2.83	5.06
CPFL Piratininga	3.14	4.99	3.25	4.98	2.77	4.96
CPFL Santa Cruz	3.22	6.56	3.05	6.11	2.69	6.00
CPFL RGE[1]	3.98	7.21	4.42	7.18	4.45	6.97
CPFL Energia	3.45	N/A	3.47	N/A	3.29	N/A

Note: The CAIDI indicator was not reported in this report.
1. The increase in the RGE indicator in 2024, compared to 2023, occurred due to atypical weather conditions that affected the state of Rio Grande do Sul, including the disaster that struck the state in May.

System Average Interruption Duration Index (SAIDI)

	2023		2024		2025	
	Actual	ANEEL Limit	Actual	ANEEL Limit	Actual	ANEEL Limit
CPFL Paulista	5.14	6.41	4.78	6.42	4.71	6.35
CPFL Piratininga	4.57	6.04	4.39	6.05	3.86	5.96
CPFL Santa Cruz	5.04	7.99	4.84	7.35	4.64	7.33
CPFL RGE[1]	8.63	10.54	9.09	10.49	9.03	10.40
CPFL Energia	6.07	N/A	5.98	N/A	5.82	N/A

Note: The CAIDI indicator was not reported in this report.
1. The increase in the RGE indicator in 2024, compared to 2023, was due to atypical weather conditions that affected the state of Rio Grande do Sul, including the disaster that struck the state in May.

SASB IF-EU-000.B I Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers

Sales in the Concession Area (GWh)

	2023	2024	2025
Residential	21,980	23,306	23,090
Industrial	25,799	26,577	26,759
Commercial	11,845	12,587	12,262
Rural	2,755	2,879	2,774
Government	1,493	1,611	1,558
Street lighting	1,944	1,878	1,744
Public service	2,439	2,492	2,545
Self-consumption	36	37	36
Licensees	1,677	1,531	1,611

SASB IF-EU-240a.1 | Average retail electricity tariff for: (1) residential customers, (2) commercial customers, and (3) industrial customers

Average Electricity Rate by Customer Class (R$/kWh)[1]

	2023			2024			2025		
	Residential	Industrial	Commercial	Residential	Industrial	Commercial	Residential	Industrial	Commercial
CPFL Paulista	0.662	0.500	0.606	0.694	0.553	0.650	0.694	0.593	0.672
CPFL Piratininga	0.667	0.519	0.600	0.682	0.535	0.620	0.717	0.588	0.674
CPFL Santa Cruz	0.593	0.438	0.564	0.648	0.489	0.620	0.676	0.561	0.669
CPFL RGE	0.685	0.480	0.643	0.710	0.529	0.682	0.764	0.604	0.761

1. Calculated as the average revenue divided by the average consumption in each class.

SASB IF-EU-240a.3 | (1) Number of residential customer electricity disconnections due to non-payment, (2) percentage reconnected within 30 days

Disconnections and Reconnections of Residential Customers

	2023		2024		2025	
	Total residential disconnections due to non-payment	Percentage of disconnections reconnected within 30 days (%)	Total residential disconnections due to non-payment	Percentage of disconnections reconnected within 30 days (%)	Total residential disconnections due to non-payment	Percentage of disconnections reconnected within 30 days (%)
CPFL Paulista[1]	652,229	64	771,909	61	1,018,928	60
CPFL Piratininga	308,491	67	296,330	67	386,301	59
CPFL Santa Cruz	62,160	64	58,046	64	75,471	59
CPFL RGE[2]	382,302	63	216,256	65	446,196	60

1. In order to minimize the impact on the Group's financial results, CPFL Paulista increased its volume of disconnections by 18%.
2. The percentages of reconnections following disconnections within 30 days did not undergo significant changes. However, due to the state of emergency in the state of Rio Grande do Sul, disconnections for non-payment were prohibited, which reduced the volume by 43% compared to 2023.

SASB IF-EU-420a.2 I Percentage of electric load served by smart grid technology

Percentage of Electricity Load Served by Smart Grid for Residential Customers (R$/kWh)[1]

	2023			2024			2025		
	%	500 kWh	1,000 kWh	%	500 kWh	1,000 kWh	%	500 kWh	1,000 kWh
CPFL Paulista	0.660	331.000	662.000	0.690	347.000	694.000	0.680	343.000	686.000
CPFL Piratininga	0.670	333.000	667.000	0.680	341.000	682.000	0.690	344.000	688.000
CPFL Santa Cruz	0.590	296.000	593.000	0.650	324.000	648.000	0.650	325.000	650.000
CPFL RGE	0.690	342.000	695.000	0.710	355.000	710.000	0.670	348.000	696.000

