# Apresentação Institucional

# ESTAPAR

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01

# Visão Geral e Histórico

# Estapar em números

A maior empresa de estacionamento do Brasil[1] e a única listada na B3

**851**
Operações

**558,2 mil**
Vagas

**+7 mil**
colaboradores

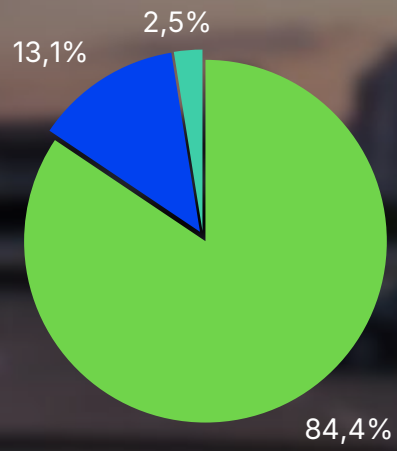
**24,6%**
Da receita líquida vem das Plataformas Digitais

**+17,5%**
CAGR receita 2023-25

**115** cidades
**21** Estados



Distribuição da receita entre os modelos Off Street, On Street e Beyond Parking




(1) A Companhia é líder em quantidade de vagas, operações e faturamento.

# Presença Multissetorial

Portfólio diversificado em mais de 20 setores da economia focado em resiliência operacional



## 100 Shoppings

Center Norte, Aricanduva, Novo Shopping Ribeirão Preto, Bourbon, Interlagos



## 226 Edifícios Comerciais

Rochavera, SP Corporate Tower, Cidade Jardim Corporate Center, CE Berrini



## 146 Hospitais

Aliança Salvador, Hospital das Americas, São Camilo, Clínicas



## 23 Aeroportos

Galeão, Viracopos, Brasilia, Salgado Filho, Recife, Congonhas, Maceió, Fortaleza




## 10 Arenas

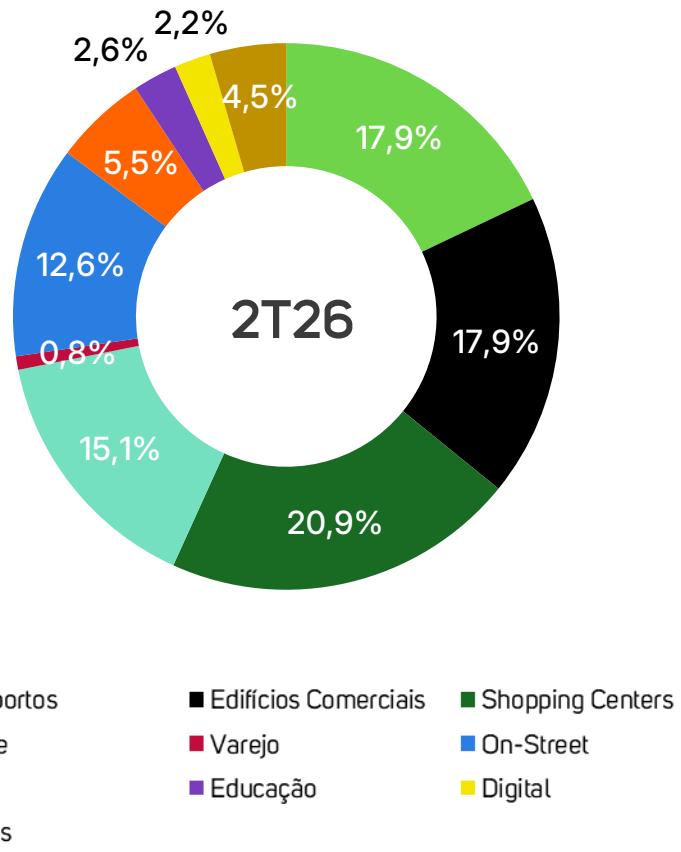
Allianz Parque, Beira Rio, Brasilia, Fonte Nova, MRV, Pacaembu



## 20 Operações Zona Azul

São Paulo, São Bernardo, Santo André e Juiz de Fora

## Receita Líquida por Setor (2T26)



# Presença Nacional e Capilaridade

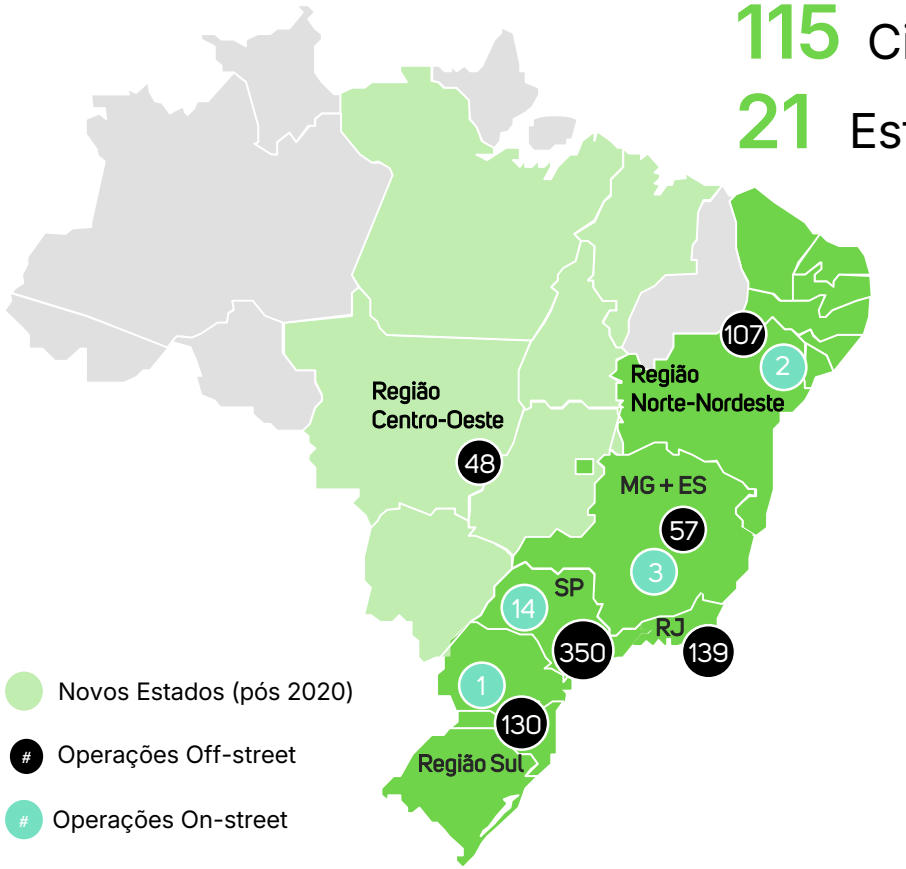
Aumento de escala e capilaridade nacional desde o IPO

## Presença Geográfica 2026

**851** Operações

**115** Cidades

**21** Estados




| EVOLUÇÃO OPERAÇÕES E VAGAS | IPO mai/20 | Atual jun/26 | #Var |
|---|---|---|---|
| **OPERAÇÕES** | **680** | **851** | *+171* |
| Norte + Nordeste | 73 | 109 | *+36* |
| Centro-Oeste | 14 | 48 | *+34* |
| Sudeste | 506 | 563 | *+57* |
| Sul | 87 | 131 | *+44* |

# Liderança em um mercado fragmentado

## Oportunidade de consolidação em um mercado pulverizado

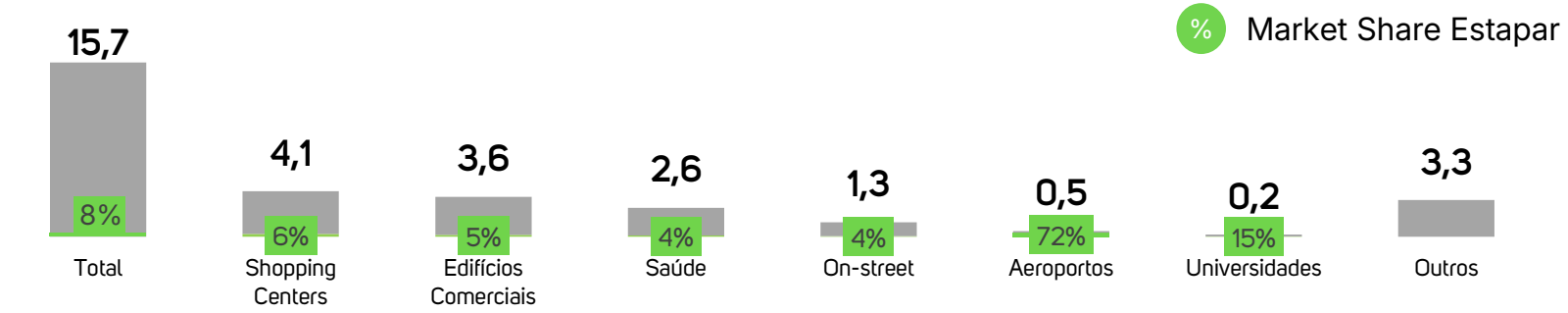


## Liderança de Mercado (vagas)




Fonte: Informações públicas e estimativas da Companhia.

## Indústria de estacionamentos no Brasil (faturamento em R$ bilhões)




Data-base: 2019
Fonte: McKinsey Mobilidade Urbana evolução do setor de estacionamento. Tamanho estimado do mercado de operações de estacionamento em 2019

# Histórico da Companhia

Quatro décadas de expansão, maturidade institucional e inovação contínua

## Desenvolvimento do Mercado
1981 - 2009

**Negócio Familiar**

**Pioneirismo**

**Marca reconhecida e *know-how* operacional**



## Ciclo de capital intensivo
2009 - 2020

**Aporte de Capital e Expansão**
Entrada do BTG Pactual, Franklin Templeton, Crescera e Equity International

**Profissionalização da gestão**

**Consolidação de mercado**
28 M&A´s realizados
+R$ 1,0Bi alocados em ativos de longo prazo

**Concessão ZAD-SP**
(15 anos)

**IPO** (Mai/20)

## Pandemia COVID-19
2020 - 2022

**Preservação do Caixa**

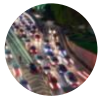


**Readequação estrutural de custos e processos**

**M&As estratégicos**

## Novo ciclo de crescimento
2022 - 2025

**Retomada do fluxo de veículos**
incluindo ramp-up dos ativos investidos



**Crescimento orgânico "asset-light"**

**Recordes sucessivos**
de Receita, EBITDA, Margens e Retorno

**Liability management**

## Ponto de Inflexão
2026+

**Caminho para crescimento**
Geração de caixa operacional permite potencial crescimento inorgânico

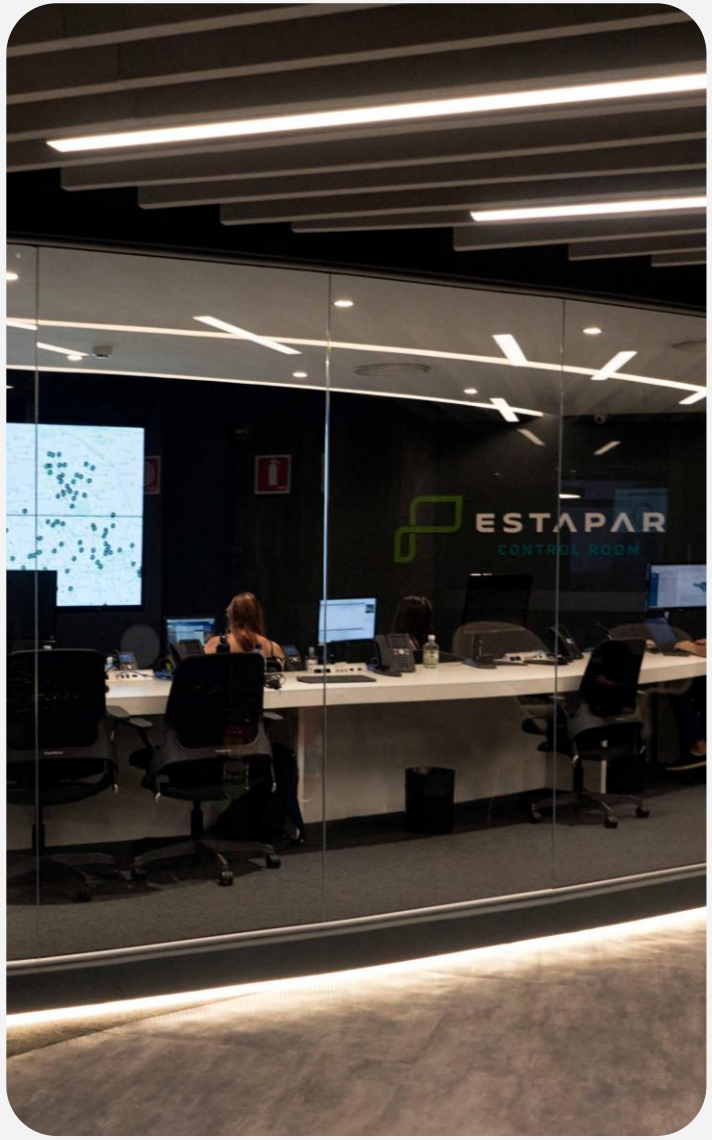
**Expansão das plataformas digitais (Zul+) e da eletromobilidade (Zletric)**

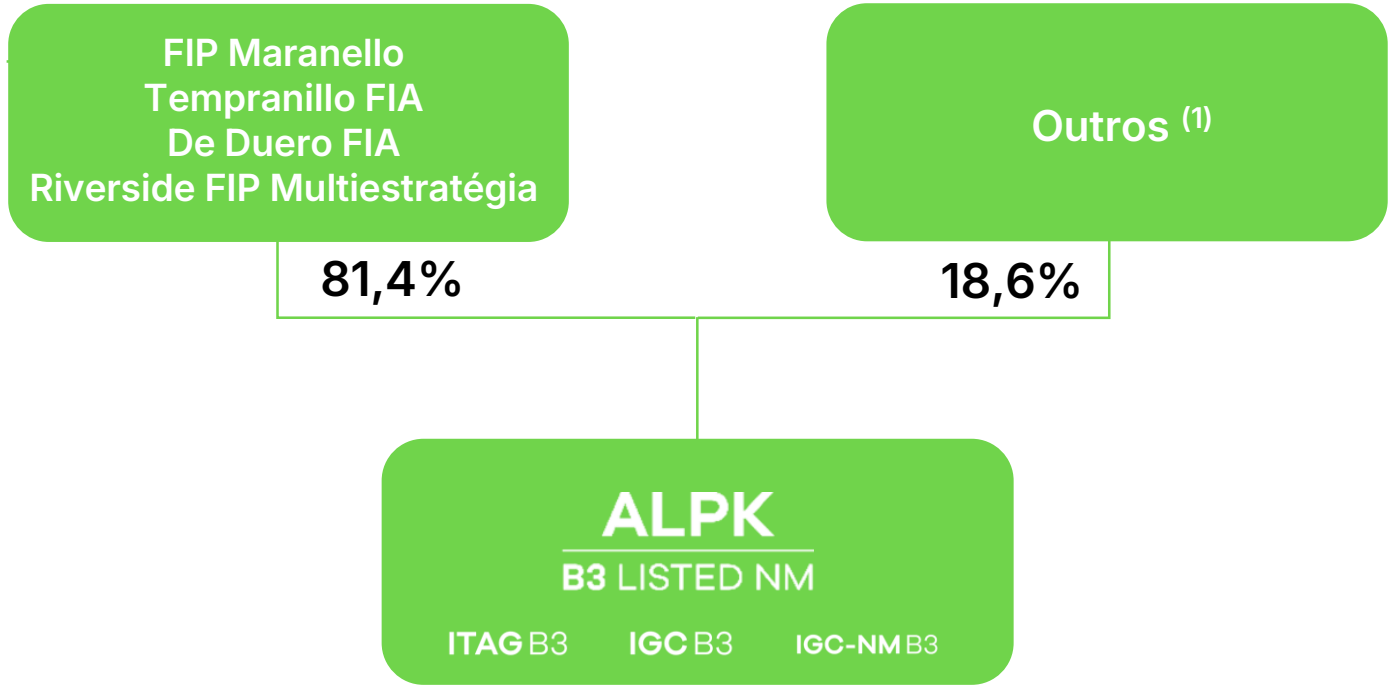
**Estrutura de capital equilibrada**

**Pagamento de dividendos**
Sinal de robustez financeira

# Estrutura Acionária

Bloco de controle de longo prazo e alinhamento com as melhores práticas de governança




(1) Inclui ações em tesouraria e participação dos administradores da Companhia.
Posição Acionária em 31/jul/26.

# Governança Corporativa

Estabilidade na liderança executiva e alinhamento com as regras de governança do Novo Mercado

## Diretoria



**Emílio Sanches**
*Presidente*

15+
Anos de experiência na Estapar



**Daniel Soraggi**
*Diretor Financeiro e de Relações com Investidores*

8+
Anos de experiência na Estapar



**Murillo Cerqueira**
*Vice-Presidente Comercial e de Operações*

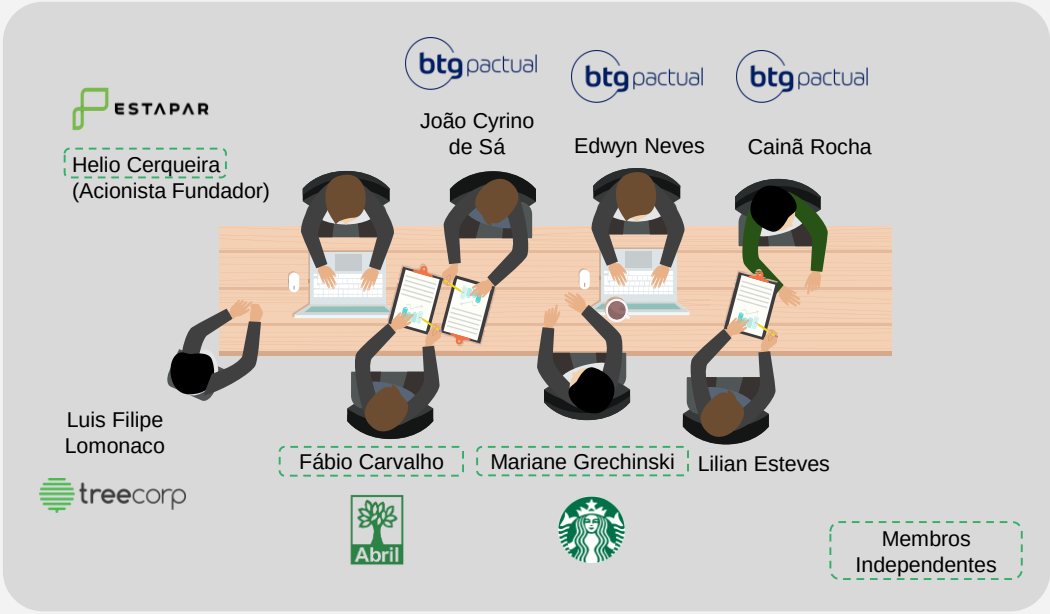
29+
Anos de experiência na Estapar



**Beto Costa**
*Diretor de Concessões*

9+
Anos de Experiência na Estapar

## Conselho




## Comitês

- Comitê Financeiro e de Investimentos
- Comitê de Auditoria
- Comitê de Inovação

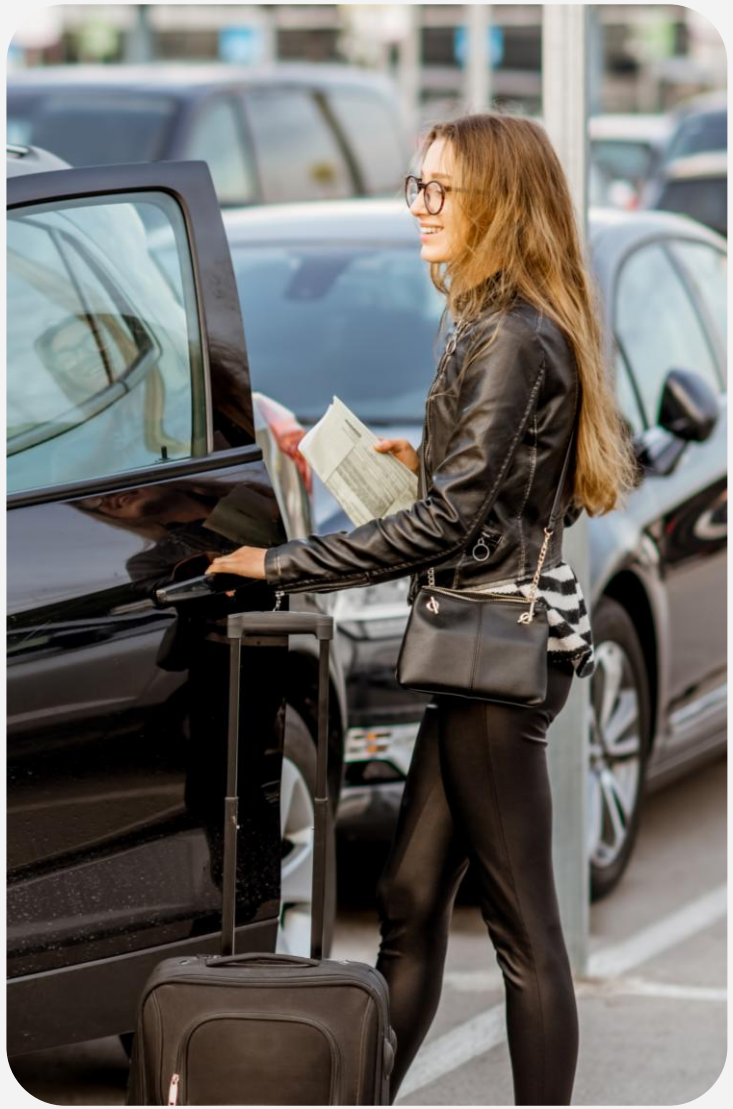


02

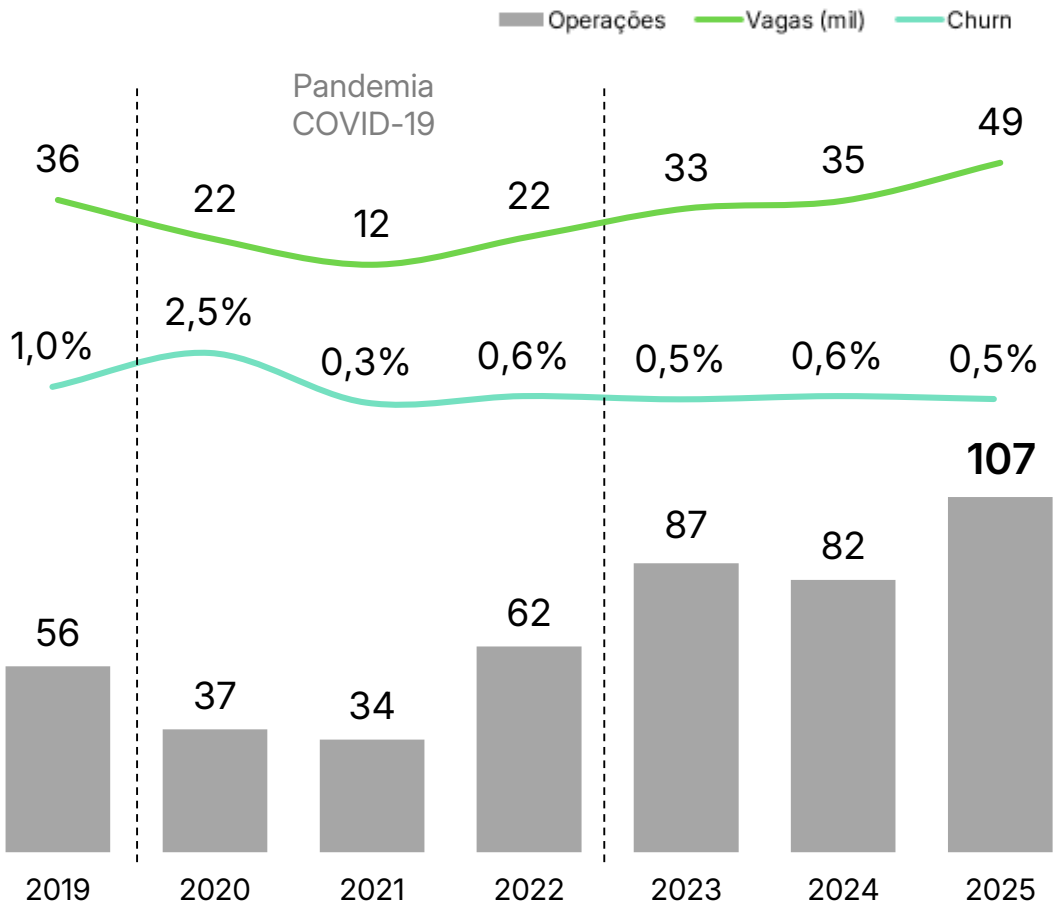
# Resultados

# Expansão e Evolução do Portfólio de Operações

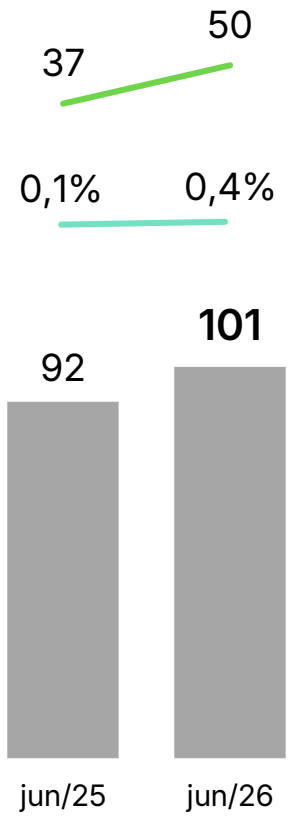
## Histórico de inaugurações e *churn* nos últimos exercícios



