

**RAÍZEN S.A.**  
**CNPJ/MF 33.453.598/0001-23**  
**NIRE 333.002.986-73**

**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 S.A., 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 (the "Company").
  
2. **Convocation and Attendance**: Notice of the meeting was waived pursuant to Article 7, Paragraph 4, of the Internal Rules of the Board of Directors, in light of the attendance of all members of the Company's Board of Directors, namely: Rubens Ometto Silveira Mello, Chairman of the Board; Anna Mascolo, Vice-Chair of the Board; and the other Board members, Marcelo Eduardo Martins, Vasco Augusto Pinto da Fonseca Dias Júnior, Jorrit Jan Witte Van Der Togt, Roland Ilube and Luciana de Oliveira Cezar Coelho.
  
3. **Board Composition**: **Rubens Ometto Silveira Mello** – 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) ("LFR");
  
  - (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) the authorization, with respect to any Ancillary Proceedings,
    - (a) in the United States of America, for the Company to act directly as the foreign representative (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 the Cayman Islands and The Bahamas, for the Company to 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 being understood that, in any case, the applicable Foreign Representative (whether the Company or 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; and

(iv) the authorization for the officers of the Company and its subsidiaries, as well as the Company 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 by the Company and its subsidiaries of an out-of-court restructuring plan 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 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 and safeguarding their cash position and assets in the context of structured negotiations aimed at strengthening their liquidity position. It is further noted that this approval does not include the approval of any amendments or modifications to the plan initially filed with the court, which shall be subject to review and a new resolution by this Board of Directors. This approval also does not override any other powers vested in the Board of Directors under applicable law or the Company's governing documents, all of which are hereby expressly reserved for all purposes;

(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, the Company 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 the Cayman Islands and The Bahamas, the Company 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 the Company or 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;

**(iv)** To authorize the officers of the Company and its subsidiaries, as well as the Company 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 address, 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: Rubens Ometto Silveira Mello – Chairman of the Meeting and of the Board of Directors; Leandro Oncala – Secretary of the Meeting; and the following Board members: Rubens Ometto Silveira Mello, Anna Mascolo, Marcelo Eduardo Martins, Vasco Augusto Pinto da Fonseca Dias Júnior, Jorrit Jan Witte Van Der Togt, Roland Ilube and Luciana de Oliveira Cezar Coelho.

Rio de Janeiro, 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**