1. Calculated as the average revenue divided by the average consumption in each class.



CPFL Energia Customer

Certifications

Reference Standard	Company	Scope	Validity	Certifying body
ISO/IEC 27001:2022	CPFL Energia	Information Security Management System for CPFL Energia's data center, including infrastructure control, operation, monitoring, and maintenance services.	04/18/27	Fundação Vanzolini
ISO37001:2017	CPFL Energia	Management and operation of the Anti-Bribery and Anti-Corruption Management System regarding CPFL Energia holding company processes related to public concession operations.	11/29/28	QMS Certification
ISO56001:2024	CPFL Energia	Innovation management regarding the development of R&D&I projects, prototypes, and new technologies for the creation of products and/or services that directly and indirectly serve CPFL Energia's employees and customers, originating from the Strategy and Innovation Department.	01/12/29	QMS Certification
ISO9001:2015	CPFL Paulista CPFL Piratininga CPFL RGE	Distribution and sale of electricity. Operation of the Electric Power Transmission System. Collection of data and calculation of individual and collective indicators of electricity supply continuity. Call center management, including the collection and generation of data for calculating telephone service quality indicators. Collection of data and calculation of information regarding compliance with regulated deadlines and improper suspension. Process for handling complaints from electricity consumers, including the Ombudsman's Office. Measurement, data collection, and calculation of indicators for voltage-related compensation on a permanent basis.	12/21/27	Bureau Veritas Certification
ISO9001:2015	CPFL Santa Cruz	Electricity distribution and sales. Operation of the Electricity Transmission System. Data collection and calculation of individual and collective indicators of electricity supply continuity. Call center management, including the collection and generation of data for calculating telephone service quality indicators. Data collection and calculation of information regarding compliance with regulated deadlines and unauthorized service interruptions. Process for handling electricity consumer complaints, including the Ombudsman's Office. Metering, data collection, and calculation of indicators for voltage-related compensation under steady-state conditions.	01/11/27	Bureau Veritas Certification
ISO9001:2015	CPFL Serviços	Management of the execution of electrical power grid construction projects at CPFL Serviços' operational bases. Management of the refurbishment and restoration of electrical equipment (transformers, regulators, reclosers, and manual maintenance tools for power distribution) at the São José do Rio Pardo facility.	19/11/28	ABS QE Certification
ISO17025:2017	CPFL Serviços	Motors, electrical equipment, and materials: sampling and chemical testing. Electrical insulating fluids: sampling of insulating fluids in drums, tanks, and electrical equipment. Determination of polychlorinated biphenyls (PCBs) by gas chromatography (GC-ECD).	01/14/27	INMETRO
ISO14001:2015	CPFL Paulista CPFL Piratininga CPFL RGE	Environmental compatibility of the urban electrical power distribution network and electrical power transmission services.	12/28/27	Bureau Veritas Certification
ISO14001:2015	CPFL Santa Cruz	Environmental compatibility of the urban electrical power distribution network.	01/11/27	Bureau Veritas Certification

Reference Standard	Company	Scope	Validity	Certifying body
ISO14001:2015	CPFL Serviços	Management of electrical power grid construction projects at CPFL Serviços' operational bases. Management of the refurbishment and restoration of electrical equipment (transformers, regulators, reclosers, and manual maintenance tools for power distribution) at the São José do Rio Pardo facility.	01/12/29	Bureau Veritas Certification
ISO45001:2018	CPFL Paulista CPFL Piratininga CPFL RGE	Distribution and sale of electricity.	12/21/27	Bureau Veritas Certification
ISO45001:2018	CPFL Santa Cruz	Distribution and sale of electricity.	01/11/27	Bureau Veritas Certification
ISO 9001:2015 ISO55001:2014	CPFL Geração – Baesa	Operation and maintenance of the Barra Grande Hydroelectric Power Plant's generating units for electricity generation, including management of the dam and reservoir.	12/16/27	DNV
ISO14001:2015 ISO45001:2018	CPFL Geração – Baesa	Operation and maintenance of the Barra Grande Hydroelectric Plant's generating units for electricity generation, including management of the dam and reservoir.	09/13/27	DNV
ISO 9001:2015 ISO14001:2015 ISO45001:2018	CPFL Geração – Ceran	Hydroelectric power generation.	01/03/27	BSI Certification
ISO55001:2014	CPFL Geração – Enercan	Management, operation, maintenance, and the electricity generation and transmission system for the Eletrosul connection substation in Campos Novos.	01/15/28	DNV
ISO 9001:2015	CPFL Geração – Enercan	Operation and maintenance of the generating units at the Campos Novos Hydroelectric Power Plant (HPP) for electricity generation, including transmission to the Eletrosul substation, dam management, and reservoir management.	12/01/27	DNV
ISO14001:2015	CPFL Geração – Enercan	System for managing the environmental aspects and impacts of the Campos Novos Hydroelectric Plant, whose activities include: reservoir management, operation, maintenance, power generation, and transmission system to the Eletrosul – Campos Novos connection substation.	09/11/27	DNV
ISO45001:2018	CPFL Geração – Enercan	System for managing occupational health and safety hazards and risks at the Campos Novos Hydroelectric Plant, whose activities include risks related to: reservoir management, operation, maintenance, power generation, and the transmission system to the Eletrosul–Campos Novos connection substation.	09/11/27	DNV
ISO 9001:2015 ISO14001:2015 ISO45001:2018	CPFL Geração – Foz do Chapecó	Hydroelectric power generation and reservoir operation.	01/30/29	ABS QE Certification
ISO55001:2014	CPFL Geração – Foz do Chapecó	Management of tangible assets in the electricity generation process, its auxiliary systems, and reservoir operation at the Foz do Chapecó Hydroelectric Power Plant (UHE)	01/30/28	ABS QE Certification

