

elos
raízen

jornada
cultivar

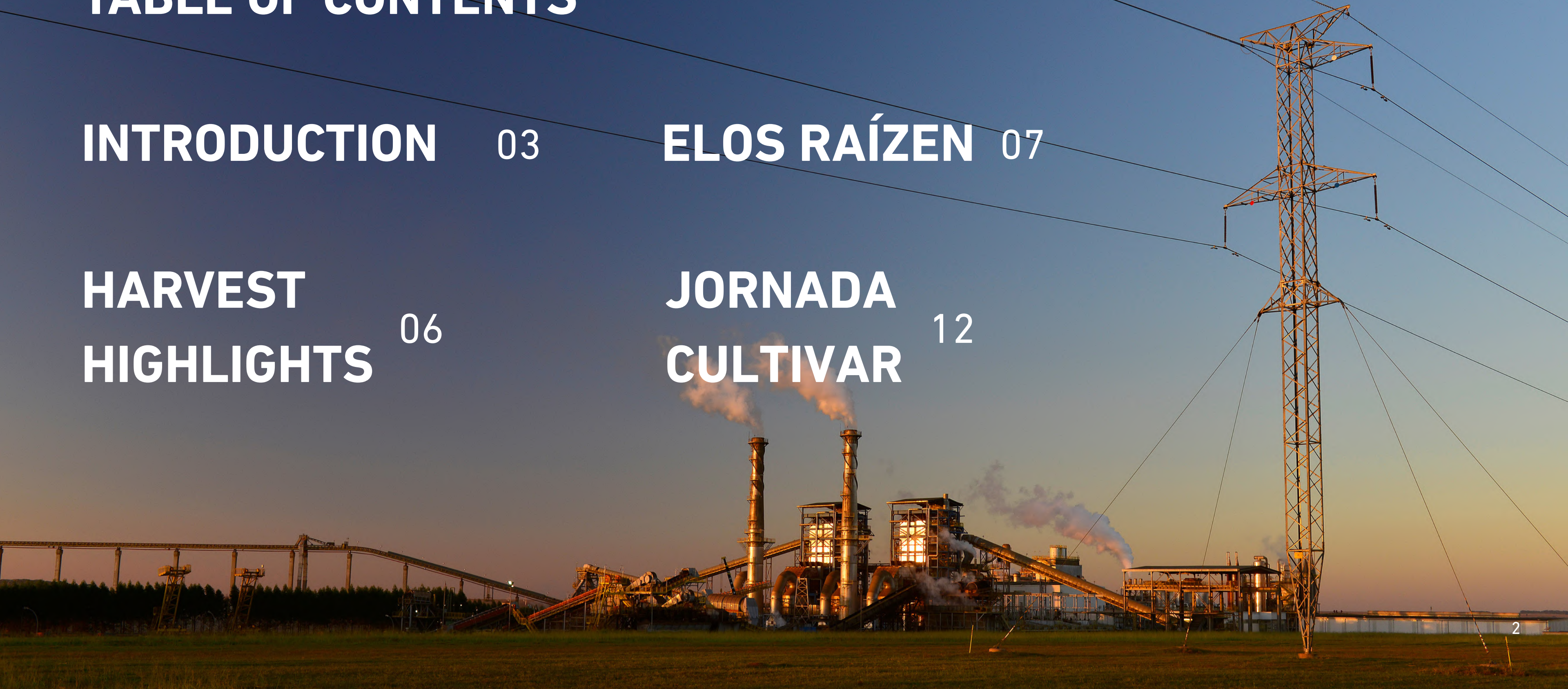
Impact Report 2024/2025



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About Raízen

Raízen, a joint venture between Cosan and Shell, operates in the production, logistics, distribution, and commercialization of fuels and sugar. As a Shell licensee, it engages in the distribution of fuels, lubricants, and other specialty products in Brazil, refinery operations in Argentina, and the distribution of fuel derivatives and lubricants in Argentina and Paraguay, supported by a network of more than 8,000 service stations across the three countries.

In the retail sector, Raízen operates Shell Select and Shell Café stores. The company has more than 40,000 employees, 29 mills, and over 70 fuel distribution bases in Brazil, in addition to operations in ports and airports.



Leadership Message

Meaningful connections fuel the field and shape the future. It is at the intersection of **people and their stories** that the most consistent transformations emerge. This is the value we carry into every interaction with our partners and producers—key players in the sector who walk this journey with us.

