



LWSA S/A

Publicly held Company
CNPJ/ME 02.351.877/0001-52
NIRE 35.300.349.482

NOTICE TO THE MARKET

Resignation and Election of Independent Board Member

São Paulo, September 29, 2025 – **LWSA S.A.** ("**Company**" or "**LWSA**"), in compliance with Articles 150 and 157, paragraph 4, of Law No. 6,404, of December 15, 1976, as amended, and with the regulations issued by the CVM, in particular CVM Resolution No. 44, of August 23, 2021, as amended, hereby informs its shareholders and the market in general that, at a meeting of the Company's Board of Directors held on this date, it approved the election of **Mr. Camilo Cabianca Ramos** as an Independent Member of the Company's Board of Directors, replacing **Ms. Manuela Vaz Artigas**, who submitted her resignation on this date.

Mr. Camilo is an independent member of LWSA's Board of Directors and Managing Partner at **Kinea Private Equity**, where he joined in 2011. With more than 20 years of experience in the financial market, 15 of which dedicated to Private Equity, Mr. Camilo began his career at Rosenberg Partners and worked for six years in the Investment Banking division of Banco Itaú BBA, where he led several mergers and acquisitions (M&A) projects and equity offerings. Throughout his career at Kinea, he was directly involved in transactions involving companies such as Delfin Imagem, Eliane Revestimentos Cerâmicos, Grupo ABC, and AGV Logística. He currently serves as a Board Member of +A Educação and Verzani & Sandrini, as well as an observer member of the Board of Directors of Cobasi. Mr. Camilo holds a degree in Business Administration from Fundação Getulio Vargas (EAESP-FGV), having completed an academic semester at Tulane University in the United States.

Mr. Camilo Cabianca Ramos will remain in this position with a mandate to serve the Company until his election is definitively resolved at the next General Shareholders' Meeting of the Company.

LWSA thanks **Ms. Manuela Vaz Artigas** for her professionalism and valuable dedication during her tenure on the Company's Board of Directors.

The Company further informs that its Reference Form will be updated and filed with the CVM's IPE System within the legal deadline of 7 (seven) business days.

André Kinjo Kubota

Chief Financial and Investor Relations Officer