



**Extraordinary General Meeting
July 24, 2026
Participation Manual**

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Message from Management

Executive Office of Finance, Investor Relations and Business Development



Dear Shareholders,

ISA ENERGIA BRASIL S.A. (“ISA ENERGIA BRASIL” or the “Company”) hereby presents the shareholders’ manual to guide participation in the Extraordinary General Meeting (the “General Meeting”), to be held on July 24, 2026, at 11:00 a.m., in person, ensuring efficient decision-making and direct, effective interaction among shareholders, at its head office located in the city of São Paulo, state of São Paulo, at Avenida das Nações Unidas, No. 14,171, Torre C - Crystal, 7th floor, ZIP code 04794-000, to resolve on the following Agenda: (i) to amend Articles 4 and 5 of the Company’s Bylaws; and (ii) to consolidate the Company’s Bylaws.

The Company developed this manual valuing good corporate governance practices, ethics, and transparency in its relationship with shareholders.

It further informs that this document may be updated should there be any supplement or modification to the information contained herein, which will be duly disclosed by means of a Notice to the Market to be made available on the website of the Brazilian Securities and Exchange Commission (“CVM”) via Empresas.Net.

On behalf of the Company’s Management, we invite all shareholders to attend the General Meeting.

São Paulo, July 3, 2026.

Silvia Diniz Wada

Chief Financial, Investor Relations
and Business Development Officer

ISA ENERGIA BRASIL S.A.
Publicly-Held Company
Corporate Taxpayer ID (CNPJ) No. 02.998.611/0001-04
Company Registry (NIRE) No. 35.3.0017057-1

EXTRAORDINARY SHAREHOLDERS MEETING
CALL NOTICE

The shareholders of ISA Energia Brasil S.A. (“ISA Energia Brasil” or the “Company”) are hereby called, pursuant to Article 13 of the Company’s Bylaws, to attend the Extraordinary General Meeting to be held on July 24, 2026, at 11:00 a.m., at the Company’s headquarters, located at Avenida das Nações Unidas, No. 14,171, Tower C – Crystal, 6th Floor, CEP 04794-000, City and State of São Paulo, Brazil, to deliberate on the following agenda: (i) amend Articles 4 and 5 of the Company’s Bylaws; and (ii) approve the consolidation of the Company’s Bylaws.

Shareholders may be represented at the General Meeting by a proxy duly appointed in accordance with Article 126, Paragraph 1, of Brazilian Corporation Law (Law No. 6,404/76), through a public or private power of attorney with notarized signature, or executed using digital certificates issued by an entity accredited by the Brazilian Public Key Infrastructure (ICP-Brasil), provided that the relevant proxy instrument, together with the documents required under the aforementioned legal provision, is submitted to the Company’s headquarters or sent to ri@brasil.isaenergia.com at least two (2) business days prior to the date of the General Meeting.

The Company will adopt the distance voting system for this Extraordinary General Meeting. The Distance Voting Ballot and the instructions for its completion and submission have been made available to shareholders at the Company’s headquarters and on the Company’s Investor Relations website (<https://ri.isaenergiabrasil.com.br/pt/divulgacao-ao-mercado/assembleias-e-reunioes-da-administracao>) and have also been filed with B3 S.A. – Brasil, Bolsa, Balcão and the Brazilian Securities and Exchange Commission (CVM), in accordance with applicable regulations. No streaming platform or real-time electronic voting system will be made available for this Meeting.

São Paulo, July 3, 2026.

Silvia Diniz Wada
Chief Financial Officer, Investor Relations and Business Development

Information for Participation in the General Meeting

Guidance for In-Person Participation



In accordance with CVM Resolution No. 81, the Company will adopt the remote voting system for this General Meeting. Accordingly, shareholders with voting rights may, as of this date, submit their voting instructions on the matters of said General Meeting: (i) to qualified service providers, or (ii) directly to the Company, as instructed below

(i) Exercising Voting Rights Through Service Providers

The Company's shares are recorded by Banco Itaú. A shareholder holding shares that are not deposited with a central depository may submit their remote voting instruction through Banco Itaú, and must: (i) register on the Itaú Securities Services Assembleia Digital website; and (ii) hold a digital certificate (public or private), and, in the case of a legal entity, submit documentation and a power of attorney to evidence authority. Information on registration and the step-by-step process for issuing the digital certificate is described on the website:

<https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleia-digital>.