To strengthen these connections, we developed our **Elos Raízen** and **Jornada Cultivar** programs, which for more than a decade have supported producers in improving cane field management to achieve high productivity while mitigating operational risks and fostering care for people and relationships.

The results of this work are presented in this

report. My deepest appreciation goes to the team who, through **partnership, trust, and responsibility**, work daily to build a more productive and sustainable agricultural sector.

Fernando Barbano,
Director of Agricultural Business



Elos Raízen and Jornada Cultivar

Approximately **50%** of the sugarcane processed by Raízen comes from partner growers. To support their development and performance, the company provides two key initiatives: the **Elos Raízen** and **Jornada Cultivar** programs.

These programs rely on a dedicated and specialized team that continuously accompanies producers and takes part in their day-to-day operations.

Through this close engagement, we conduct diagnostics, identify improvement opportunities, and support partner producers on their path toward **continuous enhancement** in rural property management.

Throughout the harvest year, we provide

individual guidance, technical follow-up, and engagement activities aimed at **ongoing improvement**.

In the following pages, we present the results and methodologies of the programs during the 2024/2025 harvest year and invite you to explore these initiatives.

Enjoy your reading!



Harvest Highlights

During the 2024/2025 harvest year, our team remained in the field every day, working alongside Raízen's partner sugarcane producers.

Below are the key indicators of the harvest, evidencing the scale of impact of our operations.

+1,100

management accounts
participating in the
programs

Presence in

~200 municipalities

(SP, MS, GO, and MG)