Inaugurações e *churn*
**Anual**




Inaugurações **LTM** [1] e *churn*
**Acumulado** (6M)



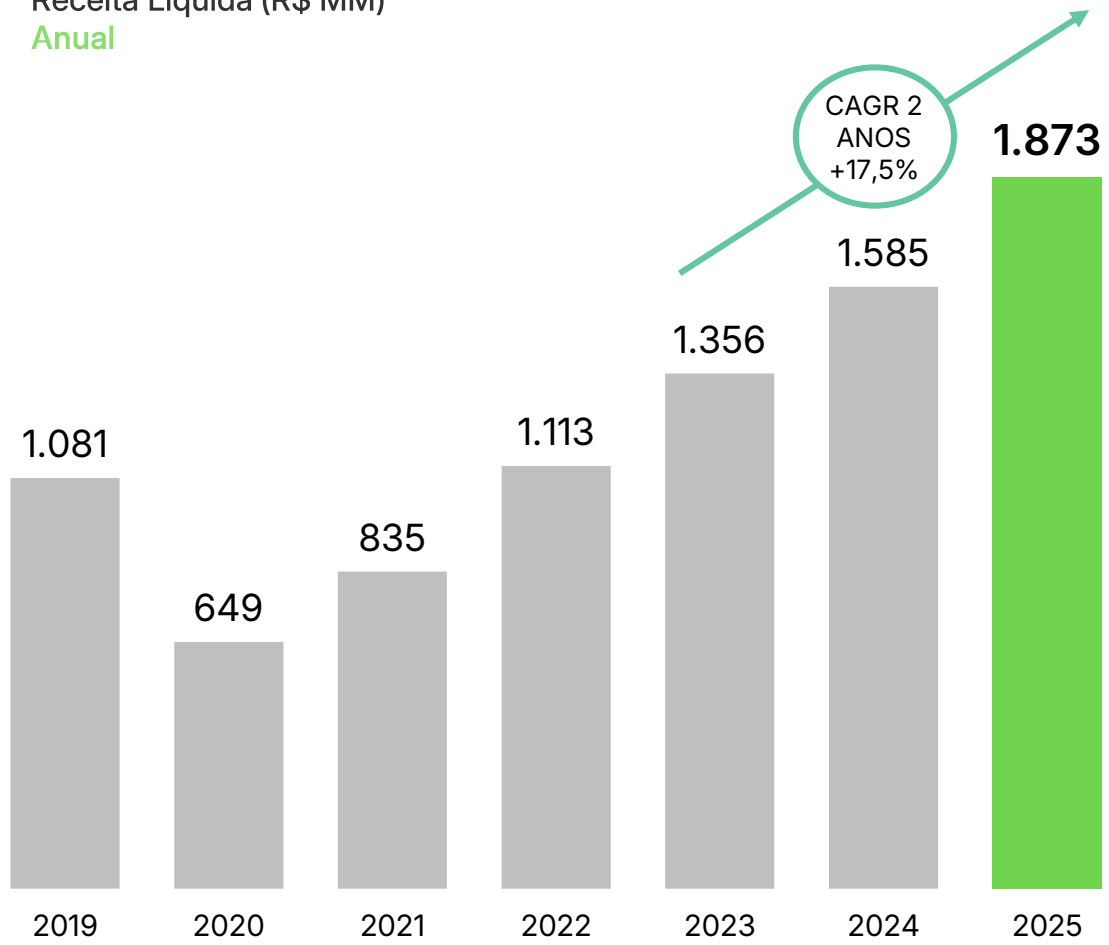

(1) Últimos doze meses (Last Twelve Months)

# Receita Líquida (R$ MM)

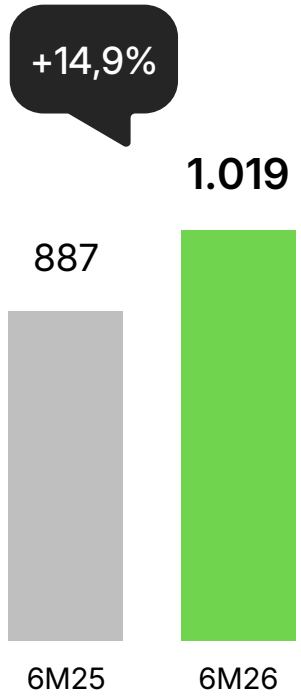
Desempenho operacional anual e trimestral consolidado



Receita Líquida (R$ MM)
Anual




Receita Líquida (R$ MM)
Acumulado

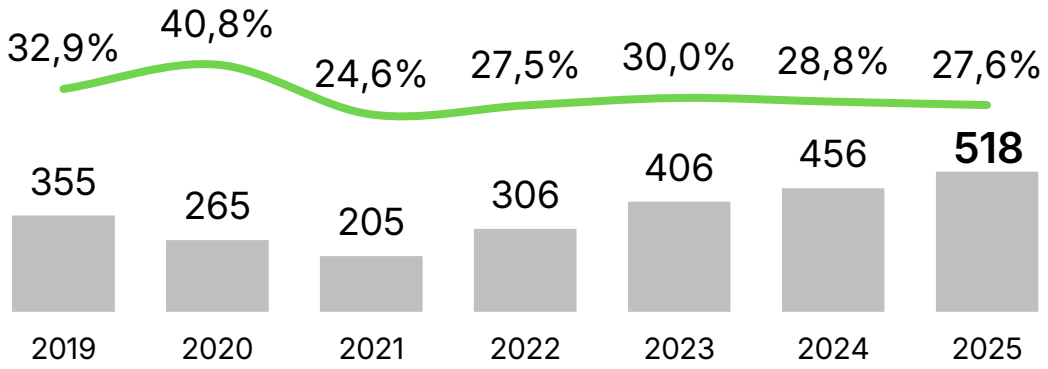


# EBITDA e Margem (R$ MM)

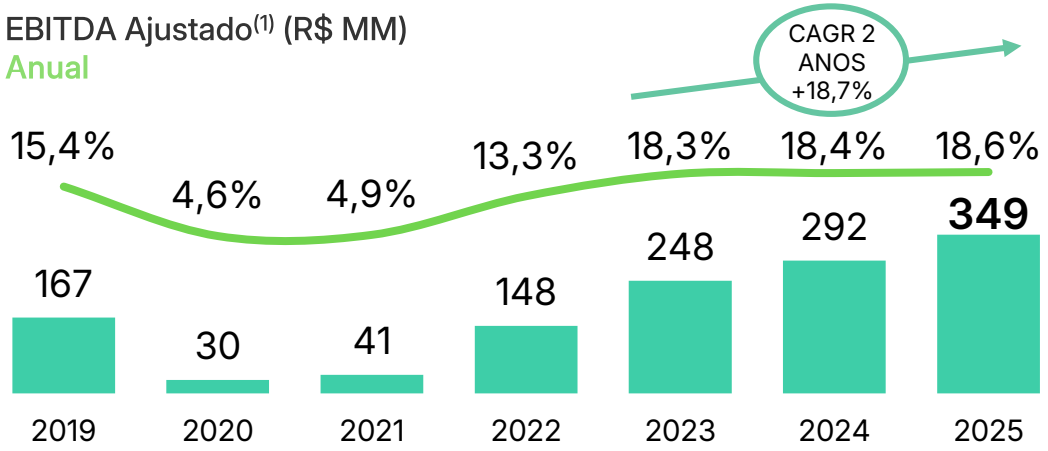
Métricas contábeis e ajustadas anuais e trimestrais



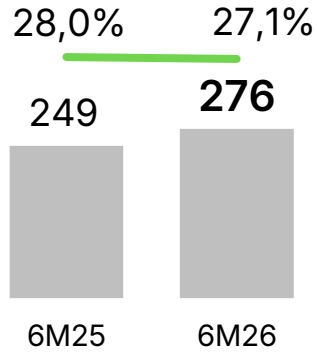
EBITDA Contábil (R$ MM)
Anual



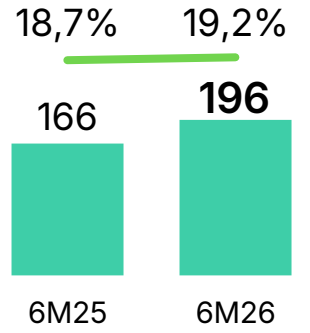

EBITDA Ajustado(1) (R$ MM)
Anual




EBITDA Contábil (R$ MM)
Acumulado



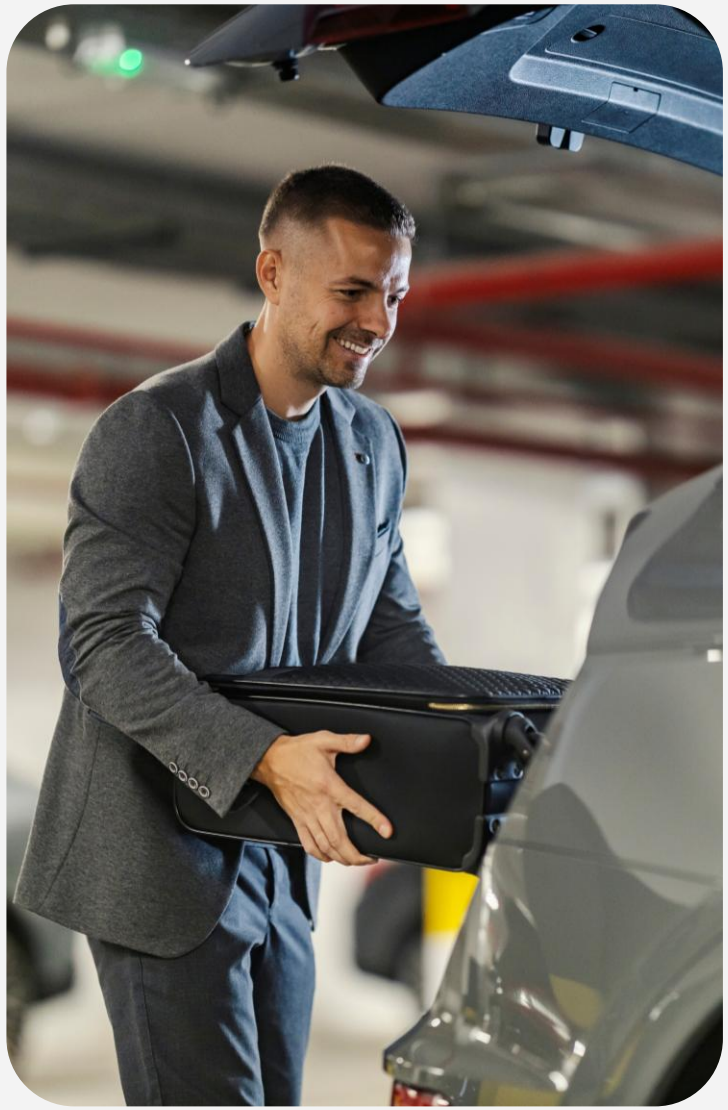

EBITDA Ajustado(1) (R$ MM)
Acumulado



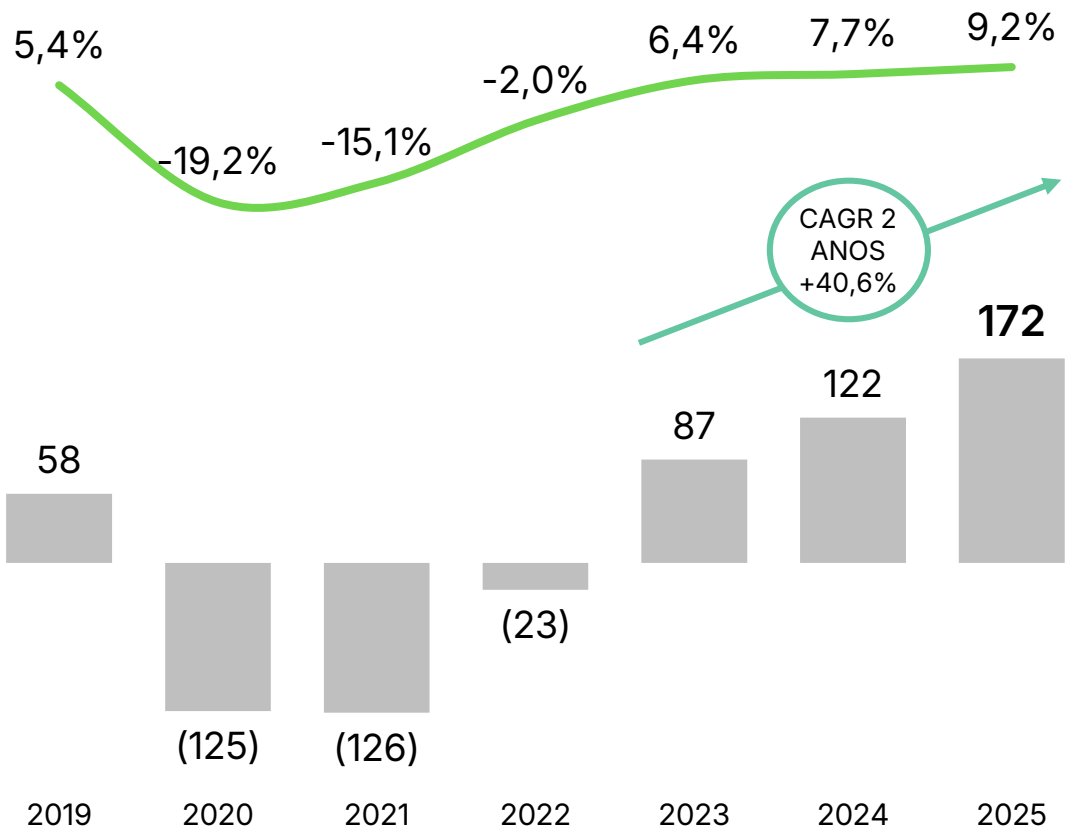

(1) Pré IFRS 16 e IFRIC 12, exclui efeitos não recorrentes

# EBIT e Margem (R$ MM)

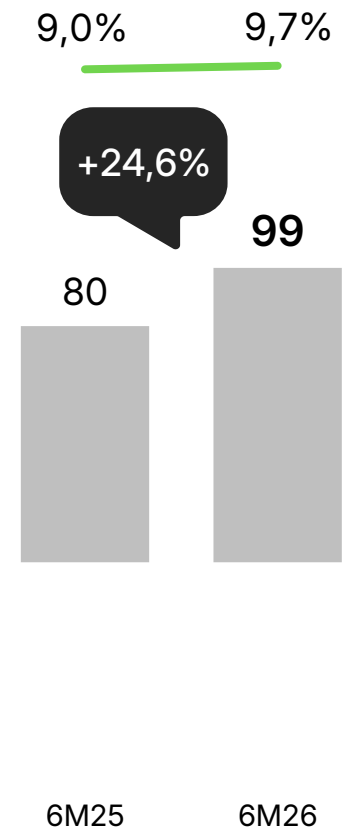
Resultados anuais e trimestrais calculados em bases pré-IFRS 16 e IFRIC 12



EBIT Ajustado (R$ MM)
Anual




EBIT Ajustado (R$ MM)
Acumulado

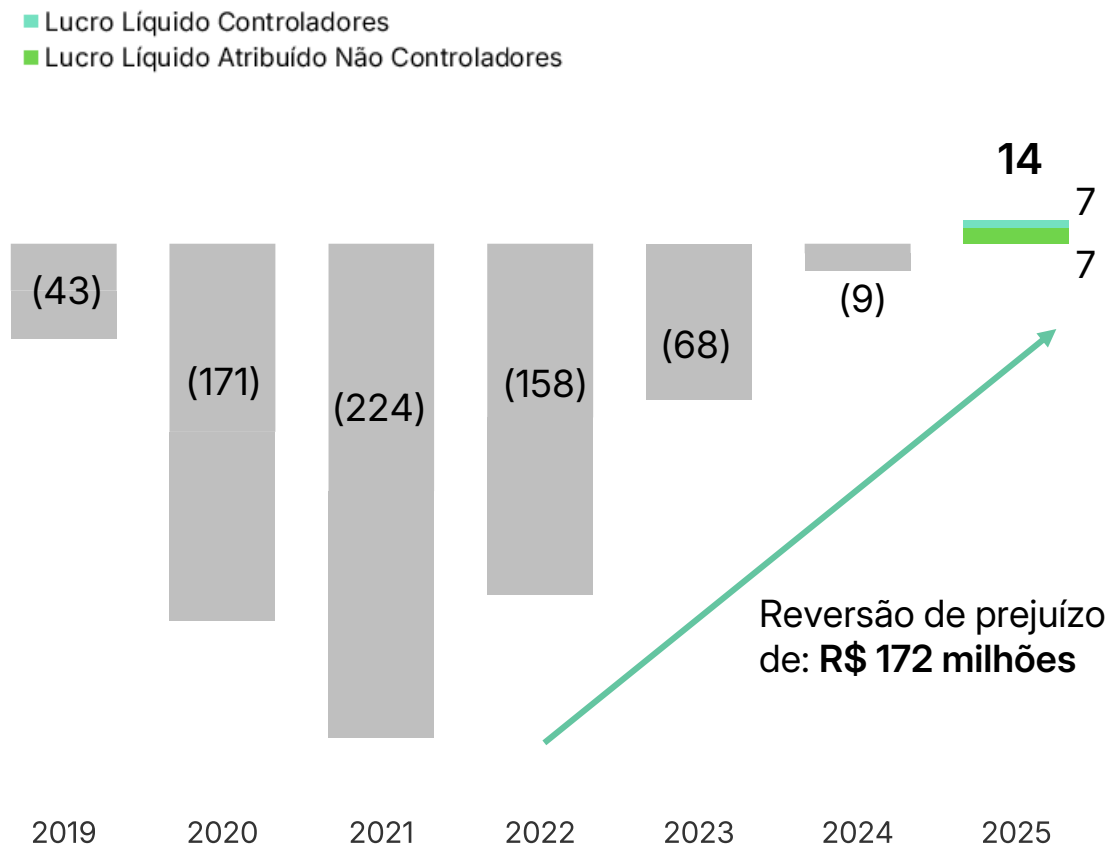


# Lucro Líquido (R$ MM)

Reversão do resultado líquido negativo observado em períodos anteriores



Lucro Líquido (R$ MM)
Anual




Lucro Líquido (R$ MM)
Acumulado

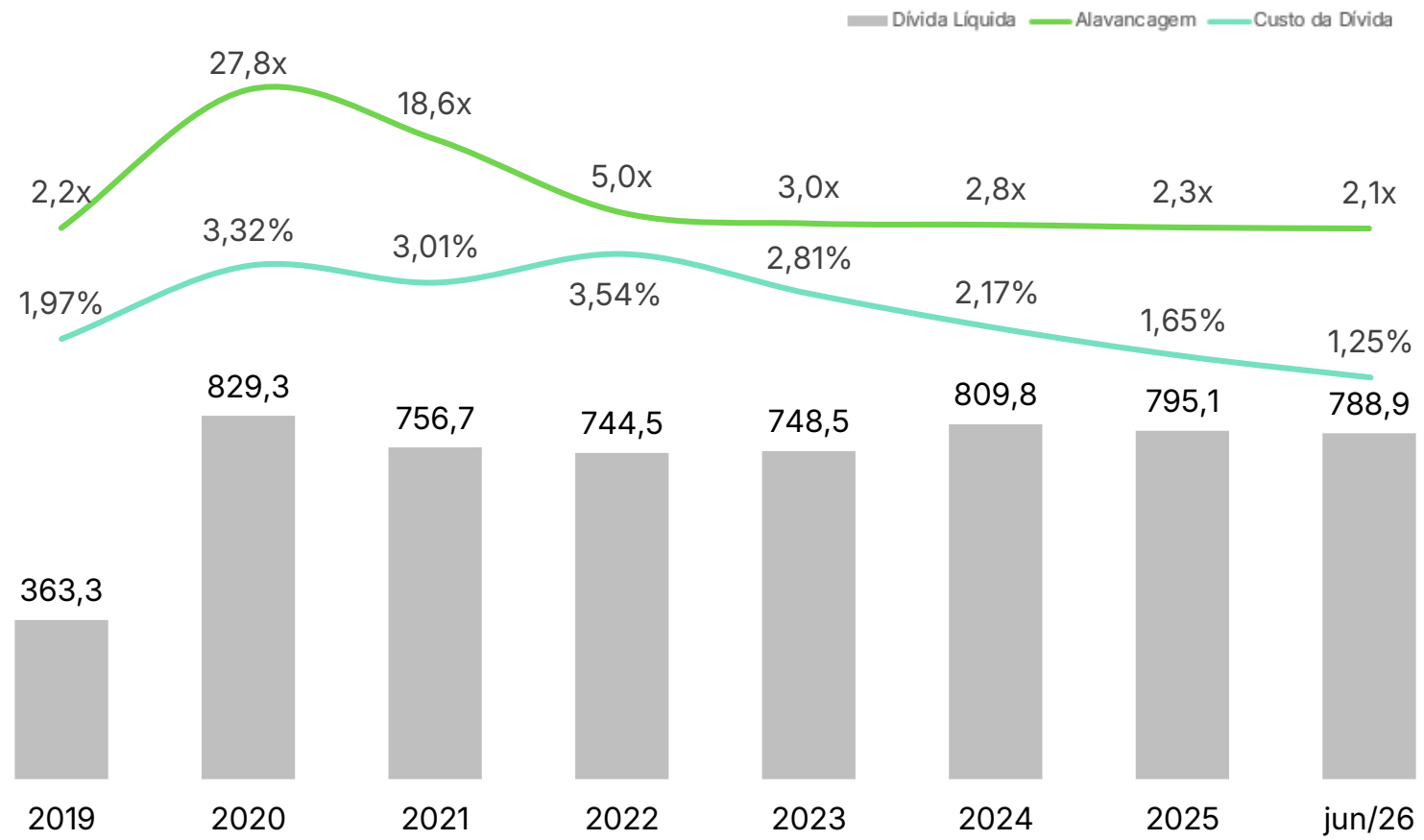


# Endividamento

## Dívida Líquida estabilizada, com redução da alavancagem e do custo médio da dívida



Dívida Líquida (R$ MM) (1), Alavancagem (x) (2), Custo da Dívida (%) (3)




(1) Dívida Bancária Total (Debêntures e CRI, Empréstimos Bancários e Custos de Captação) + Outras Obrigações (Contas a Pagar por Aquisição de Investimentos e Parcelamentos Fiscais) – Caixa e Equivalentes de Caixa.
(2) Dívida Líquida / EBITDA Ajustado
(3) Spread CDI + Equivalente %



03

# Modelo de Negócios

# Off-Street

**7** Escritórios regionais

**84,4%** Off-Street representa do total

**831** Operações Off-street

**409k** Vagas Off-Street



# Gestão Integral do Ecossistema

Gestão de custos e receitas com modelos de aluguel flexíveis e alinhamento de interesses com o cliente



## Cliente B2C

Motoristas:

- Rotativo
- Mensalista
- Credenciado

**Risco de crédito**
Estapar é sênior no fluxo do dinheiro

Pagamento pelo estacionamento

ESTAPAR

Repasse de aluguel

**Alinhamento de interesses**
Modelos de "revenue sharing" com clientes



## Cliente B2B

Remuneração:

- Aluguel fixo
- Aluguel variável
- Luvas/Outorgas

- Faturamento e Prestação de Contas
- Gestão mão de obra
- Infraestrutura e Tecnologia
- Governança e Compliance

# Soluções Sob Medida para cada Ativo

Planejamento único que considera as particularidades de cada operação



**EZ Towers:** mesmo com arquitetura e localização idênticas, cada torre possui diferentes perfis de locatários e clientes que demandam estratégias de precificação e custos distintas.

## Pilares da Personalização

### Região
Localização e entorno

### Setor
Dinâmica específica do setor

### Público-alvo
Perfil e comportamento do usuário

### Proprietário
Objetivos e diretrizes do contratante

### Vallet
Necessidade de serviço e manobra

### Projeto
Configuração física e fluxo de veículos

# Modelagem Estratégica de Contratos

Estruturas flexíveis de investimento e prazos adaptadas ao perfil de risco e retorno de cada negócio

01/

**Inteligência de Mercado**

02/

**Consultoria técnica**

03/

**Histórico & Benchmarking Interno**

04/

**Proposta/ Contratos "tailor-made"**

05/

**Engenharia Financeira**

Intensidade de CAPEX

\- +

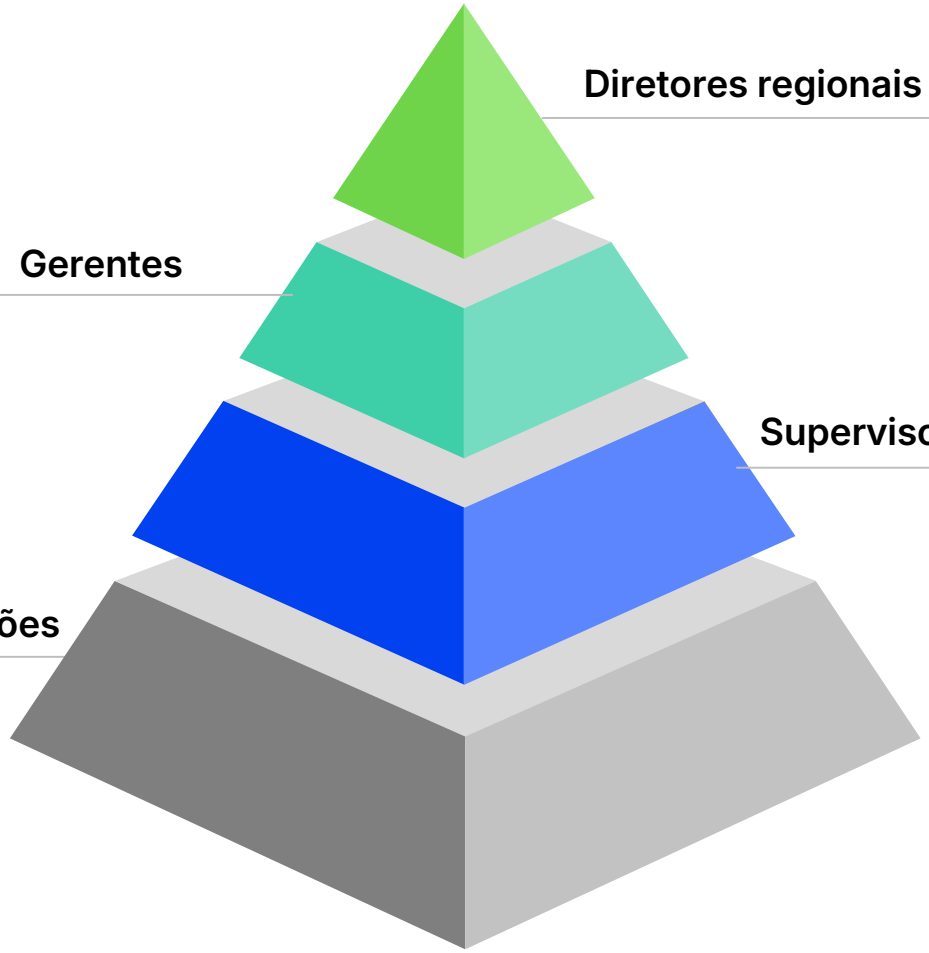
| | Alugadas e Administradas (53%) | Contratos de Longo Prazo (22%) | Concessões (8%) | Propriedades (2%) |
|---|---|---|---|---|
| **Margem Bruta Caixa 2T26** | **20,9%** | **46,3%** | **31,2%** | **51,3%** |
| **Média de Duração** | **< 5 anos** Renovável | **5-30 anos** | **10-30 anos** | **Perpétuo** |

% % sobre receita total

# Estrutura Operacional e Capital Humano

Presença nacional com gestão local buscando proximidade e excelência no atendimento

**Quantidade colaboradores por nível hierárquico**



**Diretores regionais** 1

- Atuação operacional / comercial
- +15 anos de experiência

SP, RJ, Sul, Nordeste, MG/ES

**Gerentes** 2

- Gestão tática
- P&L garagem
- Investimentos
- Renovações

**Supervisores** 3

- Gestão dia-a-dia
- Prestação de contas diária
- Gestão da base

**Operações** 4

- Manobrista
- Atendentes
- Líderes de garagem

Great Place To Work. Certificada 2022-2023 BRASIL

Great Place To Work. Certificada 2023-2024 BRASIL

Great Place To Work. Certificada 2024-2025 BRASIL

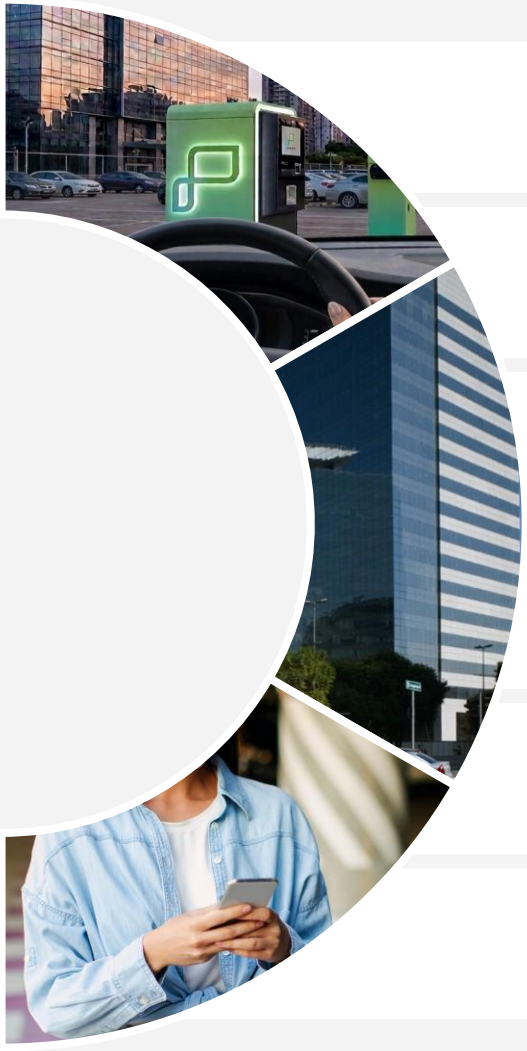
Great Place To Work. Certificada AGO 2025-AGO 2026 Brasil

ESTAPAR +VC

- Comunicação fluída e eficiente
- Aumento do engajamento
- Padronização do canal de comunicação

# Diferenciais Competitivos

Liderança de mercado sustentada por eficiência operacional, inovação digital e capacidade de investimento



| | |
|---|---|
| Marca | Reconhecimento de mercado como alavanca de atração de novos contratos e fidelização de usuários |
| Credibilidade | Empresa de capital aberto, auditada, e com governança de referência |
| Escala | Maior rede do Brasil, gerando eficiência operacional e ganhos de escala |
| Receitas Acessórias | Novas fontes de renda que agregam ao *core business* e permitem maior competitividade em propostas |
| Tecnologia | Transformação digital que converte o físico em inteligência de dados e conveniência |
| Capital | Estrutura de capital equilibrada com capacidade de investimento em novos ativos e tecnologias |

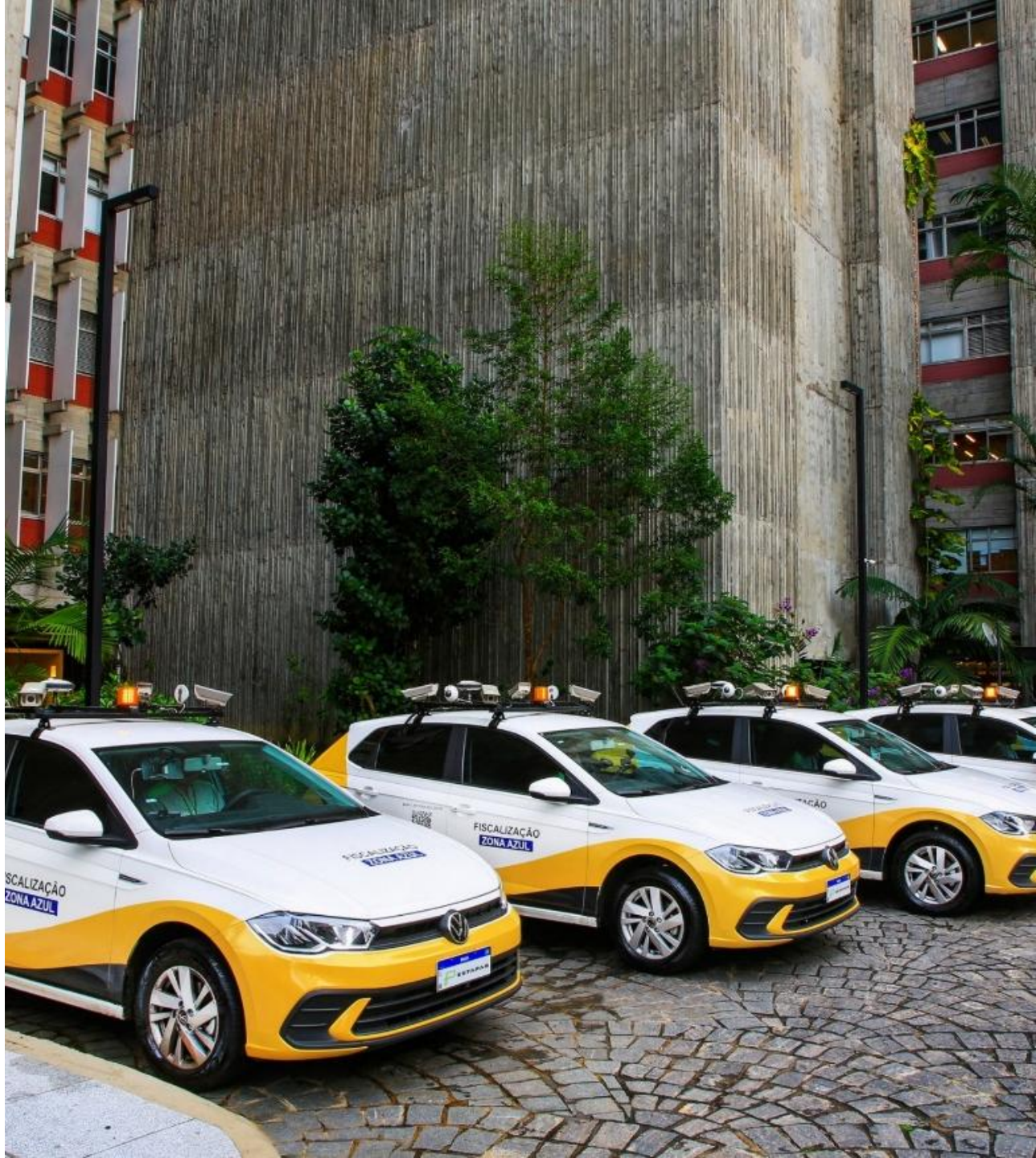
# On-Street

**20** Cidades

**5** Estados

**13,1%** On-Street representa do total

**149k** Vagas On-Street



# On-Street

Ciclo de valor para stakeholders através de um modelo digital e escalável

## Município

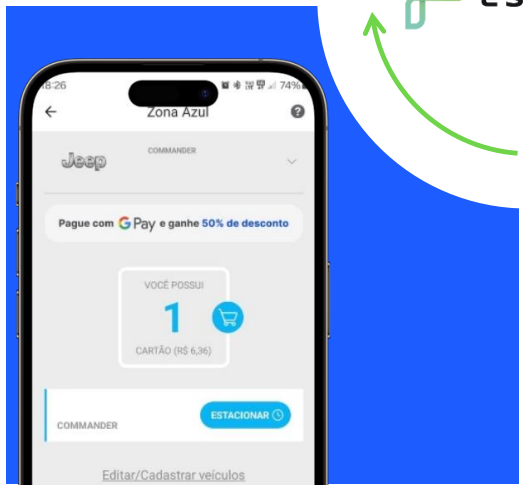
Estapar oferece tecnologia e maior fonte de recursos para o município por meio de concessões.

## Iniciativa Privada

Lucratividade da Estapar por meio da produtividade na prestação de serviços públicos.










## Mobilidade Urbana

Aumento da rotatividade das vagas e tecnologia preparada para gestão de *smart cities*.

## Desenvolvimento local

Promove o desenvolvimento do comércio e serviços locais urbanos.

# Estudo de Caso: Zona Azul de São Paulo

Maior concessão de vagas do Brasil



ESTAPAR ZONA AZUL DIGITAL

**+54 mil**
vagas administradas

**+100**
veículos de apoio à fiscalização

**App**
Exclusivo

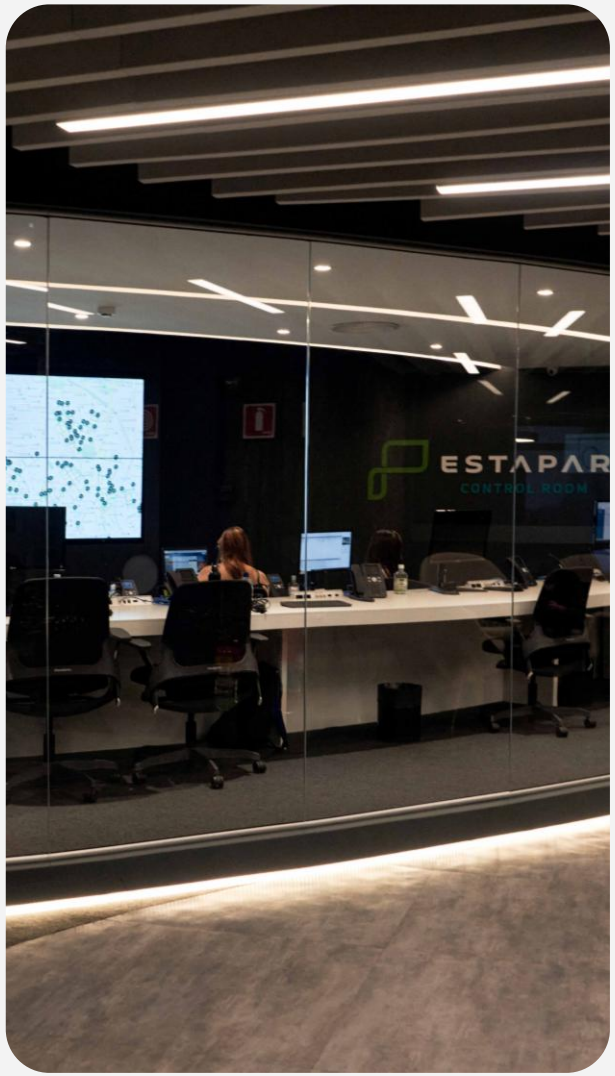
**15 anos**
Concessão

**R$ 595 Milhões**
Outorga

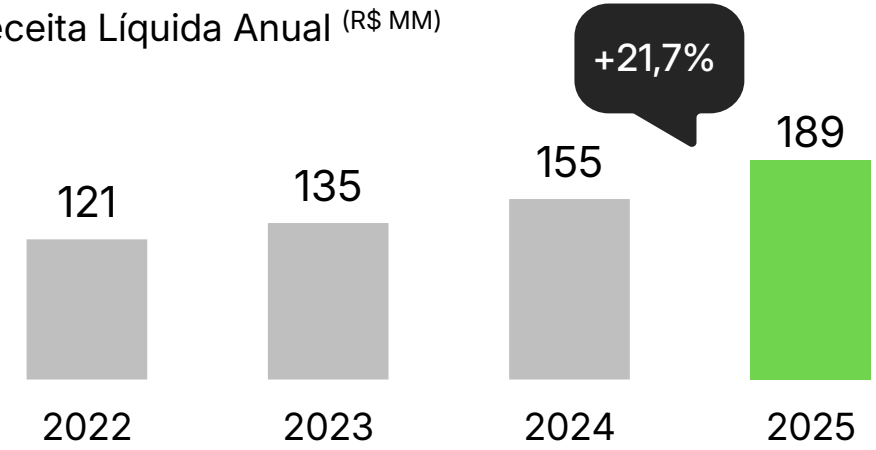
**Central**
de Controle

# Resultados Zona Azul de São Paulo

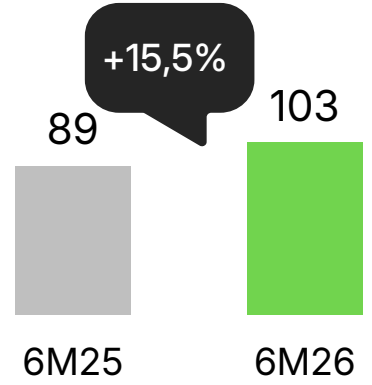
Evolução anual e trimestral da Receita Líquida e do Lucro Bruto Caixa



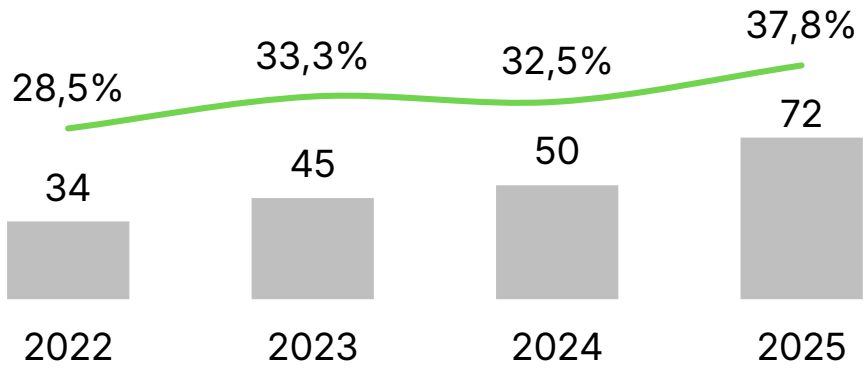

## Receita Líquida Anual (R$ MM)



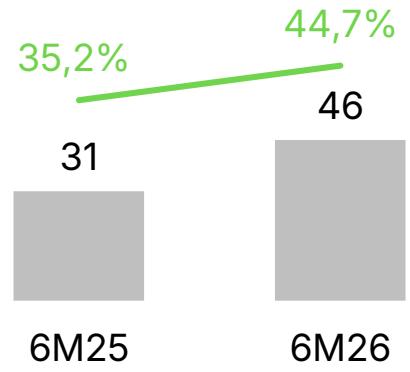

## Receita Líquida Acumulada (R$ MM)



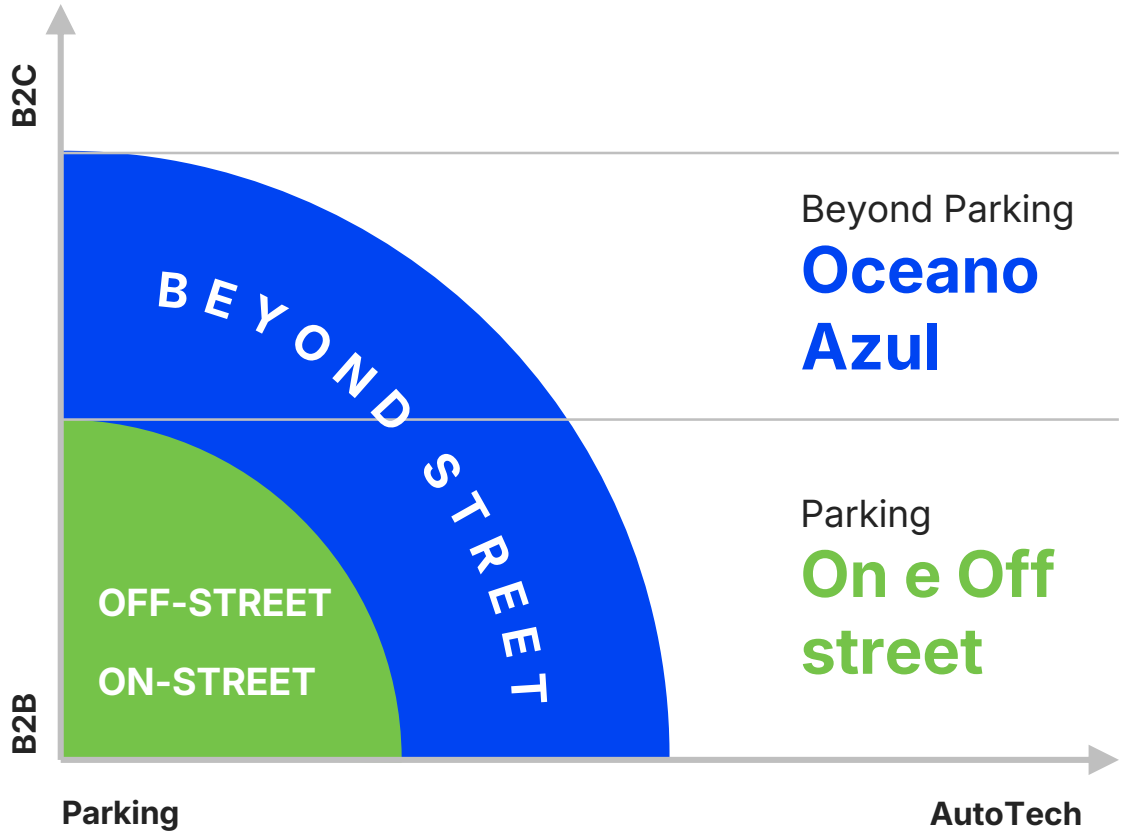

## Lucro Bruto Caixa Anual e Margem Bruta (R$ MM e %)




## Lucro Bruto Caixa e Margem Bruta Acumulada (R$ MM e %)



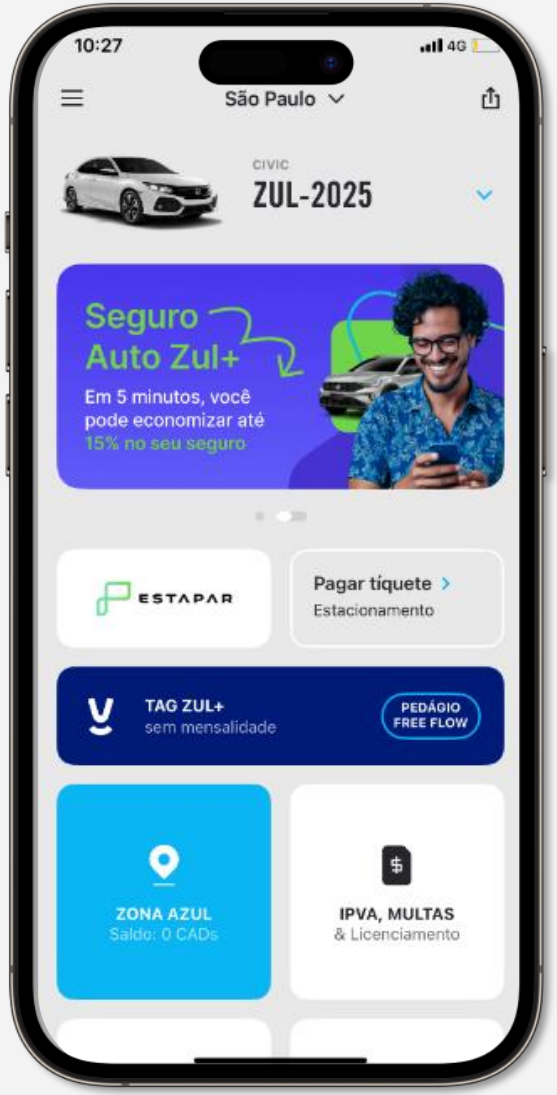
# Beyond Parking






# Zul+ Marketplace Autotech

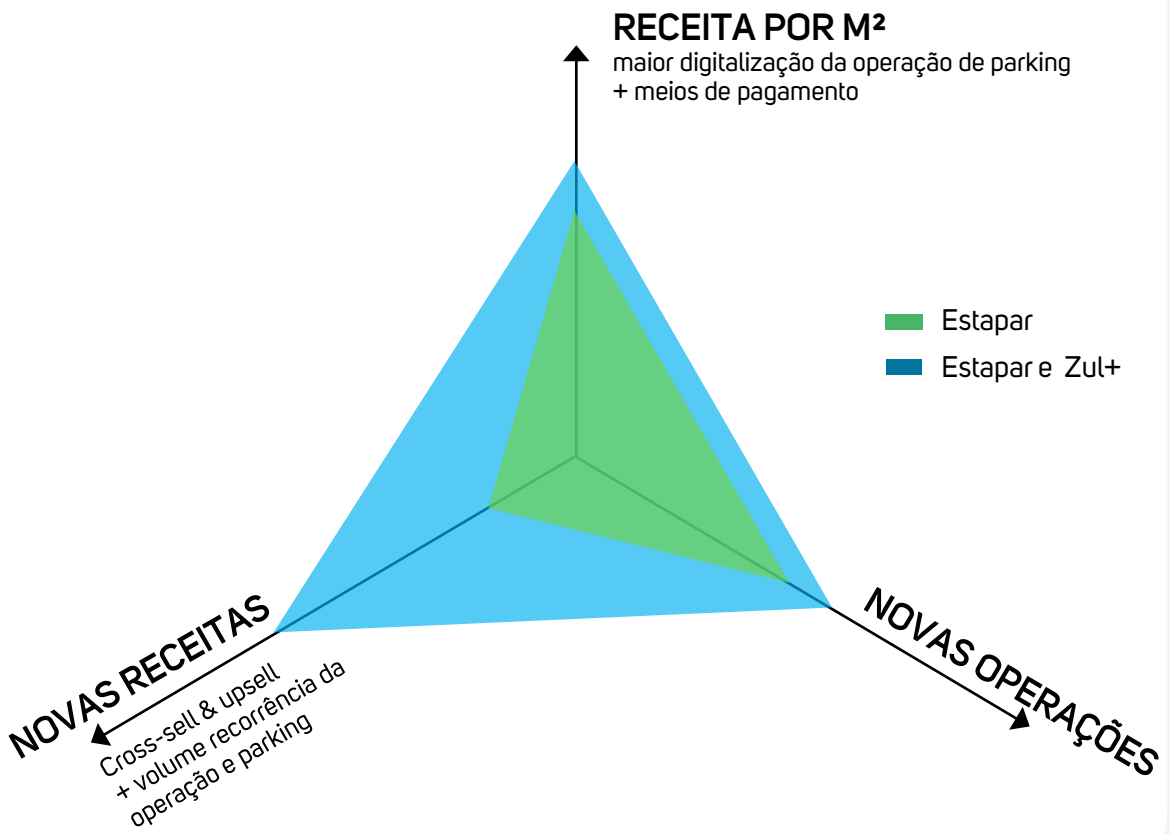
Alavancagem da base de usuários para venda de serviços e produtos automotivos




## O App 1# do motorista

- Zona Azul de São Paulo e outras 18 cidades
- Reserva de Vagas
- Pagar estacionamento
- Corretora de Seguros Zul
- Tag Zul
- IPVA e Licenciamento
- CRLV e Despachante
- Abastecimento
- Consórcio
- Crédito com garantia de veículo
- Zul Pass
- Clube Zul

## Vetores de crescimento da fusão Estapar e Zul+



# Indicadores Zul+

Evolução anual e trimestral do volume de transações, base de usuários e representatividade na receita

ZUL+

Tudo para quem dirige em um só App

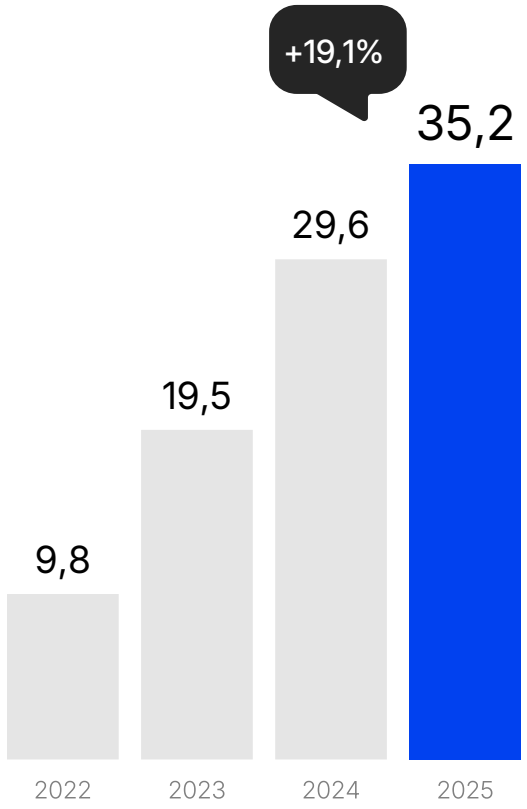
Google Play App Store

USUÁRIOS Data base Jun-26

+9,7MM

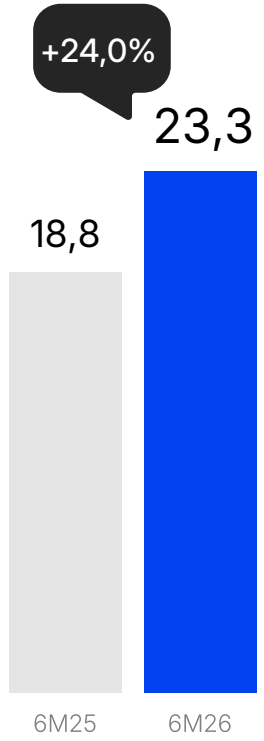
RECEITA LÍQUIDA ANUAL ZUL+(1)

em R$ milhões



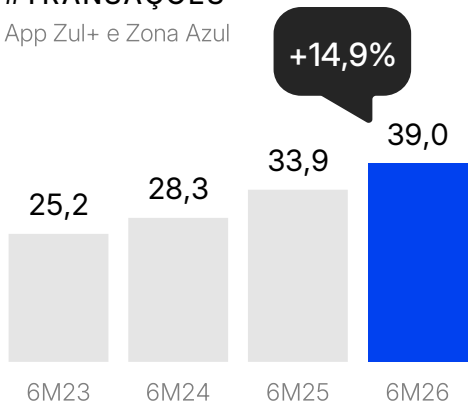

RECEITA LÍQUIDA ACUMULADA ZUL+(1)

em R$ milhões



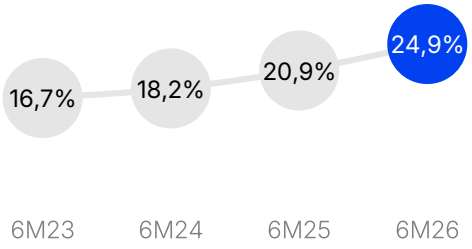

#TRANSAÇÕES(2)

App Zul+ e Zona Azul




PLATAFORMAS DIGITAIS(2)

% das receitas via plataformas digitais vs receita total

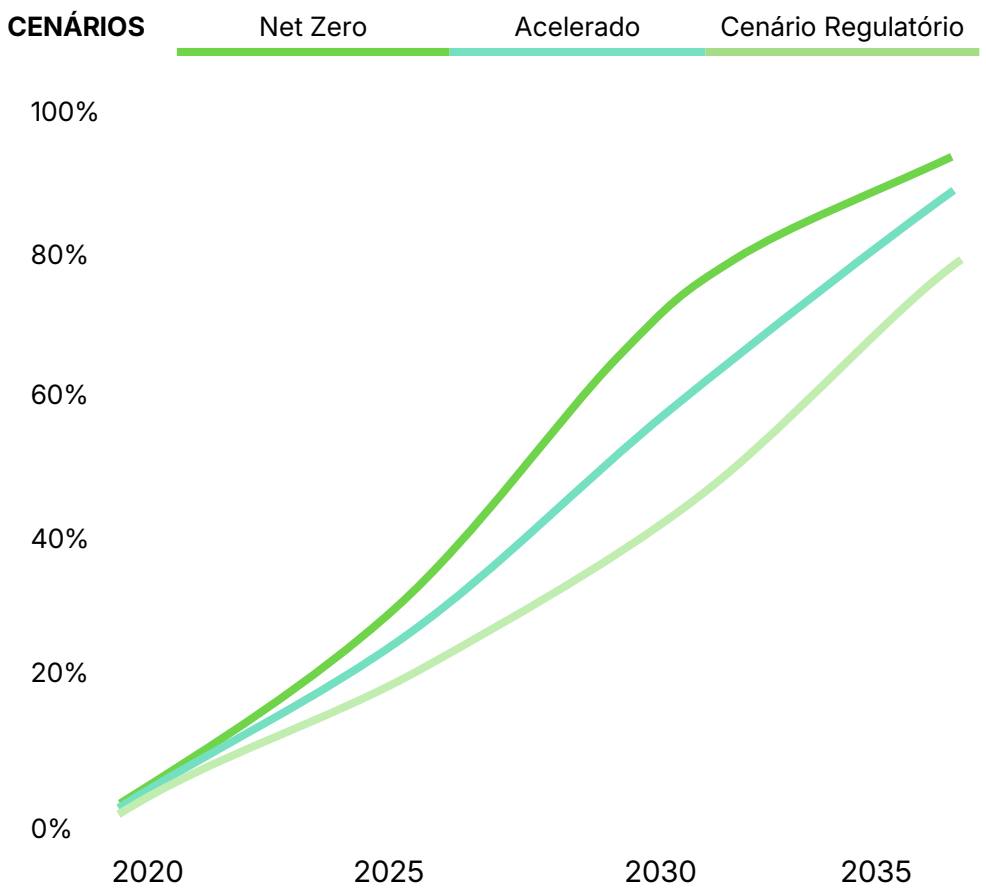



(1) Receita Líquida App Zul+.
(2) App Zul+, App Zona Azul de SP e Website.

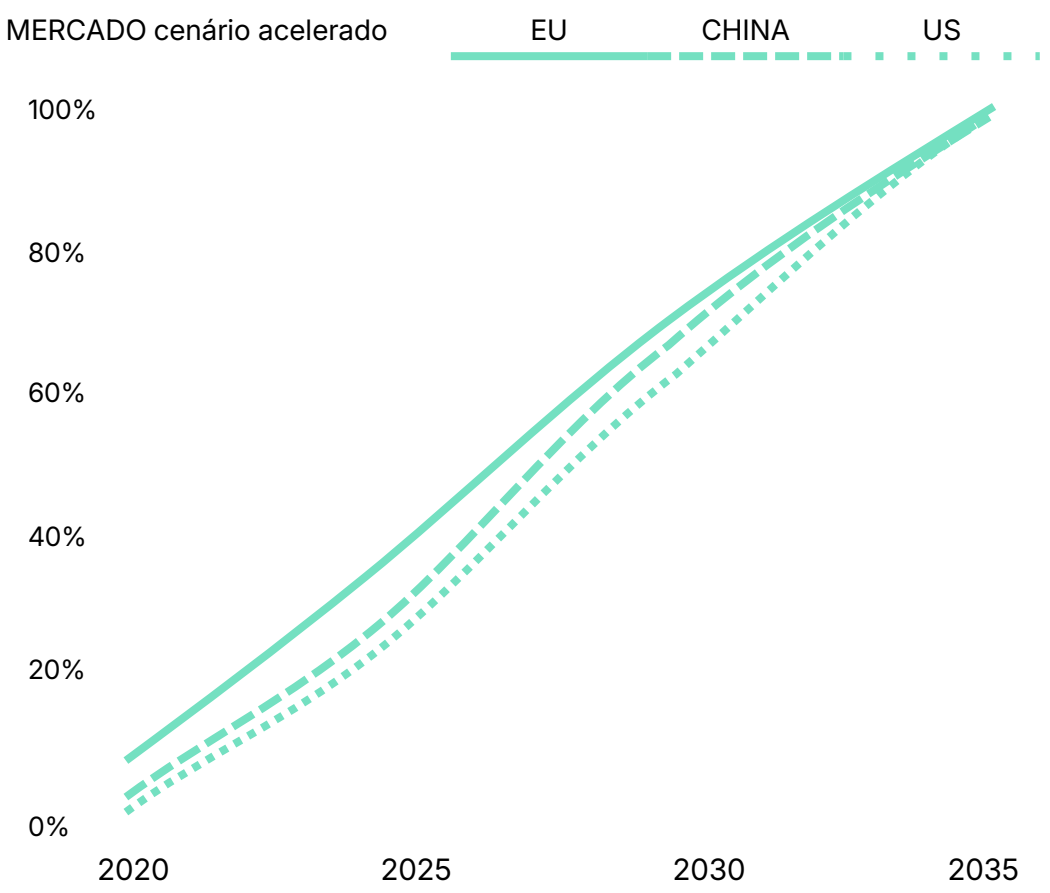
# Eletromobilidade

Projeções de mercado para veículos elétricos novos

## Oportunidades de Expansão




## Evolução do percentual de vendas de veículos elétricos novos




Porcentagem de vendas de novos veículos elétricos (BEV, FCEV, PHEV)
Fonte: McKinsey, "Why the automotive future is electric", 2021

# Indicadores Zletric

Evolução da cobertura nacional e avanço em receita

zletric
RECARREGUE SUA AUTONOMIA

59%
INVESTIDA ESTAPAR

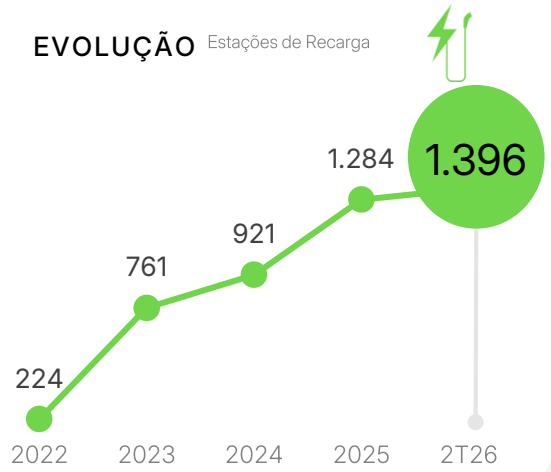
## Expansão contínua da cobertura de Eletropostos

Google Play | App Store

RECEITA LÍQUIDA 6M26

R$5,8MM +30,9% vs. 6M25

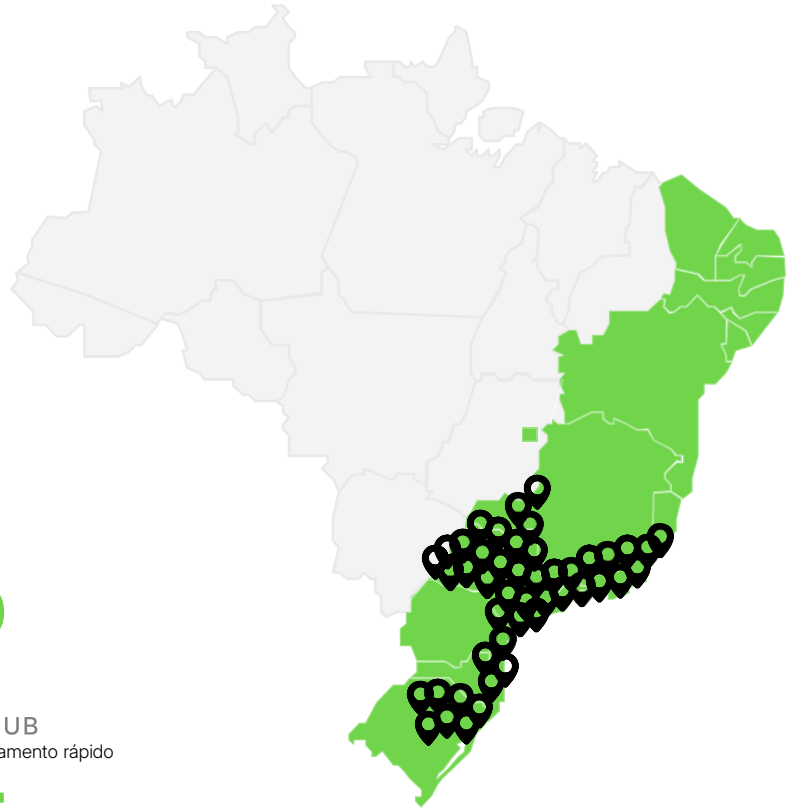
EVOLUÇÃO Estações de Recarga






PARCEIROS ZLETRIC

VOLVO | STELLANTIS | NISSAN | movida | 99 | HDI SEGUROS | Eletrobras



ESTADOS
14

CIDADES
85

ZLETRIC HUB
Postos de carregamento rápido
45

ITAG B3 IGC-NM B3 IGC B3 ALPK B3 LISTED NM

# OBRIGADO!


**Relações com Investidores**

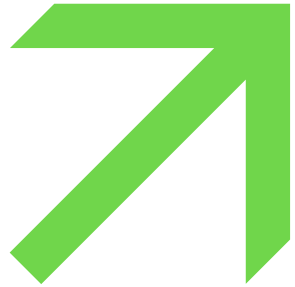
| | |
|---|---|
| Emilio Sanches | CEO |
| Daniel Soraggi | CFO e DRI |
| Thomás Porto | Gerente de RI |
| Victor Caruzzo | Analista de RI |

ri.estapar.com.br
ri@estapar.com.br

Redes Sociais

# Institutional Presentation

# ESTAPAR



01 Overview and History →

02 Results →

03 Business Model →

04 Closing Remarks →



01

# Overview and History

# Estapar in numbers

Brazil's largest parking company[1] and the only one listed on B3

**851**
Operations

**558.2k**
Parking Spaces

**+7,000**
employees

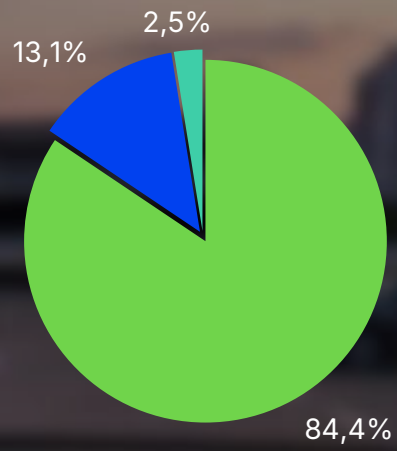
**24.6%**
of net revenue comes from Digital Platforms

**+17.5%**
Revenue CAGR 2023-25

**115** cities
**21** States



Revenue distribution across the Off-Street, On-Street and Beyond Parking segments




(1) The Company leads in number of parking spaces, operations and revenue.

# Multi-sector Presence

Diversified portfolio across more than 20 sectors of the economy, focused on operational resilience



## 100 Shopping Malls

Center Norte, Aricanduva, Novo Shopping Ribeirão Preto, Bourbon, Interlagos



## 226 Commercial Buildings

Rochavera, SP Corporate Tower, Cidade Jardim Corporate Center, CE Berrini



## 146 Hospitals

Aliança Salvador, Hospital das Americas, São Camilo, Clínicas



## 23 Airports

Galeão, Viracopos, Brasilia, Salgado Filho, Recife, Congonhas, Maceió, Fortaleza




## 10 Arenas

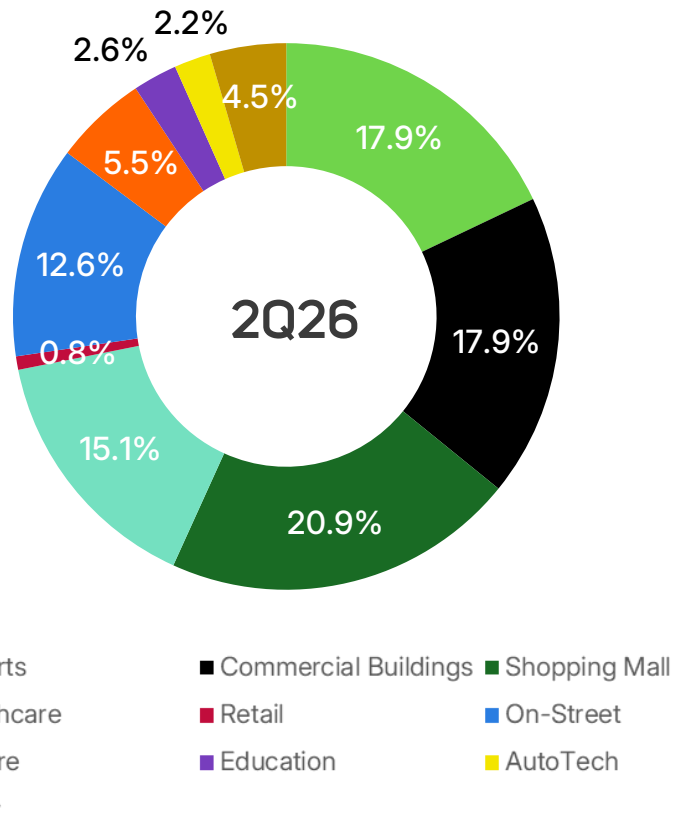
Allianz Parque, Beira Rio, Brasilia, Fonte Nova, MRV, Pacaembu



## 20 Zona Azul Operations

São Paulo, São Bernardo, Santo André and Juiz de Fora

## Net Revenue by Sector (2Q26)



# National Presence and Reach

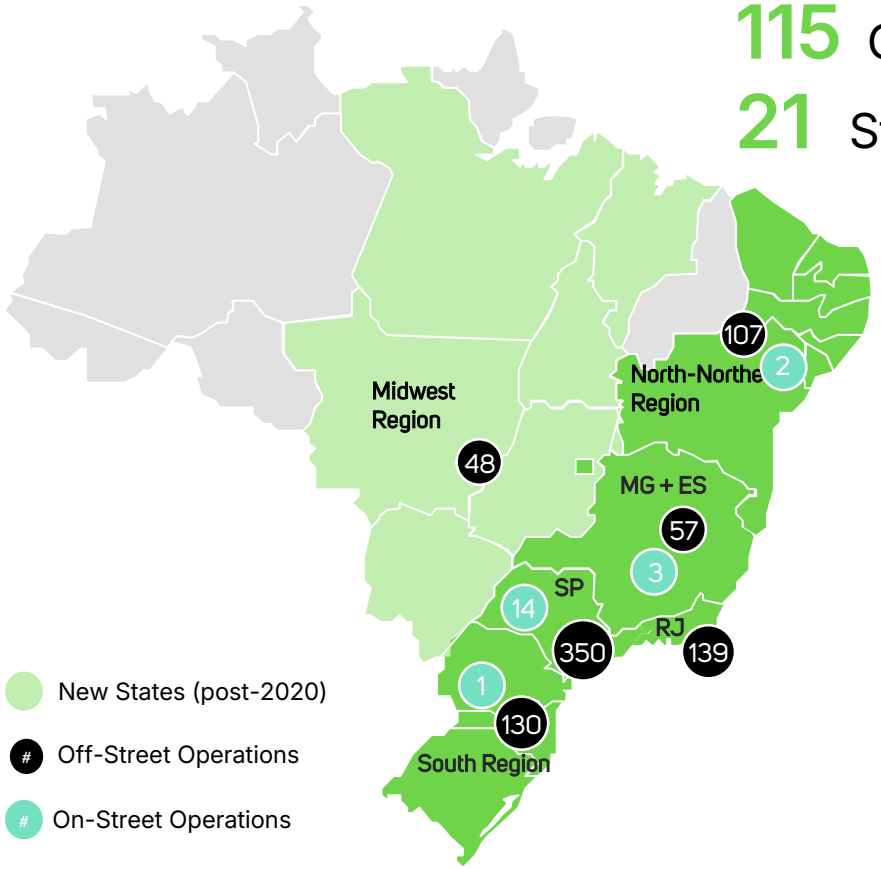
Increased scale and nationwide reach since the IPO

## Geographic Footprint 2026

**851** Operations

**115** Cities

**21** States




| EVOLUTION OPERATIONS AND PARKING SPACES | IPO May/20 | Current Jun/26 | #Chg |
|---|---|---|---|
| **OPERATIONS** | **680** | **851** | *+171* |
| North + Northeast | 73 | 109 | *+36* |
| Midwest | 14 | 48 | *+34* |
| Southeast | 506 | 563 | *+57* |
| South | 87 | 131 | *+44* |

# Leadership in a fragmented market

## Consolidation opportunity in a highly fragmented market

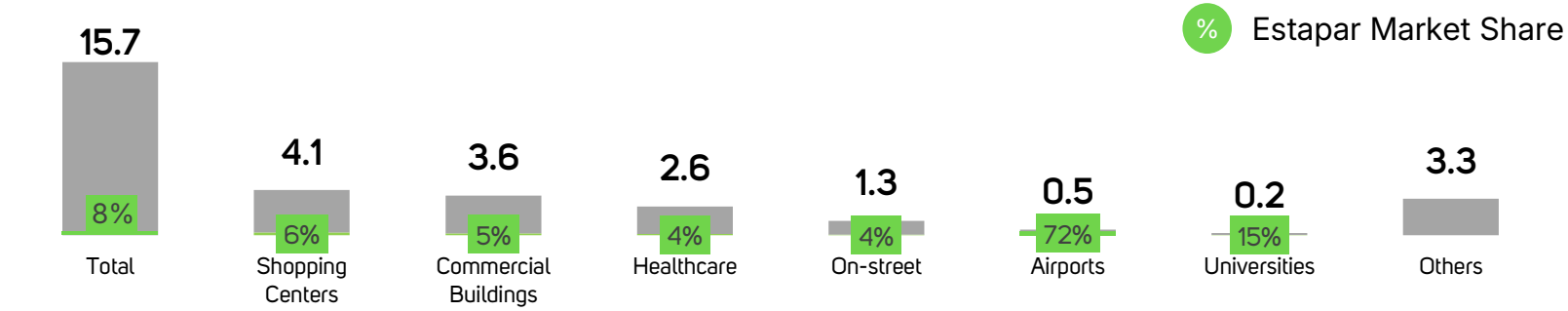


## Market Leadership (parking spaces)




Source: Public information and Company estimates.

## Parking industry in Brazil (revenue in R$ billion)




Reference date: 2019
Source: McKinsey Urban Mobility – Evolution of the parking sector in Brazil. Estimated size of the parking operation market in 2019.

# Company History

Four decades of expansion, institutional maturity and continuous innovation

## Market Development
1981 - 2009

**Family Business**

**Pioneering spirit**

**Recognized brand and operational *know-how***



## Intensive capital cycle
2009 - 2020

**Capital Injection and Expansion**
Entry of BTG Pactual, Franklin Templeton, Crescera and Equity International

**Professionalization of management**

**Market consolidation**
28 M&As completed
+R$1.0bn allocated to long-term assets

**ZAD-SP Concession**
(15 years)

**IPO** (May/20)

## COVID-19 Pandemic
2020 - 2022

**Cash Preservation**

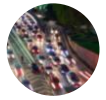


**Structural adjustment of costs and processes**

**Strategic M&As**

## New growth cycle
2022 - 2025

**Resumption of vehicle traffic**
including ramp-up of invested assets



**"Asset-light" organic growth**

**Successive record-highs**
in Revenue, EBITDA, Margins and Return

**Liability management**

## Inflection Point
2026+

**Open path for growth**
Operating cash generation enables potential inorganic growth

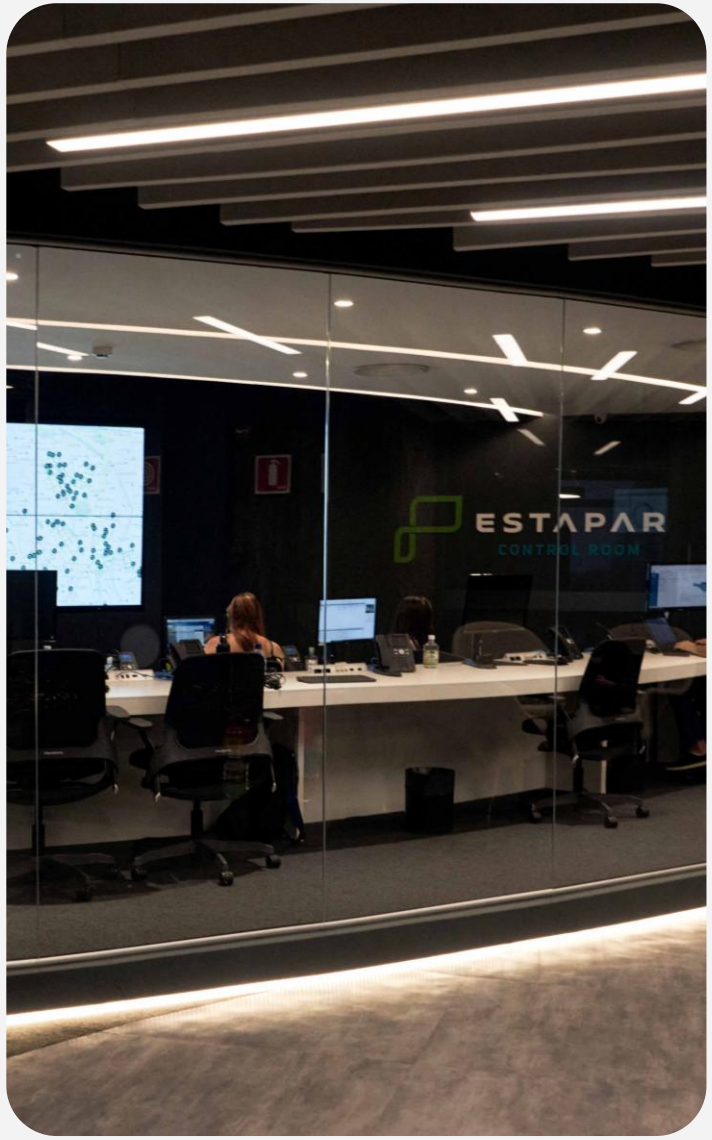
**Expansion of digital platforms (Zul+) and electromobility (Zletric)**

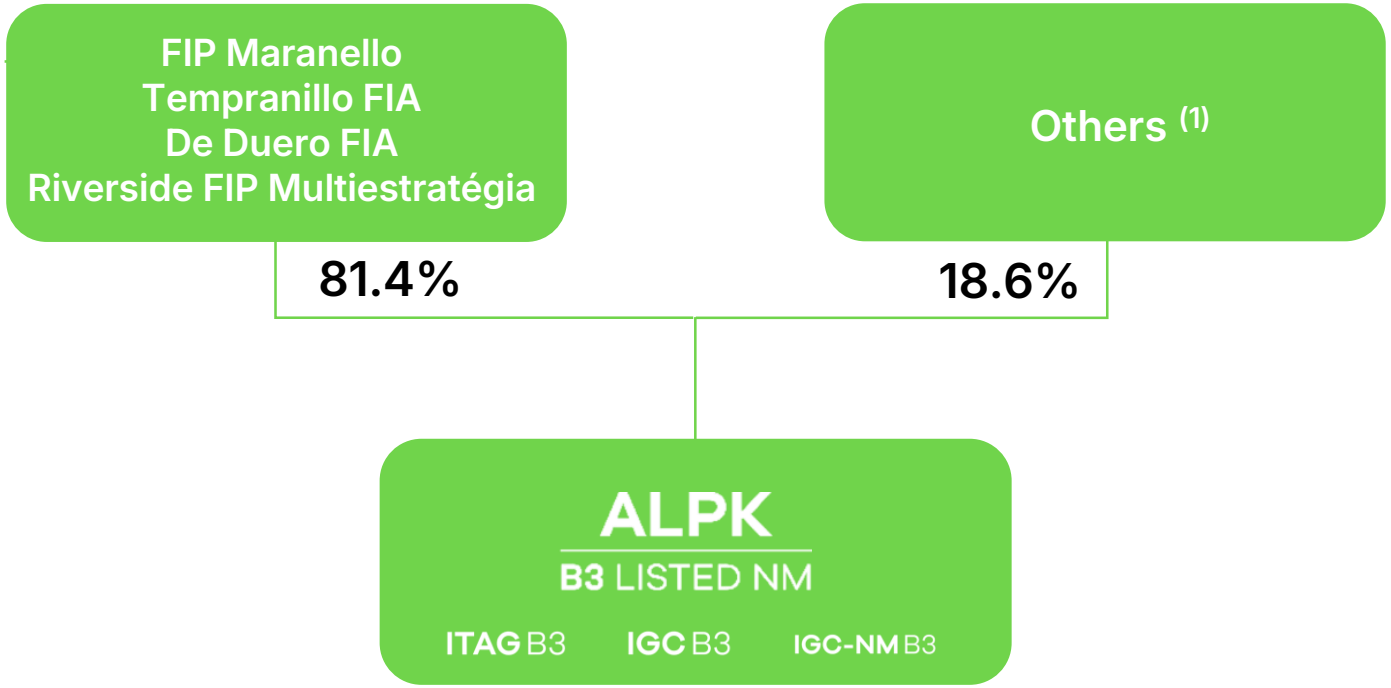
**Balanced capital structure**

**Dividend payment**
A sign of financial strength

# Ownership Structure

Long-term controlling block and alignment with best governance practices




(1) Includes treasury shares and interest held by the Company's management.
Shareholding Position as of July 31, 2026.

# Corporate Governance

Stability in executive leadership and alignment with Novo Mercado governance rules

## Executive Board



**Emílio Sanches**
*CEO*
15+ years of experience at Estapar



**Daniel Soraggi**
*Chief Financial and Investor Relations Officer*
8+ years of experience at Estapar

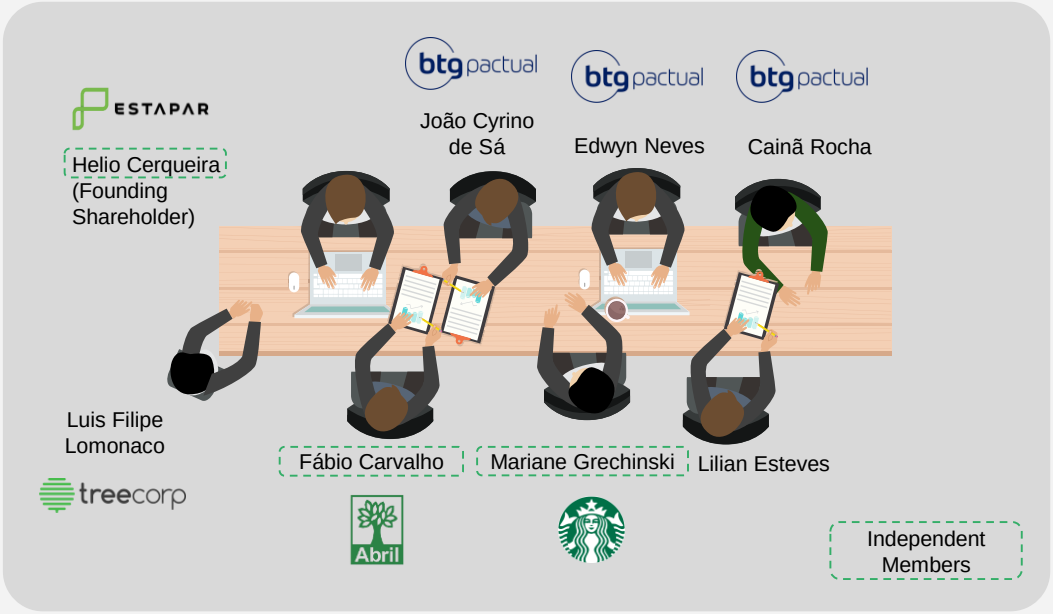


**Murillo Cerqueira**
*Commercial and Operations Vice President*
29+ years of experience at Estapar



**Beto Costa**
*Chief Concessions Officer*
9+ years of experience at Estapar

## Board of Directors




## Committees

- Financial and Investment Committee
- Audit Committee
- Innovation Committee

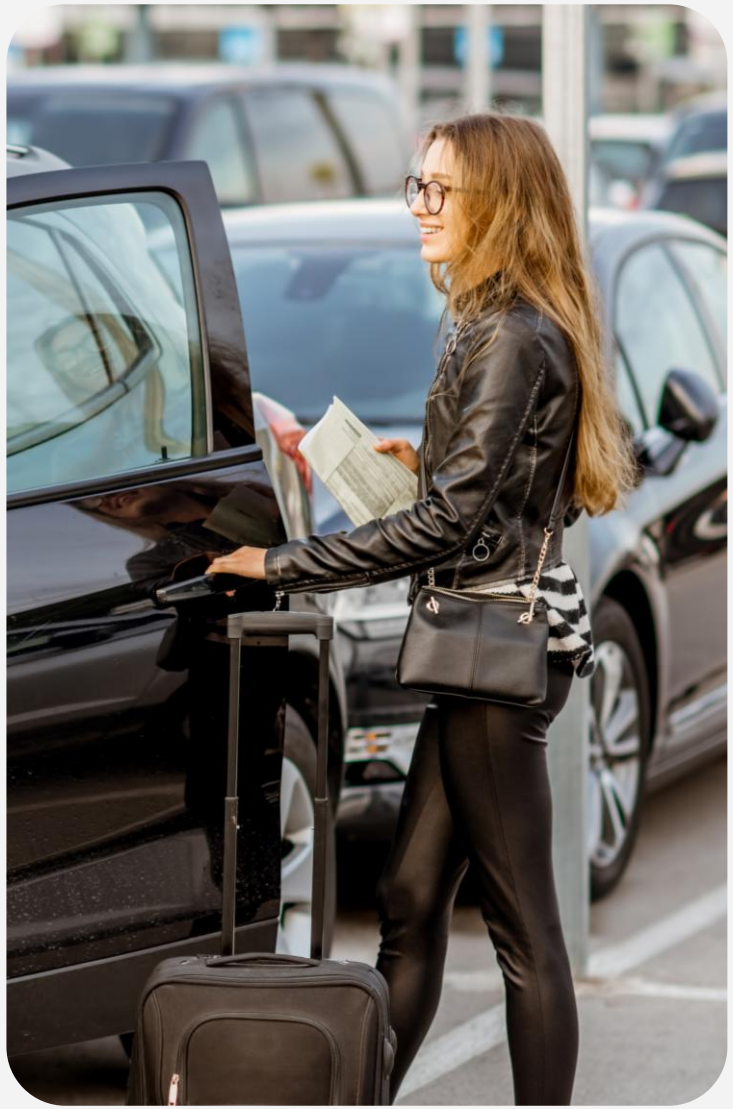


02

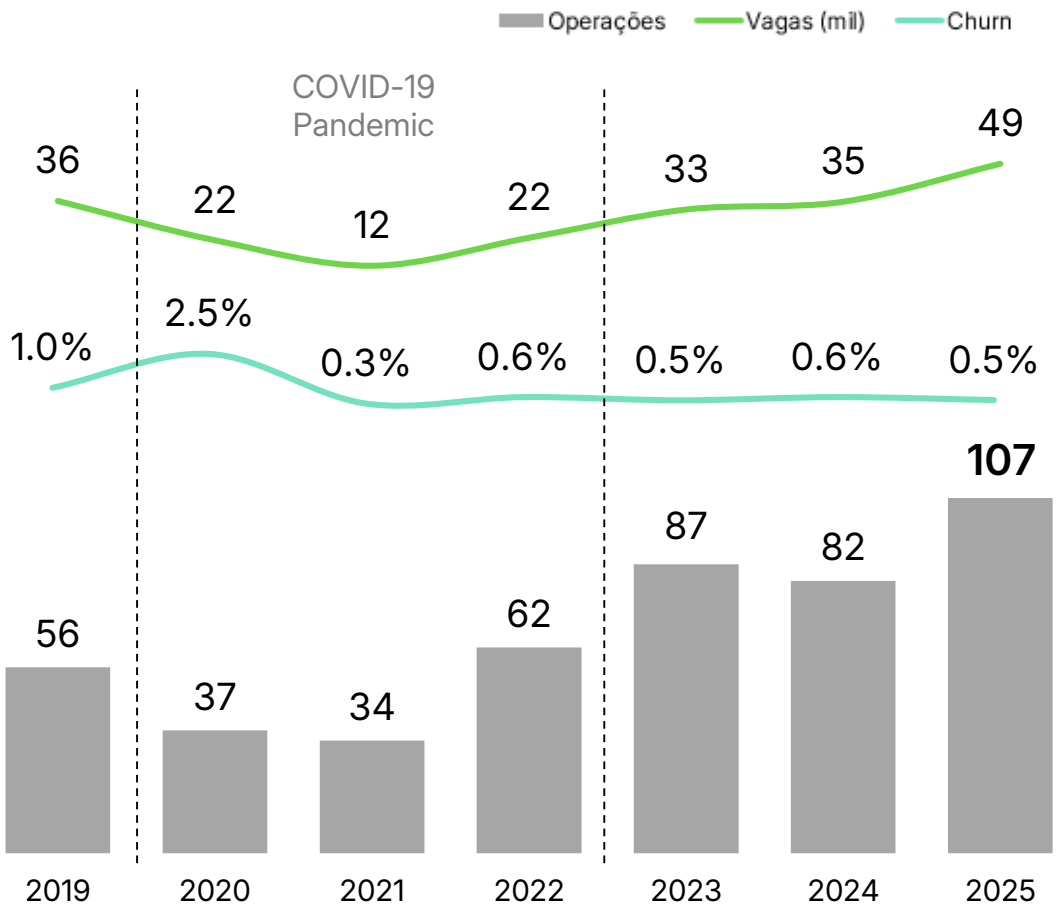
# Results

# Expansion and Evolution of the Operations Portfolio

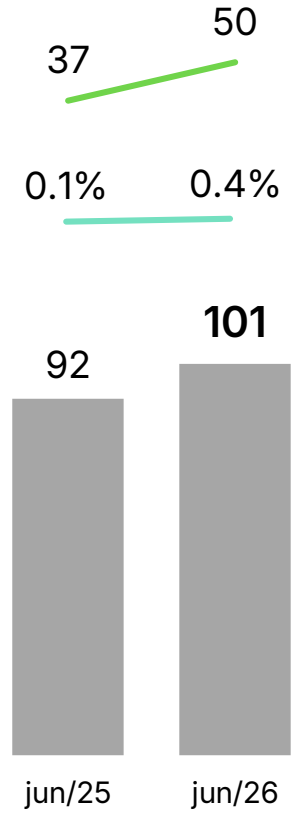
Track record of openings and *churn* in recent years



Openings and *churn*
**Annual**




Openings **LTM** (1) and *churn*
**Year-to-Date** (6M)



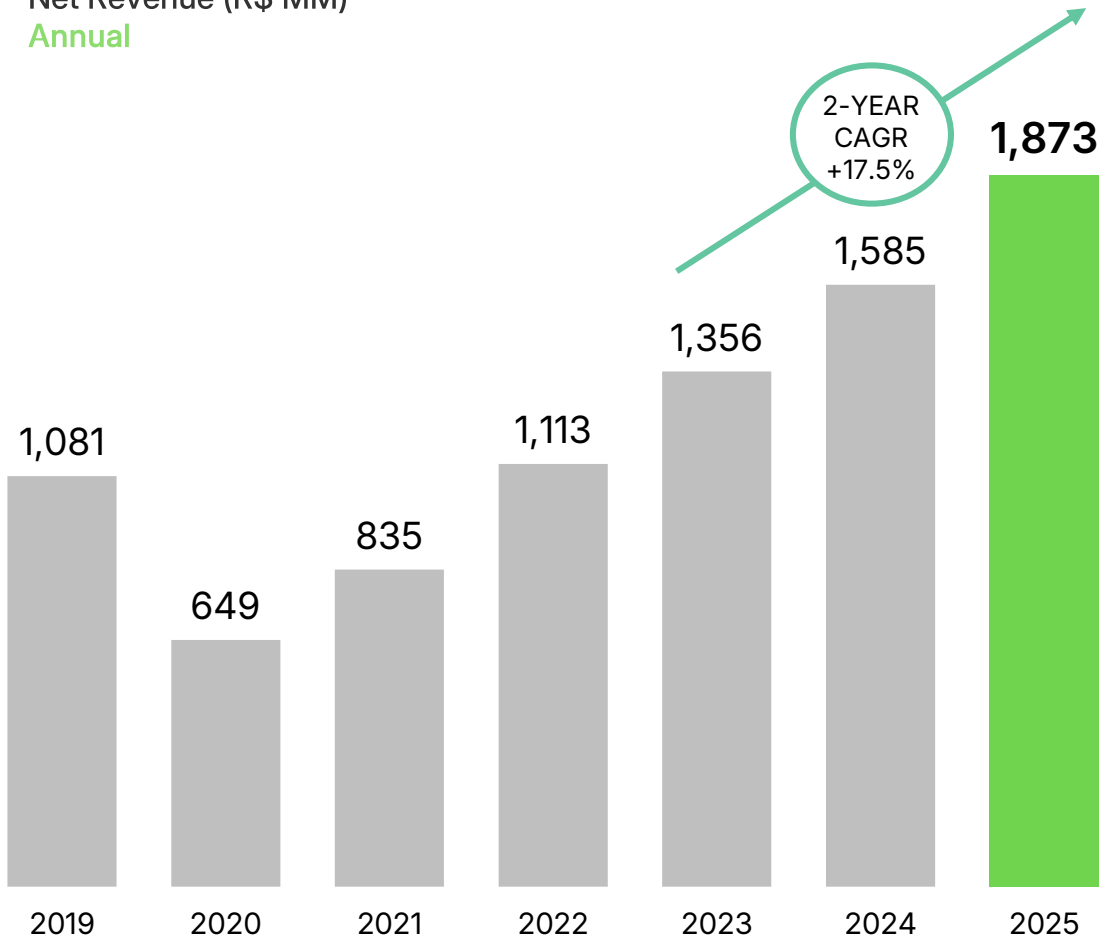

(1) Last Twelve Months (LTM)

# Net Revenue (R$ MM)

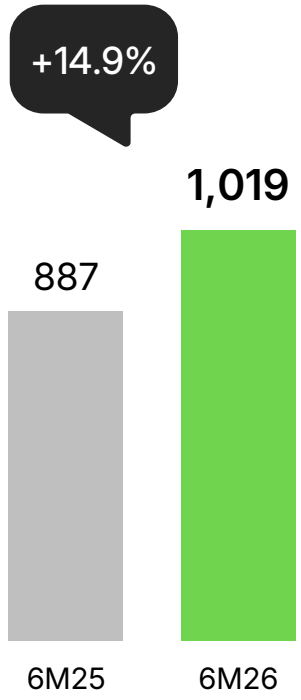
Consolidated annual and quarterly performance



## Net Revenue (R$ MM)
Annual




## Net Revenue (R$ MM)
Year-to-Date

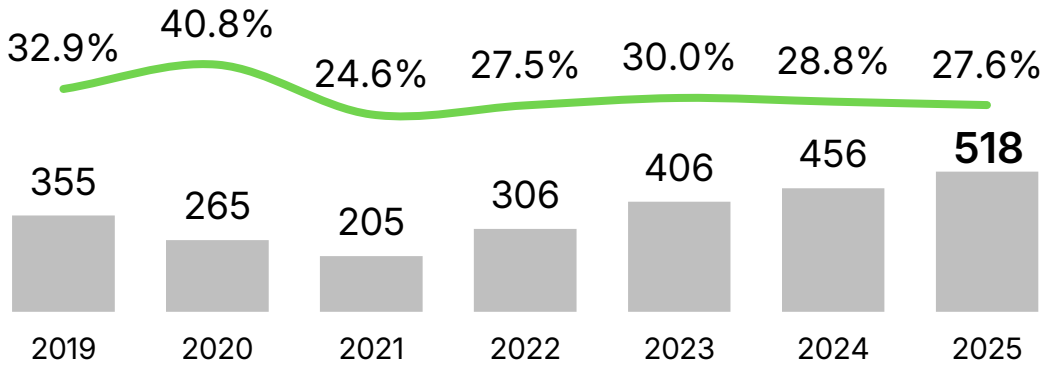


# EBITDA and Margin (R$ MM)

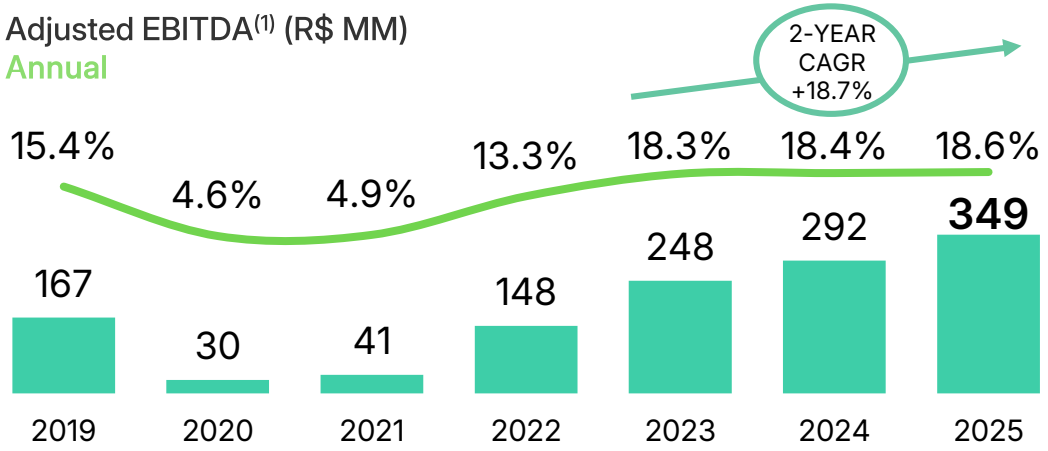
Annual and quarterly accounting and adjusted metrics



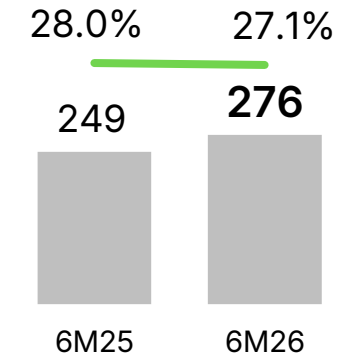
EBITDA (R$ MM)
Annual



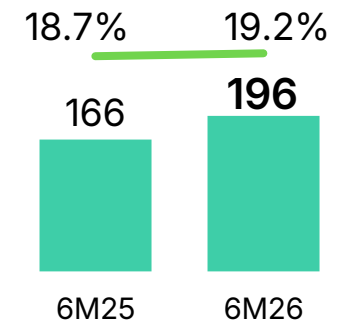

Adjusted EBITDA[1] (R$ MM)
Annual




EBITDA (R$ MM)
Year-to-Date



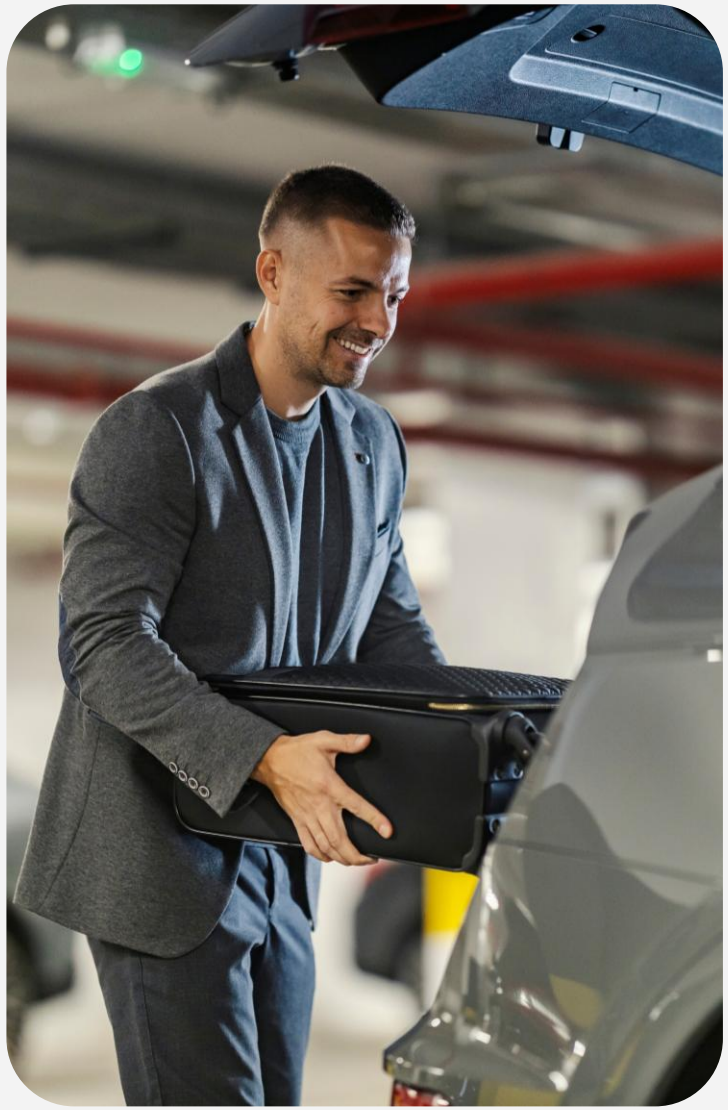

Adjusted EBITDA[1] (R$ MM)
Year-to-Date



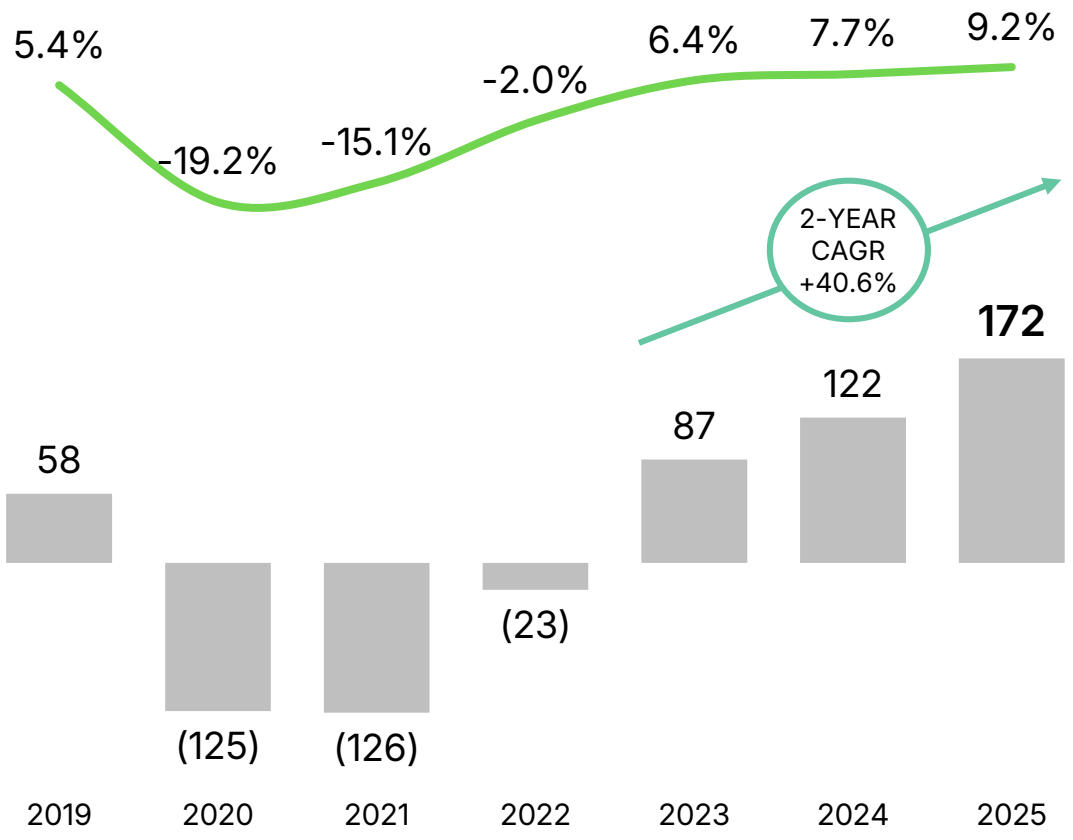

(1) Pre-IFRS 16 and IFRIC 12, excludes non-recurring effects

# EBIT and Margin (R$ MM)

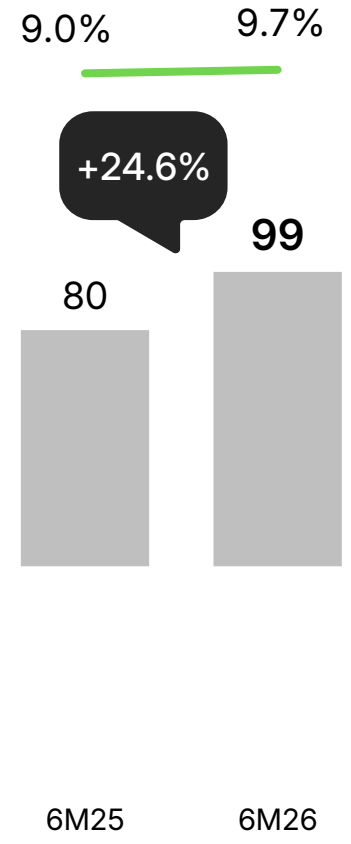
Annual and quarterly results calculated on a pre-IFRS 16 and IFRIC 12 basis



Adjusted EBIT (R$ MM)
Annual




Adjusted EBIT (R$ MM)
Year-to-Date

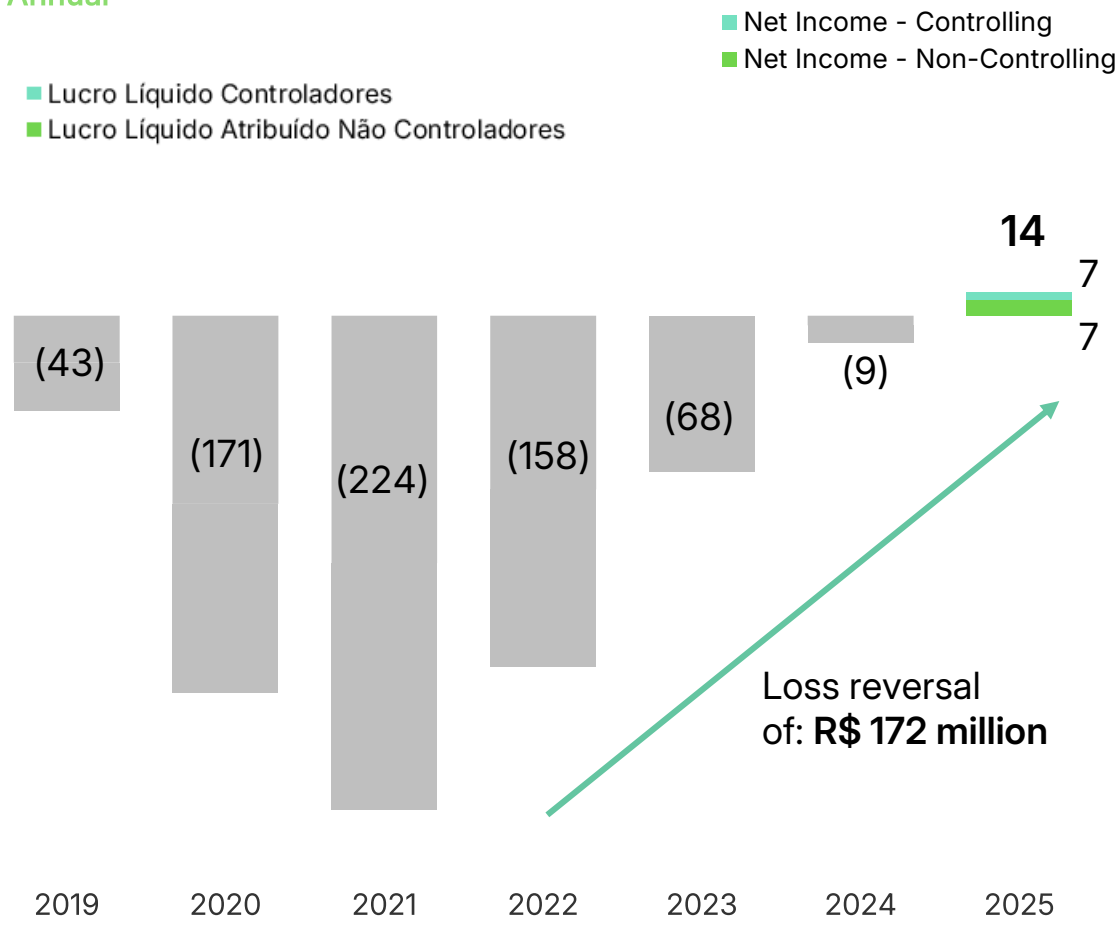


# Net Income (R$ MM)

Reversal of the negative net result recorded in prior periods



Net Income (R$ MM)
Annual




Net Income (R$ MM)
Year-to-Date

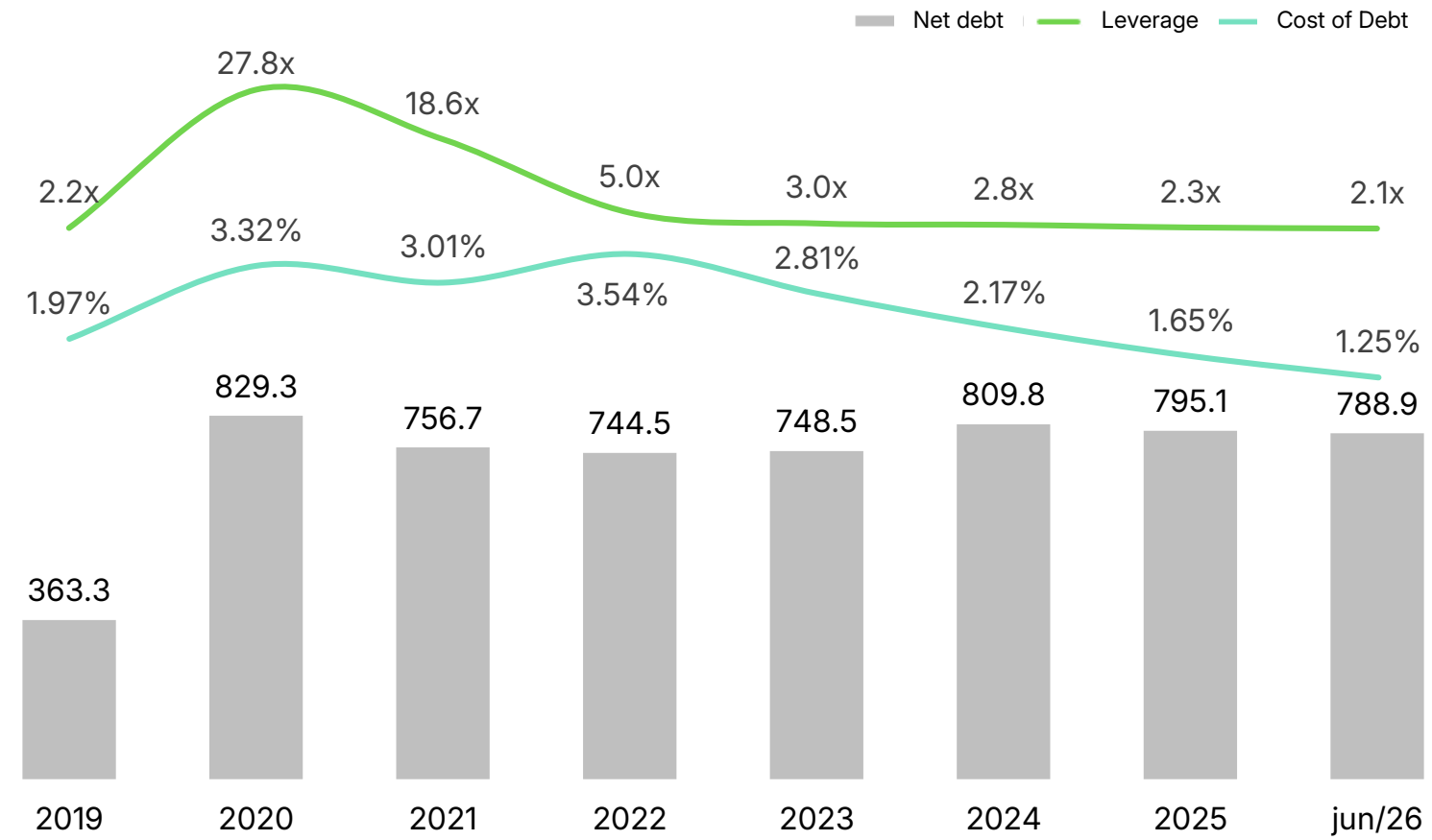


# Debt Management

Stabilized net debt, with lower leverage and average cost of debt



Net Debt (R$ MM) [1], Leverage (x) [2], Cost of Debt (%) [3]




(1) Total Bank Debt (Debentures and CRI, Bank Loans and Transaction Costs) + Other Obligations (Accounts Payable for Investment Acquisitions and Tax Installments) – Cash and Cash Equivalents.
(2) Net Debt / Adjusted EBITDA
(3) CDI Spread + Equivalent %



03

# Business Model

# Off-Street

**7** Regional offices

**831** Off-Street Operations

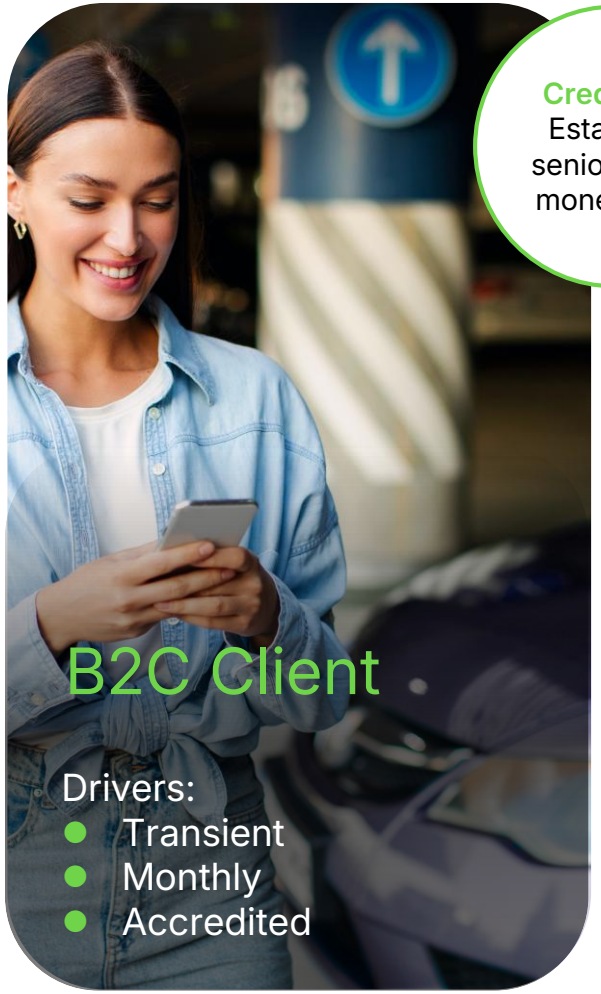
**84.4%** Off-Street share of total

**409k** Off-Street Parking Spaces



# Full Ecosystem Management

Cost and revenue management with flexible lease models and alignment of interests with the client



## B2C Client

Drivers:

- Transient
- Monthly
- Accredited

**Credit risk**
Estapar is senior in the money flow

Parking payment

ESTAPAR

Rent pass-through

**Alignment of interests**
"Revenue sharing" models with clients



## B2B Client

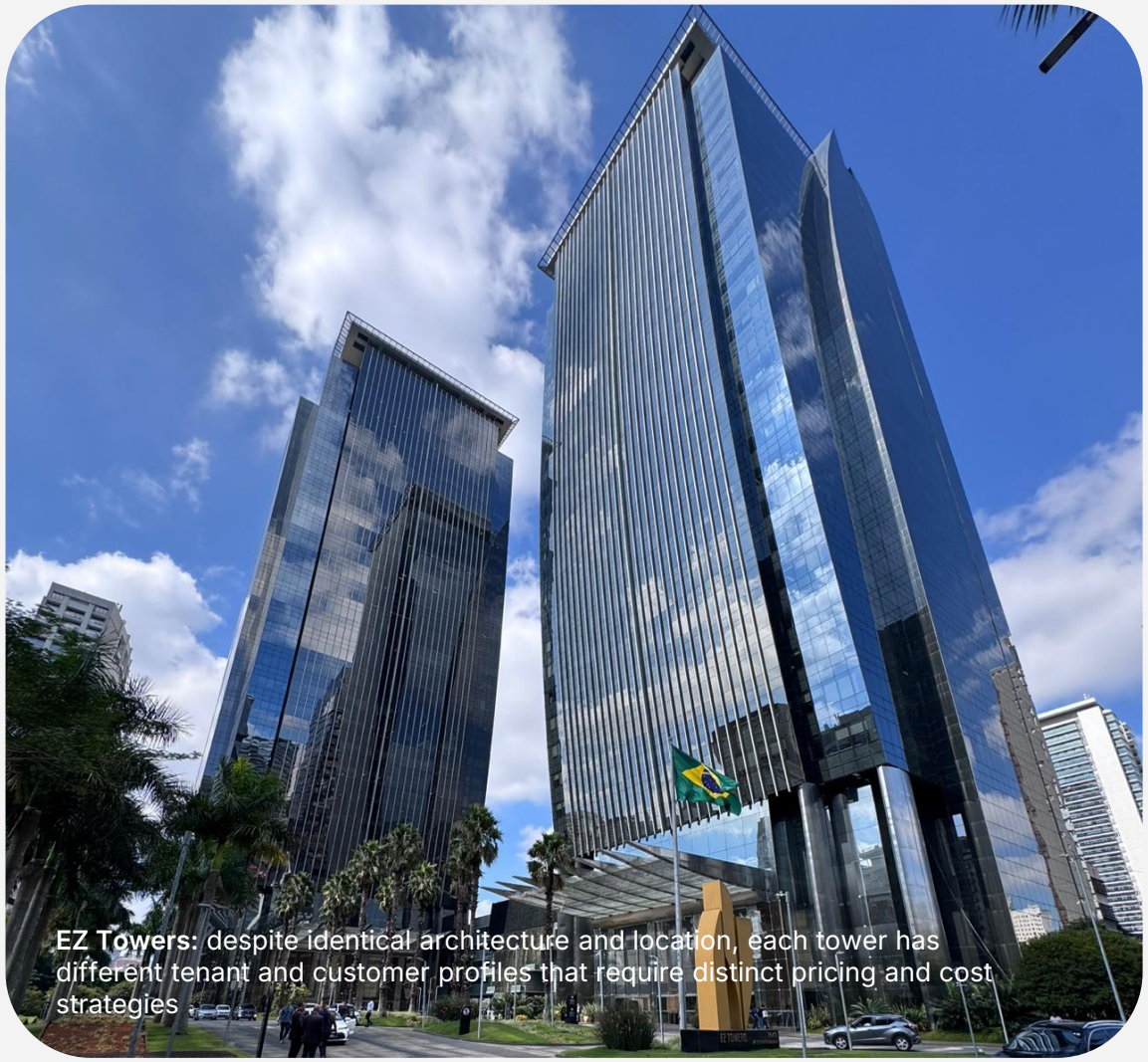
Compensation:

- Fixed rent
- Variable rent
- Key money / Concession fees

- Billing and Reporting
- Workforce management
- Infrastructure and Technology
- Governance and Compliance

# Tailor-Made Solutions for Each Asset

Unique planning that considers the specific features of each operation



**EZ Towers:** despite identical architecture and location, each tower has different tenant and customer profiles that require distinct pricing and cost strategies

## Customization Pillars

### Region
Location and surroundings

### Sector
Sector-specific dynamics

### Target audience
User profile and behavior

### Owner
Client's objectives and guidelines

### Valet
Service and valet requirements

### Project
Physical layout and vehicle flow

# Strategic Contract Structuring

Flexible investment structures and terms tailored to the risk-return profile of each business

01/

**Market Intelligence**

02/

**Technical consulting**

03/

**Track record & internal benchmarking**

04/

**Proposals/ Contracts – “tailor-made”**

05/

**Financial engineering**

CAPEX Intensity

\- +

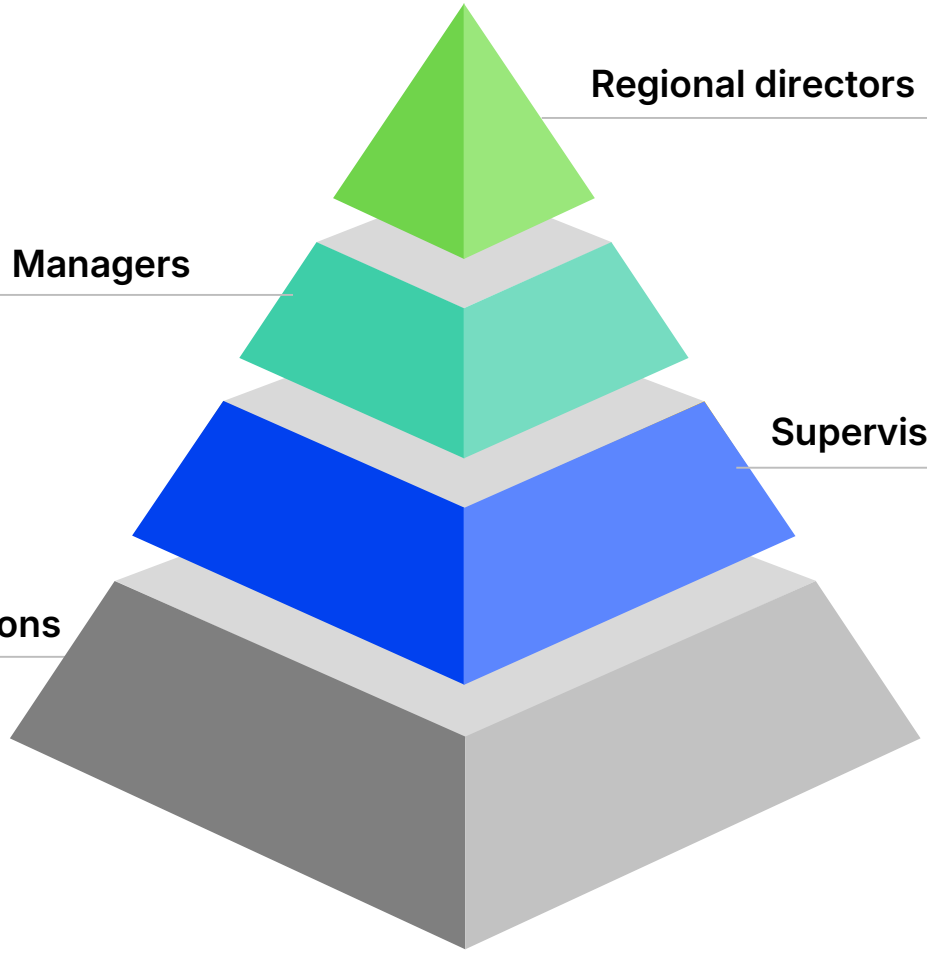
| | Leased and Managed (53%) | Long-Term Contracts (22%) | Concessions (8%) | Properties (2%) |
|---|---|---|---|---|
| **2Q26 Cash Gross Margin** | **20.9%** | **46.3%** | **31.2%** | **51.3%** |
| **Average Duration** | **< 5 years** Renewable | **5-30 years** | **10-30 years** | **Perpetual** |

% % of total revenue

# Operating Structure and Human Capital

National presence with local management seeking proximity and service excellence

## Number of employees by hierarchical level



**Regional directors** — 1

- Operational / commercial role
- +15 years of experience

SP, RJ, South, Northeast, MG/ES

**Managers** — 2

- Tactical management
- Garage P&L
- Investments
- Renewals

**Supervisors** — 3

- Day-to-day management
- Daily reporting
- Base management

**Operations** — 4

- Valet
- Attendants
- Garage leaders

Great Place To Work. Certificada 2022-2023 BRASIL

Great Place To Work. Certificada 2023-2024 BRASIL

Great Place To Work. Certificada 2024-2025 BRASIL

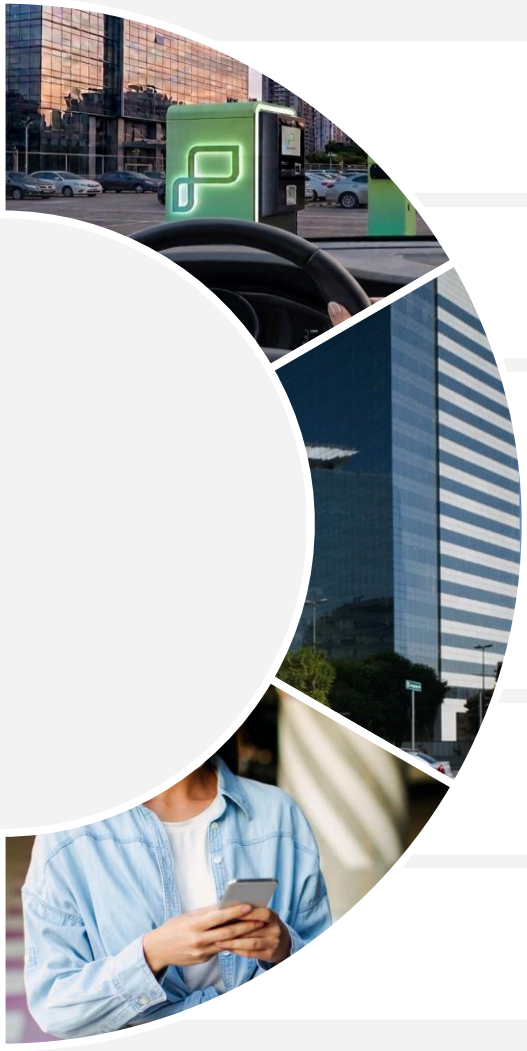
Great Place To Work. Certificada AGO 2025-AGO 2026 Brasil

ESTAPAR +VC

- Smooth and efficient communication
- Higher engagement
- Standardization of the communication channel

# Competitive Advantages

Market leadership underpinned by operational efficiency, digital innovation and investment capacity



| | |
|---|---|
| Brand | Market recognition as a lever to attract new contracts and build user loyalty |
| Credibility | Publicly listed and audited company with benchmark governance |
| Scale | Brazil's largest network, generating operational efficiency and scale gains |
| Ancillary Revenues | New revenue streams that add to the *core business* and enable greater competitiveness in proposals |
| Technology | Digital transformation that converts the physical into data intelligence and convenience |
| Capital | Balanced capital structure with capacity to invest in new assets and technologies |

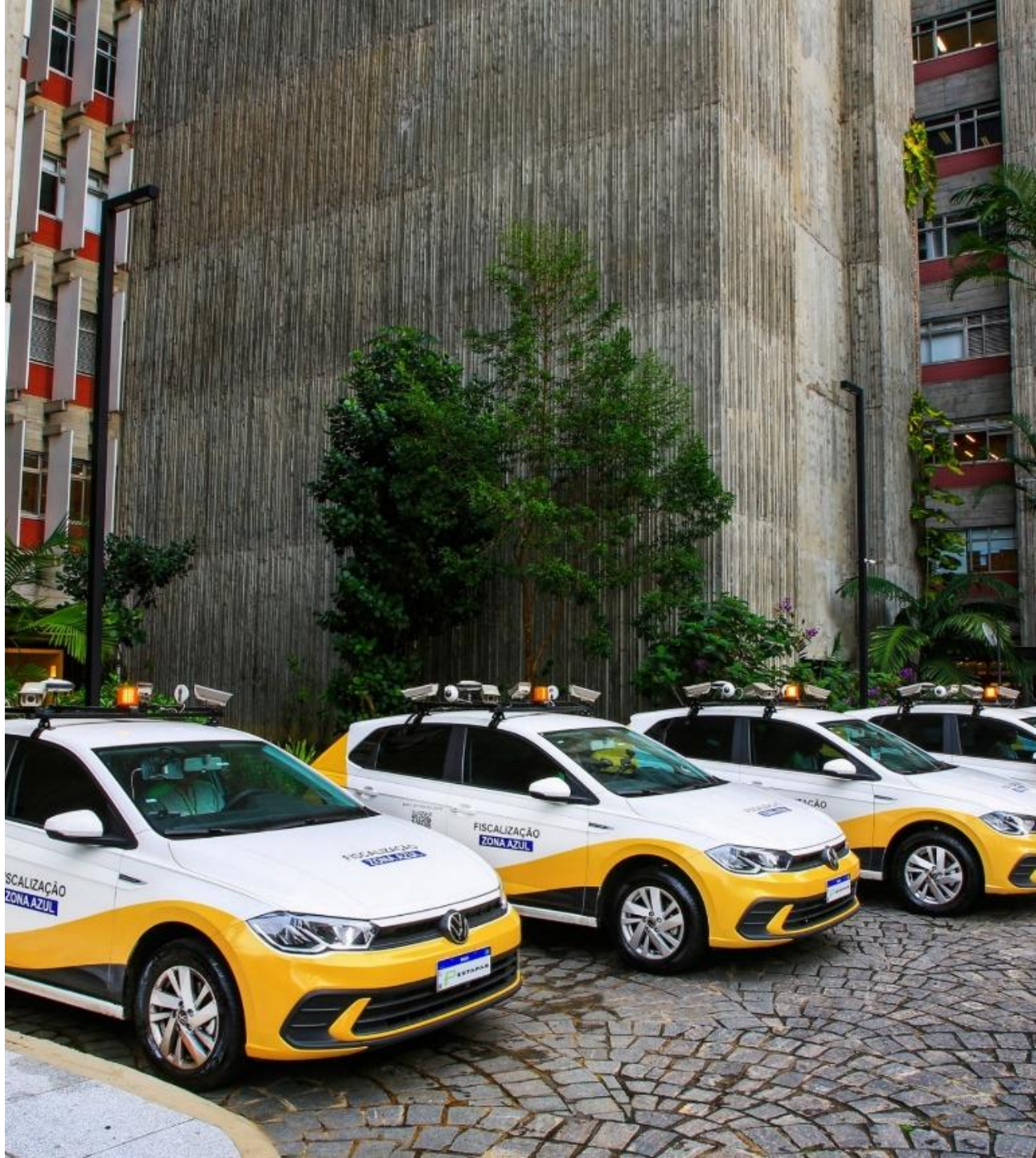
# On-Street

**20** Cities

**5** States

**13.1%** On-Street share of total

**149k** On-Street Parking Spaces



# On-Street

Value cycle for stakeholders through a digital and scalable model

## Municipality

Estapar offers technology and a greater source of funding to municipalities through concessions.



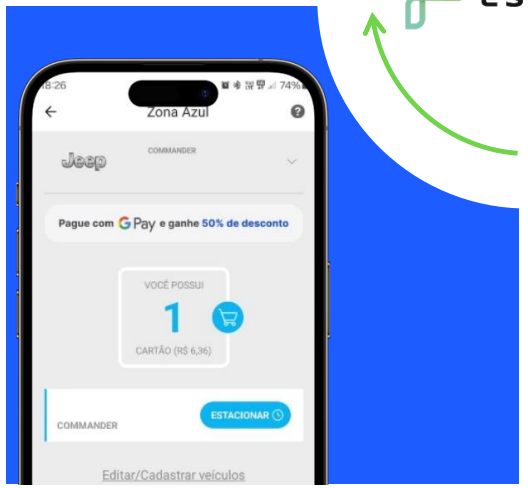


## Urban Mobility

Higher parking space turnover and technology ready for managing *smart cities*.

## Private Sector

Estapar's profitability through productivity in the provision of public services.






## Local development

Promotes the development of local urban retail and services.

# Case Study: Zona Azul de São Paulo

Brazil's largest parking space concession



ESTAPAR ZONA AZUL DIGITAL

**+54 thousand**
managed parking spaces

**+100**
vehicles supporting enforcement

**Exclusive**
App

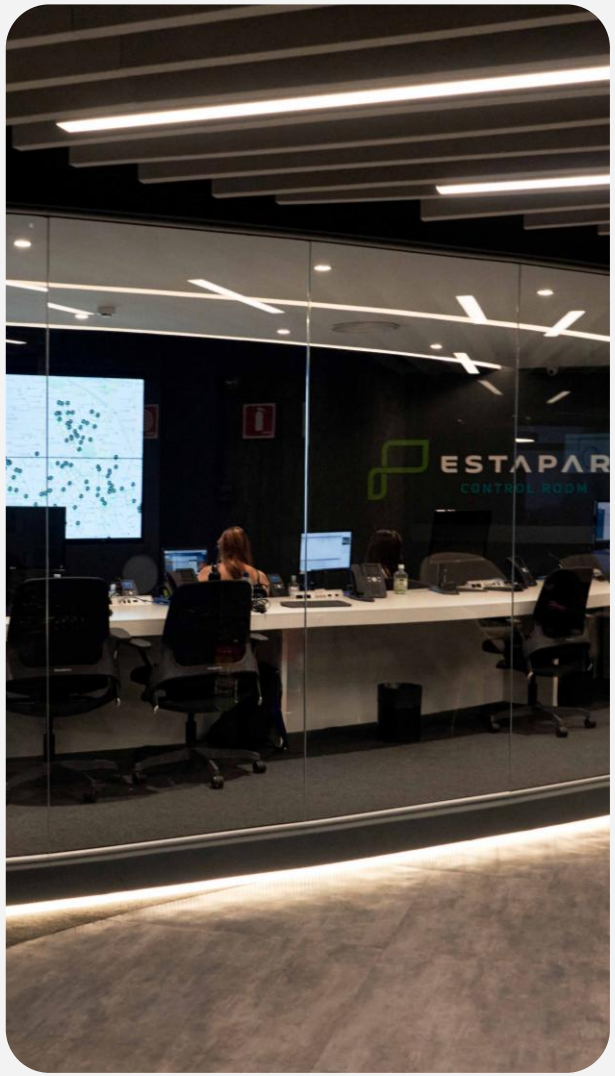
**15 years**
Concession

**R$ 595 Million**
Upfront Concession Fee

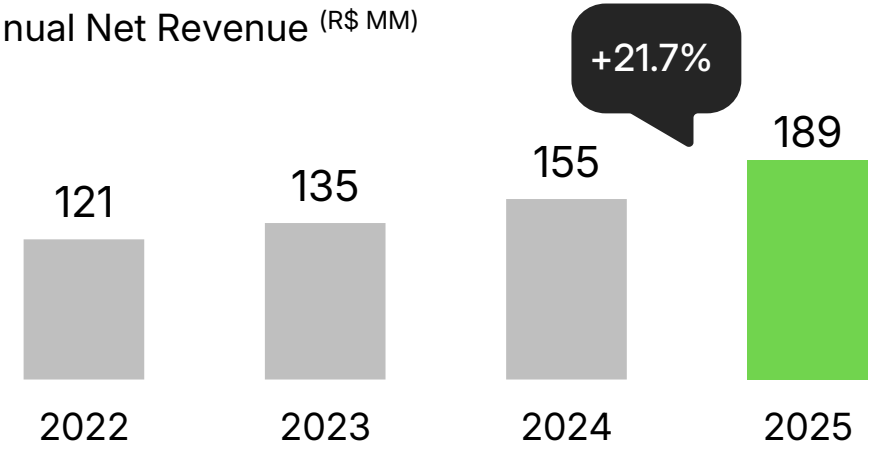
**Control**
Center

# Zona Azul de São Paulo Results

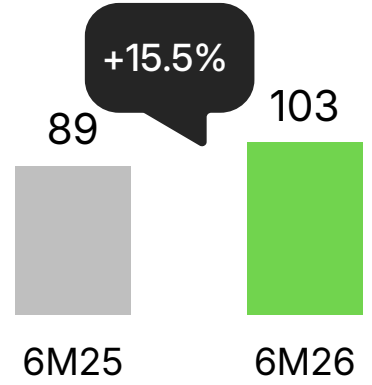
Annual and quarterly evolution of Net Revenue and Cash Gross Profit



