

Main indicators – Crop year 25'26

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Governance & Economic Dimension

Board Type

	Name of members	Number of members
Supervisory Board	Independent directors	2
	Other non-executive directors	6
	Employee representatives	0
Management Board/ Executive Management	Senior Executives	6

Board Gender Diversity

Number of female directors	1
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Board Accountability

	Indicators/measures	
Board Meeting Attendance	Average board meeting attendance	100%
	Minimum attendance required per meeting, at least (%)	66.60%
Board Mandates	Number of non-executive / independent directors with 4 or less other mandates	6
	Names of these directors:	Felix Faber
		Jorrit Jan Witte Van der Togt
		José Flávio Ferreira Ramos
		Roland Alexander Ilube
		Vasco Augusto Pinto da Fonseca Dias Júnior
		Luciana de Oliveira Cezar Coelho

Report on Breaches

Reporting Areas	Number of breaches in FY2023	Number of breaches in FY2024	Number of breaches in FY2025
Corruption or Bribery	36	59	4
Discrimination or Harassment	61	70	41
Conflicts of interest	n/a	n/a	30
Money laundering and insider trading	n/a	n/a	5

Note: the term "breaches" refers only to confirmed cases (substantiated and partially substantiated cases) reported through the Ethics Channel during the reporting period. Variations in the number of cases across years should also be considered in light of changes to the Company's operational perimeter. During the previous fiscal year, the

Company realized disinvestments in units that historically accounted for a relevant share of reports received within some of the categories presented, which may contribute to the year-on-year variation observed in the number of confirmed cases.

Contributions & Other Spending

Financial reporting currency: BRL – Brazilian Real	FY2023	FY2024	FY2025
Trade associations or tax-exempt groups (e.g., think tanks)	R\$15,797,942.97	R\$12,500,000.00	R\$15,700,000.00
Lobbying, interest representation or similar	0	0	0
Local, regional, or national political campaigns / organizations / candidates	0	0	0
Other (e.g., spending related to ballot measures or referendums)	0	0	0
Total contributions & Other Spending (BRL - Brazilian Real)	R\$15,797,942.97	R\$12,500,000.00	R\$15,700,000.00
Data coverage (as % of denominator, indicating the organizational scope of the reported data) percentage of: Operations	100%	100%	100%

Raízen does not make financial contributions, directly or indirectly, to political parties, party organizations, electoral campaigns, or candidates at any level of government (municipal, state, or federal). This principle is expressly set forth in its Code of Conduct, which states “Our Company does not participate in, contribute to, or support any political party” and in its Integrity Policy which governs all interactions between the Company’s employees and public officials.

Raízen’s position is aligned with the Brazilian legal framework applicable to electoral financing. Since 2015, following the judgment of Direct Action of Unconstitutionality (*Ação Direta de Inconstitucionalidade – ADI*) No. 4.650 by the Brazilian Federal Supreme Court (*Supremo Tribunal Federal – STF*), legal entities have been prohibited from making donations to political parties and candidates. The STF’s decision was subsequently incorporated into the Brazilian legal framework through Federal Law No. 13,165/2015, which amended electoral legislation and consolidated the prohibition on corporate financing of electoral campaigns.

Accordingly, Raízen maintains a policy prohibiting political donations or contributions, regardless of their nature or governmental level, thereby reinforcing its commitment to integrity, legal and regulatory compliance, and the responsible conduct of its corporate activities.

Risk Management Processes

The Company has a risk management framework integrated into its governance and decision-making processes, encompassing the identification, assessment, treatment, monitoring, acceptance, and escalation of corporate risks. This framework is established by the Risk Management Policy, which is classified as a strategic policy under the terms of the Company’s

Articles of Association and is subject to periodic review every two years. Following its review, the Policy is submitted to the Audit Committee for consideration and subsequently to the Board of Directors for approval, ensuring oversight of the risk management framework by the Company's governance bodies.

The risk management process is jointly conducted by the Executive Board and the Corporate Risk Management Department, which establishes strategies for the identification and monitoring, across the Company, of material events that could potentially adversely affect the Company. The assessment considers, among other factors, the likelihood of occurrence and the potential magnitude of impacts. Risks are classified and prioritized through the Company's risk matrix, which enables identified exposures to be compared against risk appetite and risk tolerance parameters and guides treatment and mitigation efforts according to the criticality and business context of each exposure. As part of the methodological enhancement of the process, the Company adopts a structured approach to risk identification, assessment, treatment, monitoring, and communication, including the use of a 4x4 risk matrix to classify the criticality of risk exposures.

