

COSAN S.A.
CNPJ/MF Nº 50.746.577/0001-15
NIRE 35.300.177.045

MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON JUNE 25, 2025

1. **DATE, TIME AND PLACE:** June 25, 2025, at 10 a.m., at the headquarters of Cosan S.A. ("Company"), located at Avenida Brigadeiro Faria Lima, 4.100, 16º andar, Sala 01, Itaim Bibi, in the City and State of São Paulo, CEP: 04538-132.

2. **ATTENDANCE:** All members of the Company's Board of Directors attended the meeting, namely Rubens Ometto Silveira Mello - Chair of the Board of Directors; Marcelo Eduardo Martins - Vice-Chair of the Board of Directors; Burkhard Otto Cordes, Luis Henrique Cals de Beauclair Guimarães, Pedro Isamu Mizutani, Vasco Augusto Pinto da Fonseca Dias Júnior, Luis Claudio Rapparini Soares, Flávia Cruz Simon and Silvia Brasil Coutinho, Members of the Board of Directors. All the members took part in the meeting by conference call, as permitted by the sole paragraph of article 19 of the Company's Bylaws.

3. **CALL NOTICE:** The call notice was waived due to the presence of all Board of Directors' members

4. **PRESIDING:** Chair: Rubens Ometto Silveira Mello; and Secretary: Jefferson de Vasconcelos Molero.

5. **AGENDA:** To guide the Company's vote on the proposal to amend the Novo Mercado Regulations presented by B3 - Brasil, Bolsa e Balcão ("B3") through the Restricted Hearing.

6. **DELIBERATIONS:** Preliminarily, the Company's Legal Vice-President presented all of B3's 25 (twenty-five) proposals for altering the Novo Mercado Regulations, considering all the points that impact the Company and its governance, as well as informing that in the next 6 (six) months B3 will begin a new work front to evaluate new alterations to the Novo Mercado Regulations, which includes the criteria for determining the quorum for approving alterations.

The members of the Board of Directors expressed their understanding that the constant adaptation of the regulations to the best market practices is extremely important for strengthening the financial market.

However, a more in-depth overview of the changes proposed by B3 is necessary, especially in relation to those that will be brought in over the next 6 (six) months:

Approve (vote in favor) the following proposals: **Proposal 4** - Making the Arbitration Chamber more flexible; **Proposal 17** - Possibility of extending the deadline for defense and appeal; **Proposal 19** - Repeal of ICVM 476; **Proposal 22** - Regulatory adaptation; and **Proposal 23** - Adaptation deadline.

Reject (vote against) the following proposals: **Proposal 1** - Overboarding; **Proposal 2** - Limit on mandates for independents; **Proposal 3** - Minimum number of independents; **Proposal 5** - Dosimetry of penalties; **Proposal 6** - Statutory Audit Committee; **Proposal 7** - Quarterly meetings between the CAE and the independent auditor; **Proposal 8** - Obligation for the CAE to draw up minutes; **Proposal 9** - Composition of the CAE; **Proposal 10** - Possibility of disclosing the initiation of sanctioning proceedings; **Proposal 11** - Possibility of absorbing the CAE's activities by the Risk Committee; **Proposal 12** - Express provision for adherence to the NM; **Proposal 13** - Possibility of a single reporting channel; **Proposal 14** - Possibility of waiving anonymity; **Proposal 15** - Disclosure of reports; **Proposal 16** - Change of deadline for amendments to come into force; **Proposal 18** - Liquidity rule; **Proposal 20** - Independence criterion; **Proposal 21** - Accumulation of positions; **Proposal 24** – Novo Mercado Alert; and **Proposal 25** - Reliability of financial statements.

7. **CLOSURE**: There being no other business to address, the meeting was adjourned for the drawing up of these minutes, which were read, checked, found in order, and signed by all attending members. São Paulo (SP), June 25, 2025. (aa) Rubens Ometto Silveira Mello - Chair of the Board and of the Board of Directors; Jefferson de Vasconcelos Molero - Secretary of the Board; Marcelo Eduardo Martins - Vice-Chair of the Board of Directors; Burkhard Otto Cordes, Luis Henrique Cals de Beauclair Guimarães, Pedro Isamu Mizutani, Vasco Augusto Pinto da Fonseca Dias Júnior, Luis Claudio Rapparini Soares, Flávia Cruz Simon and Silvia Brasil Coutinho - Board Members.

I hereby declare that this is a true copy of the original minutes drawn up in the appropriate book.

São Paulo (SP), June 25, 2025.

JEFFERSON DE VASCONCELOS MOLERO

Secretary of the Board