GRI Content Index

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
General disclosures								
GRI 2: General disclosures 2021	2-1	Organizational details	15, 112, 113				-	-
	2-2	Entities included in the organization's sustainability reporting	129				-	-
	2-3	Reporting period, frequency and contact point	4				-	-
	2-4	Restatements of information	88				-	-
	2-5	External assurance	4				-	-
	2-6	Activities, value chain and other business relationships	15, 16, 20, 22, 26, 29				-	-
	2-7	Employees	79, 130, 131				6	8 and 10
	2-8	Workers who are not employees	79				6	8 and 10
	2-28	Membership associations	132				-	16
	2-29	Approach to stakeholder engagement	75, 79, 98, 101, 103,				-	17
	2-30	Collective bargaining agreements	79				3	8
GRI general standard disclosures for the electric utility sector 2013	EU-01	Installed capacity, broken down by primary energy source and by regulatory regime	16, 18, 138				-	7
	EU-02	Net energy output broken down by primary energy source and by regulatory regime	16, 19, 138				-	7
	EU-03	Number of residential, industrial, institutional and commercial customer accounts	22, 138				-	-
	EU-04	Length of above and underground transmission and distribution lines by regulatory regime	20, 22, 24, 138, 139				-	7

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Material topics								
GRI 3: Material topics 2021	3-1	Process to determine material topics	5				-	-
	3-2	List of material topics	5				-	-
Water and effluents								
GRI 3: Material topics 2021	3-3	Management of material topics	55, 56				-	-
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	55, 56				8	6, 12 and 14
	303-2	Management of water discharge- related impacts	55, 56				8	6
	303-3	Water withdrawal	55				7 and 8	6
	303-4	Water discharge	55				7 and 8	6
	303-5	Water consumption	55				8	6
Sustainable procurementt								
GRI 3: Material topics 2021	3-3	Management of material topics	75, 76, 77				-	-
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	75, 76, 77				8	12
	308-2	Negative environmental impacts in the supply chain and actions taken	75, 76, 77				8	12
GRI 407: Freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	136				3	8
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	75, 76, 77				2	5, 8, 12, 16
	414-2	Negative social impacts in the supply chain and actions taken	75, 76, 77				2	5, 8, 12, 16
GRI 408: Child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	75, 76, 77				4	8
GRI 409: Forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	75, 76, 77				4	8
410: Security practices 2016	410-1	Security personnel trained in human rights policies or procedures	136				1	16

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Ethical conduct and transparency								
GRI 3: Material topics 2021	3-3	Management of material topics	120, 121, 122				-	-
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	120				-	16
	205-2	Communication and training about anti-corruption policies and procedures	120, 134				-	16
	205-3	Confirmed incidents of corruption and actions taken	120, 122				-	16
Financial and operational performance								
GRI 3: Material topics 2021	3-3	Management of material topics	16, 20, 22, 26, 30				-	-
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	133				-	8 and 9
GRI general standard disclosures for the electric utility sector 2013	EU-06	Management approach to ensure short and long-term electricity availability and reliability	20, 22, 26				-	7, 9 and 11
	EU-12	Transmission and distribution losses as a percentage of total energy	140				-	7 and 13
	EU-28	Power outage frequency – Consolidated in accordance to quantitative parameters	25, 140				-	7 and 9
	EU-29	Average power outage duration – Consolidated in accordance to quantitative parameters	25, 140				-	7 and 9

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Human capital development								
GRI 3: Material topics 2021	3-3	Management of material topics	84, 88, 89					
GRI 201: Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans	CPFL Energia has defined benefit plans, which are closed to new participants, and defined contribution plans, offered to new employees. The value of pension liabilities, as of the base date of December 31, 2025, is estimated at R$ 607 million, of which R$ 463 million specifically refers to estimated liabilities under defined benefit plans. The liability is covered by monthly payments of regular and extraordinary contributions, in accordance with the funding requirements defined by the Foundations' actuary for each defined benefit plan. In the CD Vivest plan, contribution rates vary according to salary bracket, as shown in the table below: Salary Contribution Rate Up to 3,953.97 0.0% to 3.0% From 3,953.97 to 15,815.88 0.0% to 4.0% From 15,815.8 to 32,936.57 0.0% to 6.0% Above 32,936.57 0.0% to 8.0% The average participation rate was 64% from January to December 2025.				-	
GRI 202: Market presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	133				6	8
	202-2	Proportion of senior management hired from the local community	133				6	1, 5 and 8
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	83				6	8
	401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	89				6	5, 8 and 10
	401-3	Parental leave	91				-	3, 5 and 8

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
GRI 402: Labor/ management relations 2016	402-1	Minimum notice periods regarding operational changes					6	5 and 8
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	87				6	4, 5, 8 and 10
	404-2	Programs for upgrading employee skills and transition assistance programs	84				-	8
	404-3	Percentage of employees receiving regular performance and career development reviews	88				6	5, 8 and 10
GRI general standard disclosures for the electric utility sector 2013	EU-14	Programs and processes to ensure the availability of a skilled workforce	149				-	4 and 8
Smart energy and innovation								
GRI 3: Gestão dos temas materiais 2021	3-3	Management of material topics	63, 73				-	-
GRI general standard disclosures for the electric utility sector 2013	EU-08	Research and development activity and expenditure aimed at providing reliable electricity and promoting sustainable development	65				9	7, 8, 9 and 11