As part of the continuous enhancement of its Enterprise Risk Management framework, since 2025 the Company has been implementing a modernization initiative focused on simplifying methodologies, strengthening governance structures, and increasing integration between risk management, internal controls, and strategic decision-making.

Key developments include the revision of the corporate risk taxonomy, the adoption of inherent and residual risk concepts, the implementation of a corporate operational loss database supported by artificial intelligence resources, and the establishment of an integrated governance model for operational events and issues management. The review of priority risks has already been completed and approved internally. Completion of the implementation and formal approval of the enhanced framework is expected by March 2027, with a focus on further refining and embedding risk appetite parameters across the organization, strengthening the integration between risks and controls, and evolving executive reporting to further support decision-making.

Corporate risks are grouped into the following categories:

- **Strategic Risks:** associated with strategic decision-making by senior management and may result in a substantial loss of the organization's economic value or have a negative impact on its reputation in the market;
- **Operational Risks:** associated with the potential occurrence of losses, including production, assets, customer, or revenue losses, resulting from failures, deficiencies, or inadequacies in internal processes involving people or systems, or from unexpected external events, such as natural disasters;
- **Financial and/or Market Risks:** associated with the Company's exposure arising from its financial and commercial operations;
- **Regulatory, Legal, or Compliance Risks:** associated with non-compliance with, or changes to, laws and regulations issued by central and/or local governments,

regulations issued by regulatory authorities, or internal normative documents issued by the Company;

- **Information Risks:** associated with the loss, misuse, unauthorized access to, or unauthorized disclosure of information or personal data relating to internal or external stakeholders, which may adversely affect the Company's business or reputation.

Risk management is conducted on an ongoing basis, and the Company's risk exposures are regularly reviewed, at least annually. The second line of defense, including the Internal Controls, Compliance, LGPD, and Regulatory functions, performs monitoring activities over relevant processes, identifying deviations, control weaknesses, and exposures that may result in operational, financial, regulatory, or reputational impacts. Based on these assessments, actions are established and monitored to eliminate, reduce, or mitigate the risks identified.

Our risk review process includes:

- Description of the Company's specific exposure to the risk, considering likelihood and magnitude, for at least two identified risks;
- Description of the process or framework used to determine risk appetite for the identified risks;
- Description of mitigation actions for at least two identified risks;
- Regular review of the Company's risk exposure, at least annually;
- Audit process: an internal audit was conducted within the last two years;
- Risk culture: regular risk management training and education for all non-executive members of the Board of Directors.

The definition of risk responses considers the mitigation measures implemented by the responsible areas and the residual exposure remaining after the implementation of controls and actions deemed feasible and proportionate. In this context, the Company has a formal process for the acceptance of residual risks through the Risk Acceptance Letter. Following the implementation of applicable mitigation measures, the residual risk is submitted for assessment and approval in accordance with its criticality and the established governance approval authorities. For higher-criticality exposures or those approaching the Company's risk tolerance and risk appetite parameters, the decision may be escalated to senior management, including the CEO, in accordance with the applicable governance criteria. Accordingly, acceptance of a residual risk constitutes a formal decision assigned to an accountable owner and does not automatically result from the absence of additional mitigation measures.

The effectiveness of the framework is complemented by the independent activities of Internal Audit, which performs the role of the third line of defense and conducts periodic assessments of the effectiveness of governance, risk management, and internal control processes. Over the past two years, audit assessments related to risk management and controls have been conducted, identifying vulnerabilities and opportunities for improvement, reporting findings to the responsible parties, and monitoring the respective action plans.

The risk culture is strengthened by integrating risk management into the responsibilities of business areas, through the second-line functions and the Company's existing reporting and escalation mechanisms. The Risk Management and Internal Controls structure provides first-

line functions with methodologies, tools, training, and guidance to support the appropriate identification and management of risks, as well as promoting the reporting of relevant information to the appropriate governance bodies.

In addition, the Company has formal mechanisms that encourage timely identification, communication, and treatment of risk events, deviations, and potential non-compliances. These mechanisms include the Ethics Channel, incident registration and management processes, and specific channels for reporting and investigating suspected fraud. These instruments contribute to the early identification of vulnerabilities and the timely adoption of corrective and mitigating measures, reinforcing behaviors focused on prevention, accountability, and reporting.

The dissemination of the risk culture is supported by training and guidance provided to the structures responsible for risk management and oversight, as well as to other employees. These initiatives seek to ensure that first-line functions have the knowledge and tools required to incorporate risk assessment into their activities and decision-making processes, while also enhancing employees' ability to recognize, report, and contribute to the management of risks associated with the Company's operations. The Company also provides regular risk management education to non-executive members of the Board of Directors, strengthening their understanding and oversight of risk-related matters at the governance level.