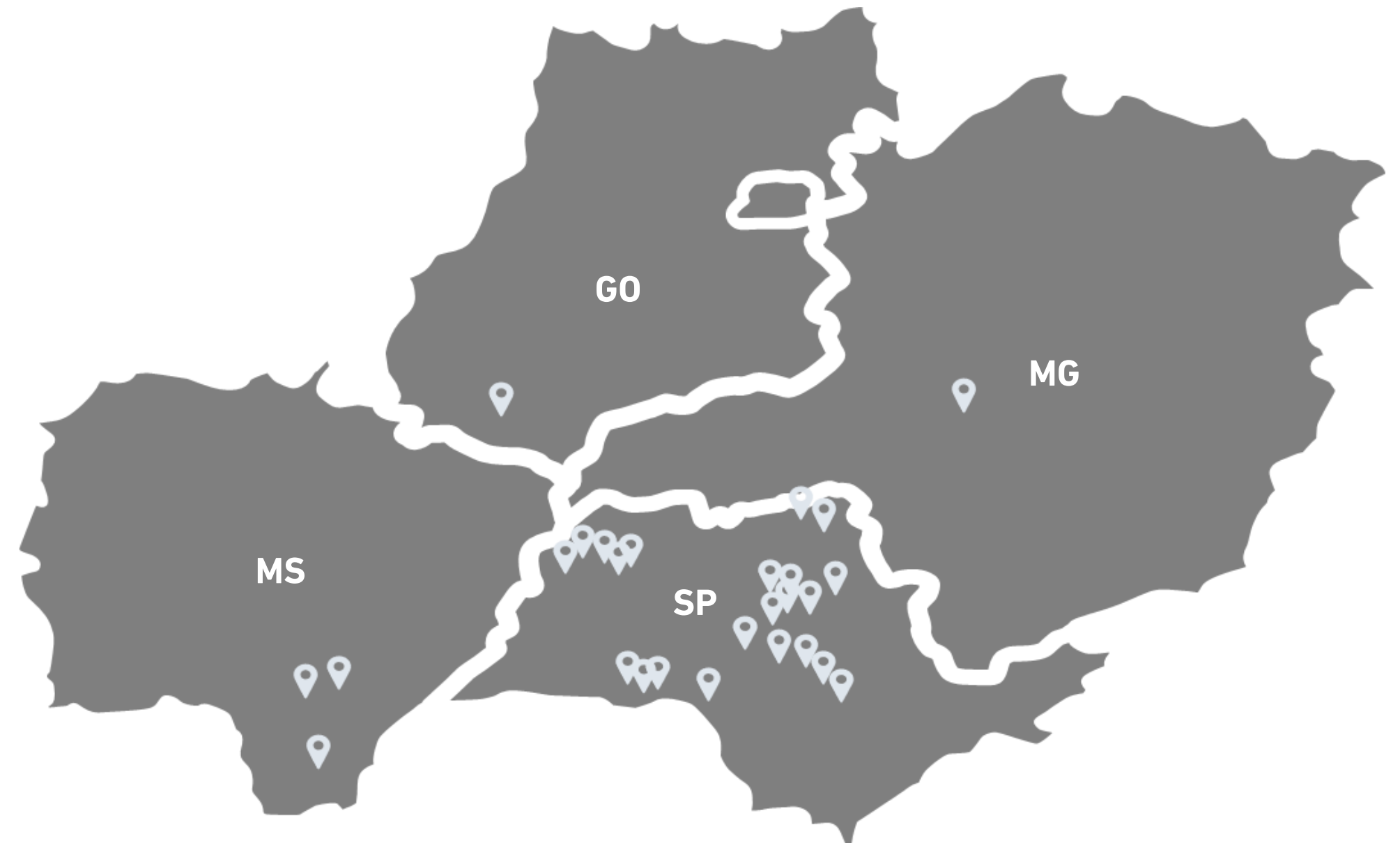
+440 thousand

hectares of productive
lands

+35 million

tons of sugarcane
processed

Where we are



elos raízen

- The Elos Raízen Program
- Methodology
- Thematic Pillars



The Elos Raízen Program

The Elos Raízen program was launched during the 2014/2015 harvest to promote **continuous improvement** across the sugarcane value chain, contributing to the **quality of life of rural workers, environmental preservation, and the prosperity of agricultural businesses.**

The initiative is conducted by a team of specialists and counts on partnerships with the NGOs Solidaridad Foundation, specialized in developing sustainable production chains, and Instituto de Manejo e Certificação Florestal e Agrícola (Imaflora), a recognized institution responsible for third-party verification and program development support.

Program Features

- **Inclusive program:** designed to serve 100% of Raízen's sugarcane suppliers—from small to large producers.
- **Independent third-party property verification:** conducted by Imaflora.
- **Recognized by Bonsucro** for alignment with international sustainability standards.

We invite our stakeholders to follow and collaborate with us throughout this journey. For questions or suggestions, please reach out at programaelos@raizen.com. Together, we strengthen the connections that promote sustainable development for all.



NACIONES UNIDAS

C E P A L

BIG PUSH FOR SUSTAINABILITY: Elos Raízen is listed in ECLAC's repository of cases as a "Sustainable Big Push in the sugarcane value chain."



BONSUCRO: recognized as a program aligned with global sustainability standards, fostering responsible production.



100% of suppliers

supported by the program



+1,100 producers

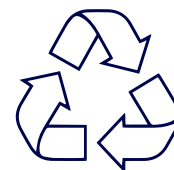
engaged, along with contractors and
service providers — totaling

20,000+ workers



+940 action plans

completed during the harvest



Partnership with **Jogue Limpo Program**,
ensuring proper disposal of

800 kg of oil- contaminated packaging



180+ people impacted

Partnership with the **National Rural
Learning Service (Senar)** to provide
training to suppliers' employees,
ensuring that workers receive health
and safety training



Partnership with the **National
Institute for Empty Package
Processing (InpEV)** for mobile
collection of packaging.