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Corporate governance and risk management								
GRI 3: Material topics 2021	3-3	Management of material topics	112, 120, 123				-	-
GRI 2: General disclosures 2021	2-9	Governance structure and composition	114, 115, 116, 117, 118, 119				-	16
	2-10	Nomination and selection of the highest governance body	114				-	5 and 16
	2-11	Chair of the highest governance body	114				-	16
	2-12	Role of the highest governance body in overseeing the management of impacts	35, 114, 119, 123				-	16
	2-13	Delegation of responsibility for managing impacts	114, 119				-	16
	2-14	Role of the highest governance body in sustainability reporting	5				-	16
	2-15	Conflicts of interest	122				-	16
	2-16	Communication of critical concerns	120				-	16
	2-17	Collective knowledge of the highest governance body	114, 116, 118				-	16
	2-18	Evaluation of the performance of the highest governance body	114				-	16
	2-19	Remuneration policies	114, 116, 117, 118				-	16
	2-20	Process to determine remuneration	-	Requirement b.	Not applicable.		-	16
	2-21	Annual total compensation ratio	132				-	16
	2-22	Statement on sustainable development strategy	6, 8				-	16
	2-23	Policy commitments	35, 75, 120, 123				-	16
	2-24	Embedding policy commitments	35, 75, 120, 123				-	16

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
GRI 2: General disclosures 2021	2-25	Processes to remediate negative impacts	5, 98, 103, 120					16
	2-26	Mechanisms for seeking advice and raising concerns	98, 120				10	16
	2-27	Compliance with laws and regulations	The CPFL Group considers cases of significant non-compliance to be penalties equivalent to at least 1% of the maximum amount established by Article 61 of Federal Decree No. 6,514/2008, that is, fines starting at R$ 500,000. In this regard, in 2025, no fines considered significant were paid.				-	16
Climate change and decarbonization								
GRI 3: Material topics 2021	3-3	Management of material topics	43, 47				-	-
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	49, 50, 52				7	13
GRI 302: Energy 2016	302-1	Energy consumption within the organization	45				7 and 8	7, 8 ,12 and 13
	302-2	Energy consumption outside of the organization	134				8	7, 8 ,12 and 13
	302-3	Energy intensity	Total energy consumed within the organization per energy generated by the organization (both in GWh): 0.37. Total energy consumed within the organization per net operating revenue (GWh and millions): 0.11. The indicators include electricity and fuels (fossil and renewable).				8	7, 8 ,12 and 13

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	44				7 and 8	3, 12, 13, 14 and 15
	305-2	Energy indirect (Scope 2) GHG emissions	44				7 and 8	3, 12, 13, 14 and 15
	305-3	Other indirect (Scope 3) GHG emissions	44				7 and 8	3, 12, 13, 14 and 15
	305-4	GHG emissions intensity	44				8	13, 14 and 15
	305-5	Reduction of GHG emissions	43				8 and 9	13, 14 and 15
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	134				7 and 8	3 and 12
GRI general standard disclosures for the electric utility sector 2013	EU-05	Allocation of CO_2e emissions allowances or equivalent, broken down by carbon trading framework	26				7 and 8	3, 12, 14 and 15

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Biodiversity conservation								
GRI 3: Material topics 2021	3-3	Management of material topics	57, 58					
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	57, 58				8	6, 14 and 15
	101-2	Management of biodiversity impacts	Size, in hectares (ha), of the area under restoration or rehabilitation: 722 ha. Size, in hectares (ha), of the area under restoration or rehabilitation: 722 ha. Size, in hectares, of the restored or rehabilitated area: 1,301 ha.				8	6, 14 and 15
	101-3	Access and benefit-sharing	-	All.	Information not available.	There is no use of genetic resources or traditional knowledge in CPFL's operations.	8	6, 14 and 15
	101-4	Identification of biodiversity impacts	57, 58				8	6, 14 and 15
	101-5	Locations with biodiversity impacts	137				8	6, 14 and 15
GRI 101: Biodiversity 2024	101-6	Direct drivers of biodiversity loss	-	All.	Information not available.		8	6, 14 and 15
	101-7	Changes to the state of biodiversity	-	All.	Information not available.		8	6, 14 and 15
	101-8	Ecosystem services	-	All.	Information not available.		8	6, 14 and 15

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Promotion of diversity and inclusion								
GRI 3: Material topics 2021	3-3	Management of material topics	92					
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	135, 136				6	5 and 8
	405-2	Ratio of basic salary and remuneration of women to men	136				6	5, 8 and 10
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	136				6	5 and 8
Promoting community development								
GRI 3: Material topics 2021	3-3	Management of material topics	103				-	
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	16, 20, 22, 29				-	5, 9 and 11
	203-2	Significant indirect economic impacts	29, 61, 62, 103, 105, 106, 107, 108, 109				-	1, 3, 8 and 11
GRI 411: Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	136				-	1, 2 and 11
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	103, 137				8	1 and 11
	413-2	Operations with significant actual and potential negative impacts on local communities	In 2025, no operations with actual or potential negative impacts on local communities were identified.				8	1 and 11
Customer satisfaction								
GRI 3: Material topics 2021	3-3	Management of material topics	101				-	-
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	137				-	17
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	137				-	3 and 8

