TABLE OF CONTENTS

MÉLIUZ S.A. COMPENSATION POLICY

CHAPTER I - DEFINITIONS

1.1. When not defined in other provisions of this Policy, the terms beginning with a capital letter, whether in the singular or the plural, in the masculine or in the feminine, shall have the following meanings:

"Administrators" means the members of the Board of Directors, Statutory and Non-Statutory Officers and members of the Company's Advisory Committees, statutory and non-statutory, and their respective alternates, as applicable.

"B3" means B3 S.A. – Brasil, Bolsa, Balcão.

"Personnel" means any person who maintains an employment relationship with the Company and its Subsidiaries, such as full-time or temporary employees and outsourced employees, as well as natural persons who provide services to the Company.

"Committees" means the Audit Committee and other advisory committees of the Board of Directors.

"Company" means Méliuz S.A.

"Subsidiaries" mean the subsidiary and/or controlled companies of the Company.

"CVM" means the Brazilian Securities and Exchange Commission (Comissão de Valores Mobiliários).

"Officers" mean the Statutory and Non-Statutory Officers, collectively.

"Brazilian Corporate Law" means Law No. 6,404, of December 15, 1976, as amended.

"Persons Subject to the Policy" means, collectively, (i) the Administrators, (ii) the members of the Fiscal Council (if installed) and (iii) the members of the Audit Committee and other committees of the Company, whether statutory or not.

"Plans" mean the Stock-Based Compensation Plans issued by the Company, approved at a Shareholders' Meeting (which may delegate its implementation to the Board of Directors).

"Policy" means this Compensation Policy of the Company and its Subsidiaries.

CHAPTER II – PURPOSE AND SCOPE

2.1. The purpose of this Policy is to establish guidelines to be observed regarding the compensation of the Persons Subject to the Policy, aiming to consolidate their interests with the Company's objectives.

2.1.1. The components of the administrators' compensation aim to: (i) attract, reward, retain, and incentivize executives in conducting their business sustainably, observing adequate risk limits, and always aligning with the shareholders' interests; (ii) provide compensation based on criteria that differentiate performance and also allow for the recognition and valuation of individual performance; and (iii) ensure the maintenance of internal and external balance standards, compatible with the responsibilities of each position and competitive in the benchmark labor market, establishing guidelines for the determination of any compensation and benefits granted to the executives.

2.2. This Policy applies to the Company and its Subsidiaries. Thus, any references in this

Policy, to the term "Company" shall be understood to include the Company together with its Subsidiaries, as applicable.

CHAPTER III – COMPENSATION PRINCIPLES

3.1. The compensation of the Persons Subject to the Policy is compatible with the best practices observed by the Company's industry, which contributes to the attraction and retention of duly qualified professionals for the performance of their duties.

3.2. The compensation of the Persons Subject to the Policy may consist of the following components: (i) fixed compensation; (ii) variable compensation; (iii) profit sharing; (iv) benefits; (v) benefits upon termination of office; and (vi) stock-based or stock-referenced compensation.

3.3. The Shareholders' Meeting and the Board of Directors participate in the compensation decision-making process. The overall compensation of the Administrators and the Fiscal Council (if installed) is determined by the Shareholders' Meeting, and the Board of Directors shall set the individual compensation of its members and the members of our Executive Officers. The compensation of non-statutory advisory committees shall be approved by the Board of Directors. The Board of Directors is responsible for determining the allocation of each compensation component, including (i) fixed compensation; (ii) variable compensation; (iii) profit sharing; (iv) benefits; (v) benefits upon termination of office; and (vi) stock-based or stock-referenced compensation, as applicable, taking into account the compensation structure of each management body, pursuant to item 3.2 above.

3.4. The Board of Directors shall be responsible for determining the allocation of each component of the compensation of the Persons Subject to the Policy, among those listed in item 3.2.

3.5 The Board of Directors shall be responsible for determining, annually, the applicability of fixed fee adjustment parameters for the members of the Board of Directors, the advisory committees, and the Statutory Officers. The fixed compensation of the Non-Statutory Officers, in turn, shall be adjusted in accordance with the collective bargaining increase applicable to the Company's other Personnel.

3.6. The members of the Company's Committees may be compensated, in accordance with what is established by the Board of Directors.

CHAPTER IV – FIXED COMPENSATION

4.1. The fixed compensation of the Persons Subject to the Policy is proportional to the responsibility of the position, the time dedicated to the duties, professional competence and reputation, individual experience, and the value of the services with a focus on their perpetuity and long-term value creation.

CHAPTER V – VARIABLE COMPENSATION

5.1. Variable compensation, when applicable to the Administrators, shall observe the general rules provided for in this Policy, not being subject to adjustments, but rather to the achievement of goals, being established according to the results of the Company and its administration.