The framework is guided by recognized risk management and governance standards and references, including **ISO 31000:2018**, **COSO**, the references of the **Brazilian Institute of Corporate Governance (IBGC)**, and the **IIA's Three Lines Model**. Accordingly, risk management is embedded in a continuous cycle of identification, assessment, mitigation, monitoring, acceptance, and escalation, with clearly defined responsibilities, oversight mechanisms, and reporting channels. This approach contributes to strengthening the risk culture and supporting the protection of value and the achievement of the Company's strategic objectives.

Emerging Risks

Emerging Risk	Risk Description and Exposure	Potential Impacts	Mitigation Actions
Escalation of Geopolitical Tensions and Impacts on Global Trade	The deterioration of global geopolitical and socioeconomic conditions, as evidenced by the Russia-Ukraine war, the Israel-Hamas conflict, and tensions involving the United States and Iran, may increase market volatility, political instability, sanctions, import and export controls, and	- Shortages or reduced availability of diesel, fertilizers, and other key inputs - Increases in oil, energy, and commodity prices, as well as international freight and logistics costs - Inflationary pressures in Brazil, potentially leading to higher interest rates, increased borrowing	- Diversification of the supplier and service provider base - Continuous monitoring of geopolitical risks and market conditions - Forward procurement strategies and inventory management for critical inputs - Use of financial and commercial hedging

	disruptions to international trade and global supply chains. The Company is exposed to these risks through its reliance on diesel fuel and fertilizers, international logistics, commodity markets, and global operations. Restrictions on maritime traffic through the Strait of Hormuz may disrupt international flows of crude oil and refined products, while increasing freight and logistics costs. Protectionist measures, quotas, subsidies, tariffs, and other trade barriers may also limit access to international markets, reduce the competitiveness of the Company's ethanol and sugar exports, and adversely affect gasoline and diesel imports.	costs, and a higher cost of capital • Disruptions to global supply chains and international trade flows • Barriers to ethanol and sugar exports, adversely affecting revenues, margins, and international growth prospects • Recessionary impacts on the Brazilian and global economies	instruments, where applicable • Periodic assessment of macroeconomic and geopolitical scenarios to support strategic decision-making
Deterioration of the Brazilian Macroeconomic, Fiscal and Political Environment	Economic, political, and market conditions in Brazil may adversely affect the Company. This risk is associated with limited economic growth, persistent inflation, elevated interest rates, fiscal imbalances, government intervention, uncertainties regarding public policy implementation, foreign exchange rate volatility, reduced liquidity in domestic capital and credit markets, political and social instability, and the deterioration of Brazil's sovereign risk perception. Global	• Higher capital, financing, and debt refinancing costs • Currency depreciation and increased operating expenses, including costs related to imported goods and services • Restricted access to credit and capital markets • Reduced demand, increased counterparty credit risk, and lower cash generation • Delays or postponement of investments, with adverse effects on the Company's operating results and financial condition	• Continuous monitoring of financial indicators and compliance with contractual covenants • Periodic monitoring of the Company's liquidity position and indebtedness levels • Reassessment of investment plans and financing requirements based on available financial resources and stress-testing scenarios

	geopolitical events, protectionist measures, pandemics, and financial market shocks may further exacerbate inflationary pressures, currency volatility, financing constraints, and economic slowdown. The Company is exposed to these risks through debt linked to variable interest rates, foreign currency obligations, customers' financial health, domestic demand, access to capital, and the execution of investments and growth initiatives.		
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Supplier ESG Screening

Raízen adopts a structured and risk-based approach to supplier screening and ESG risk management across its value chain through its Sustainability Critical Categories Matrix (Matriz de Categorias Críticas de Sustentabilidade - MCC), which is based on the FGVces methodology and publicly disclosed in the Company's Sustainable Procurement Policy. The MCC systematically assesses suppliers and procurement categories against environmental, social, and governance (ESG) criteria, as well as their strategic relevance to the business, enabling the identification and classification of suppliers according to their socio-environmental criticality. The methodology also incorporates sector-specific and commodity-specific risk assessments, ensuring that supplier screening reflects the risks associated with different industries and sourcing categories.

As part of the qualification and monitoring process, suppliers are evaluated against a comprehensive set of criteria, including reputation, legal and regulatory compliance, financial standing, labor practices, human rights, integrity, health and safety, and ESG-related aspects. The assessment also considers country-specific and sector-specific risks associated with supplier operations. General supplier requirements are periodically updated to reflect applicable legislation, and the Company's internal policies are made available through the Supplier Portal.