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Health and safety as a value								
GRI 3: Material topics 2021	3-3	Management of material topics	89, 94, 98				-	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	94				-	3 and 8
	403-2	Hazard identification, risk assessment, and incident investigation	94				-	8
	403-3	Occupational health services	89				-	3 and 8
	403-4	Worker participation, consultation, and communication on occupational health and safety	94				-	8 and 16
	403-5	Worker training on occupational health and safety	94				-	3 and 8
	403-6	Promotion of worker health	89				-	3 and 8
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	94				-	3
	403-8	Workers covered by an occupational health and safety management system	94				-	8
	403-9	Work-related injuries	95, 135				-	8
	403-10	Work-related ill health	There were no records of occupational illnesses in 2025.				-	3, 8 and16
GRI general standard disclosures for the electric utility sector 2013	EU-21	Contingency planning measures, disaster/ emergency management plan and training programs, and recovery/restoration plans	98				1	11
	EU-25	Number of injuries and fatalities to the public involving company assets including legal judgments, settlements and pending legal cases of diseases	140				-	-

GRI Standard/other source		Disclosure	Location	Requirement(s) omitted	Reason	Explanation	Global Compact	SDG
Resource use and circular economy								
GRI 3: Material topics 2021	3-3	Management of material topics	70				8	3, 6, 11 and 12
GRI 301: Materials 2016	301-2	Recycled input materials used	70	All.	Information not available.		8	3, 6, 11 and 12
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	70				8	3, 6, 11 and 12
	306-2	Management of significant waste-related impacts	70				8	3, 11 and 12
	306-3	Waste generated	71				8	3, 11 and 12
	306-4	Waste diverted from disposal	72				8	3, 11 and 12
	306-5	Waste directed to disposal	71					

SASB Content Index

SASB topic	Code	Metric	Page/response
Greenhouse gas emissions & energy resource planning	IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissionslimiting regulations and (3) emissions reporting regulations	44
	IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	44
	IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	43
Air quality	IF-EU-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx , (3) particulate matter (PM10), (4) lead (Pb), and (5) mercury (Hg); percentage of each in or near areas of dense population	134
Water management	IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	55
	IF-EU-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	In 2025, there were no non-compliance incidents related to water quantity and/or quality, licenses, standards, and regulations.
Coal ash management	IF-EU-150a.1	(1) Amount of coal combustion products (CCPs) generated, (2) percentage recycled	Not applicable; CPFL Energia does not have nuclear energy operations.
	IF-EU-150a.3	Description of coal combustion products (CCPs) management policies and procedures for active and inactive operations	Not applicable; CPFL Energia does not have nuclear energy operations.
Energy affordability	IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	141
	IF-EU-240a.3	(1) Number of residential customer electric disconnections for non-payment, (2) percentage reconnected within 30 days	141
Workforce health & safety	IF-EU-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	135
Nuclear safety & emergency management	IF-EU-540a.1	Total number of nuclear power units, broken down by results of most recent independent safety review	Not applicable; CPFL Energia does not have nuclear energy operations.
	IF-EU-540a.2	Description of efforts to manage nuclear safety and emergency preparedness	Not applicable; CPFL Energia does not have nuclear energy operations.

SASB topic	Code	Metric	Page/response
Grid resiliency	IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	In 2025, there were no incidents of non-compliance with physical and/or cybersecurity standards or regulations.
	IF-EU-550a.2	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	140
Activity metric	IF-EU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served	138
	IF-EU-000.B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	141
	IF-EU-000.C	Length of transmission and distribution lines	138, 139
	IF-EU-000.D	Total electricity generated, percentage by major energy source, percentage in regulated markets	138

SDG Map



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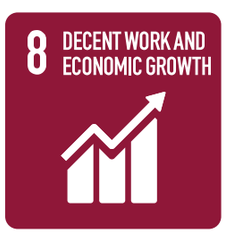

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Capital Map



Intellectual

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Social and Relationship

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Financial

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Assurance Letter

DNV

WHEN TRUST MATTERS

Declaração de asseguração independente

CPFL Energia (CPFL) comissionou a DNV Business Assurance Avaliações e Certificações Brasil Ltda. (“DNV” ou “nós”) para realizar a verificação independente do Relatório de sustentabilidade, ano 2025 (“Relatório”) e para realizar uma verificação independente para indicadores de desempenho selecionados para o período de 1º de janeiro de 2025 a 31 de dezembro de 2025.

Nossa opinião: Com base no trabalho realizado, nada nos chamou a atenção para sugerir que o Relatório não descreve adequadamente a adesão da CPFL Energia aos princípios descritos abaixo. Em termos de confiabilidade dos dados de desempenho, nada nos chamou a atenção que sugerisse que estes dados não tivessem sido devidamente agrupados a partir da informação reportada ao nível operacional, nem que os pressupostos utilizados fossem inadequados. Em nossa opinião, o relatório fornece informações suficientes para que os leitores entendam a forma de gestão da empresa em relação aos seus temas e impactos mais relevantes.

Sem afetar nossa opinião de asseguração, também fazemos as seguintes observações:

Inclusão das partes interessadas

A participação das partes interessadas no desenvolvimento e alcance de uma resposta responsável e estratégica para a sustentabilidade.

Ao longo do processo de asseguração, a DNV identificou que a CPFL envolve sistematicamente as principais partes interessadas em seus negócios, tais como liderança sênior, associações setoriais, clientes, distribuidores, funcionários, comunidades, concorrentes, reguladores e órgãos setoriais, entidades da sociedade civil / ONGs, entre outros. Há evidências de que o feedback dos stakeholders ajudou a definir o conteúdo do relatório e influenciou a tomada de decisões dentro da empresa.

