MÉLIUZ S.A.
CNPJ/ME No. 14.110.585/0001-07
NIRE No. 35.300.616.316

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
HELD ON JANUARY 5, 2026

1. DATE, TIME AND PLACE: The meeting was held on January 5, 2026, at 6:00 p.m., exclusively by digital means.

2. NOTICE AND ATTENDANCE: Notice of the meeting was waived, pursuant to the sole paragraph of Article 11 of the Company's bylaws (the "Bylaws"), in view of the attendance of all members of the Company's Board of Directors.

2.1. The meeting of the Board of Directors was duly convened and installed with the attendance of all of its members, whose signatures appear at the end of these minutes.

3. BOARD: Mr. **Israel Fernandes Salmen**, Chairman, assumed the chairmanship of the meeting and appointed Ms. **Dúnia Neves Ruas Mourão** to act as Secretary.

4. AGENDA: The members of the Company's Board of Directors met to consider and resolve upon the following matters: **(i)** the resignation of Mr. Gabriel Loures Araujo from the position of Chief of Growth, Strategy and New Businesses, and the subsequent appointment of Mr. Marcos Marchesi to the position of Chief of Growth; **(ii)** the increase of the Company's share capital, within the limits of the authorized capital, as a result of the exercise of stock options held by beneficiaries ("Beneficiaries") under the Company's Stock Option Plan approved at the Extraordinary General Meeting held on September 1, 2020, as amended at the Extraordinary General Meetings of the Company held on October 5, 2020, April 30, 2021, April 6, 2022 and April 14, 2025 (the "Stock Option Plan"); **(iii)** the ratification of the increase of the Company's share capital referred to in item (ii); and **(iv)** the authorization for the Company's Executive Officers to perform all acts necessary to implement and give effect to the foregoing resolutions.

5. RESOLUTIONS: After the meeting was duly constituted and the matters set forth on the Agenda were discussed, the Directors present unanimously resolved, without any reservations or restrictions, as follows:

5.1. To accept the resignation of Mr. **GABRIEL LOURES ARAUJO** from the position of Chief of Growth, Strategy and New Businesses, pursuant to the resignation letter submitted by him to the Company on this date, which is hereby filed and kept at the Company's headquarters.

5.1.1. The Company hereby grants to the resigning Chief of Growth, Strategy and New Businesses a full, general, broad, irrevocable and unconditional release and discharge from any and all obligations owed by him to the Company arising out of or in

connection with the exercise of the position of Chief of Growth, Strategy and New Businesses of the Company, and with respect to the entire period during which he held such position.

5.2. In view of the foregoing resignation, to approve the appointment of Mr. **MARCOS VINICIUS ALMEIDA MARCHESI**, Brazilian, businessman, married, holder of identity card No. 16-653.743, enrolled with the Individual Taxpayer Registry (CPF) under No. 116.898.046-10, residing and domiciled in the City of Belo Horizonte, State of Minas Gerais, Brazil, with a business address at Rua José Versolato, No. 111-B, Suite 3014, Centro, São Bernardo do Campo, State of São Paulo, Brazil, ZIP Code 09750-730, to the position of **Chief of Growth** of the Company, for a term of office unified with that of the other executive officers elected on September 1, 2025.

5.2.1. It is hereby recorded that any denominations previously adopted for such position, including references to Strategy and New Businesses, shall no longer apply, and that, for all purposes, the denomination set forth in the Company's Bylaws shall prevail.

5.3. In light of the resolutions adopted above, it is hereby recorded that the updated composition of the Company's Executive Officers is as follows, all serving for a unified term of one (1) year commencing on September 1, 2025:

i. Chief Executive Officer: Mr. **GABRIEL LOURES ARAÚJO**, elected at the meeting of the Board of Directors held on September 1, 2025;

ii. Chief Financial Officer: Ms. **MICHELLE MEIRELLES FERREIRA COSTA**, elected at the meeting of the Board of Directors held on September 1, 2025;

iii. Director of Product, Technology and Data: Mr. **ANDRÉ AMARAL RIBEIRO**, elected at the meeting of the Board of Directors held on September 1, 2025;

iv. Chief Operating Officer: Mr. **TULIO BRAGA PAIVA PACHECO**, elected at the meeting of the Board of Directors held on September 1, 2025;