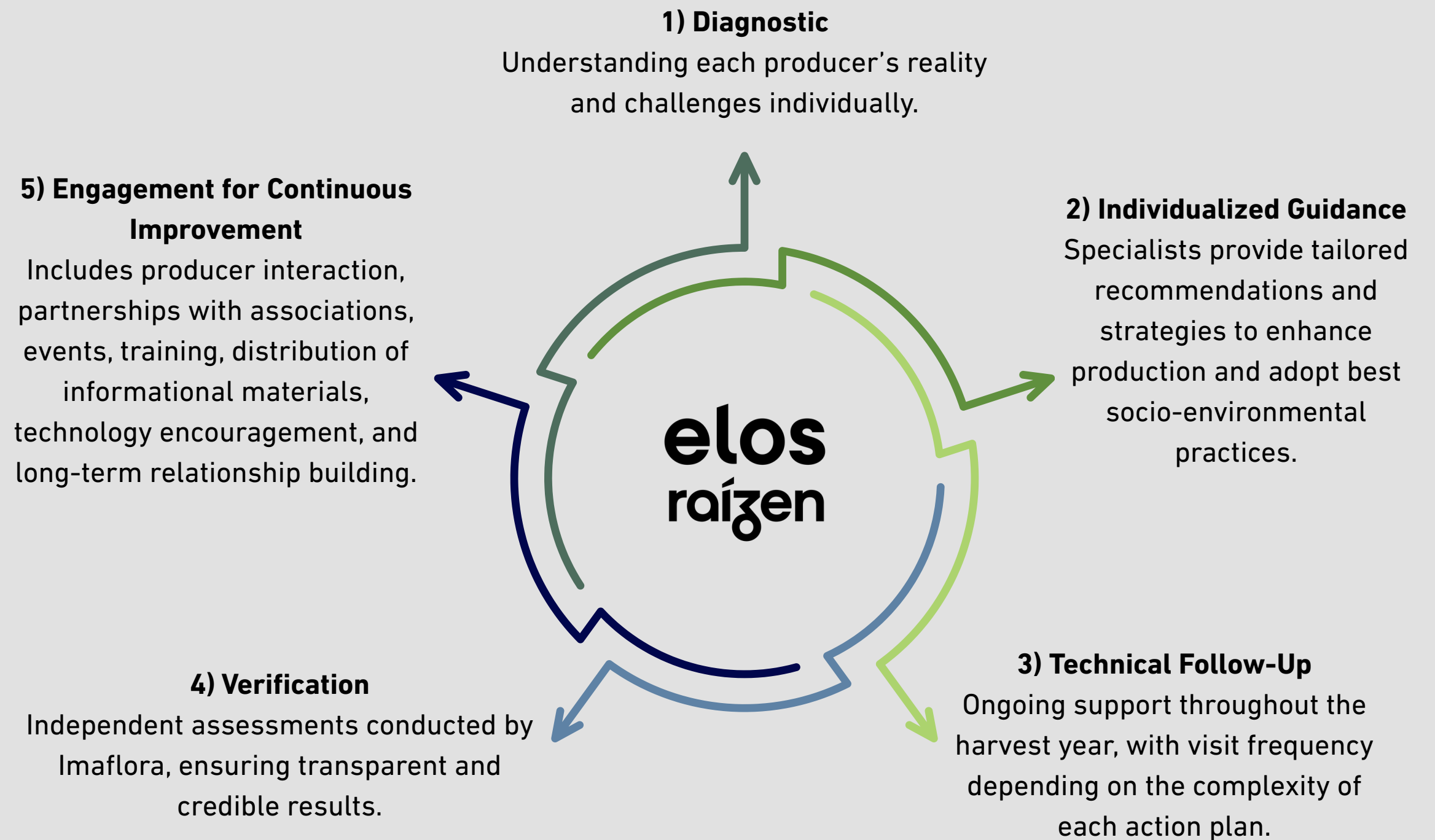
In the 24/25 harvest year,

47 tons of packaging

were properly disposed of through
the partnership

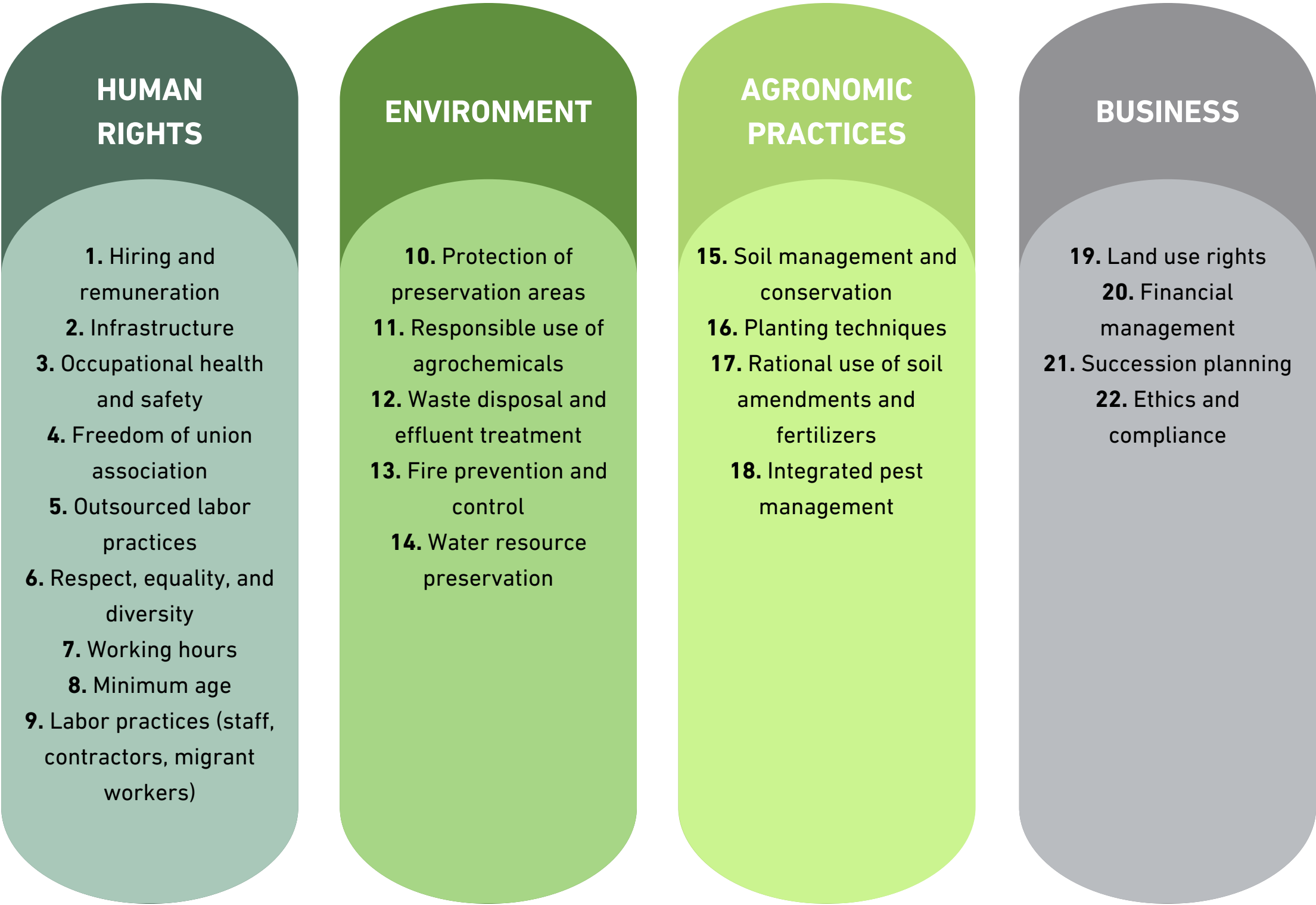
Methodology

The Elos Raízen methodology is founded on the commitment to **sustainable use of sugarcane as a raw material**. Through technical diagnostics, individualized guidance, and in-person property visits, we promote continuous improvement among our suppliers, focusing on **reducing socio-environmental impacts, respecting human rights, and adopting best agricultural and management practices**. The approach also includes independent third-party assessments, ensuring transparency, credibility, and alignment with recognized sustainability standards in the sector.



Thematic Pillars

The topics addressed during technical follow-up visits are organized into four thematic pillars: human rights, environment, agronomic practices and business.



jornada cultivar

- The Jornada Cultivar Program
- Recognitions
- Integrated Ecosystem



The Jornada Cultivar Program

The Jornada Cultivar program was created in the 2013/2014 harvest year to **contribute to the business management** of Raízen's partner sugarcane suppliers.

Jornada Cultivar represents the next step, operating in alignment with the diagnostics generated by the Elos program and offering tools that promote continuous improvement and producer development.

The tools are structured around three pillars: Productivity, Shared Knowledge, and Governance.

The program also relies on partners and sponsors, creating a **business ecosystem** dedicated to the sugarcane producer.



Productivity: Agronomic solutions for diagnostics, monitoring, and decision-making to achieve increasingly productive sugarcane fields.



Shared Knowledge: Exchange of technical and practical expertise for field and business management.