If you have any questions, please consult the frequently asked questions provided by Banco Itaú at:

<https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/atendimento/perguntas-frequentes> or contact shareholder services at: 3003-9285 (capitals and metropolitan areas) or 0800 7209285 (other locations) – service hours on business days from 9:00 a.m. to 6:00 p.m. – or by e-mail: PreAtendimentoEscritural@itau-unibanco.com.br.

(ii) Submitting the Voting Ballot Directly to the Company

The shareholder may elect to exercise the remote voting right directly with ISA ENERGIA BRASIL, and must send to the e-mail ri@brasil.isaenergia.com: (i) a scanned, duly completed Remote Voting Ballot, (ii) a scanned copy of the identity document, and (iii) proof of ownership of the shares. The Remote Voting Ballot sent directly to ISA ENERGIA BRASIL must be submitted at least 4 days prior to the date of the General Meeting.

ISA ENERGIA BRASIL will, within 3 days of receiving the remote voting ballot, notify the shareholder of (i) receipt of the remote voting ballot, as well as whether the ballot and any accompanying documents are sufficient for the shareholder's vote to be considered valid; or (ii) the need to correct or resubmit the remote voting ballot or its accompanying documents, describing the procedures and deadlines required to regularize the remote vote cast.

Information for Participation in the General Meeting

Guidance for In-Person Participation



A Remote Voting Ballot that does not comply with the specifications cited and is not corrected will not be considered valid and, consequently, the votes contained therein will not be counted.

During the voting period, the shareholder may change their voting instructions, and the last voting instruction received by the Company will be considered valid, provided it meets the requirements for submitting the necessary documentation and complies with the receipt deadline. Once the voting period has ended, the shareholder may not change voting instructions already submitted. The shareholder must attend the General Meeting in person if they deem it necessary to change the vote cast.

In the event of a discrepancy between a Remote Voting Ballot sent directly to the Company and the Voting Instruction contained in the consolidated voting map sent by the Registrar Bank for the same Individual Taxpayer Registry (CPF) or National Corporate Taxpayer Registry (CNPJ) number, should it occur, the Voting Instruction received by the Registrar Bank shall prevail, as provided by CVM Resolution No. 81.

The applicable procedures for submitting the remote voting instruction to the Custody Agent must be verified with the respective agent.