Nada veio a nossa atenção que sugira que o relatório não atenda aos requisitos relacionados ao princípio de inclusão de stakeholders.

Materialidade

O processo para determinar as questões que são mais relevantes para uma organização e suas partes interessadas.

A CPFL demonstrou um processo estruturado e eficaz para identificar suas questões mais materiais. O processo de materialidade, realizada em 2024, considerou uma ampla gama de insumos, incluindo o contexto de sustentabilidade e riscos da empresa, as tendências do setor e as perspectivas das partes interessadas. Por meio de sua estrutura de gestão de riscos, a empresa monitora continuamente questões emergentes e prioritárias. O Relatório apresenta as atividades e o desempenho da empresa em relação aos seus temas mais materiais.

Nada veio a nossa atenção que sugira que o Relatório não atenda aos requisitos relacionados a materialidade.

Contexto de Sustentabilidade

A apresentação do desempenho da organização no contexto mais amplo da sustentabilidade.

O Relatório de sustentabilidade 2025 da CPFL se baseia nas estruturas globais de sustentabilidade, como a Global Reporting Initiative (GRI) e Sustainability Accounting Standards Board (SASB). Nada veio a nossa atenção que sugira que o Relatório não atenda aos requisitos relacionados ao princípio do Contexto da Sustentabilidade.

Completude

Quanto de todas as informações que foram identificadas como materiais para a organização e suas partes interessadas são relatadas?

O Relatório fornece uma visão geral abrangente do desempenho ESG da CPFL no ano do Relatório. Com base no trabalho realizado, não acreditamos que a CPFL tenha deixado de relatar qualquer de suas questões materiais. Verificou-se que a empresa utiliza sistemas e softwares para controle da maioria das informações, o que traz maior confiabilidade e qualidade aos dados. No entanto, para algumas informações, nem todos os dados são gerados em sistema, sendo parte controlados de forma manual e consolidados em sistema. Recomenda-se que, se possível, as informações sejam gerenciadas em sistema, visando melhor gerenciamento e eficácia das informações.

Nada veio a nossa atenção que sugira que o Relatório não atenda aos requisitos relacionados ao Princípio da Completude.

Confiabilidade

A precisão e comparabilidade da informação apresentada no Relatório, bem como a qualidade dos sistemas de gestão de dados subjacentes.

A CPFL estabeleceu uma variedade de processos para coletar e consolidar os diversos dados que relata. Temos confiança nos processos em vigor para garantir precisão nas informações apresentadas no Relatório e nos sistemas de gerenciamento de dados. A divulgação de dados é abrangente e os indicadores são divulgados de forma equilibrada. Nossa revisão de indicadores selecionados apresentados no Relatório resultou em alguns erros técnicos que foram identificados e corrigidos com base em nossa amostragem.

Nada veio a nossa atenção que sugira que o Relatório não atenda aos requisitos relacionados ao Princípio de Confiabilidade.

Statement number: segue a: DNV-2026-ASR-C860190

DNV

WHEN TRUST MATTERS

Escopo e abordagem

Realizamos nosso trabalho de verificação usando a metodologia de garantia da DNV Verisustain, que se baseia em nossa experiência profissional e nas melhores práticas internacionais de asseguração, e com a Norma Internacional sobre Assurance Engagements ISAE 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information.

Esses documentos exigem, entre outras coisas, que a equipe de auditoria possua os conhecimentos específicos, as habilidades e as competências profissionais competências profissionais necessárias para um trabalho de asseguração relativo a informações sobre sustentabilidade, e que a equipe cumpra com os requisitos éticos para garantir sua independência.

A DNV aplica seus próprios padrões de gerenciamento e políticas de conformidade para o controle de qualidade, que são baseados nos princípios contidos na ISO IEC 17029:2019 - Avaliação de Conformidade - Princípios e requisitos gerais para órgãos de validação e verificação, e consequentemente, mantém um sistema abrangente de controle de qualidade, incluindo políticas e procedimentos documentados em relação à conformidade com requisitos éticos, padrões profissionais e requisitos legais e regulatórios aplicáveis.

Avaliamos o Relatório quanto à adesão aos Princípios VeriSustainTM (os “Princípios”) de Inclusão de Partes Interessadas, Materialidade, Contexto de Sustentabilidade, Completude e Confiabilidade. Avaliamos os indicadores GRI e SASB selecionados e os dados de desempenho, conforme mostrado abaixo usando os Princípios de Relatórios GRI e SASB para definir a qualidade do relatório (Exatidão; Equilíbrio; Clareza; Comparabilidade; Completude; Contexto de Sustentabilidade; Tempestividade; Verificabilidade), considerando o reporte da Companhia com base nas Normas GRI e SASB.

A revisão de dados financeiros não estão dentro do escopo de nosso trabalho. Entendemos que os dados financeiros, incluindo os dados financeiros que alimentam o cálculo dos Indicadores de desempenho selecionados, estão sujeitos a um processo de auditoria independente separado. A DNV confiou nessas informações como precisas para os propósitos de nosso escopo de trabalho. Isso inclui, mas não está limitado a, quaisquer declarações relacionadas a vendas, receita, salários, pagamentos e investimentos financeiros.