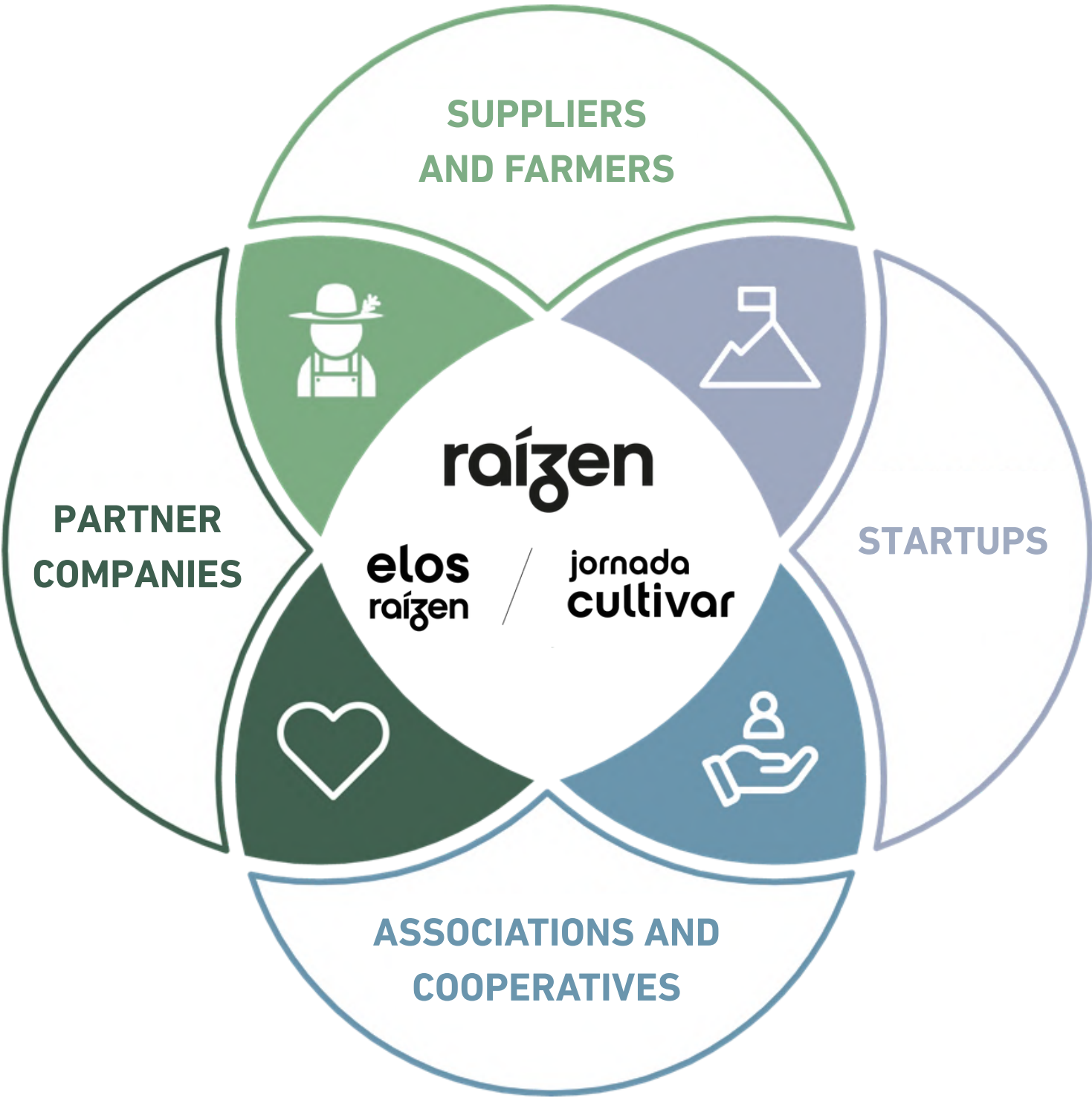
Governance: Management solutions and support to optimize resources.



Integrated Ecosystem

Collaboration and partnership are essential for progress. For this reason, we work in synergy with partner companies, associations, cooperatives, startups, suppliers, and producers to build an **integrated ecosystem** that supports sector growth.

These legitimate connections foster good agricultural practices, encourage innovation, and disseminate knowledge and business opportunities.





+290 management accounts
participating



+R\$ 180 million
in rural credit granted



Participants represent
**80% of supplier
sugarcane**
processed by Raízen



+R\$ 88 million
transacted in Joint Purchasing
Campaigns



**+165 thousand
hectares**
of agronomic projects carried out
in pest and weed management,
agronomic support, soil
systematization, aerial application
monitoring, among others



+30 events
addressing agronomic topics,
markets, succession, female
leadership, and more

Raízen Agro Convention

The **Raízen Agro Convention** is the company's main event dedicated to agribusiness. Organized by the Jornada Cultivar and Elos Raízen programs, it brings together key ecosystem participants in an environment that encourages **business development**, **networking**, and **knowledge sharing**.

In 2024, during the 9th edition held in Atibaia (SP), over 700 participants attended, including sugarcane producers, partner companies, and Raízen teams.

In addition to promoting interaction, the Convention serves as **a moment to celebrate and recognize** the best-performing sugarcane producers. In 2024, winners were awarded a trip to **South Africa**.





Sugarcane produced with greater efficiency and awareness benefits both producers and society.
Sustainable practices drive business development and ensure responsible, long-term growth.

raízen