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Sole Annex

REMOTE VOTING BALLOT

Meeting pending approval

REMOTE VOTING BALLOT

Extraordinary General Meeting – ISA ENERGIA BRA SIL S.A. of July 24, 2026

Shareholder Name
Shareholder CNPJ or CPF
E-mail
Completion Instructions <p>Pursuant to CVM Resolution No. 81/2022, the Company will adopt the remote voting system for this Extraordinary General Meeting (“EGM”). Accordingly, shareholders with voting rights must complete this remote voting ballot (“Ballot”), subject to the following conditions: (i) all fields must be duly completed; (ii) all pages must be initialed; and (iii) the last page must be signed and notarized or signed through the use of digital certificates issued by an entity accredited by the Brazilian Public Key Infrastructure (ICP-Brasil), by the shareholder or by its legal representative(s), as applicable, in accordance with applicable law.</p>
Delivery instructions, indicating the option to submit the Ballot directly to the Company or to send voting instructions to the bookkeeper or custodian <p>Shareholders with voting rights may, as of this date, submit their voting instructions regarding the matters on the agenda of the General Meeting: (i) through qualified service providers; or (ii) directly to the Company, in accordance with the instructions below: (I) Voting through service providers: The Company’s shares are bookkept by Banco Itaú. Shareholders holding shares that are not deposited with a central depository may submit their remote voting instructions through Banco Itaú, provided that they: (a) register on the Itaú Securities Services Assembleia Digital website; and (b) hold a digital certificate (public or private) and, in the case of legal entities, submit documentation and a power of attorney to evidence authority. Information on registration and step-by-step guidance for issuance of the digital certificate are available on the website: https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleia-digital. In case of questions, shareholders should consult the frequently asked questions made available by Banco Itaú at: https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/atendimento/perguntas-frequentes, or contact shareholder services by telephone at 3003-9285 (state capitals and metropolitan regions) or 0800 7209285 (other locations), on business days from 9:00 a.m. to 6:00 p.m., or by e-mail at PreAtendimentoEscritural@itau-unibanco.com.br. (ii) Submission of the Remote Voting Ballot directly to the Company: Shareholders may choose to exercise their remote voting rights directly with ISA ENERGIA BRASIL by sending to ri@brasil.isaenergia.com: (i) a scanned copy of the Remote Voting Ballot duly completed; (ii) a scanned copy of an identification document; and (iii) proof of share ownership. Remote Voting Ballots submitted directly to ISA ENERGIA BRASIL must be received up to four days prior to the date of the General Meeting. Within three days from receipt of the Remote Voting Ballot, ISA ENERGIA BRASIL will inform the shareholder whether: (i) the Ballot has been received and whether the Ballot and any accompanying documents are sufficient for the shareholder’s vote to be deemed valid; or (ii) the Ballot or accompanying documents must be corrected or resubmitted, describing the procedures and deadlines required to regularize the remote vote cast. Any Remote Voting Ballot that does not comply with the above specifications and is not corrected will not be deemed valid and, consequently, the votes contained therein will not be counted. During the voting period, shareholders may amend their voting instructions, and the latest voting instruction received by the Company will be deemed valid, provided that it meets the documentation submission requirements and the applicable receipt deadline. After the voting period has ended, shareholders may no longer amend the voting instructions already submitted. Shareholders must attend the General Meeting in person if they deem it necessary to change the vote cast. In the event of any discrepancy between the receipt of a Remote Voting Ballot submitted directly to the Company and the voting instruction contained in the consolidated voting map submitted by the Bookkeeper for the same Individual Taxpayer Registry (CPF) or Corporate Taxpayer Registry (CNPJ) number, the voting instruction received by the Bookkeeper shall prevail, as provided under CVM Resolution No. 81. The applicable procedures for submitting remote voting instructions to the Custody Agent must be verified with the relevant agent.</p>
Postal and electronic addresses for submission of the Remote Voting Ballot, should the shareholder wish to deliver the document directly to the Company / Instructions regarding the electronic system for participation in the meeting, if such form of participation is permitted. <p>Shareholders may choose to exercise their remote voting rights by submitting the Ballot directly to the Company, to the attention of the Investor Relations Department, in accordance with the instructions below: Postal Address: ISA ENERGIA BRASIL S.A. Avenida das Nações Unidas, 14,171, Torre C - Crystal, 7th floor, ZIP Code 04794-000 - São Paulo/SP; or E-mail address: ri@brasil.isaenergia.com</p>
Identification of the institution engaged by the Company to provide securities bookkeeping services, including name, physical and electronic address, telephone number and contact person

REMOTE VOTING BALLOT

Extraordinary General Meeting – ISA ENERGIA BRASIL S.A. of July 24, 2026

of securities, including name, physical and electronic address, telephone number and contact person

The Company's shares are bookkept by Banco Itaú. Shareholders holding shares that are not deposited with a central depository may submit their remote voting instructions through Banco Itaú, provided that they: (i) register on the Itaú Securities Services Assembleia Digital website; and (ii) hold a digital certificate (public or private) and, in the case of legal entities, submit documentation and a power of attorney to evidence authority. Information on registration and step-by-step guidance for issuance of the digital certificate are available on the website: <https://assembleiadicertificadodigital.com/itausecureitiesservices/artigo/home/assembleia-digital>. In case of questions, shareholders should consult the frequently asked questions made available by Banco Itaú at: <https://assembleiadicertificadodigital.com/itausecureitiesservices/artigo/atendimento/perguntas-frequentes>, or contact shareholder services by telephone at 3003-9285 (state capitals and metropolitan regions) or 0800 7209285 (other locations), on business days from 9:00 a.m. to 6:00 p.m., or by e-mail at PreAtendimentoEscritural@itau-unibanco.com.br.

Resolutions / Matters related to the EGM**[Eligible securities for this resolution: ISAE3]**

1. The Company's Management, pursuant to item I of article 122 of the Brazilian Corporations Law, proposes the amendment of articles 4 and 5 of the Company's Bylaws, as well as the consequent consolidation thereof, as described and justified in EXHIBIT I – Report on the Origin and Rationale for the Proposed Amendments to this proposal.

In compliance with article 12 of CVM Resolution No. 81/2022, Management clarifies that this proposal to amend the Bylaws is intended to implement changes aimed at enhancing corporate governance best practices, in the best interests of the Company and its shareholders. If approved, the Company's Bylaws will become effective in the consolidated wording set forth in "EXHIBIT II. Consolidated Bylaws," highlighting the proposed amendments.

