



COSAN S.A.

Publicly-Held Company

Corporate Taxpayer's ID (CNPJ/MF): 50.746.577/0001-15

Company Registry (NIRE) 35.300.177.045 / CVM Code 19836

**NOTICE OF CALL FOR THE EXTRAORDINARY GENERAL SHAREHOLDERS
MEETING TO BE HELD ON OCTOBER 23, 2025**

The Shareholders of Cosan S.A. (“Cosan” or “Company”) are hereby called, as provided for in Article 124 of Law No. 6,404, of December 15, 1976, to meet at the Company’s Extraordinary General Shareholders Meeting (“Shareholders Meeting”), to be held on October 23, 2025, at 10:00 a.m., exclusively digitally, pursuant to Article 5, § 2, item I and Article 28, §§ 2 and 3 of the Brazilian Securities and Exchange Commission (“CVM”) Resolution No. 81, of March 29, 2022 (“CVM Resolution 81”), through the Ten Meetings Digital Platform, to deliberate on the matters listed in the Agenda.

Considerations on the matters listed in the agenda:

As disclosed in the material fact published on September 21, 2025, this Meeting is called in the context of the execution of the “Investment Agreement and Other Covenants” (“Investment Agreement”) between, on one side, Aguassanta Investimentos S.A. and Queluz Holding Limited, vehicles of the family of Mr. Rubens Ometto Silveira Mello (“Aguassanta Holdings”), and, on the other side, (i) vehicles related to BTG Pactual Holding S.A. and investment vehicles managed by BTG Pactual Asset Management (“BTG Vehicles”) and (ii) investment vehicles managed by Perfin Infra Administração de Recursos Ltda. (“FIP Perfin Rally” and, together with BTG Vehicles, “Investors” and, together with Aguassanta Holdings, “Anchor Investors”), to structure a strategic transaction that includes, by the Company, subject to the terms and conditions of the Investment Agreement and necessary corporate approvals, two public offerings of shares issued by the Company, under the automatic registration procedure, with the characteristics listed below, the first of which will be anchored by the Anchor Investors.

The first public offering will be structured by the Company, in Brazil, as an Issuer with Large Market Exposure – EGEM, in compliance with CVM Resolution No. 160, of July 13, 2022 (“CVM Resolution 160”), without granting preemptive rights to the Company’s shareholders, and will include a primary distribution of 1,450,000,000 (one billion, four hundred and fifty million) common shares (“First Base Offering”), which may be increased by up to 25% (twenty-five



percent), equivalent to 362,500,000 (three hundred sixty-two million five hundred thousand) shares in a potential additional lot (“First Public Offering”), subject to bookbuilding procedure. The subscription of shares by the Anchor Investors will be made within the scope of the First Public Offering and the distribution plan will consider the Company’s historical shareholder base.

The second public offering will be structured by the Company, in Brazil, in accordance with CVM Resolution 160, granting preemptive rights to subscribe for the shares subject to the second public offering to shareholders holding shares of the Company at the end of September 19, 2025 (the last trading day before the Material Fact), i.e., not considering shares to be subscribed in the First Public Offering, and will include a primary distribution of up to 550,000,000 (five hundred and fifty million) common shares (“Second Public Offering” and, together with the First Public Offering, “Public Offerings”).

Under no circumstances will the Public Offerings result in the issuance of more than 2,000,000,000 (two billion) common shares issued by the Company, and the number of shares to be issued in the Second Public Offering may be adjusted to avoid exceeding such maximum number.

The Anchor Investors have undertaken the irrevocable and irreversible commitment, subject to certain precedent conditions, to subscribe and pay for the shares of the First Public Offering, in a quantity sufficient to ensure the placement of 100% (one hundred percent) of the First Base Offering, with the aggregate value of such commitment equivalent to R\$ 7,250,000,000.00 (seven billion, two hundred and fifty million reais) (“Investment” and, together with “Public Offerings”, “Transaction”), at a price per share of R\$ 5.00 (five reais).

The Investment will be made by the Anchor Investors through a new holding company (“New Holding”), in which Aguassanta Holdings will hold a stake until the settlement date of the First Public Offering. The Investors, subject to certain precedent conditions, will make contributions to the New Holding, up to the amount of each Investor’s investment commitment, until the settlement date of the First Public Offering.

