

DISTANCE VOTING BALLOT**Annual General Meeting (AGM) - AZZAS 2154 S.A. to be held on 04/30/2026****Shareholder's Name****Shareholder's CNPJ or CPF****E-mail****Instructions on how to cast your vote**

If the shareholder chooses to exercise their right to vote remotely, pursuant to CVM Resolution No. 81/22 ("RCVM 81"), they must complete and sign this remote voting ballot ("BVD"), which will only be considered valid, and the votes cast therein will only be counted toward the quorum of the Annual General Meeting ("AGM"), if all fields are duly completed. It is essential that the above fields be completed with the shareholder's full name (or corporate name), as well as their CPF or CNPJ registration number, as applicable, in addition to an email address for potential contact. Votes cast by shareholders will not be considered in cases where the BVD and/or the shareholder representation documents listed below are submitted (or resubmitted and/or amended, as applicable) without observing the deadlines and submission formalities indicated below.

Instructions for sending your ballot, indicating the delivery process by sending it directly to the Company or through a qualified service provider

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The shareholder may vote remotely by: (i) sending this BVD directly to the Company; or (ii) sending voting instructions to service providers, as set forth below. After the remote voting deadline, the shareholder may not change the voting instructions already submitted, except at the AGM, upon an explicit request to disregard the voting instructions submitted via the BVD before the respective matter(s) are put to a vote. Remote voting instructions will be considered in the event of a postponement of the AGM or a second call, provided that it does not exceed 30 days from the date scheduled for the meeting on first call. Submission directly to the Company To be validly accepted, the BVDs, accompanied by the relevant documentation, must be received by the Company by April 26, 2026 (inclusive). To this end, shareholders must access the link <https://assembleia.ten.com.br/591080426> and: (i) complete and finalize the registration, as a shareholder or a shareholder's proxy, and upload the documents listed below; (ii) if acting as a proxy, register the shareholder(s) they represent; (iii) select the "Meeting" tab and, subsequently, "BVD" and the respective shareholder(s), and then complete the voting option fields for the BVD; and (iv) confirm the selection of voting options to finalize the casting of the respective votes. Documents: a) Individuals: a simple scanned copy of a photo ID and a statement or extract of shareholding position issued no more than 5 days prior to the date of the AGM. b) Legal entities: a simple scanned copy of the legal representative's photo ID; a simple scanned copy of the corporate documents, duly registered with the competent authority, evidencing legal representation; and a statement or extract of shareholding position issued no more than 5 days prior to the date of the AGM. c) Investment funds: a simple scanned copy of the legal representative's photo ID; a simple scanned copy of the corporate documents of the administrator or manager, as applicable, evidencing legal representation; a simple copy of the fund's bylaws, duly registered with the competent authority, when applicable; and a statement or extract of shareholding position issued no more than 5 days prior to the date of the AGM. Any proxy appointment must comply with Article 126, paragraph 1, of the Brazilian Corporation Law, including notarization of the grantor's signature or a digital signature by means of a digital certificate issued by certification authorities accredited by ICP-Brasil, or an electronic signature certified by other means that, at the Company's discretion, ensure the authenticity and integrity of the document and its signatories. Documents of shareholders issued abroad must have the signatures notarized by a Notary Public, be apostilled or, if the country of issuance is not a signatory to the Hague Convention (Apostille Convention), legalized at a Brazilian Consulate, translated by a sworn translator registered with the Board of Trade, and registered with the Registry of Deeds and Documents, in accordance with applicable law. Within up to 3 days from receipt of the BVD, the Company will notify shareholders by email of: (i) receipt of the BVD, as well as whether the BVD and any accompanying documents are sufficient for the shareholder's vote to be considered valid; or (ii) the need to correct or resubmit the BVD or the accompanying documents, describing the procedures and deadlines required to regularize the remote vote. The shareholder may correct or resubmit the BVD or the accompanying documents, provided that the deadline for receipt by the Company, as indicated above, is observed. Votes cast by shareholders will not be considered in cases where the BVD and/or the shareholder representation documents listed above are submitted or corrected without observing the deadlines and submission formalities indicated above. Submission through service providers In addition to sending the BVD directly to the Company, shareholders may submit voting instructions to service providers, in accordance with their respective rules, provided that such instructions are received by April 26, 2026 (inclusive), or another specific date indicated by the respective service providers. - Shareholders with shares held in book-entry form: may vote remotely through the registrar. Voting instructions must be submitted via the Itaú Assembleia Digital website at: <https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleia-digital>. - Shareholders who wish to submit the BVD to the central depository: voting instructions must be submitted through the electronic system made available by B3, via the Investor Area (available at www.investidor.b3.com.br, under the section "Remote Voting Service" in the field "Open Meetings"). - Shareholders with shares held with a custodian/broker: should verify the voting procedures with their respective custodian institution. - Shareholders with shares held in more than one institution: need only submit voting instructions to one institution, and the vote will always be considered based on the shareholder's total number of shares. If additional information is required, shareholders should contact their respective custodians or the registrar to verify the procedures established by them.

Postal and e-mail address to send the distance voting ballot, if the shareholder chooses to deliver the document directly to the company / Instructions for meetings that allow electronic system's participation, when that is the case.

