

**RAÍZEN ENERGIA S.A.**  
**CNPJ/MF 08.070.508/0001-78**  
**NIRE 35.300.339.169**

**MINUTES OF THE BOARD OF DIRECTORS' MEETING**  
**HELD ON MARCH 10, 2026**

1. **Date, Time and Local**: On March 10, 2026, at 3:00 p.m., the meeting was held virtually, via a link made available by Raízen Energia S.A., headquartered at Avenida Brigadeiro Faria Lima, No. 4,100, 11th Floor, Part V, Itaim Bibi, ZIP Code 04538-132, in the City of São Paulo, State of São Paulo (the "Company").
2. **Convocation and Attendance**: All members of the Company's Board of Directors were present, namely: Nelson Roseira Gomes Neto, Geovane Dilkin Consul and Leonardo Gadotti Filho. Accordingly, pursuant to Article 15, Paragraph Fourth, of the Company's Bylaws, the notice requirements were waived in accordance with Article 15, Paragraph Second, of the Company's Bylaws.
3. **Board Composition**: **Nelson Roseira Gomes Neto** – Chairman; **Leandro Oncala** – Secretary.
4. **Agenda**: To resolve on: (i) the execution by the Company and its subsidiaries of an out-of-court restructuring plan and the filing of the corresponding out-of-court restructuring proceeding (the "Out-of-Court Restructuring"), pursuant to Article 161 et seq. of Brazilian Bankruptcy and Restructuring Law (Law No. 11,101/2005) ("BFRL"); (ii) the commencement of judicial, extrajudicial or administrative proceedings in jurisdictions other than the Federative Republic of Brazil, if and when necessary, seeking effectiveness and recognition of the plan and the Out-of-Court Restructuring as a foreign main proceeding, foreign non-main proceeding, or other equivalent proceeding under the laws applicable in such jurisdictions (the "Ancillary Proceedings"); (iii) with respect to any Ancillary Proceedings, the authorization: (a) in the United States of America, for Raízen S.A., a company headquartered at Avenida Afonso Arinos de Melo Franco, No. 222, Block 2, Room 321, ZIP Code 22631-455, in the City of Rio de Janeiro, State of Rio de Janeiro, registered with the Brazilian Corporate Taxpayer Registry (CNPJ/MF) under No. 33.453.598/0001-23 ("Raízen S.A."), to act directly as foreign representative (the "Foreign Representative") of the Company and its subsidiaries for the purposes and within the scope of such Ancillary Proceedings; (b) in England and Wales, the appointment of Lorival Nogueira Luz Junior as Foreign Representative to act on behalf of the Out-of-Court Restructuring proceeding for the purposes and within the scope of such Ancillary Proceedings; and (c) in any other jurisdictions, including the Cayman Islands and The Bahamas, for Raízen S.A. to seek court authorization for the appointment of Mr. Lorival Nogueira Luz Junior as Foreign Representative for the purposes and within the scope of such Ancillary Proceedings; provided that, in any case, the applicable Foreign Representative (whether Raízen S.A. or Mr. Lorival Nogueira Luz Junior) shall have the authority to act in such jurisdictions on behalf of and in the name of the Company, including (1) filing court petitions for any relief deemed necessary, and (2) issuing and executing statements and undertakings relating to any indemnity for damages arising from interim relief

requested in connection with the respective Ancillary Proceedings; and (iv) the authorization for the officers of the Company and its subsidiaries, as well as Raízen S.A. or Lorival Nogueira Luz Junior, as applicable, in their capacity as Foreign Representative, to take all actions necessary to implement the resolutions approved at this meeting, including, without limitation, negotiating with financial institutions, participating in meetings, discussions and diligences with creditors, advisors and other involved parties, executing, reviewing or amending contractual instruments, including the out-of-court restructuring plan, conducting restructuring or debt renegotiation processes, and performing any other acts required for the full implementation of the measures approved herein.

**5. Resolutions:** After reviewing the matters included in the agenda, the members of the Board of Directors unanimously resolved, without reservations:

(i) To approve the execution of an out-of-court restructuring plan by the Company and its subsidiaries and the filing of the corresponding Out-of-Court Restructuring proceeding with respect to the Company and its subsidiaries, pursuant to Article 161 et seq. of the Brazilian Bankruptcy and Restructuring Law (Law No. 11,101/2005), with the purpose of preserving the continuity of the Company's and its subsidiaries' operations, as well as safeguarding their cash position and assets in the context of structured negotiations aimed at strengthening their liquidity position. This approval also includes the authorization of any amendments or modifications to the plan initially filed with the court that may be approved in a meeting of the Board of Directors of Raízen S.A.;

(ii) To approve the filing of Ancillary Proceedings, if and when necessary, in the United States of America, the Cayman Islands, The Bahamas, and any other jurisdiction;

(iii) To authorize that, with respect to any Ancillary Proceedings: (a) in the United States of America, Raízen S.A. shall act directly as the Foreign Representative of the Company and its subsidiaries for the purposes and within the scope of such Ancillary Proceedings; and (b) in any other jurisdictions, including England and Wales, the Cayman Islands, and The Bahamas, Raízen S.A. may seek court authorization for the appointment of Lorival Nogueira Luz Junior as Foreign Representative for the purposes and within the scope of such Ancillary Proceedings;

It is further approved that, in any case, the applicable Foreign Representative—whether Raízen S.A. or Mr. Lorival Nogueira Luz Junior—shall have the authority to act in such jurisdictions on behalf of and for the account of the Company, including to: (i) file court petitions for any relief deemed necessary; and (ii) issue and execute statements and undertakings relating to any indemnity for damages arising from interim relief requested in connection with the respective Ancillary Proceedings. It is also approved that the measures described above may be implemented with respect to the Company, the entities referenced above, as well as any other subsidiary of the Company, if necessary; and

(iv) To authorize the officers of the Company and its subsidiaries, as well as Raízen S.A. or Lorival Nogueira Luz Junior, as applicable, in their capacity as Foreign Representative, to take all actions necessary to implement the resolutions approved at this meeting, including, without limitation, negotiating with financial institutions; participating in meetings, discussions and diligences with creditors, advisors and other involved parties; executing, reviewing or amending

contractual instruments, including the out-of-court restructuring plan; conducting restructuring or debt renegotiation processes; and performing any other acts required for the full implementation of the measures approved herein.

**6. Closing:** There being no further matters to discuss, the meeting was adjourned and these minutes were prepared. After being read, reviewed and found to be in order, they were duly executed by all present: Nelson Roseira Gomes Neto – Chairman of the Meeting and of the Board of Directors; Leandro Oncala – Secretary of the Meeting; Board Members Present: Nelson Roseira Gomes Neto, Geovane Dilkin Consul and Leonardo Gadotti Filho.

São Paulo, March 10, 2026.

I hereby certify that this is a true and correct copy of the minutes recorded in the appropriate corporate book.

**Leandro Oncala**  
**Secretary**