A number of shares equivalent to 50% of all shares subscribed in the First Public Offering by subscribers other than the Anchor Investors may not be traded (“Lock-up”) for a period of 2 (two) years from the settlement date of the First Public Offering. The Anchor Investors have agreed that 50% of the shares subscribed by the New Holding in the First Public Offering will be subject to a longer Lock-up, of 4 (four) years from the settlement date of the First Public Offering. Additionally, all other shares subscribed by the New Holding and the Investors in the First Public Offering will be subject to a Lock-up of 100 (one hundred) days from the settlement date of the First Public Offering.

Shares to be issued in the Second Public Offering will not be subject to any Lock-up.

The Second Public Offering will have a fixed price per share equal to the price per share of the First Public Offering, which will be defined through the bookbuilding procedure.



The funds raised by the Company in the Public Offerings will be used exclusively for renegotiation and repayment of its financial debts, in order to reduce its financial leverage.

A Shareholders' Agreement will be signed between Aguassanta Holdings, the New Holding and the Investors on the settlement date of the First Public Offering.

In this context, the Company's shareholders are called to deliberate on the following agenda, noting that, regarding item (b) below, the Management Proposal for the Shareholders Meeting details the concepts to be considered for the purposes of the Statutory Waiver in relation to BTG Vehicles and FIP Perfin Rally:

Shareholders Meeting agenda:

- Increase the limit of the Company's authorized capital, so that it may be increased up to the limit of 8,000,000,000 (eight billion) common shares, regardless of statutory amendment, by resolution of the Board of Directors, with the consequent amendment of the caput of Article 6 of the Company's Bylaws to reflect such increase;
- Grant a waiver of the application of the statutory clause of the Tender Offer due to Relevant Shareholding (as defined in Article 37 of the Company's Bylaws) in the event that the New Holding, any of the Anchor Investors and/or their respective Shareholder Groups (as defined in the Company's Bylaws) reach, individually or jointly, directly or indirectly, ownership of shares issued by the Company or Other Rights of a Corporate Nature equal to or greater than the Relevant Shareholding (as defined in the Company's Bylaws) within the scope of the Transaction, and/or in any transfer, assignment, acquisition, subscription or any other operation after the closing of the Transaction, at any time, in which the New Holding, any of the Anchor Investors and/or their respective Shareholder Groups reach, individually or jointly, directly and/or indirectly, ownership of shares issued by the Company or Other Rights of a Corporate Nature equal to or greater than the Relevant Shareholding, including, but not limited to, any subsequent transfer or assignment by any of the Anchor Investors to other parties in their Shareholder Groups or other Anchor Investors (and their respective Shareholder Groups) ("Statutory Waiver");
- Authorize the members of the Executive Board to perform all acts necessary, useful and/or convenient for the implementation of the above resolutions, as well as ratify all acts performed to date with the aim of implementing the Investment; and
- Consolidate the Company's Bylaws to incorporate the amendment resulting from the Increase in Authorized Capital.

General Information:

To facilitate Shareholders' access to the Shareholders Meeting, as well as equal participation for all, the Company informs that the Shareholders Meeting will be held exclusively digitally, pursuant



to CVM Resolution 81. The participation rules are set out in the Management Proposal for the Shareholders Meeting.

Documents and information relating to the matters to be resolved at the Shareholders Meeting are available to Shareholders at the Company's headquarters, on its website (www.cosan.com.br), and on the CVM (<http://www.cvm.gov.br>) and B3 (http://www.b3.com.br/pt_br/) websites.

The Company will provide an electronic remote participation system that will allow Shareholders to participate in the Shareholders Meeting. To participate, the presentation of the documents listed below will be required, according to the chosen form of participation, which may be (i) through the Ten Meetings electronic platform ("Digital Platform" or "Ten Meetings"), personally or by proxy, as detailed below; or (ii) by sending the Distance Voting Ballot, pursuant to CVM Resolution 81. As provided in Article 5, § 3, of CVM Resolution 81, the Shareholders Meeting will be considered as held at the Company's headquarters. The Company notes that it will not be possible to physically attend the Shareholders Meeting as it will be held exclusively digitally.

Guidance for Participation via Remote Participation System

The Digital Platform will be available for access from 9:30 a.m. on October 23, 2025. To participate remotely via the digital platform, the Shareholder must follow these steps:

1. Access the link <https://assembleia.ten.com.br/062912662/auth>;
2. Complete the Registration;
3. After approval, the Shareholder will receive an email confirming participation and will be able to access the platform with the previously registered email and password;
4. In the case of a proxy or legal representative of a Shareholder, indicate the Shareholders represented and attach the necessary documents;
5. Registration must be completed up to 2 (two) days before the Shareholders Meeting, i.e., by October 21, 2025;
6. After registration, the Shareholder will receive instructions, login and password by email. If not received 24 (twenty-four) hours before the Shareholders Meeting, the Shareholder should contact Cosan's Investor Relations area at Cosan.AGE@cosan.com.

