RAÍZEN S.A.

Publicly-Held Company

CNPJ/MF No. 33.453.598/0001-23

NIRE 33.300.298.67-3 | CVM Code No. 02591-7

CALL NOTICE

EXTRAORDINARY GENERAL MEETING TO BE HELD ON OCTOBER 30, 2026

RAÍZEN S.A. (the "Company"), hereby, pursuant to Article 124 of Law No. 6,404, of December 15, 1976, as amended (the "Brazilian Corporation Law"), and Articles 3 through 5 of CVM Resolution No. 81, of March 29, 2022, as amended ("CVM Resolution 81/22"), calls the Extraordinary General Meeting (the "Shareholders' Meeting"), to be held, on first call, on October 30, 2026, at 11:00 a.m. (Brasília time), exclusively in digital format, in order to examine, discuss and resolve upon the following agenda items:

(i) Increase of the Company's authorized capital limit so that it may be increased up to a limit of 200,000,000,000 (two hundred billion) shares, regardless of an amendment to the Bylaws, by resolution of the Board of Directors, with the consequent amendment to article 5, third paragraph, of the Company's Bylaws to reflect such increase of the limit, as necessary within the scope of the capital increase to be carried out by the Company under Clause 5.2 of the Company's Extrajudicial Restructuring Plan dated June 5, 2026, confirmed in the case records No. 4037759-13.2026.8.26.0100, in progress before the 3rd Bankruptcy and Judicial Reorganization Court of the Central Civil Court of the Capital District of São Paulo (the "RSA Capitalization" and the "Plan", respectively), subject to the restrictions on the use of such limit until the Closing Date, and it being noted that this resolution shall be subject to the condition subsequent consisting of the non-occurrence of the ratification of the RSA Capitalization (the "Condition Subsequent"), such that this resolution shall automatically cease to be effective if the Condition Subsequent is verified;

(ii) Removal of all members of the Board of Directors, with effectiveness conditioned as from the date on which the ratification of the RSA Capitalization occurs (the "RSA Capitalization Ratification");

(iii) Determination of the number of members of the Board of Directors at 7 (seven) sitting members and 7 (seven) alternates, with effectiveness subject to the RSA Capitalization Ratification (the "New Board of Directors");

(iv) The independence of the candidates for the positions of independent members of the New Board of Directors, with effectiveness subject to the

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RSA Capitalization Ratification;

(v) Election, by a single slate, of the 7 (seven) sitting members and 7 (seven) alternate members of the New Board of Directors, for a term of 3 (three) years counted from the RSA Capitalization Ratification, in accordance with (a) item 5.6.1 of the Corporate Governance Level 2 Listing Regulation of B3 S.A. – Brasil, Bolsa, Balcão, which exceptionally and for transition purposes provides that, when there ceases to be a controlling shareholder holding more than 50% (fifty percent) of the Company's voting capital, the members of the board of directors may be elected, only once, for a unified term of up to 3 (three) years, and (b) the Plan, with such election being subject to the RSA Capitalization Ratification, it being noted that (x) the slate shall contemplate alternative compositions, depending on whether or not Aguassanta Participações S.A. participates in the Shareholder Capital Increase Amount (as defined in the Plan), pursuant to Clause 7.1(i) of the Plan, such that the New Board of Directors shall be composed, in any event, of 7 (seven) sitting members and their respective alternates; and (y) the directors nominated by Shell Brazil Holding BV shall be deemed, for all purposes of the Bylaws, to have been elected by the holders of Class B Preferred Shares;

(vi) Approval of the creation of a new class of registered preferred shares with no par value of the Company, named "Class B Preferred Shares", upon approval by shareholders holding more than half of the preferred shares issued by the Company at a Special Meeting, pursuant to article 136, paragraph 1, of the Brazilian Corporation Law (the "Class B Preferred Shares"). The Class B Preferred Shares shall be entitled to (I) the same economic rights granted to the Class A Preferred Shares, participating on equal terms in the distribution of dividends, interest on shareholders' equity and other proceeds declared by the Company; and (II) restricted voting rights on certain specific matters, as provided in the Plan. As a result of this creation, the Company's share capital shall be divided into three (3) classes of shares, namely common shares, Class A Preferred Shares and Class B Preferred Shares. It is clarified that the creation of the Class B Preferred Shares is subject to the Condition Subsequent, such that this resolution shall automatically cease to be effective if the Condition Subsequent is verified, with the *status quo ante* being restored, in which case the Company's management shall implement all measures necessary to formalize the reversal of the creation of the Class B Preferred Shares;

