

**MINERVA S.A.**  
*Publicly-Held Company*  
CNPJ nº. 67.620.377/0001-14  
NIRE 35.300.344.022 | CVM No. 02093-1

**Minutes of the Board of Directors' Meeting  
held on March 2, 2026**

- 1. Data, Time and Place:** Held on March 2, 2026, at 9 a.m. (Brazilian time), at the head office of Minerva S.A. (“Company”), located in the City of São Paulo, State of São Paulo, at Rua Leopoldo Couto de Magalhães Júnior, 758, 8th floor, suite 82, Itaim Bibi, ZIP Code 04542-000.
- 2. Board:** Norberto Lanzara Giangrande Júnior, Chairman; Beatriz de Queiroz Lemann, Secretary.
- 3. Call:** Call in accordance with Article 18, Paragraph 2 of the Company's Articles of Incorporation and item 7.4 of the Bylaws of the Company's Board of Directors.
- 4. Attendance:** The undersigned members of the Company's Board of Directors are present, with some members attending in person at the meeting location and others attending remotely, as permitted by Article 18, Paragraph 1, of the Company's Bylaws and item 7.8 of the Internal Rules of the Board of Directors.
- 5. Agenda:** The members of the Board of Directors of the Company met to examine, discuss and resolve on: **(i)** the election of the members of the Finance, Risk and Strategy Committee; **(ii)** the election of the members of the People and Organizational Development Committee; and **(iii)** the authorization for the officers of Minerva to carry out all acts necessary to implement the foregoing resolutions.
- 6. Resolutions:** After examining and discussing the matters on the agenda, the attending members of the Board of Directors resolved, unanimously and without any reservations, as follows:
  - 6.1.** To approve the election of the members of the Finance, Risk and Strategy Committee for a term of 1 (one) year: (i) Edison Ticle de Andrade Melo e Souza Filho; (ii) Fernando Galletti de Queiroz; (iii) Frederico Alcântara de Queiroz; (iv) Gabriel Jaramillo Sanint; (v) Norberto Lanzara Giangrande Júnior; (vi) Mohammed Almousa; and (vii) Gianluca Fabbri.

**6.2.** To approve the election of the members of the People and Organizational Development Committee for a term of 1 (one) year: (i) Flávia Regina Ribeiro da Silva Villa; (ii) Edison Ticle de Andrade Melo e Souza Filho; (iii) Frederico Alcântara de Queiroz; (iv) Fernando Galletti de Queiroz; (v) Mohammed Almousa; (vi) Suzanne Karen Camargo de Colón; and (vii) Sérgio Saraiva Castelo Branco de Pontes.

**6.3.** Authorize the Company's Officers to perform all the acts necessary to carry out the previous resolutions.

**7. Closure, Drawing up and approval of the Minutes:** There being no further matters to be discussed, the Chairman offered the floor to anyone who would like to take it and, as no other statement was made, the meeting was adjourned for the time necessary to draw up these minutes, which was read, approved and signed by all those in attendance. **Board:** Norberto Lanzara Giangrande Júnior – Chairman; Beatriz de Queiroz Lemann – Secretary. **Members of the Board of Directors:** Norberto Lanzara Giangrande Júnior, Mohamed Mansour A. Almousa, Beatriz de Queiroz Lemann, Gabriel Jaramillo Sanint, Marcos Prado Troyjo, Haitham Al-Mubarak, Ivo Andrés Sarjanovic, Rafael Queiroz and Gianluca Fabbri.

**Certification:** I hereby certify that this is a true copy of the minutes drawn up in the Minutes Book of the Meeting of the Company's Board of Directors No. 16 on pages 144 to 146.

São Paulo, March 2, 2026.

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**Norberto L. Giangrande Junior**  
**Chairman**

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**Beatriz de Queiroz Lemann**  
**Secretary**