During the supplier's onboarding and qualification process, suppliers must meet minimum requirements established for their respective procurement category. Certain requirements are mandatory and disqualifying; therefore, failure to comply may result in rejection during the qualification process and prevent the establishment of a commercial relationship with the Company. For existing suppliers, identified non-conformities are addressed in accordance with

supplier management procedures and may involve corrective and mitigation measures, as well as formal action plans with defined implementation deadlines when applicable.

Beyond the initial qualification stage, suppliers with active service provision are subject to periodic performance and compliance monitoring. Assessments consider compliance with agreed requirements, including delivery lead time, quality standards, scope of work execution, safety performance, and adherence to the Company's Accommodation Policy guidelines. In addition, suppliers are classified into categories A, B, or C according to their spending level, allowing monitoring efforts to be proportionate to their business relevance. The results of these evaluations are consolidated in the Supplier INDEX, an internal performance indicator that measures supplier performance across key dimensions, including on-time delivery, quality, third-party risk management, compliance with the agreed scope of work, and adherence to safety requirements (IQF and IDF). This ongoing monitoring process supports the timely identification of performance gaps and sustainability-related risks throughout the supplier relationship lifecycle.

The Company also incorporates integrity and responsible business conduct requirements into the management of its value chain. Suppliers are granted access to applicable governance documents and are required to formally acknowledge and comply with the Third-Party Code of Conduct as a condition for establishing and maintaining business relationships with the Company, as disclosed on page 15 of the 2025/26 Integrated Report. Internally, mandatory training programs on the Code of Conduct and integrity guidelines are provided to employees, including those involved in supplier management and business partner interactions. These trainings cover ethics and integrity, human rights, anti-corruption principles, and responsible business conduct.

Through this process, supplier management combines supplier screening, minimum qualification requirements, disqualifying criteria, ongoing monitoring mechanisms, supplier performance assessments, corrective action processes, and formal integrity requirements. This approach enables ESG risks and supplier criticality to be assessed not only during the initial supplier evaluation but throughout the entire business relationship, supporting the systematic identification and management of significant suppliers across the Company's value chain.

Supplier Assessment & Development

Supplier Screening	FY2025
1.1. Total number of unique suppliers	7900
1.2. Number of unique significant suppliers	602
1.3. Number of unique significant suppliers supported with development measures (as a subset of 1.2)	602
1.4. Number of unique significant suppliers assessed via desk assessments/on-site assessments (as a subset of 1.2)	602

1.5. Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	215
1.6. Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	147
1.7. Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	8

Tax Strategy and Governance

Raízen is committed to understanding, adhering to, and complying with tax legislation, including special regimes, in every jurisdiction in which it operates. In fulfilling its tax obligations, Raízen and its professionals will act with prudence, diligence, and professionalism, making decisions based on sound judgment and the best available information, while fully observing the Company's rights as a taxpayer. Furthermore, Raízen is dedicated to complying with applicable Transfer Pricing laws and regulations, upholding the arm's length principle, ensuring transparency in its transactions, and refraining from practices that artificially reduce the Company's tax burden.

In line with the OECD/G20 BEPS framework, Raízen is committed to ensuring that profits are taxed where value is created and economic activities are performed. The Company does not use structures without commercial substance, does not transfer value created through its operations to low-tax jurisdictions, and does not use secrecy jurisdictions or tax havens for tax avoidance purposes. Raízen also complies with applicable Pillar Two requirements, CFC rules, Permanent Establishment regulations, and Country-by-Country Reporting obligations in the jurisdictions where it operates and does not maintain operations in jurisdictions classified as non-cooperative for tax purposes.

Effective Tax Rate

Financial reporting currency: BRL – Brazilian Real	FY2022	FY2023	FY2024	FY2025
Earnings before taxes	3,263,580,000.00	1,612,088,000.00	-3,146,300,000.00	-20,496,247,000.00
Reported taxes	760,254,000.00	997,955,000.00	1,030,700,000.00	-6,638,857,000.00
Cumulative acceptable adjustments	0	0	0	0
Effective tax rate (%)	23.30%	61.90%	-32.76%	32.39%
Cash taxes paid	1,131,024,000.00	311,313,000.00	470,200,000.00	371,079,000.00
Cash Tax Rate (%)	34.65%	19.31%	-14.94%	-1.81%

Information Security Governance

Our information security practices are discussed with senior management through the Audit Committee, a governance body that includes members of the Company's Board of Directors. As part of its responsibilities, the committee receives quarterly reports on cybersecurity matters, including key risks, significant initiatives, and the progress of security programs. Information Security and Cybersecurity are sponsored at the executive level and led by a dedicated Chief Information Security Officer (CISO), who is the highest-ranking individual responsible for overseeing and directing the Company's information security and cybersecurity

strategy. The CISO monitors the evolution of key risks, approves priorities, evaluates investments, budget, and operational capabilities, and deliberates strategic initiatives. The CISO also oversees the progress of security programs and supports decision-making on matters relevant to the business.