(vii) If the creation of the Class B Preferred Shares is approved, the change of the name of the Company's sole class of preferred shares, which shall be renamed "Class A Preferred Shares", without modifying its advantages, preferences and characteristics. It is clarified that the change of the name of the sole class of preferred shares to "Class A Preferred Shares" is subject to the Condition Subsequent, such that this resolution shall automatically cease to be effective if the Condition Subsequent is verified, with the *status quo*

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ante being restored, in which case the Company's management shall implement all measures necessary to formalize the reversal of the change of the name of the sole class of preferred shares to "Class A Preferred Shares";

(viii) Approval of the establishment of a program for the issuance of depositary receipts for the Company's shares for the formation of *Units* ("*Units*" and "Units Program", respectively), consisting of one common share and one Class A Preferred Share, including the consequent amendment to the Company's Bylaws as a result of the implementation of the Units Program. It is clarified that the establishment of the Units Program is subject to the Condition Subsequent, such that this resolution shall automatically cease to be effective if the Condition Subsequent is verified, with the *status quo ante* being restored, in which case the Company's management shall implement all measures necessary to formalize the reversal of the establishment of the Units Program;

(ix) Delegation of authority to the Company's Board of Directors to define and resolve on the procedures and conditions to be observed for implementing the Units Program, it being understood that the Board of Directors shall disclose information relating to the deadlines, conditions and procedures for shareholders to convert shares into Units. It is clarified that the establishment of the Units Program is subject to the Condition Subsequent, such that this resolution shall automatically cease to be effective if the Condition Subsequent is verified, with the *status quo ante* being restored, in which case the Company's management shall implement all measures necessary to formalize the reversal of the establishment of the Units Program;

(x) Approval of the amendment to the wording of article 2 of the Bylaws, which sets forth the Company's corporate purpose, the effectiveness of which is subject to the RSA Capitalization Ratification;

(xi) Approval of the amendment to the Company's Bylaws to reflect **(1) (a)** the increase in the Company's authorized capital limit; and **(b)** the possibility for the Board of Directors to resolve on preemptive rights, provided that the provisions of the Plan are observed, which shall become effective immediately upon approval of this matter, it being noted that, until the Closing Date (as defined in the Plan), the authorized capital and the option provided for in article 172 of the Brazilian Corporation Law may only be used for purposes of the RSA Capitalization, such amendments being subject to the Condition Subsequent; **(2)** the implementation of the governance contemplated in the Plan, by means of **(a)** the creation of the Class B Preferred Shares, including the rules applicable to their voluntary or automatic conversion into another class of shares, to be implemented by the Board of Directors upon the occurrence of certain events provided for in the Company's Bylaws; **(b)** the redesignation of the current sole class of preferred shares as "Class A Preferred Shares"; and **(c)** the establishment of