5.2. Indicators and goals are reviewed periodically to reflect changes in the Company's strategy and results planning.

Section I - Bonus

5.3. The Company's Officers may participate in a bonus program, in which they may receive up to 4 (four) salaries per semester. The amount to be determined in the bonus program will result from: (i) an objective evaluation; and (ii) a subjective evaluation. While the objective evaluation verifies the achievement of organizational goals, the subjective evaluation considers an examination of certain internally pre-established parameters, as determined by the Board of Directors.

5.3.1. The Personnel will also be eligible for the receipt of a bonus. In this case, the bonus will comprise the payment of up to 1 or up to 2 salaries (depending on the position) per semester upon the achievement of pre-defined goals based on the Company's financial and operational indicators, as well as those related to adherence to the Company's corporate culture.

5.3.2. The payment of the bonus shall be made under the terms and deadlines provided for in the bonus program.

Section II - Profit Sharing

5.4. The Officers may be entitled to participate in the Company's profit sharing, in accordance with a specific resolution at a Shareholders' Meeting, and subject to the Company's Bylaws.

CHAPTER VI - BENEFITS

6.1. The Board of Directors may grant the Persons Subject to the Policy a series of benefits, such as health plan, meal allowance, transportation allowance, provision of a cell phone, computer, professional vehicles, among others, provided that Non-Statutory Officers must also rely on the benefits established by the Brazilian Consolidated Labor Laws, as applicable.

CHAPTER VII – BENEFITS UPON TERMINATION OF OFFICE

7.1. At the discretion of the Board of Directors, benefits upon termination of office may be granted to the Persons Subject to the Policy, including, but not limited to, an indemnification as financial consideration for entering into a non-compete agreement, assistance with leniency agreements, among others.

CHAPTER VIII – STOCK-BASED COMPENSATION

8.1. Stock-based compensation shall depend on the approval of the respective Plan approved by the Shareholders' Meeting, which may grant the authority for its implementation to the Board of Directors.

8.2. Subject to the Plans approved at a Shareholders' Meeting, the Board of Directors may periodically adopt grant programs, which will define the premises for the grant and respective beneficiaries.

CHAPTER IX – COMPENSATION OF PERSONS SUBJECT TO THE POLICY

Section I - Board of Directors

9.1. The members of the Board of Directors shall be entitled to fixed compensation, which shall be determined in accordance with market practice.

9.1.1. The compensation of the members of the Board of Directors shall be proportional to their respective duties, responsibilities, and time commitment.

9.1.2. The members of the Board of Directors shall not be entitled to variable compensation.

9.1.3 The members of the Board of Directors may be entitled to stock-based compensation through Plans approved at the Company's Shareholders' Meeting.

Section II - Executive Officers

9.2. The compensation of the Officers is a means of attracting, incentivizing, and retaining officers, being structured fairly and compatible with the duties and risks inherent to the position, so as to ensure the alignment of their interests with the long-term interests of the Company.

9.2.1. Officers are entitled to fixed and variable compensation. The fixed component shall be determined in accordance with the market average, while the variable compensation is established based on the Company's goals program.

9.2.2. Within the scope of variable compensation, Officers may be entitled to the bonus program pursuant to item 5.3 above.

9.2.3 Officers may be entitled to stock-based compensation through Plans approved at the Company's Shareholders' Meeting.

Section III - Fiscal Council

9.3. For the Fiscal Council, the aim is to ensure compensation compatible with the limits defined in the applicable legislation, guaranteeing adequate remuneration for the performance of their duties.

9.3.1. The members of the Fiscal Council receive fixed compensation, which shall be equivalent to at least the legal minimum established by Article 162, paragraph 3, of the Brazilian Corporate Law.

9.3.2. The members of the Fiscal Council shall be mandatorily reimbursed for travel and accommodation expenses necessary for the performance of their duties.

Section IV - Committees

9.4. The Board of Directors may grant compensation to Committee members.

9.4.1. Committee members who hold other positions in the Company shall not receive additional compensation for their participation in such committees, unless the Board of Directors decides otherwise.

CHAPTER X – GENERAL PROVISIONS

10.1. Any amendment to this Policy must be mandatorily communicated to the CVM and B3.

10.2. The first version of this Policy was approved at the Company's Board of Directors Meeting held on September 1, 2020. This current version, reviewed by the Company, was approved by the Board of Directors on May 12, 2026, and shall enter into force on the date of its resolution, for an indefinite term.

10.3. The full text of this Policy shall be disclosed on the Company's website (ri.meliuz.com.br) and on the CVM's website (www.cvm.gov.br).

10.4. Omitted cases shall be decided by the Board of Directors.