v. Director of Growth: Mr. **MARCOS VINICIUS ALMEIDA MARCHESI**, elected at this meeting of the Board of Directors;

vi. Director of Investor Relations: Mr. **MARCIO LOURES DE ARAUJO PENNA**, elected at the meeting of the Board of Directors held on September 1, 2025;

vii. Director of Platform: Mr. **MAURO ROJAS HERRERA**, elected at the meeting of the Board of Directors held on September 1, 2025;

viii. Chief Legal Officer: Ms. **DÚNIA NEVES RUAS MOURÃO**, elected at the meeting of the Board of Directors held on September 1, 2025.

5.4. Considering the notices of exercise of stock options delivered by the Beneficiaries and received by the Company, as well as the confirmation that the requirements for the exercise of such stock options by the Beneficiaries have been duly satisfied, to approve the increase of the Company's share capital, within the limits of the Company's authorized capital provided for in Article 6 of the Company's Bylaws, in the aggregate amount of R$59.05 (fifty-nine reais and five centavos), through the issuance of 3,543 (three thousand five hundred and forty-three) new common shares, registered, book-entry and with no par value, all of which have been fully subscribed and paid-in on this date, in accordance with the relevant subscription forms, which are filed and kept at the Company's headquarters. As a result of such capital increase, the Company's share capital shall be increased from R$570,778,339.40 (five hundred seventy million, seven hundred seventy-eight thousand, three hundred thirty-nine reais and forty centavos), divided into 113,222,554 (one hundred thirteen million, two hundred twenty-two thousand, five hundred fifty-four) common shares, registered, book-entry and with no par value, to R$570,778,398.45 (five hundred seventy million, seven hundred seventy-eight thousand, three hundred ninety-eight reais and forty-five centavos), divided into 113,226,097 (one hundred thirteen million, two hundred twenty-six thousand, ninety-seven) common shares, registered, book-entry and with no par value.

5.4.1 The issue price of the shares was calculated in accordance with the provisions of the Stock Option Plan and the stock option agreements entered into between the Company and the Beneficiaries.

5.4.2 Pursuant to Article 171, paragraph 3, of Brazilian Law No. 6,404/76, the shareholders shall not have preemptive rights with respect to the subscription of the capital increase resulting from the exercise of stock options.

5.5. To ratify the capital increase referred to above, thereby causing the Company's share capital to be, as of this date, R$570,778,398.45 (five hundred seventy million, seven hundred seventy-eight thousand, three hundred ninety-eight reais and forty-five centavos), divided into 113,226,097 (one hundred thirteen million, two hundred twenty-six thousand, ninety-seven) common shares, registered, book-entry and with no par value.

5.5.1 It is hereby approved, ad referendum of the Company's next General Meeting, the amendment of the heading (caput) of Article 5 of the Company's Bylaws in order to reflect the capital increase referred to above, which shall read as follows:

Article 5. The Company's share capital is R$570,778,398.45 (five hundred seventy million, seven hundred seventy-eight thousand, three hundred ninety-eight reais and forty-five centavos), divided into 113,226,097 (one hundred thirteen million, two hundred twenty-six thousand, ninety-seven) common shares, registered, book-entry and with no par value.

5.6. To authorize the Company's Executive Officers to perform all acts necessary to implement and give effect to the foregoing resolutions.

6. ENCERRAMENTO: There being no further business to be transacted, the Chairman declared the meeting adjourned, and these minutes were drawn up, read and approved, and signed by all those present. Board: **Israel Fernandes Salmen** – Chairman; e **Dúnia Neves Ruas Mourão** – Secretary. Directors Present: Israel Fernandes Salmen, Tulio Braga Paiva Pacheco, Gabriel Loures Araújo, André Amaral Ribeiro, Tiago Bortoletto Veloso de Almeida, Guilherme Villela de Viana Bandeira, Matheus Costa Ferreira, Roberto Christiano Gaspar De Oliveira e Pedro Henrique Sartori Sorrentino.

São Bernardo do Campo/SP, January 5, 2026.

[This is a true and correct copy of the original minutes recorded in the Company's corporate books.]

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Israel Fernandes Salmen
Chairman

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Dúnia Neves Ruas Mourão
Secretary