When registering, the Shareholder must ensure that complete data is provided, including name, CPF or CNPJ (taxpayer's ID), telephone and email address, and present the necessary documents to participate in the Shareholders Meeting, as follows:



Documentation to be sent with the Voting Ballot	Individual	Legal Entity	Investment Fund
CPF and photo ID of the shareholder or legal representative ¹	X	X	X
Articles of Incorporation or consolidated and updated Bylaws	-	X	X
Document proving Representation powers	-	X	X
Consolidated and updated fund regulations ²	-	-	X

¹ Accepted IDs: RG, RNE, CNH, Passport and officially recognized professional registration card.

² For investment funds, documents of the manager and/or administrator, subject to voting policy.

³ The Company does not require notarized copies, accepting documents via digital protocol. Sworn translation is not required for documents in Portuguese, English or Spanish.

Qualified Shareholders must commit to using the platform only for remote participation, not sharing invitations and not recording or reproducing the Shareholders Meeting.

To access the platform, the Shareholder needs a computer with camera and audio, 1mb internet connection and compatible browser. The Shareholder must disconnect VPNs or additional cameras.

Participation is audio only, with cameras off. Voting must be done on the platform and instructions will be provided at the Shareholders Meeting.

If the Shareholder has sent a distance voting ballot and wishes to vote during the Shareholders Meeting, previous instructions will be disregarded.

It is the exclusive responsibility of the Shareholder to ensure the compatibility of their equipment with the use of the Digital Platform and access to the teleconference. The Company will not be responsible for any difficulties in enabling and/or maintaining connection and use of the Digital Platform that are not under the Company's control.

Guidance for Participation via Distance Voting Ballot

Shareholders may vote remotely through the voting ballots ("BVD" or "Ballot") made available by the Company, accessible on its website (www.cosan.com.br), as well as on the CVM (<http://www.cvm.gov.br>) and B3 (http://www.b3.com.br/pt_br/) websites.



There are three options for sending the Ballot:

a) Direct submission to the Company

1. Fill out the Ballot correctly, signing the last page.
2. Send a copy of the Ballot, with all pages initialed, together with a valid identification document to the email Cosan.AGE@cosan.com.

b) Submission via the “Ten Meetings” platform

1. Access: <https://assembleia.ten.com.br/062912662/auth> and complete, by October 19, 2025, the registration data for the Company’s Meeting, attaching the documents listed above, as applicable.
2. After completing the registration, and within the same period, fill in the Ballot fields digitally, with voting options for the Meeting, and then confirm the votes.

c) Submission via service providers

1. You may choose to send voting instructions through custody agents or intermediaries that offer collection and transmission services for such instructions, provided deadlines are met.
2. Custody agents and intermediaries will verify your instructions, but will not determine your eligibility to vote; this is the Company’s responsibility.
3. If your shares are in the bookkeeping system, you may send voting instructions via the Itaú Digital Meeting website, requiring registration and digital certificate. Details are available at: <https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleia-digital>.

For additional information on how to send voting instructions via Ballot, contact your custody agents and Itaú Corretora de Valores S.A. They will provide guidance on procedures and required documents, as well as applicable deadlines. The deadline for receipt of the Ballot sent directly to the Company (physically or digitally) or via service providers (pursuant to Article 27 of CVM Resolution 81) is **October 19, 2025** (inclusive). Ballots received after this date will be disregarded.

If it is necessary to correct or resend ballots and/or accompanying documents by Shareholders, this must be done by October 19, 2025, pursuant to Article 46 of CVM Resolution 81.

According to CVM Resolution 81, divergent voting instructions on the same decision, issued by the same shareholder (based on CPF/MF or CNPJ/MF number), will be ignored.

Documents and information relating to the matters to be resolved at the Shareholders Meeting are available to shareholders at the Company’s headquarters and on the Company’s website



(www.ri.cosan.com.br), and have also been sent to CVM (www.cvm.gov.br) and B3 – Brasil, Bolsa, Balcão (www.b3.com.br).

São Paulo, September 23, 2025.

Rubens Ometto Silveira Mello
Chairman of the Board of Directors