

AMBEV S.A.

CNPJ [National Register of Legal Entities] No. 07.526.557/0001-00
NIRE [Corporate Registration Identification Number] 35.300.368.941
 (“Company”)

**Extract of the Minutes of the Meeting of the Board of Directors of Ambev S.A.
held on March 28, 2024, drawn up in summary form**

- Date, Time and Venue.** On March 28, 2024, starting at 10:00 a.m., in the Company’s headquarters, located at Rua Dr. Renato Paes de Barros, 1.017, 4th floor, São Paulo/SP, Brazil.
- Call and Attendance.** Call notice duly made pursuant to the Company’s Bylaws. Meeting with attendance of Mr. Michel Dimitrios Doukeris, president, and Messrs. Victorio Carlos De Marchi, Carlos Eduardo Klutzenschell Lisboa, Claudia Quintella Woods, Fabio Colletti Barbosa, Fernando Mommensohn Tennenbaum, Lia Machado de Matos, Luciana Pires Dias, Marcos de Barros Lisboa, Milton Seligman and Nelson José Jamel.
- Board.** Chairman: Michel Dimitrios Doukeris; Secretary: Letícia Rudge Barbosa Kina.
- Resolutions.** It was unanimously and unrestrictedly resolved by the Directors:

4.1. Proposal for the Allocation of Net Profits – FY 2023. To approve the submission to the Company’s shareholders on the next Ordinary Shareholders’ Meeting of the Company the following proposal on the net profit allocation for the fiscal year ended on December 31, 2023:

Net Profits	R\$ 14,501,943,640.79
Amount allocated to the Tax Incentives Reserve	R\$ 2,552,742,772.26
Amount allocated to payment of interest on own capital (gross), declared based on the net profit relating to the fiscal year ended December 31, 2023	R\$ 11,500,204,792.68
Amount allocated to the Investments Reserve ⁽¹⁾	R\$ 3,730,197,243.38
⁽¹⁾ Including values relating to (i) reversion of effects of the revaluation of fixed assets in the amount of R\$ 11,823,167.53; and (ii) effect of application of IAS 29/CPC 42 (hyperinflation) in the amount of R\$ 3,269,378,000.00, as detailed in Exhibit A.II to the Management Proposal made available to the Directors.	

4.2. Compensation of Management and Members of the Fiscal Council - 2024. To approve the submission to the Company’s shareholders in the next Ordinary Shareholders’ Meeting the following proposal on maximum limit for the overall compensation of the Company’s management and members of the Fiscal Council for the fiscal year of 2024 (*i.e.*, between January 1, 2024 and December 31, 2024):

- Overall compensation of the managers in the total amount of up to **R\$ 183,982,172.00**; and

- Overall compensation of the Fiscal Council in the annual amount of up to **R\$ 2,316,015.00**, being the compensation due to the alternates equivalent to half of the amount received by the effective members, in accordance with Law No. 6,404/76.

Forecast 2024*	Board of Directors	Board of Officers	Fiscal Council	Total
No. of Members	13,00	13,00	6,00	32,00
No. of members receiving compensation	7,00	13,00	6,00	26,00
Annual Fixed Compensation	-	-	-	-
Salary/fees	8,814,030	20,886,960	2,316,015	32,017,005
Direct and Indirect Benefits	-	1,630,561	-	1,630,561
Variable Compensation	-	-	-	-
Profit Sharing	-	31,179,036	-	31,179,036
Post-Employment Benefits	-	1,735,566	-	1,735,566
Share-based compensation, including stock options	13,198,509	106,537,510	-	119,736,019
Total compensation	22,012,539	161,969,633	2,316,015	186,298,187

(*) According to CVM's guidance (Circular-Notice/Annual-2024-CVM/SEP), the global compensation of the management must be net of employer's payroll charges.

