

COSAN S.A.
CORPORATE TAXPAYER'S ID (CNPJ/MF): 50.746.577/0001-15
COMPANY REGISTRY (NIRE): 35.300.177.045

MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON MAY 15, 2025

1. **DATE, TIME, AND PLACE:** May 15, 2025, at 2:00 p.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, Board members.

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. **PRESENTATIONS:** (i) Professor Leandro Karnal: An institutional lecture was held for the Board of Directors' members on the topic "Ethics as a strategic element in Corporate Governance". The presentation aimed to reinforce, at the senior leadership level, key principles related to corporate ethics, the Code of Conduct, anti-corruption and anti-bribery practices, governance, and strategic risk management. The initiative is part of the Company's institutional ethics and integrity calendar and aims at strengthening the role of the Board as a role model and reference in promoting an ethical culture and consolidating the pillars of compliance and governance within the organization; (ii) Parent company and consolidated quarterly financial information as of March 31, 2025, explanatory video, and pre-reading materials: Cosan's quarterly financial information for the first quarter of 2025, the explanatory video presented by

the Chief Financial Officer (CFO), and the pre-reading materials were made available in advance by the Company to the Board of Directors members via the Atas Governance management system; and **(iii) The Company's executive officers presented:** (a) information on safety in the operations of the subsidiaries under the topic "Safety Moment"; (b) an update on the businesses of the Company's investees; (c) information on the first quarter of 2025 and updated Cash Flow Projections and Returns; (d) the report of the Audit Committee; and (e) the report of the People and Nomination Committee.

6. AGENDA: Resolve on: (i) the publication of the Company's results and financial statements for the first quarter of 2025; (ii) the approval of the proposal to amend the following Company policies: (a) Management Compensation Policy; and (b) Policy for the Nomination of Members to the Board of Directors, Advisory Committees to the Board of Directors and Statutory Executive Board ("Policies"); (iii) the election of members to the Company's Compliance Committee; and (iv) the appointment of Ms. Marcela Bruno Coelho as the Responsible for the Company's Compliance Program and Anti-Bribery Management System, as well as her alternate, Ms. Laís Sumida Kfourì.

7. RESOLUTIONS: The Company's Board of Directors members, based on the presented documents, unanimously and with no restrictions, approved:

7.1 The disclosure of the Company's results and financial statements for the first quarter of the 2025 fiscal year.

7.2. The amendments made to the Policies, aiming to update and align them with other governance instruments, include one-time adjustments and references, and ensure consistency with the Company's actual practices, under applicable legislation.

7.2.1. The Policies approved herein will be made available on the Company's website (www.cosan.com.br) and on the website of CVM (www.cvm.gov.br), where applicable.

7.3. The election of the following members to compose the Company's Compliance Committee:

a) The Company's Audit, Internal Controls, and Risks Executive Officer, **NATASHA**

- GONÇALVES DURAZZO BALASSANIAN**, Brazilian citizen, married, with an undergraduate degree in Accounting, holder of identification document (RG/SSP/SP) number 29.247.645-0 and inscribed in the register of individual taxpayers (CPF/MF) under number 309.102.678-71, resident and domiciled in the City and State of São Paulo, with business address located at Avenida Brigadeiro Faria Lima, 4.100, 15º andar, elected as the Chair of the Compliance Committee;
- b) Cosan's Vice President of Legal Affairs, **MARIA RITA DE CARVALHO DRUMMOND**, Brazilian citizen, married, lawyer, holder of identification document (RG/SSP/SP) number 60.990.387-1, inscribed in the register of individual taxpayers (CPF/MF) under number 052.815.287-42, resident and domiciled in the City and State of São Paulo, with business address at Avenida Brigadeiro Faria Lima, 4.100, 16º andar, elected as a member of the Compliance Committee;
- c) Cosan's Vice President of Finance, **RODRIGO ARAUJO ALVES**, Brazilian citizen, married, Accountant, holder of identification document (RG) number 115881/O-3, issued by CRC/RJ, inscribed in the register of individual taxpayers (CPF/MF) under number 073.100.396-96, resident and domiciled in the City and State of São Paulo, with business address at Avenida Brigadeiro Faria Lima, 4.100, 15º andar, CEP 04538-132, elected as a member of the Compliance Committee;
- d) The Company's Vice President of People, **CLAUDIA FALCÃO DA MOTTA**, Brazilian citizen, married, Psychologist, holder of identification document (RG/SPP/SP) number 52.082.000-9 and inscribed in the register of individual taxpayers (CPF/MF) under number 480.834.960.49, resident and domiciled in the City and State of São Paulo, with business address at Avenida Brigadeiro Faria Lima, 4.100, 15º andar, elected as a member of the Compliance Committee; and
- e) The Company's Executive Manager of New Businesses and Legal Compliance, **MARCELA BRUNO COELHO**, Brazilian, married, Lawyer registered with the São Paulo Bar Association (OAB/SP) under number 359.073 and inscribed in the register of individual taxpayers (CPF/MF) under number 395.701.118-36, resident and domiciled in the City and State of São Paulo, with business address at Avenida Brigadeiro Faria Lima, 4.100, 15º andar, elected as a member of the Compliance Committee.

7.4. The appointment of **MARCELA BRUNO COELHO**, already duly qualified above, as the Responsible for the Company's Compliance Program and Anti-Bribery Management System, as well as her alternate, **LAÍS SUMIDA KFOURI**, Brazilian, married, Lawyer registered with the São Paulo Bar Association (OAB/SP) under number 385.004 and inscribed in the register of individual taxpayers (CPF/MF) under number 401.440.668-74, resident and domiciled in the City and State of São Paulo, with business address at Avenida Brigadeiro Faria Lima, 4.100.

8. **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.

RUBENS OMETTO SILVEIRA MELLO

Chair of the Presiding Board and the
Board of Directors

JEFFERSON DE VASCONCELOS MOLERO

Secretary

MARCELO EDUARDO MARTINS

Vice Chair of the Board of Directors

LUIS HENRIQUE CALS DE BEAUCLAIR GUIMARÃES

Board Member

BURKHARD OTTO CORDES

Board Member

PEDRO ISAMU MIZUTANI

Board Member

VASCO PINTO DA FONSECA DIAS JÚNIOR

Board Member

LUIS CLAUDIO RAPPARINI SOARES

Board Member

FLÁVIA CRUZ SIMON

Board Member

SILVIA BRASIL COUTINHO

Board Member