A confiabilidade dos dados relatados depende da precisão da coleta de dados e dos arranjos de monitoramento no nível do mercado e do local, não considerados como parte desta garantia.
Nosso trabalho de asseguração não inclui as práticas de gestão, desempenho e relatórios de sustentabilidade dos fornecedores, contratados e terceiros da empresa ou terceiros mencionados no Relatório. Não entrevistamos stakeholders externos como parte desse trabalho de asseguração.

Dados no escopo

Os indicadores GRI e SASB no escopo incluem:

- EU14: Programas e processos que asseguram a disponibilização de mão-de-obra qualificada;
- EU25: Número de acidentes e óbitos de usuários do serviço envolvendo bens da empresa, entre os quai judiciais pendentes relativos a doenças;
- 303-3: Captação de água;
- 306-5: Resíduos destinados para disposição final;
- 308-1: Novos fornecedores selecionados com base em critérios ambientais;
- 414-1: Novos fornecedores selecionados com base em critérios sociais.
- 418-1: Queixas comprovadas relativas a violação da privacidade e perda de dados de clientes;
- 101-2: Gestão de impactos na biodiversidade;
- 403-9: Acidentes de trabalho;
- 404-03: Percentual de empregados que recebem avaliações regulares de desempenho e de desenvolvimento de carreira;
- 405-02: Proporção entre o salário-base e a remuneração recebidos pelas mulheres e aqueles recebidos pelos homens;
- 413-02: Operações com impactos negativos significativos – reais e potenciais – nas comunidades locais;
- SASB - IF-EU-140a.2: Número de incidentes de não conformidade associados à quantidade e/ou qualidade da água licenças, padrões e regulamentos.

Responsabilidades da CPFL e do provedor de asseguração

A CPFL é a única responsável pela preparação do Relatório. Ao realizar nosso trabalho de asseguração, nossa responsabilidade é para com a gestão da CPFL. No entanto, nossa declaração representa nossa opinião independente e destina-se a informar todas as partes interessadas. A DNV não esteve envolvida na preparação de quaisquer declarações ou dados incluídos no Relatório, exceto essa declaração. Este é o nosso segundo ano fornecendo asseguração sobre os indicadores da CPFL e o segundo ano fornecendo asseguração para o Relatório da CPFL. Os trabalhos de asseguração da DNV são baseados na suposição de que os dados e informações fornecidos pelo cliente a nós como parte de nossa revisão foram fornecidos de boa fé. A DNV se isenta expressamente de qualquer responsabilidade ou co- responsabilidade por qualquer decisão que uma pessoa ou entidade possa tomar com base nessa declaração. Todos os trabalhos de asseguração estão sujeitos a limitações inerentes, pois testes seletivos (amostragem) podem não detectar erros, fraudes ou outras irregularidades. Dados não financeiros podem estar sujeitos a maior incerteza inerente do que dados financeiros, dada a natureza e os métodos para calcular, estimar e determinar tais dados. A seleção de técnicas de medição diferentes, mas aceitáveis, pode resultar em diferentes quantificações entre diferentes entidades.

Os procedimentos executados em um trabalho de asseguração limitada variam em natureza e são mais curtos em extensão do que em um trabalho de asseguração razoável.Consequentemente, o nível de asseguração obtido em um trabalho de asseguração limitada é substancialmente menor do que a asseguração que teria sido obtida se um trabalho de asseguração razoável tivesse sido realizado. Durante o processo de asseguração, não nos deparamos com limitações no escopo do trabalho de asseguração acordado.

Statement number: segue a: DNV-2026-ASR-C860190

WHEN TRUST MATTERS

Nível de asseguração	Independência
Planejamos e executamos nosso trabalho para obter as evidências que consideramos necessárias para fundamentar nossa opinião de asseguração. Estamos fornecendo um nível **'limitado'** de asseguração. Um nível 'razoável' de asseguração exigiria trabalho adicional na sede e nos níveis locais para obter mais evidências para apoiar a base de nossa opinião de asseguração.	As políticas e procedimentos estabelecidos pela DNV são projetados para garantir que a DNV, seu pessoal e, quando aplicável, outros, estejam sujeitos a requisitos de independência (incluindo pessoal de outras entidades da DNV) e mantenham a independência quando exigido pelos requisitos éticos relevantes. Este trabalho foi realizado por uma equipe independente de profissionais de asseguração de relatórios de sustentabilidade.

Base da nossa opinião

Uma equipe multidisciplinar de especialistas em sustentabilidade e asseguração realizou trabalho de janeiro a março de 2026. Realizamos as seguintes atividades:

- Revisão das questões atuais de sustentabilidade que podem afetar a CPFL e são de interesse das partes interessadas.
- Revisão da abordagem da CPFL para o envolvimento das partes interessadas e resultados recentes.
- Revisão da informação que nos é fornecida pela CPFL sobre os seus processos de reporte e gestão relativas aos Princípios.
- Conduzimos entrevistas com a liderança de ESG, e áreas como gerenciamento de riscos, sustentabilidade, recursos humanos, meio ambiente, saúde e segurança, e compliance. Eles são responsáveis pelas áreas de gestão e relacionamento com stakeholders abordadas no Relatório. O objetivo dessas discussões foi entender o compromisso e a estratégia de alto nível relacionados aos arranjos de ESG e governança da CPFL, atividades de engajamento das partes interessadas, prioridade de gerenciamento e sistemas. Tivemos liberdade para escolher entrevistados e funções abrangidas.
- Acessamos documentação e evidências avaliadas que apoiaram e substanciaram as reivindicações feitas no Relatório.
- Revisão dos dados especificados coletados no nível corporativo, inclusive os coletados por outras partes, e declarações feitas no Relatório. Foram realizadas entrevistas com representantes das áreas responsáveis pelos processos de validação interna dos dados reportados, revisamos seus processos de trabalho e realizamos auditorias amostrais dos processos de geração, coleta e gestão de dados quantitativos e qualitativos de sustentabilidade.
- Avaliamos se as evidências e dados são suficientes para apoiar nossa opinião e as afirmações da CPFL.
- Demos feedback sobre o relatório com base em nosso escopo de asseguração.