4.3. Amendment to the Bylaws. To approve the submission to the Company's shareholders in the next Extraordinary General Meeting of the following proposals to amend the Company's Bylaws: (i) amend the heading of article 5, in order to reflect the capital increases approved by the Board of Directors up to the date of the Ordinary and Extraordinary General Meetings, within the authorized capital limit; (ii) rectify article 15, §5º, item "h", to include the word "no", expressly stating that for the purposes of characterizing the independency of the members of the Board of Directors of the Company, he/she must not have founded the Company nor has significant influence over it; (iii) amend articles 22, 32 and 33, and exclude article 34, to reformulate the composition of the Board of Officers of the Company, renaming and redistributing the attributions of certain positions; (iv) renumber the current articles 34 to 46 and restate the Company's Bylaws, in order to reflect the adjustments arising from such changes.

4.4. Call Notice of the Ordinary and Extraordinary Shareholders' Meetings of the Company. To approve the call notice of the Company's Ordinary and Extraordinary Shareholders' Meetings in order to submit to the Company's shareholders the agenda provided on the Call Notice, attached hereto as **Exhibit I**.

5. **Closure.** With no further matters to be discussed, the present Minutes were drawn up and duly executed.

São Paulo, March 28, 2024.

/s/ Michel Dimitrios Doukeris

/s/ Victorio Carlos De Marchi

/s/ Carlos Eduardo Klutzenschell
Lisboa

/s/ Claudia Quintella Woods

/s/ Fabio Colletti Barbosa

/s/ Fernando Mommensohn Tennenbaum

/s/ Lia Machado de Matos

/s/ Luciana Pires Dias

/s/ Marcos de Barros Lisboa

/s/ Milton Seligman

/s/ Nelson José Jamel

/s/ Letícia Rudge Barbosa Kina
Secretary

EXHIBIT I

AMBEV S.A.

CNPJ [National Corporate Taxpayers Register] No. 07.526.557/0001-00

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ORDINARY AND EXTRAORDINARY GENERAL MEETINGS

CALL NOTICE

The shareholders of Ambev S.A. (“Company”) are invited to attend the Ordinary and Extraordinary General Meetings (“AGOE” or “Shareholders’ Meetings”) to be held, cumulatively, on April 30, 2024, at 2:00 p.m., **in an exclusively digital form** through Ten Meetings digital platform (“Digital Platform”), to be considered held, for the purposes of article 5, § 2, item I, § 3, and article 28, §§ 2 and 3, of Brazilian Securities Commission (“CVM”) Resolution No. 81, of March 29, 2022 (“CVM Resolution 81/22”), at its headquarters, to resolve on the following agenda:

(a) **Ordinary General Meeting:**

- (i) analyze and approve the management accounts, with examination, discussion and voting on the Company’s financial statements related to the fiscal year ended December 31, 2023;
- (ii) discuss the allocation of the net profits for the fiscal year ended December 31, 2023;
- (iii) elect the effective and alternate members of the Fiscal Council for a term in office of one (1) year, which shall end on the Ordinary General Meeting to be held in 2025;
- (iv) establish the overall management compensation for the fiscal year of 2024; and
- (v) establish the compensation of the members of the Fiscal Council for the fiscal year of 2024.

(b) **Extraordinary General Meeting:**

- (vi) amend the Company's Bylaws to:
 - (a) amend the heading of article 5, in order to reflect the capital increases approved by the Board of Directors up to the date of the AGOE, within the authorized capital limit;
 - (b) rectify article 15, §5º, item “h”, to include the word “no”, expressly stating that for the purposes of characterizing the independency of the members of the Board of Directors of the Company, he/she must not have founded the Company nor has significant influence over it;
 - (c) amend articles 22, 32 and 33, and exclude article 34, to reformulate the composition of the Board of Officers of the Company, renaming and redistributing the attributions of certain positions;
 - (d) renumber the current articles 34 to 46; and

- (vii) consolidate the Company's Bylaws.