Information Security Policy

Raízen has a public and comprehensive Information Security Policy that establishes clear guidelines to ensure the confidentiality, integrity, availability, authenticity, and non-repudiation of information. This policy covers cybersecurity practices, including risk and vulnerability management, incident response, periodic penetration testing, as well as information classification and personal data protection, in compliance with the General Data Protection Law (LGPD).

As part of its commitments, the following stand out:

- Continuous improvement of cybersecurity through periodic control reviews, technology updates, penetration testing, and external maturity assessments;
- The ability to monitor and respond to cyber threats, supported by an infrastructure with multi-factor authentication, use of machine learning for anomaly and suspicious behavior detection, as well as the ongoing operation of the Security Operations Center (SOC);
- The establishment of individual responsibilities, under which employees and third parties have a formal duty to safeguard information security and report any incidents or policy breaches through official CSIRT channels or confidential channels, such as Internal Audit;
- The assignment of contractual responsibilities to business partners, such as suppliers and service providers, who must meet specific information security and data protection requirements in accordance with contractually defined clauses.

Information Security Management Programs

Raízen's Information Security Program is a comprehensive framework of initiatives, controls and structured processes that ensure the continuous protection of digital assets and reinforce the Company's resilience against cyber threats. Its scope includes:

- Regular reviews of cybersecurity controls, technology upgrades, penetration tests (pentests), and external maturity assessments to evaluate Raízen's Cybersecurity maturity to remain aligned with industry best practices and foster continuous improvement.
- Threat monitoring and response through the use of machine learning to detect anomalies and suspicious behavior, supported by the continuous 24x7 operation of the Security Operations Center (SOC).
- Provision of official channels for employees and third parties to report Cybersecurity threats or policy violations.
- Designs and tests IT Disaster Recovery Plans (DRP) to ensure business continuity in adverse scenarios, safeguarding the Company's operational resilience.

- Vulnerability management through regular technical and process-based assessments, with prioritized remediation to reduce exposure risks.
- Periodic internal audits of IT and Information Security infrastructure, focusing on key risks such as access management, vulnerabilities, privileged accounts, logging, and compliance with defined controls.
- Periodic independent external audits, validating the effectiveness of controls and confirming compliance with recognized information security frameworks such as ISO 27001, NIST, and CIS Controls.
- Continuous employee training through the “Guardião Program”, which offers classroom and online courses, awareness campaigns, phishing simulations, and crisis exercises in collaboration with technical teams.
- Report critical incidents to the Audit Committee, reinforcing the Company’s transparency and commitment to corporate responsibility and information security governance. Additionally, Raízen maintains a transparent approach with its stakeholders.

Product Quality Management

At Raízen, quality management is a strategic pillar essential to ensuring the safety, compliance, and excellence of the products and services we offer. With robust systems integrated into operations, the Company takes a preventive and analytical approach, fostering continuous improvement and alignment with national and international technical standards. The quality culture is promoted through training, audits, certifications, and formal communication channels with customers and stakeholders.

Quality in EAB Operations

In the Ethanol, Sugar, and Bioenergy (EAB) operations, Raízen maintains a strong quality management system focused on defect prevention and the delivery of safe and reliable products. The system is guided by Raízen’s Quality and Food Safety Policy, which establishes the commitment to manufacturing products in accordance with defined specifications, ensuring quality and food safety, reliability of analytical results, and a safe working environment, while identifying and implementing measures to mitigate risks and ensure compliance with Raízen’s practices.

The Quality and Food Safety Policy also reinforces Raízen’s commitment to ethical and transparent conduct, responsible practices to reduce socio-environmental impacts, and strict compliance with applicable legislation, internal requirements, customer requirements, and certification standards. This includes compliance with specific religious and other customer requirements applicable to certified products, reinforcing the Company’s commitment to product integrity and excellence.

Quality control processes are conducted through analytical procedures based on technical standards and advanced technologies. Internal audits are conducted periodically in accordance with internal procedures, which establish guidelines for evaluating process compliance with the quality management system and current certifications, such as ISO 9001,

FSSC 22000, Kosher, