

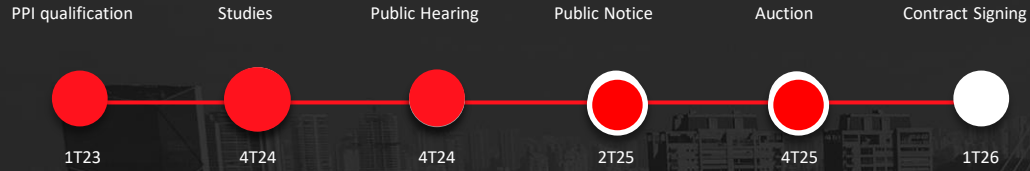


Water Crossings

Water Crossings

- Government of São Paulo project for the complete modernization of 14 ferry routes, serving the coastal region, the São Paulo Metropolitan Area, and Paraibuna.
- Includes the acquisition of 45 new vessels, up to 41 of which will be electric, and standardized terminals.
- The contract covers operation, maintenance, and investments over 20 years, with tariff base and free services maintained.
- The project focuses on comfort, safety, and efficiency, serving around 11 million passengers and 10 million vehicles per year (about 40,000 per day).

WATER CROSSINGS



~USD 500 MILLION
INVESTMENT

BROWNFIELD
ASSET TYPE

20 YEAR
CONTRAT

SPONSORED CONCESSION
LEGAL STRUCTURE

The asset covers intermunicipal waterway collective transport of vehicles and passengers.

Notes:

i. Studies contracted with FIPE, via Companhia Paulista de Parcerias..

IMPACT AND BENEFITS

Water Crossings

- ❑ Reduced waiting times and more frequent crossings during peak seasons;
- ❑ Sustainability: electric fleet, lower noise, and reduced emissions;
- ❑ Modern terminals with air conditioning, accessible restrooms, and food services;
- ❑ Technology and predictability: standardized operations and performance indicators;
- ❑ Regional integration across the Baixada Santista, North and South Coasts, Vale do Ribeira, and Paraibuna.



THANK YOU