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the Units Program, which shall become effective immediately upon approval of this matter, it being noted that such amendments shall be subject to the Condition Subsequent, such that they shall automatically cease to be effective if the Condition Subsequent is verified, with the *status quo ante* being restored, in which case the Company's management shall implement all measures necessary to formalize the reversal of such amendments to the Bylaws; and **(3)** the implementation of the Plan, the effectiveness of which shall be subject to the RSA Capitalization Ratification, comprising the following amendments: **(a)** the amendment to article 8 of the Bylaws, to include the Fiscal Council, when installed, among the Company's bodies, and to restate the provisions on the compensation of the managers and on the compensation of the alternate members of the Board of Directors proportionally to the periods of effective exercise of office; **(b)** the deletion of the expression "Executive" from the title of the Chairman of the Board of Directors in all relevant provisions of the Bylaws; **(c)** the amendment to the wording of article 10 of the Bylaws, to establish minimum advance notice periods for calling the general shareholders' meeting on first and second call, and to regulate the quorum for its installation; **(d)** the amendment to the wording of article 11, *caput*, of the Bylaws, to replace the reference to "any person" designated by the Chairman with "any manager" designated by him to preside over the general shareholders' meeting; **(e)** the amendment to the wording of article 13 of the Bylaws, to include rules on special class meetings, including with respect to their call, installation and joint or simultaneous holding with the general shareholders' meeting; **(f)** the amendment to article 14, *caput*, of the Bylaws, to set the composition of the Board of Directors at seven (7) members, to provide for the election of alternates, to eliminate the position of Vice-Chairman and to set a unified term of two (2) years (except for the transition term of three (3) years applicable to the first election of the New Board of Directors, pursuant to item 5.6.1 of the Level 2 Listing Regulation and Clause 7.1.5 of the Plan), as well as the amendment to the respective paragraphs to restate the replacement rules and to include provisions on the right to separate election and on the transition term; **(g)** the amendment to the wording of article 15 of the Bylaws, to restate the rules for calling meetings of the Board of Directors; **(h)** the amendment to article 16 of the Bylaws, which sets forth the powers of the Board of Directors, to restate the items listing such powers; **(i)** the deletion of the former article 17, which set forth the specific duties of the Executive Chairman of the Board of Directors within the corporate group, and the inclusion of a new article 17, to provide for the role of the Chairman of the Board of Directors (or the manager whom he designates) of installing and presiding over the Shareholders' Meeting; **(j)** the amendment to the wording of article 19 of the Bylaws, to set the mandatory composition of the Executive Board at a minimum of four (4) and a maximum of eight (8) members, with specific titles, and to regulate their term of office, temporary impediment, vacancy and the duties of each officer; **(k)** the amendment to the wording of articles 21 through 23 of the Bylaws, which set forth the powers and duties

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of the Executive Board and of its members, to condition the exercise of such powers upon the Business Plan, to restate the approval thresholds, to delete the expression "*Diretoria Executiva*" and to limit the residual authority of the Executive Board to the matters expressly provided for; **(l)** the amendment to the rules on the representation of the Company set forth in article 23, First and Second Paragraphs, to regulate the joint signature by members of the Executive Board and the granting of powers of attorney; **(m)** the amendment to article 30 of the Bylaws, to restate the regime for the allocation of net income; **(n)** the inclusion of article 33 in the Bylaws, to regulate the reimbursement amount due to dissenting shareholders in the events of exercise of the withdrawal right provided for in the Brazilian Corporation Law; **(o)** the inclusion of Section IV in Chapter X of the Bylaws, to regulate the mandatory public offering for the acquisition of shares upon reaching a Relevant Interest, including definitions, exemptions, the regime applicable to involuntary attainment and the applicable procedures; **(p)** the inclusion of Chapter XV in the Bylaws, containing transitional provisions, including those relating to the initial composition of the Board of Directors pursuant to the Plan; and **(q)** the cross-reference amendments, linguistic inconsistencies, spelling corrections, terminology standardization and reordering of clauses, items and chapters resulting from the approvals of items (a) through (q) above;

(xii) Approval of (i) the reduction of the Company's share capital, in accordance with article 173 of the Brazilian Corporation Law and Clause 5.4 of the Plan, on the grounds that it is excessive following the RSA Capitalization Ratification, in an amount of up to R$35,000,000,000.00 (thirty-five billion reais), with the number of shares issued by the Company remaining unchanged, by means of the delivery to its shareholders of securities issued by Raízen Energia S.A. ("RESA") held by the Company, in the same type, class and proportion of their respective interests in the Company's share capital (the "Capital Reduction"), conditioned upon (a) the completion of (1) the conversion of its registration as a securities issuer with the CVM, currently under category "B", to category "A"; and (2) the request for the listing of the common shares, the preferred shares and, if the respective program is established at the Company, the *Units* issued by RESA for trading on the Corporate Governance Level 2 segment of B3, with the effective admission of the securities issued by RESA to trading on the Corporate Governance Level 2 segment of B3, pursuant to Clause 5.6 of the Plan; (b) the approval of the amendment to RESA's bylaws, for purposes of implementing the terms and conditions set forth in the Plan; (c) the election, by a single slate, of the seven (7) sitting members and seven (7) alternate members of RESA's new board of directors, in accordance with the Initial Composition of the Board of Directors (as defined in the Plan), for a term of three (3) years, on a transitional basis, pursuant to item 5.6.1 of the Corporate Governance Level 2 Listing Regulation of B3, which exceptionally provides for a unified term of up to three (3) years when there ceases to be a controlling