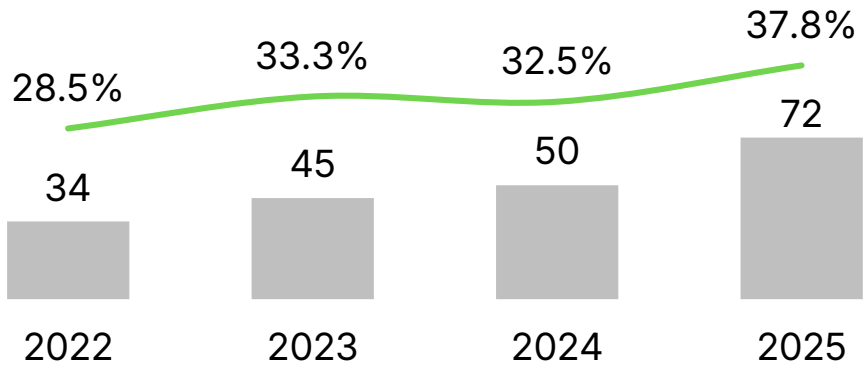

## Annual Net Revenue (R$ MM)



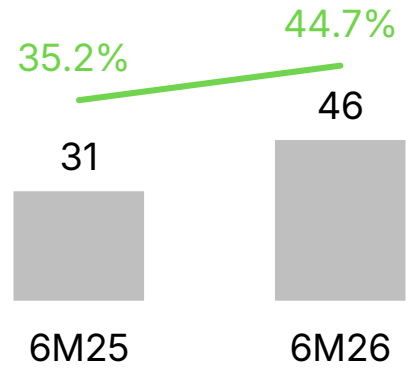

## Year-to-Date Net Revenue (R$ MM)



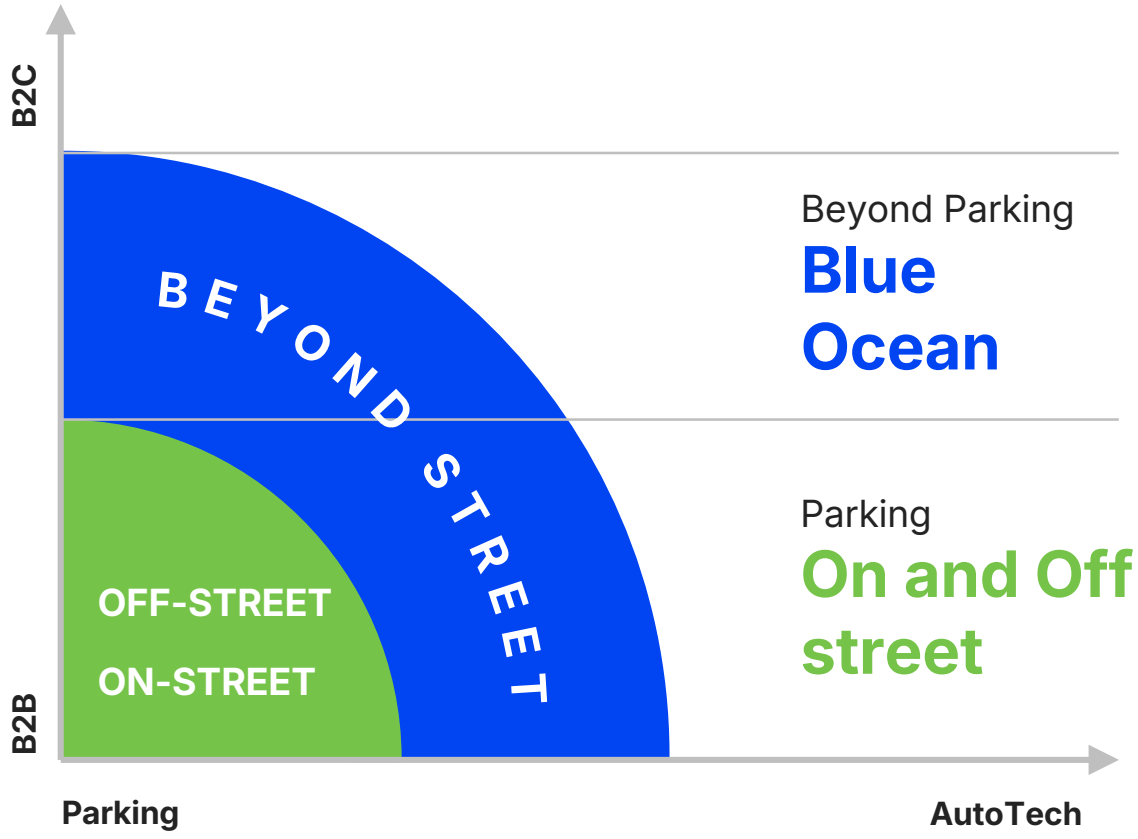

## Annual Cash Gross Profit and Gross Margin (R$ MM and %)




## Year-to-Date Cash Gross Profit and Gross Margin (R$ MM and %)



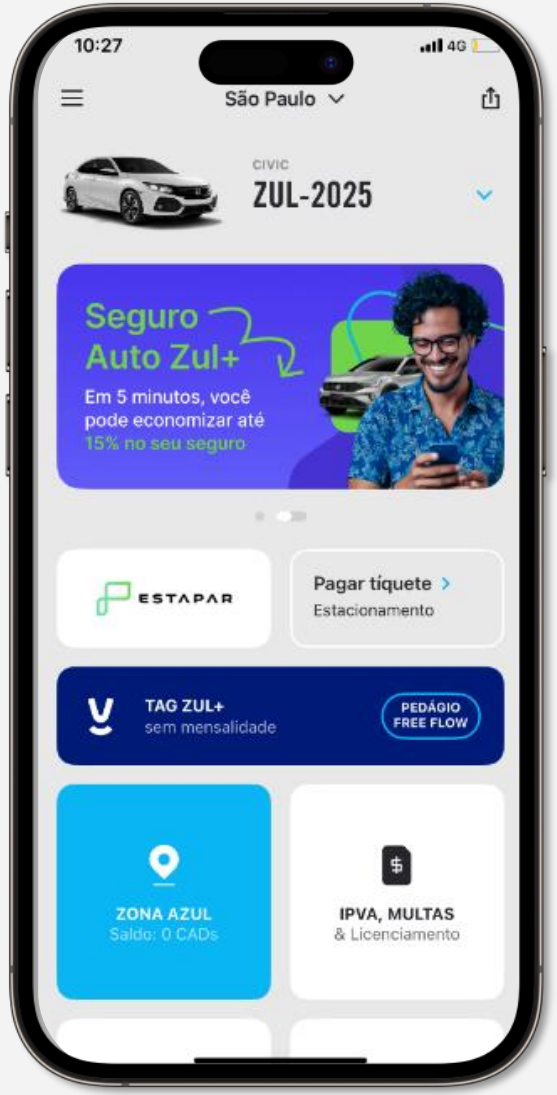
# Beyond Parking






# Zul+ AutoTech Marketplace

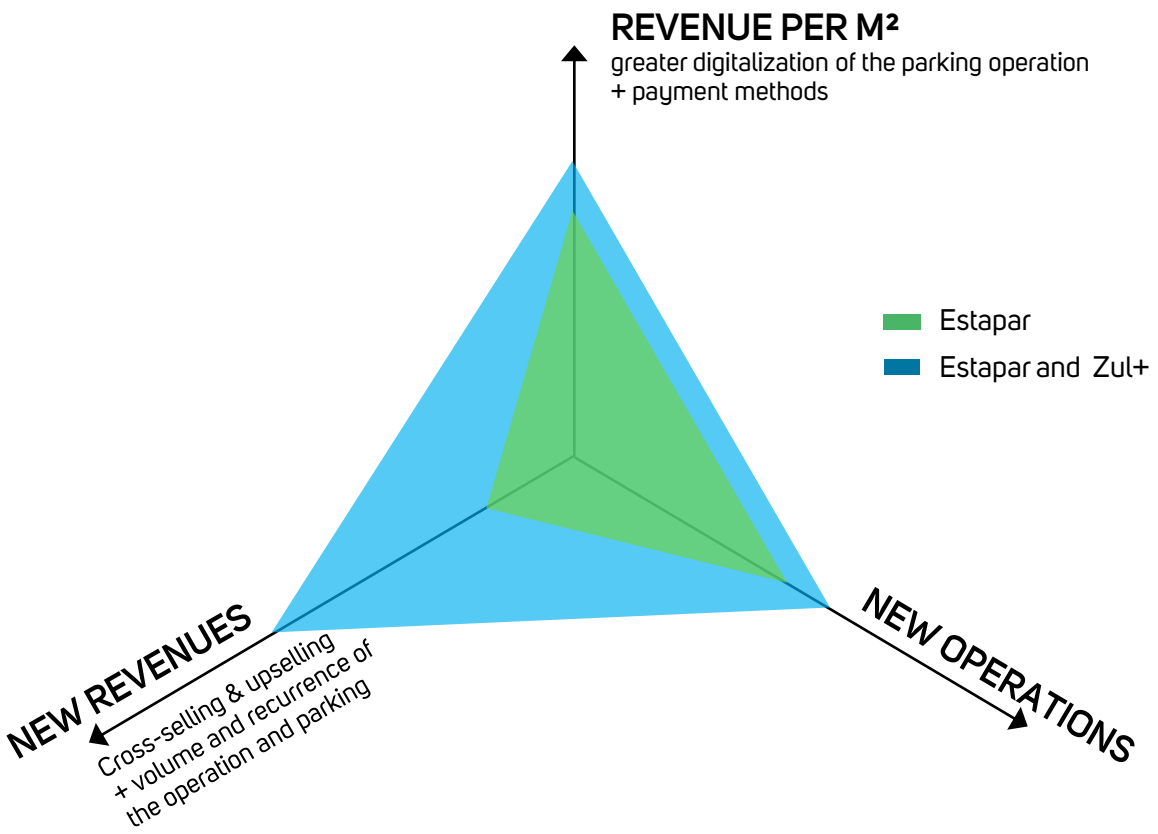
Leveraging the user base to sell automotive products and services




## The #1 app for drivers

- Zona Azul de São Paulo and 18 other cities
- Parking Spot Reservation
- Parking payment
- Zul Insurance Broker
- Zul Tag
- IPVA and Licensing
- CRLV and Vehicle Registration Services
- Fueling
- Consortium
- Vehicle-secured credit
- Zul Pass
- Zul Club

## Growth vectors of the Estapar and Zul+ merger



# Zul+ Indicators

Annual and quarterly evolution of transaction volume, user base and share of revenue

ESTAPAR

ZUL+

Everything
in a single app
for drivers

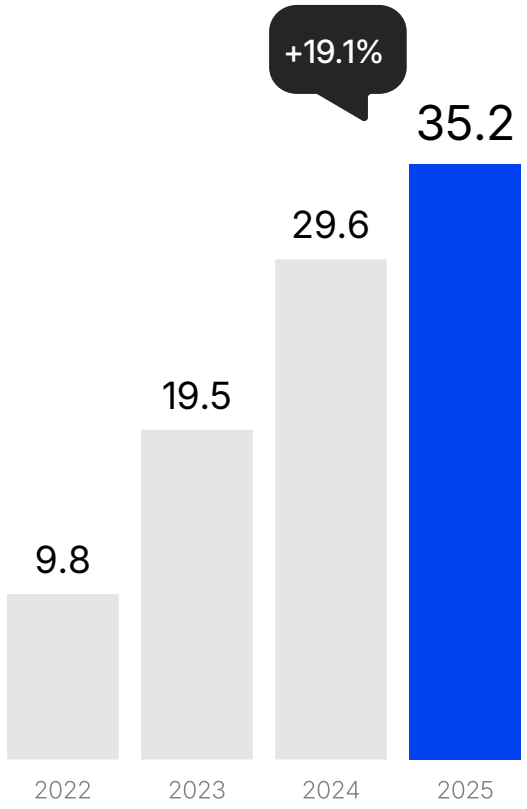
Google Play App Store

USERS Reference Jun-26

+9.7MM

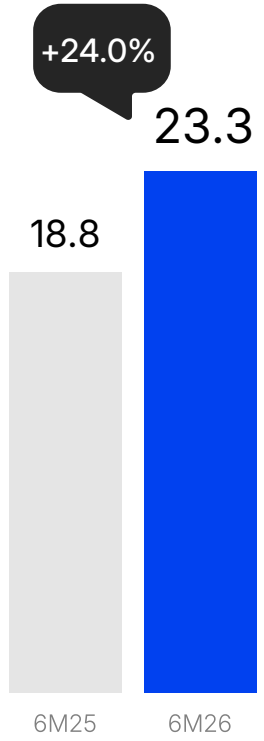
## ANNUAL NET REVENUE ZUL+(1)

in R$ million



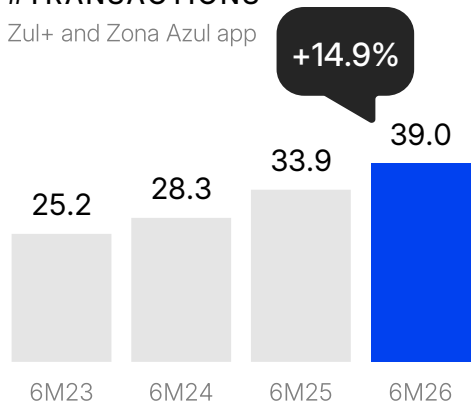

## YEAR-TO-DATE NET REVENUE ZUL+ (1)

in R$ million



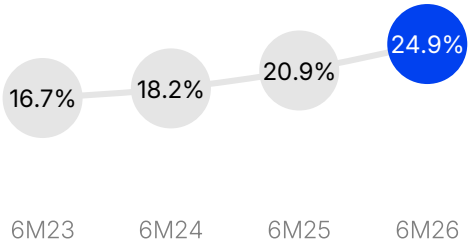

## #TRANSACTIONS(2)

Zul+ and Zona Azul app




## DIGITAL PLATFORMS(2)

% of revenue from digital platforms vs. total revenue

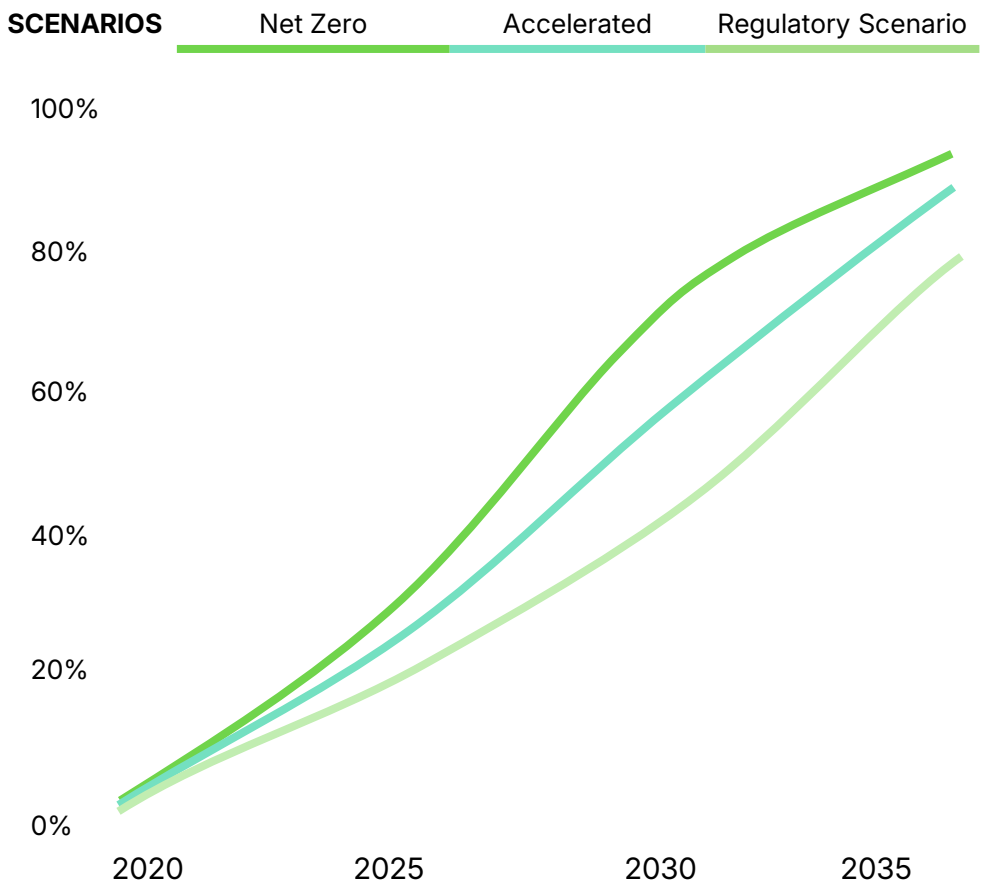



(1) Net Revenue from Zul+ app.
(2) Zul+ App, Zona Azul de SP App and Website.

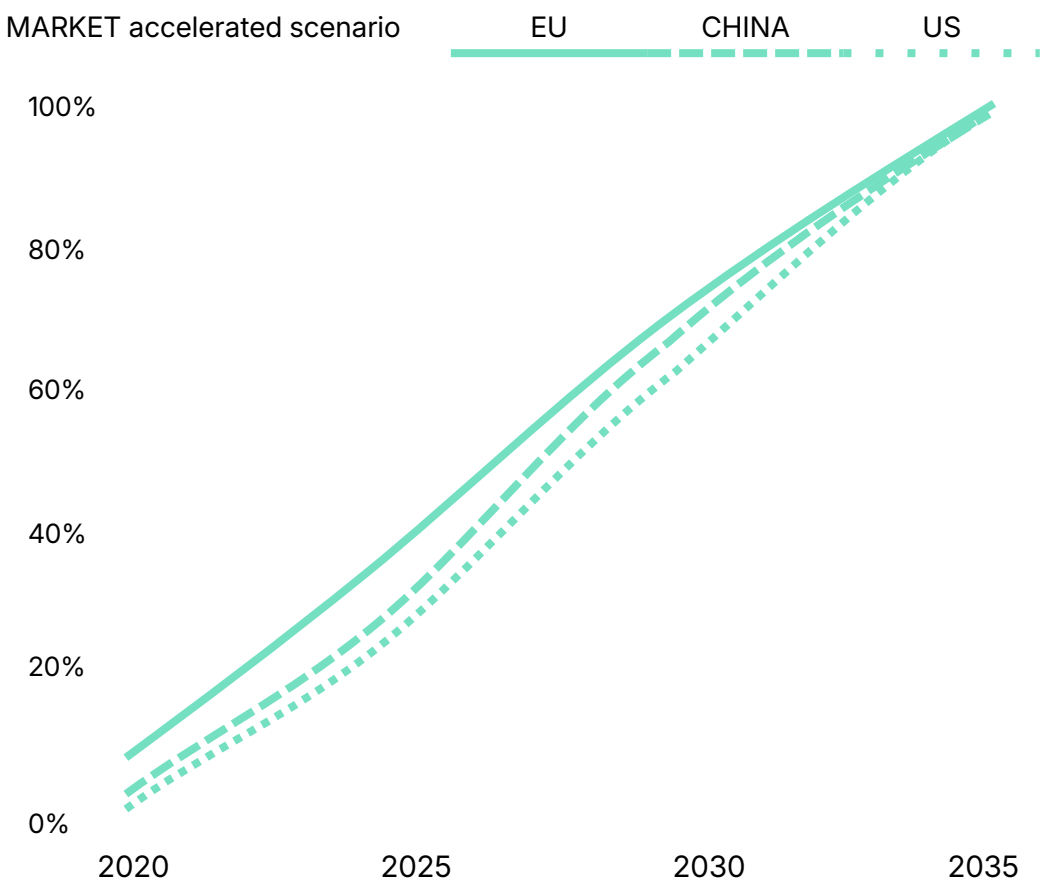
# Electromobility

Market projections for new electric vehicles

## Opportunities for Expansion




## Evolution of the share of new electric vehicle sales




Percentage of sales of new electric vehicles (BEV, FCEV, PHEV)
Source: McKinsey, "Why the automotive future is electric", 2021

# Zletric Indicators

Evolution of nationwide coverage and revenue growth

zletric
RECARREGUE SUA AUTONOMIA

59%
ESTAPAR INVESTEE

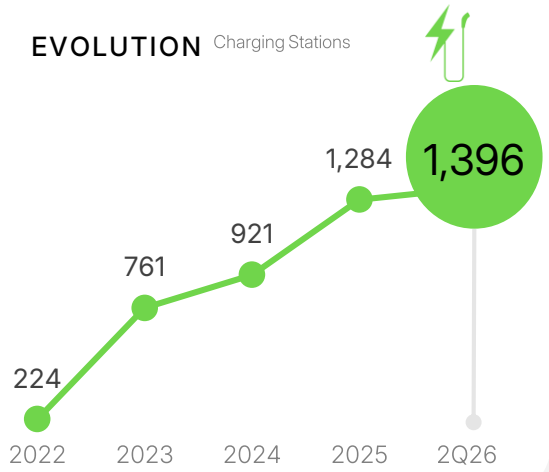
## Continuous expansion of charging station coverage

Google Play | App Store

NET REVENUE 6M26

R$5.8MM +30.9% vs. 6M25

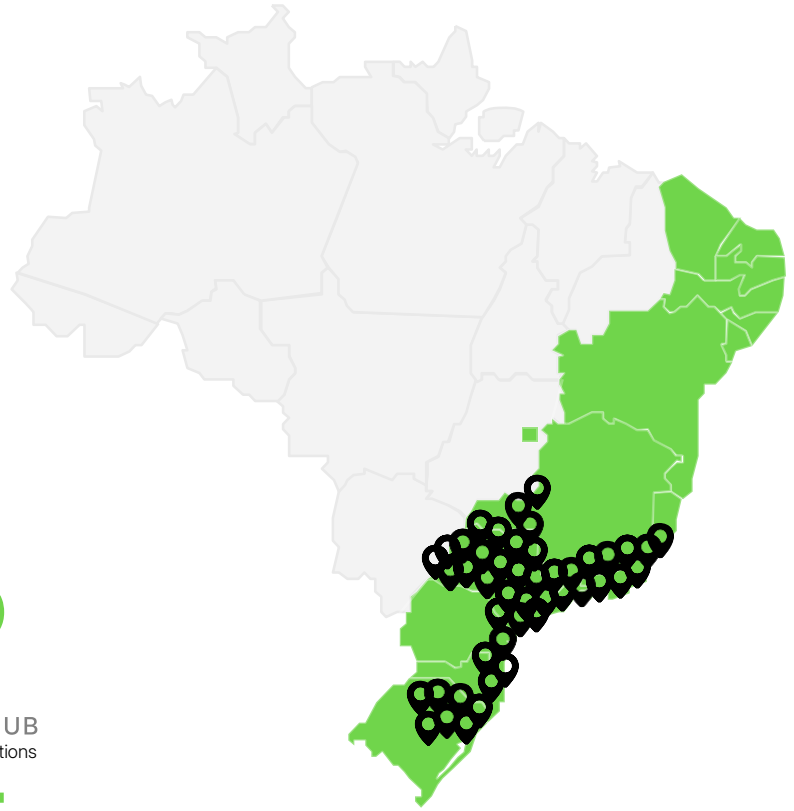
EVOLUTION Charging Stations






ZLETRIC PARTNERS

VOLVO · STELLANTIS · NISSAN · movida · 99 · HDI SEGUROS · Eletrobras



STATES
14

CITIES
85

ZLETRIC HUB
Fast charging stations
45

ITAG B3 IGC-NM B3 IGC B3 ALPK B3 LISTED NM

# THANK YOU!


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