Approve Reject Abstain

City: _____

Date: _____

Signature: _____

Shareholder Name: _____

Telephone: _____

**Assembleia Geral Extraordinária
24 de julho de 2026
Manual de Participação**

Mensagem da Administração

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Boletim de Voto à Distância

[Anexo Único](#)

Mensagem da Administração

Diretoria Executiva de Finanças, Relações com Investidores e Desenvolvimento de Negócios



Prezados Acionistas,

A **ISA ENERGIA BRASIL S.A.** (“ISA ENERGIA BRASIL” ou “Companhia”), vem pela presente apresentar o manual dos acionistas para orientar a participação na Assembleia Geral Extraordinária (“Assembleia Geral”), a ser realizada em 24 de julho de 2026, às 11h (onze horas), de modo presencial, assegurando a eficiência na tomada de decisões e a interação direta e eficaz entre os acionistas, em sua sede social, localizada no município de São Paulo, estado de São Paulo, na Avenida das Nações Unidas, nº 14.171, Torre C - Crystal, 7º andar, CEP 04794-000, a fim de deliberar sobre a seguinte Ordem do Dia: (i) alterar os artigos 4º e 5º do Estatuto Social da Companhia; e (ii) consolidar o Estatuto Social da Companhia.

A Companhia desenvolveu este manual valorizando as boas práticas de governança corporativa, a ética e a transparência no relacionamento com os acionistas.

Informa, ainda, que o presente documento poderá ser atualizado caso haja qualquer complementação ou modificação nas informações aqui contidas, as quais serão devidamente divulgadas por meio de Comunicado ao Mercado a ser disponibilizado no site da Comissão de Valores Mobiliários (“CVM”) via Empresas.Net.

Em nome da Administração da Companhia, convidamos todos os acionistas a participar da Assembleia Geral Ordinária.

São Paulo, 03 de julho de 2026.

Silvia Diniz Wada

Diretora Executiva de Finanças, Relações com Investidores
e Desenvolvimento de Negócios

ISA ENERGIA BRASIL S.A.
Companhia Aberta
CNPJ nº 02.998.611/0001- 04
NIRE 35.3.0017057-1

ASSEMBLEIA GERAL EXTRAORDINÁRIA **Edital de Convocação**

Ficam os Acionistas da ISA Energia Brasil S.A. (“ISA ENERGIA BRASIL” ou “Companhia”) convocados para, na forma do disposto no artigo 13 do seu Estatuto Social, reunirem-se em Assembleia Geral Extraordinária da Companhia, a ser realizada no dia 24 de julho de 2026, às 11h (onze horas), de modo presencial, assegurando a eficiência na tomada de decisões e a interação direta e eficaz entre os acionistas, em sua sede social, localizada no município de São Paulo, estado de São Paulo, na Avenida das Nações Unidas, nº 14.171, Torre C - Crystal, 6º andar, CEP 04794-000, a fim de deliberar sobre a seguinte Ordem do Dia: (i) alterar os artigos 4º e 5º do Estatuto Social da Companhia; e (ii) consolidar o Estatuto Social da Companhia.

Os acionistas poderão ser representados na Assembleia Geral por procurador constituído nos termos do § 1º do Artigo 126 da Lei nº 6.404/76, por instrumento público ou particular com firma reconhecida ou firmado mediante a utilização de certificados digitais emitidos por entidade credenciada pela Infraestrutura de Chaves Públicas Brasileira (ICP-Brasil), desde que o respectivo instrumento de mandato tenha sido depositado na sede da Companhia ou enviado ao e-mail ri@brasil.isaenergia.com, juntamente com os demais documentos previstos no referido dispositivo legal, com no mínimo 2 (dois) dias úteis antes da data da realização da Assembleia Geral.

A Companhia adotará o voto a distância na realização desta Assembleia Geral Extraordinária. O Boletim de Voto a Distância e as orientações para seu preenchimento e envio, foram colocados à disposição dos acionistas para consulta na sede e no endereço eletrônico da Companhia (<https://ri.isaenergiabrasil.com.br/pt/divulgacao-ao-mercado/assembleias-e-reunioes-da-administracao>) e enviados à B3 e à Comissão de Valores Mobiliários, em conformidade com as disposições da legislação aplicável. Não será disponibilizado nenhum tipo de plataforma para acompanhamento por streaming ou votação eletrônica em tempo real.

São Paulo, 03 de julho de 2026.