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shareholder holding more than 50% (fifty percent) of the voting capital; (d) the lapse of the 60 (sixty)-day period provided for in article 174 of the Brazilian Corporation Law; (e) the acceptance, in writing and in good faith, of the Segregation Plan by Shell and by the Transition Committee, pursuant to Clauses 5.4 and 9.1.4 of the Plan; (f) the RSA Capitalization Ratification; and (g) the occurrence of the Closing Date; and (ii) the granting of authorization to the Company's Board of Directors to take the measures necessary to carry out the Capital Reduction, including, without limitation, the calculation and verification of the amount effectively reduced and the determination of the actual number of securities issued by RESA to be delivered to the Company's shareholders, it being noted that the effective amount of the Capital Reduction shall be submitted for ratification; and

(xiii) Approval of the amendment to the Company's stock-based compensation plan, approved at the Extraordinary General Meeting held on June 2, 2021 (the "Stock Plan"), to (a) redefine the total number of shares subject thereto, which shall correspond to up to 1% (one percent) of the total number of shares issued by the Company, as determined immediately following the RSA Capitalization Ratification; and (b) change the designation of the "Compensation Committee" to "People Committee".

General Information

Holders of preferred shares are not entitled to vote on the matters included in the agenda of the Shareholders' Meeting, it being noted that matter (vi) shall be subject to approval at a special meeting of the holders of preferred shares (the "Special Meeting"), pursuant to applicable laws and regulations, called on this date. In any event, holders of preferred shares may attend the Shareholders' Meeting and discuss the matters submitted for resolution by holders of common shares, pursuant to Article 125, sole paragraph, of the Brazilian Corporation Law.

In accordance with the provisions of the Brazilian Corporation Law and CVM Resolution 81/22, the Company will hold the Shareholders' Meeting exclusively in digital format through the electronic system Ten Meetings (the "Digital Platform"), without the possibility of in-person attendance. For purposes of Article 5, Paragraph 4 of CVM Resolution 81/22, the Shareholders' Meeting will be held exclusively in digital format in order to promote greater accessibility for shareholders and enhance efficiency in the organization and conduct of the meeting, which is a practice already adopted by the Company in its most recent shareholders' meetings.

Pursuant to CVM Resolution 81/22, shareholders or their representatives who register their attendance through the Digital Platform, or whose remote voting ballot has been deemed valid by the Company, shall be considered present at the Shareholders' Meeting.

Digital Participation

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Shareholders interested in attending the Shareholders' Meeting through the Digital Platform must register through the following *link*: https://assembleia.ten.com.br/107992154 and upload the documents required for participation in the Shareholders' Meeting, as described below, no later than four (4) days prior to the date of the Shareholders' Meeting, that is, by **October 26, 2026** (inclusive) (the "Registration"). It is important to note that, on the date of the Shareholders' Meeting, access to the participation link will only be available to shareholders who have validly completed the Registration within the indicated period.

The Registration request must: (i) contain the identification of the shareholder and, if applicable, of its legal representative attending the Shareholders' Meeting, including their full names and their CPF or CNPJ number, as applicable, and the telephone number and e-mail address of the requesting party; and (ii) be accompanied by the documents required for participation in the Shareholders' Meeting, as described below.

After registration on the Digital Platform, the shareholder will receive confirmation of the registration sent by the Digital Platform to the e-mail address informed at the time of registration, containing the information required to access the electronic system for participation in the Shareholders' Meeting. Such confirmation does not imply automatic approval of the documentation submitted, which remains subject to verification and approval by the Company.

Pursuant to Article 126 of the Brazilian Corporation Law, in order to enable their participation in the Shareholders' Meeting, shareholders or their legal representatives must upload, through the Digital Platform, digital copies of the following documents together with the Registration request:

(i) identification document (General Identity Card – RG, National Driver's License – CNH, passport, identity cards issued by professional associations or functional identity cards issued by governmental authorities, provided that they contain the holder's photograph) and relevant corporate documents evidencing legal representation, when applicable;

(ii) proof of shareholding issued by the institution responsible for maintaining the Company's share register;

(iii) proxy granted by the shareholder, executed physically or electronically, in the event of representation by proxy; and/or

(iv) for shareholders participating in the fungible custody system for registered shares, a statement issued by the competent institution evidencing the respective shareholding position.