Azzas 2154 S.A. If the shareholder chooses to submit the BVD directly to the Company, the BVD must be sent via the link <https://assembleia.ten.com.br/591080426> by April 26, 2026 (inclusive), in accordance with the instructions above. The Company informs that it will provide an electronic remote voting system and emphasizes that the AGM will be held exclusively in digital format. Instructions on how to access the system are described in detail in the Notice of Meeting and in the Management Proposal for the Annual General Meeting, both available on the CVM website (<https://www.gov.br/cvm/pt-br>) and on the Company's website (<https://ri.azzas2154.com.br/>).

Indication of the institution hired by the company to provide the registrar service of securities, with name, physical and electronic address, contact person and phone number

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Itaú Corretora de Valores S.A. Physical address: Rua Brigadeiro Faria Lima, No. 3500, 3rd Floor, Itaim, São Paulo, SP, Brazil, ZIP Code 04538-132 Telephone: +55 11 3003-9285 (state capitals and metropolitan regions) // 0800 7209285 (other locations) Name: Simone Pereira Romão Email address: escrituracaorendavariavel@itau-unibanco.com.br Itaú Corretora de Valores S.A., the Company's registrar and transfer agent, provides a channel for the collection and transmission of voting instructions through an electronic platform. For this purpose, the shareholder must register on the Itaú Assembleia Digital website, available at <https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleiadigital>.

Resolutions concerning the Annual General Meeting (AGM)

[Eligible tickers in this resolution: AZZA3]

1. The Company's financial statements, accompanied by the respective explanatory notes, the independent auditors' report, and the opinion of the Statutory Audit Committee, for the fiscal year ended December 31, 2025.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

2. The management report and the accounts of the management for the fiscal year ended December 31, 2025.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

3. The Company's capital budget proposal for the fiscal year 2026.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

4. The management's proposal for the allocation of results for the fiscal year ended December 31, 2025.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

5. The determination of eight (8) members for the Board of Directors.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

6. Do you wish to request the cumulative voting for the election of the board of directors, under the terms of art. 141 of Law 6,404, of 1976? (If the shareholder chooses "no" or "abstain", his/her shares will not be computed for the request of the cumulative voting request).

Yes No Abstain

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[Eligible tickers in this resolution: AZZA3]

Election of the board of directors by single group of candidates

Única

Alexandre Café Birman

André Aliche De Vivo

Edison Ticle de Andrade Melo e Souza Filho

Marcel Sapir

Nicola Calicchio Neto

Roberto Luiz Jatahy Gonçalves

Sylvia de Souza Leão Wanderley

Lucas Fox

7. Nomination of all the names that compose the slate (the votes indicated in this section will be disregarded if the shareholder with voting rights fills in the fields present in the separate election of a member of the board of directors and the separate election referred to in these fields takes place). - Única

Approve Reject Abstain

8. If one of the candidates that composes your chosen slate leaves it, can the votes corresponding to your shares continue to be conferred on the same slate?

Yes No Abstain

9. In case of a cumulative voting process, should the corresponding votes to your shares be equally distributed among the members of the slate that you've chosen? [If the shareholder chooses "yes" and also indicates the "approve" answer type for specific candidates among those listed below, their votes will be distributed proportionally among these candidates. If the shareholder chooses to "abstain" and the election occurs by the cumulative voting process, the shareholder's vote shall be counted as an abstention in the respective resolution of the meeting.]

Yes No Abstain

10. View of all the candidates that compose the slate to indicate the cumulative voting distribution.

Alexandre Café Birman Approve Reject Abstain / []%

André Aliche De Vivo Approve Reject Abstain / []%

Edison Ticle de Andrade Melo e Souza Filho Approve Reject Abstain / []%

Marcel Sapir Approve Reject Abstain / []%

Nicola Calicchio Neto Approve Reject Abstain / []%

Roberto Luiz Jatahy Gonçalves Approve Reject Abstain / []%

Sylvia de Souza Leão Wanderley Approve Reject Abstain / []%

Lucas Fox Approve Reject Abstain / []%

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[Eligible tickers in this resolution: AZZA3]

11. Do you wish to request a separate election of a member of the board of directors, under the terms of article 141, paragraph 4, I, of Law 6,404, of 1976? (The shareholder can only fill this field in case of keeping the position of voting shares uninterrupted for 3 months prior to the general meeting. If the shareholder chooses "no" or "abstain", his/her shares will not be computed for the request of a separate election of a member of the board of directors).

Yes No Abstain

[Eligible tickers in this resolution: AZZA3]

12. The characterization of Mr. Lucas Fox as an independent member of the Company's Board of Directors.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

13. The characterization of Ms. Sylvia de Souza Leão Wanderley as an independent member of the Company's Board of Directors.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

14. The determination of the global annual compensation of the management for the fiscal year 2026.

Approve Reject Abstain

[Eligible tickers in this resolution: AZZA3]

15. Do you wish to request the establishment of a fiscal council, under the terms of article 161 of Law 6,404, of 1976? (If the shareholder chooses "no" or "abstain", his/her shares will not be computed for the request of the establishment of the fiscal council).

Yes No Abstain

City : _____

Date : _____

Signature : _____

Shareholder's Name : _____

Phone Number : _____