Business Assurance

DNV Business Assurance é uma provedora global de certificação, verificação, avaliações e treinamentos, ajudando clientes a construir um desempenho empresarial sustentável.

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WHEN TRUST MATTERS

Suyla Beraldo
Suyla Beraldo (Mar 30, 2026 07:29:49 MDT)
Auditora Líder

Mayara Oliveira
Mayara Oliveira (Mar 30, 2026 10:30:37 ADT)
Revisora Técnica

Por e em nome de DNV Business Assurance Avaliações e Certificações Brasil Ltda

São Paulo, Brasil
30 de Março de 2026

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Statement number: segue a: DNV-2026-ASR-C860190

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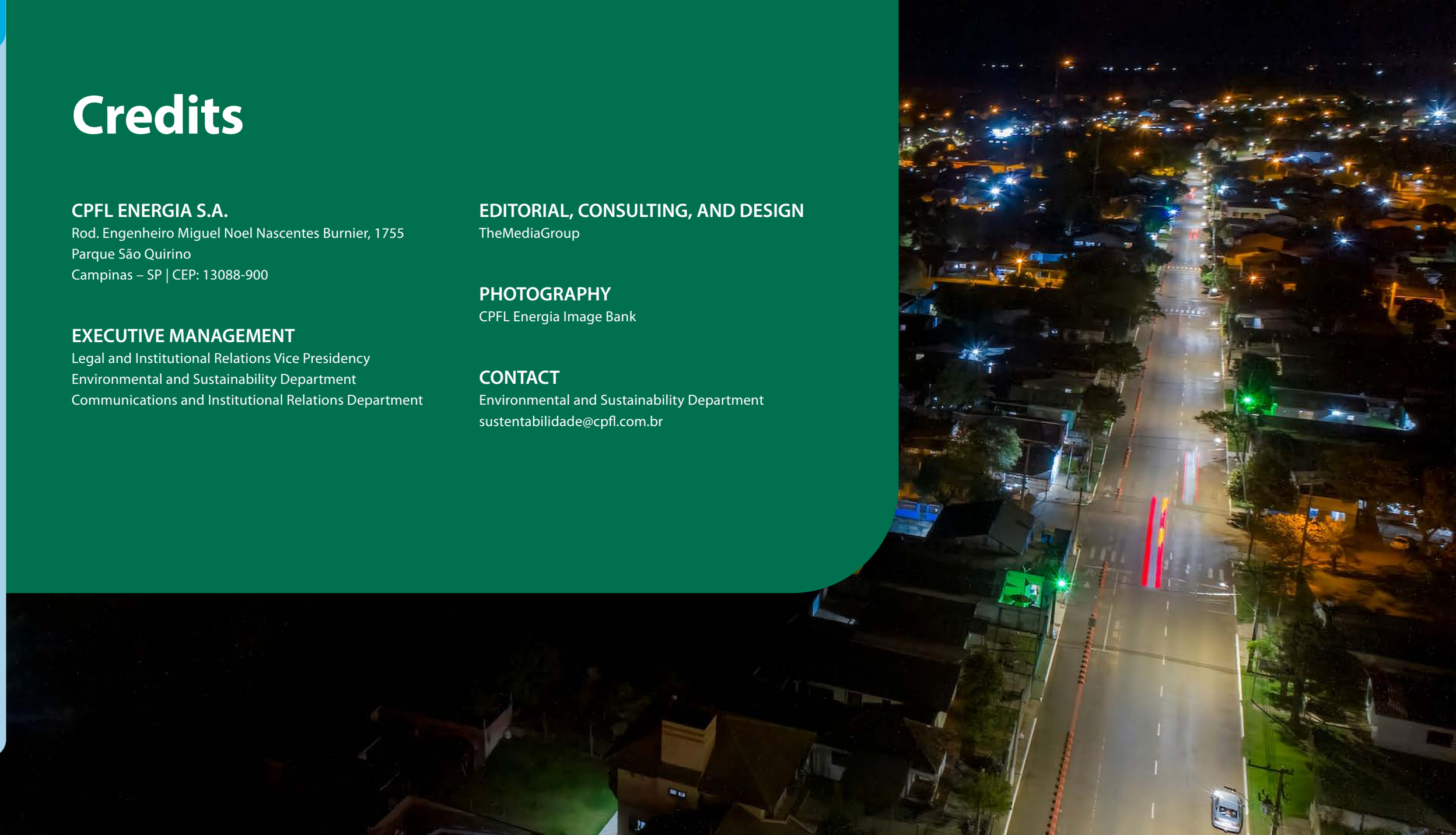

CPFL ENERGIA

2025

RELATÓRIO ANUAL 2025