The representative of a corporate shareholder must provide copies of the following documents, duly registered with the competent authority (Legal Entities Registry or Board of Trade, as applicable): (a) the articles of association or bylaws; and (b) the corporate act electing the officer(s) or director(s) who either (b.i) will attend the Shareholders' Meeting

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as representative(s) of the legal entity, or (b.ii) will execute a proxy appointing a third party to represent the corporate shareholder.

With respect to investment funds, the representation of unitholders at the Shareholders' Meeting shall be carried out by the fund administrator or manager, subject to the provisions of the fund regulations regarding the holder of the voting rights attached to the shares and assets comprising the fund's portfolio. In this case, the representative of the fund administrator or manager must also submit a copy of the fund regulations, in addition to the aforementioned corporate documents relating to the administrator or manager.

Regarding participation by proxy, the power of attorney granting powers of representation for the Shareholders' Meeting must have been granted no more than 1 (one) year prior to the meeting date, pursuant to Article 126, Paragraph 1, of the Brazilian Corporation Law.

Additionally, in compliance with Article 654, Paragraphs 1 and 2 of Law No. 10,406/2002 (Brazilian Civil Code), the power of attorney must indicate the place where it was granted, the complete identification of the principal and of the attorney-in-fact, the date and purpose of the mandate, and a description of the powers granted and their scope.

The Company will not require: (i) notarized copies of the documents necessary for participation in the Shareholders' Meeting, accepting documents submitted through digital filing; and (ii) sworn translations of documents originally executed in Portuguese, English or Spanish, or accompanied by translations into any of these languages.

Upon validation by the Company of the shareholder status and the regularity of the documents for participation in the Shareholders' Meeting submitted with the Registration, the Company will send confirmation of the shareholder's accreditation for participation in the Shareholders' Meeting to the e-mail address provided upon completion of the Registration.

Shareholders who fail to complete the Registration and/or fail to notify the absence of receipt of the access instructions or of the confirmation of accreditation for participation in the Shareholders' Meeting in the manner and within the deadlines established above shall not be entitled to participate in the Shareholders' Meeting. Likewise, shareholders whose shareholder status and/or the regularity of whose documents for participation in the Shareholders' Meeting has not been validated by the Company, and/or who have not remedied their documentation within the Registration period, shall not be entitled to participate in the Shareholders' Meeting.

Remote Voting Ballot

Any shareholder choosing to exercise voting rights through the remote voting ballot (the "Ballot") made available by the Company pursuant to CVM Resolution 81/22 may, at its discretion: (i) complete and submit the Ballot directly to the Company through the Digital Platform, in accordance with the instructions and deadlines set forth in the Manual and Management Proposal for the Extraordinary General Meeting (the "Manual"); (ii) if the shareholder's shares issued by the Company are held through the central depository operated by B3 S.A. - Brasil, Bolsa, Balcão (the "Central Depository"), transmit its voting instructions

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through its custody agents that provide such service or directly to the Central Depository; or (iii) if the shareholder's shares issued by the Company are not deposited with the Central Depository, transmit its voting instructions to the financial institution engaged by the Company to provide securities bookkeeping services, namely, BTG Pactual Serviços Financeiros S.A. DTVM (CNPJ/MF No. 59.281.253/0001-23) (the "Bookkeeping Agent").

For additional information regarding the exercise of remote voting rights, shareholders should consult the rules set forth in CVM Resolution 81/22, as well as the instructions and deadlines contained in the Manual and the Ballot made available by the Company.

The deadline for receipt of the Ballot submitted directly to the Central Depository, the Bookkeeping Agent or the Company (through the Digital Platform) is **October 26, 2026** (inclusive). Any Ballot received after such date will be disregarded.

Documents Relating to the Shareholders' Meeting

The documents and information relating to the matters to be resolved upon at the Shareholders' Meeting will be available to shareholders on the Company's website (https://ri.raizen.com.br/), the CVM website (http://www.gov.br/cvm) and the website of B3 S.A. – Brasil, Bolsa, Balcão (http://www.b3.com.br), including the Manual and the Management Proposal, which also contain additional information regarding participation in the Shareholders' Meeting and access through the electronic system.

Rio de Janeiro, September 30, 2026

Rubens Ometto Silveira Mello
Chairman of the Board of Directors

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