ISA ENERGIA BRASIL S.A.

Publicly Held

Company Corporate Taxpayer's ID (CNPJ): 02.998.611/0001-04

Company Registry (NIRE): 35.3.0017057-1

Minutes of the Board of Directors' Meeting No. 20/2026

Date, Time and Place: Held on November 3, 2026, at 5:00 p.m., by electronic means, as permitted under the bylaws of ISA Energia Brasil S.A. (the "Company"), and deemed held, for all legal purposes, at the Company's headquarters, located at Avenida das Nações Unidas, No. 14,171, Tower C - Crystal, 7th floor, Vila Gertrudes, São Paulo, State of São Paulo, ZIP Code 04794-000.

Call Notice: The meeting was called by the Chair of the Board of Directors pursuant to Law No. 6,404, dated December 15, 1976, as amended (the "Brazilian Corporations Law"), and the Company's Bylaws.

Attendance: Gabriel Jaime Melguizo Posada, Olga Patricia Castaño Díaz, Jaime Enrique Falquez Ortiga, Sonia Margarita Abuchar Aleman, Gustavo Carlos Marin Garat, Joísa Campanher Dutra Saraiva, Paula Prado Rodrigues and Orivaldo Luiz Pellegrino. Excused absence: Sonia Margarita Abuchar Aleman.

Presiding Board: Gabriel Jaime Melguizo Posada - Chair; and Carlos José da Silva Lopes - Secretary. The meeting was called to order after the quorum was verified and was duly convened. The preparation of these minutes in summary form was approved. The Chair of the Board of Directors asked whether any attendee had a conflict of interest regarding the matters to be discussed, and all attendees declared that they had no conflict of interest.

Agenda and Resolutions:

(i) Interim Financial Information for the 3rd (third) quarter of 2026. The Board of Directors unanimously resolved, without reservations, pursuant to the Brazilian Corporations Law, to approve the Company's individual and consolidated Interim Financial Information for the quarter ended September 30, 2026, comprising (a) Balance Sheets; (b) Statements of Income; (c) Statements of Comprehensive Income; (d) Statements of Changes in Shareholders' Equity; (e) Statements of Cash Flows; (f) Statements of Value Added; (g) Highlights; and (h) Notes to the Financial Statements, accompanied by the Independent Auditor's Report issued by Ernst & Young Auditores Independentes S.S. Ltda. and the opinion of the Company's Fiscal Council.

(ii) Approve the call of an Extraordinary Shareholders' Meeting to: (i) elect a new member of the Fiscal Council; and (ii) amend Article 4 and consolidate the Company's Bylaws. The Board of Directors unanimously resolved, without reservations, to approve the call of an Extraordinary Shareholders' Meeting of the Company, to be held on December 3, 2026, at its headquarters, to resolve on the following Agenda: (i) elect a new member of the Fiscal Council; and (ii) amend Article 4 and consolidate the Company's Bylaws.

Documents Filed at the Company's Headquarters: The Presiding Board notes that the supporting materials made available for review and consultation by the Board members in attendance were filed at the Company's headquarters.

Closing: There being no further business to discuss, the meeting was adjourned for the time required to draw up these minutes, which were then read, approved and signed by the Secretary and the members of the Board of Directors in attendance.

I hereby certify that this is a true copy of the original recorded in the Company's corporate book.

Carlos José da Silva Lopes
Secretary