Management Remuneration Policy

Updated on October 16th, 2025

NEOENERGIA S.A.'s (the "Company") Board of Directors has the power to prepare, evaluate and consistently review the Company's Governance and Sustainability System, as well as approve and update policies that contain guidelines that govern the Company's performance. They may also provide notice of, as applicable, the policies that, during the exercise of their autonomy, they decide to approve at companies that are part of the group where the dominant entity is, as established by law, the Company (the "Group").

In exercising its powers and within the scope of the law, the Company's Bylaws, and the Neoenergia Group's Purpose and Values, as well as its sustainable development strategy, the Board of Directors approves this Executive Compensation Policy (the "**Policy**"), which respects, develops, and adapts, in relation to the Company, the Neoenergia Group's Ethical and Basic Principles of Governance and Sustainability operating system.

1. Scope of application

This Policy applies to the Company. Nevertheless, it informs the actions and normative developments that must be carried out by the other companies of the Group, observing their competences and their autonomy in this matter.

The content of this policy must also offer guidance, when applicable, for the performance of the Neoenergia Institute, which is linked to the Group.

The Company will promote the alignment of the regulations of the companies in which they participate, but which are not part of the Group, as well as the joint ventures, temporary associations and other entities in which they assume management with the principles contained in this Policy.

2. Purpose

The purpose of this Policy is to define the compensation structure of the Board of Directors, its Advisory Committees and the Company's Executive Board in order to ensure the alignment of the performance with the Company's strategic objectives, in accordance with the best market practices, contributing decisively to the attraction, loyalty, motivation and development of the best talent, under fair and competitive conditions, which is the best way

to contribute to the business strategy and to the long-term interests and sustainability of the Company and the Neoenergia Group, as well as its Stakeholders, including shareholders.

3. Remuneration of the Members of the Board of Directors, its Committees and the Executive Board

The objectives of the remuneration programs are to attract and retain professionals with the skills and values required by the Company, and motivate them to achieve results and create value for shareholders and other Stakeholders. In this way, the programs seek to recognize and reward individual performances related to the Company's results, at levels competitive with those of the market.

The Company's remuneration policy is based on the following assumptions of shareholders' best interest in creating sustainable and long-term value; business goals and strategies; best market practices; and the Purpose and Values of the Neoenergia Group.

The Annual General Meeting shall fix the overall amount of the remuneration of the Board of Directors and the Executive Board, and the profit sharing of the Company. The Board of Directors shall distribute the remuneration fixed between its members and the Executive Board. In turn, the distribution of the remuneration fixed to the Executive Board among the Company's Officers will be carried out upon proposal of the Remuneration and Succession Committee.

3.1. Board of Directors

Established at an Annual General Meeting, remuneration received the Board of Directors consists of fixed remuneration, based on market practices and aims to recognize the value of the Directors both internally and externally. This fixed compensation is paid monthly, and no additional compensation is provided for when more than one meeting of the Board of Directors is held and/or attended in the same month.

The Directors may resign their remuneration upon communication to the Board of Directors, through the Secretary of the Board of Directors.

The Directors are not entitled to variable remuneration due to the exercise of their respective positions.

The remuneration of the Secretary of the Board of Directors who is not a Director, member of the corporate bodies or employee of the Company shall be approved by the Board of Directors, by resolution of the majority of its members.

3.2. Committees of the Board of Directors

Remuneration received by members of the Advisory Committees is defined by the Board of Directors. The Board of Directors shall receive additional remuneration for their participation in Committees and/or other advisory bodies of the Company, as defined by the Board of Directors.

3.3. Executive Board

The Remuneration and Succession Committee will advise the Board of Directors on the matters of compensation of the Officers, being responsible for the following functions, among others established in its bylaws: (i) propose levels of compensation for the Executive Officers, including for variable compensation based on the results obtained; (ii) propose the formulation and evaluation of the Company's strategic objectives for the purposes of variable compensation of the Executive Officers of the Neoenergia Group; (iii) plan and recommend strategic actions for the succession of the members of the Executive Board of the companies of the Neoenergia Group; (iv) propose policies for the selection, evaluation, development and remuneration of the members of the Executive Board of the companies of the Neoenergia Group.

The compensation of the Executive Officers is set by the Board of Directors, always observing the global compensation limits set by the Annual General Meeting.

In setting the compensation of the Executive Officers, the Board of Directors takes into account the Company's results, the individual performance of the Executive Officers, market compensation surveys and other aspects such as retention risks, skills and knowledge, experience and potential of each executive.

3.3.1. Remuneration of the Executive Board

The total remuneration received by the Executive Board is composed of the following elements:

- (i) <u>Fixed Remuneration</u>: Seeks to recognize and reflect the value of the position both internally and externally, as well as the individual performance, experience, training and knowledge held by executives. Fixed remuneration is reviewed annually.
- (ii) <u>Variable Remuneration</u>: It aims to reward the achievement and exceedance of the Company's and individual goals, aligned with the budget, strategic planning and market. It is composed of an annual variable element (short term) and another linked to the Company's performance in relation to certain concrete economic-financial, industrial and operational parameters, predetermined, quantifiable and aligned with the strategic objectives of the Company and the Neoenergia Group (long term).

The parameters will be related, for the most part, to the economic-financial, industrial and operational aspects and will be concrete, predetermined, quantifiable and aligned with the corporate interests and strategic objectives of the Company, as well as with the creation of long-term and sustainable value for shareholders, taking into account the area of activity of the senior management and their individual performance.

(iii) <u>Benefits</u>: A range of employee benefits, including insurance, pension plans, and benefits in kind.

Compensation levels are based on market practice, obtained annually through salary surveys conducted by specialized consultants, from which specific panels of companies are selected that reflect a combination of the following characteristics: (i) size similar to that of the Company, in terms of revenue; and (ii) the Company's sector of operation.

3.3.2. Evaluation of the Executive Board

The evaluation of the Executive Board aims to allow the review and analysis of the contribution of the Company's group of executives, in order to achieve the strategic objectives established by the Board of Directors.

A systematic and structured process of evaluation of the Executive Board contributes to promote a superior and consistent performance of the Company.

The regular evaluation of the Officers and other leaders of the organization is the way to recognize talents and efforts, reward those responsible for the results obtained and correct any identified flaws or deficiencies.

The Company's Board of Directors shall, with the assistance of the Remuneration and Succession Committee: (i) define financial and non-financial performance goals for the Chief Executive Officer at the beginning of the term of office, in accordance with the proposal of the Remuneration and Succession Committee; (ii) define or delegate to the Chief Executive Officer the definition of financial and non-financial performance goals for the other Officers at the beginning of the term of office, in accordance with the proposal of the Remuneration and Succession Committee; (iii) annually carry out the formal evaluation of the Company's Chief Executive Officer; and (iv) annually carry out or delegate to the Chief Executive Officer the formal evaluation of the other Executive Officers of the Company, which refers both to agreed goals and other subjective elements of evaluation. In the evaluation of the Chief Executive Officer and analysis and approval of the results of the other members of the Executive Board, if applicable, the Board of Directors or the Chief Executive Officer, as the case may be, may have the support of external consultants and internal means that it deems convenient for this purpose.

When the Chief Executive Officer is delegated the task of setting goals and evaluating other

Directors, he or she must implement an annual and systematic process for evaluating the performance of the Board of Directors. The definition of goals and the results of the evaluation of the Executive Board must be shared with the Board of Directors.

This Policy was initially approved by the Board of Directors on April 23, 2019 and was last reviewed and updated at the Board of Directors' Meeting held on October 16th, 2025.