

RAÍZEN S.A.
CNPJ/ME nº 33.453.598/0001-23
NIRE nº 33300298673
(“Company”)

MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON NOVEMBER 24, 2025

1. Date, Time and Place: On November November 24, 2025, at 09 am, at Afonso Arinos de Melo Franco Avenue, no 222, Room 321, Barra da Tijuca, in the city and State of Rio de Janeiro, ZIP Code 22.631-455.

2. Call notice and attendance: This meeting was called in compliance with the terms and conditions set forth in the Bylaws and the Internal Rules of the Board of Directors. The members of the Board of Directors were present, namely: Mr. Rubens Ometto Silveira Mello, as the Chairman, Ms. Anna Mascolo, as Vice-Chairman, and the other Directors, in accordance with the Bylaws of the Company, Marcelo Eduardo Martins, Rodrigo Araujo Alves, Brian Paul Eggleston, Cristiano Pinto da Costa, Luciana de Oliveira Cezar Coelho and Sonat Burman-Olsson.

3. Meeting Board: **RUBENS OMETTO SILVEIRA MELLO** – Chairman; **LEANDRO AREAN ONCALA** – Secretary.

4. Agenda: Resolve on: **(i)** the registration of the resignation submitted by members of the Company’s Board of Directors; **(ii)** the election of new members to occupy the positions of member of the Company's Board of Director.

5. Resolutions:

5.1. Upon voting on item “i” of the agenda, the Directors registered the resignations submitted by Mr. **CRISTIANO PINTO DA COSTA**, Brazilian, married, chemical engineer, holder of identity card No. 099589277 IFP/RJ, registered with CPF/MF under No. 035.859.887-76, with business address at Avenida República do Chile, 330, West Tower, 33rd floor, in the city of Rio de Janeiro, State of Rio de Janeiro, ZIP code 20031-170, and Mr. **RODRIGO ARAUJO ALVES**, Brazilian, married, accountant, holder of identity card RG No. 115881/O-3, issued by CRC/RJ and registered with CPF/MF under No. 073.100.396-96, with business address in the city of São Paulo, State of São Paulo, at Avenida Brigadeiro Faria Lima, 4,100, 16th floor, from their respective positions as members of the Board of Directors, effective as of this date.

5.2. The item “ii” on the agenda was put to a voting process, the remaining board members decided unanimously and without restriction to approve, under the terms of article 14, third paragraph, of the Company’s Bylaws, the appointment of:

- Mr. **ROLAND ALEXANDER ILUBE**, British, married, accountant, holder of passport No. 142064465, with business address at Shell Centre, SE1 7NA, London, United Kingdom, to assume the position of full member of the Board of Directors, as of this date until the next General Meeting of the Company;
- Mr. **VASCO AUGUSTO PINTO DA FONSECA DIAS JÚNIOR**, Brazilian, divorced, systems analyst, holder of identity card RG No. 03604020 IFP/RJ, registered with CPF/MF under No. 504.484.807-78, with business address at Avenida Brigadeiro Faria Lima, 4,100, 14th floor, to assume the position of full member of the Board of Directors, as of this date until the next General Meeting of the Company.

5.3. Considering the information received by the Company's management, and in accordance with the applicable laws, the board members were informed that the board members elected herein are able to execute the clearance certificate provided by art. 147, paragraph 4, of the Brazilian Corporation Law, and in art. 2 of Annex K of the CVM Resolution No. 80, from March 29, 2022, as amended, that shall be registered at the Company's headquarters.

5.3. The members of the Board of Directors elected herein shall be invested in their offices on the present date, by means of the signature of the instrument of investiture, accompanied by the clearance certificate described in item 5.3. above.

6. Closing. Drawing up. Approval and Signing of the Minutes: There being no further business to discuss, the Chairman ended the meeting, of which these minutes were drawn up, which, after being read, found in compliance and approved, were signed by all. Mr. Rubens Ometto Silveira Mello - Chairman of the Board and de Board of Directors; Leandro Arean Oncala – Secretary; Rodrigo Araujo Alves, Marcelo Eduardo Martins, Brian Paul Eggleston, Cristiano Pinto da Costa, Anna Mascolo, Luciana de Oliveira Cezar Coelho and Sonat Burman-Olsson.

This is a faithful copy to the original minutes drawn up in proper corporate book.

Rio de Janeiro, November 24, 2025

LEANDRO AREAN ONCALA

Secretary