Silvia Diniz Wada

Diretora Executiva de Finanças, Relações com Investidores e
Desenvolvimento de Negócios

Informações para participação na Assembleia Geral

Orientação para participação presencial



Conforme estabelecido pela Resolução CVM nº 81, a Companhia adotará o sistema de votação a distância em ocasião desta Assembleia Geral. Desta forma, os acionistas com poder de voto poderão encaminhar, a partir desta data, suas instruções de voto em relação às matérias da referida Assembleia Geral: (i) para prestadores de serviços aptos, ou (ii) diretamente à Companhia, conforme orientações abaixo

(i) Exercício de voto por meio de prestadores de serviços

A escrituração das ações da Companhia é realizada pelo Banco Itaú. O acionista, que possua ações que não estejam depositadas em depositário central, poderá encaminhar sua instrução de voto à distância pelo Banco Itaú, devendo: realizar cadastro no site do Itaú Securities Services Assembleia Digital; e (ii) possuir certificado digital (público ou privado), e em caso de Pessoa Jurídica enviar documentação e procuração para comprovação de poderes. Informações sobre o cadastro e passo a passo para emissão do certificado digital estão descritas no site:

<https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/home/assembleia-digital>.

Em caso de dúvidas, consulte as perguntas frequentes disponibilizadas pelo Banco Itaú em:

<https://assembleiadigital.certificadodigital.com/itausecuritiesservices/artigo/atendimento/perguntas-frequentes> ou entre em contato com o atendimento ao acionista pelos telefones: 3003-9285 (capitais e regiões metropolitanas) ou 0800 7209285 (demais localidades) – horário de atendimento em dias úteis das 9h às 18h - ou pelo e-mail: PreAtendimentoEscritural@itau-unibanco.com.br.

(ii) Envio do Boletim de Voto diretamente à Companhia

O acionista pode optar por exercer o direito de voto a distância diretamente perante a ISA ENERGIA BRASIL, devendo encaminhar ao e-mail ri@brasil.isaenergia.com: (i) Boletim de Voto a Distância digitalizado devidamente preenchido, (ii) cópia do documento de identidade digitalizado e (iii) comprovante da titularidade das ações. O envio do Boletim de Voto a Distância enviado diretamente a ISA ENERGIA BRASIL deverá ocorrer em até 4 dias antes da data da Assembleia Geral.

A ISA ENERGIA BRASIL, em até 3 dias contados do recebimento do boletim de voto a distância, comunicará ao acionista (i) o recebimento do boletim de voto a distância, bem como se o boletim e eventuais documentos que o acompanham são suficientes para que o voto do acionista seja considerado válido; ou (ii) a necessidade de retificação ou reenvio do boletim de voto a distância ou dos documentos que o acompanham, descrevendo os procedimentos e prazos necessários à regularização do voto a distância proferido.

Informações para participação na Assembleia Geral

Orientação para participação presencial



O Boletim de Voto a Distância que não estiver de acordo com as especificações citadas e não for retificado não será considerado válido e, conseqüentemente, não será realizado o cômputo dos votos nele contidos.

Durante o período de votação, o acionista poderá alterar suas instruções de voto, de modo que será considerada válida a última instrução de voto recebida pela Companhia, contanto que atenda aos requisitos de apresentação da documentação necessária e cumpra o prazo de recebimento. Terminado o prazo de votação, o acionista não poderá alterar as Instruções de Voto já enviadas. O acionista deverá participar presencialmente da Assembleia Geral caso considere necessária a alteração do voto realizado.

Em caso de divergência entre o recebimento de Boletim de Voto a Distância enviado diretamente para a Companhia e a Instrução de Voto contida no mapa consolidado de votação enviado pelo Banco Escriturador para um mesmo número de Cadastro de Pessoas Físicas (CPF) ou Cadastro Nacional da Pessoa Jurídica (CNPJ), caso ocorra, deverá prevalecer a Instrução de Voto recebida pelo Banco Escriturador, conforme previsto pela Resolução CVM nº 81.

Os trâmites cabíveis para envio da instrução de voto a distância ao Agente de Custódia devem ser verificados com o respectivo agente.

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Anexo Único

BOLETIM DE VOTO A DISTÂNCIA

An aerial photograph of a dense, green forest with a winding river. Several high-voltage power lines with towers stretch across the landscape towards a bright sunset on the horizon. The sky is filled with colorful clouds in shades of orange, red, and purple. In the top left corner, there is a large, semi-transparent white graphic element resembling a stylized 'S' or a series of overlapping circles. In the bottom right corner, there is a large, semi-transparent white graphic element resembling a stylized 'C' or a series of overlapping arcs.

isa