General Information:

1. On February 29, 2024, the following documents were published on the newspaper "Valor Econômico": (i) the annual management report; (ii) the financial statements regarding the fiscal year ended on December 31, 2023; (iii) the report of the independent accountant's opinion; and (iv) the Fiscal Council's opinion.
2. The documents and information referred to above and those listed in CVM Resolution 81/22 were presented to the CVM by means of its information system *Empresas.Net*, in accordance with Article 7 of such rule, and are available to the shareholders at the Company's headquarters, on its Investor Relations website (ri.ambev.com.br), and on the websites of B3 S.A. – Brasil, Bolsa Balcão ("B3") (www.b3.com.br) and CVM (<https://www.gov.br/cvm>).
3. The AGOE shall be held in an exclusively digital form, through the Digital Platform, under the terms of CVM Resolution 81/22 and in accordance with the instructions detailed in this Call Notice ("Notice") and in the Manual for the Shareholders' Meetings ("Manual") disclosed by the Company.
4. Subject to the procedures described in this Notice and in the Manual, shareholders who decide to participate in the AGOE shall, by **April 28, 2024, at 2:00 p.m., Brasília time** (according to the term provided for in article 6, § 3, of CVM Resolution 81/22), access the electronic address <https://assembleia.ten.com.br/139020370>, complete their registration and attach the documents listed below, proving their capacity as shareholder or shareholder representative, as applicable, necessary for the purposes of qualifying them to participate in the AGOE ("Registration"): (i) a statement attesting their respective stock ownership, issued by the custodian institution, for shareholders participants in the Registered Stocks Fungible Custody of B3; and (ii) scanned copies of the following documents:
 - **Individuals**: identity document with photo of the shareholder;
 - **Legal Entities**: (a) last consolidated bylaws or articles of association, as the case may be; (b) other documents that evidence the powers granted to the legal representative(s) of the shareholder, pursuant to its bylaws or articles of association, including, without limitation, minutes of election of directors, officers, powers of attorney, etc.; and (c) identity document with photo of the legal representative(s);
 - **Investment Funds**: (a) last consolidated regulations of the fund; (b) bylaws or articles of association of its administrator or manager, as the case may be, subject to the voting policy of the fund; (c) other documents that evidence the powers granted to the legal representative(s) of the manager or administrator of the fund, as the case may be; and (d) identity document with photo of the legal representative(s).
5. The Digital Platform will allow shareholders registered within the aforementioned period to participate, express themselves and vote at the AGOEs, under the terms established by CVM Resolution 81/22. Detailed rules and guidelines, as well as the procedures and additional information for shareholder's participation in the Shareholder's Meetings through the Digital Platform are included in the Manual.

After receiving the documents through the Digital Platform and confirming their validity and completeness of the Registration, the Company will accredit the shareholder (or their representatives, as the case may be) to participate in the AGOE via Digital Platform. Only duly accredited shareholders may participate in the AGOE, in accordance with the term and procedures indicated above.

6. Shareholders may exercise their voting rights through: (i) distance voting instrument, sending voting instructions prior to the AGOE; or (ii) participation via Digital Platform at the time of the Shareholder's Meetings.

Shareholders who choose to vote by means of a distance voting instrument, shall send it, under the terms of CVM Resolution 81/22: 1) to the bookkeeper of the shares issued by the Company; 2) to their custody agents who provide this service, in the case of shareholders holding shares deposited in a central depository; or 3) directly to the Company. For additional information, the shareholder shall observe the rules set forth in article 27 of CVM Resolution 81/22 and the procedures described in the Manual. Participation at the AGOE will be restricted to the shareholders, their representatives or attorneys-in-fact, as the case may be, who are accredited under the terms described in item 4 of this Notice and according to the instructions contained in the Manual, and who join the Shareholders' Meetings, through the Digital Platform, until 1:59 p.m. on April 30, 2024.

São Paulo, March 28, 2024.

Michel Dimitrios Doukeris
Chairman of the Board of Directors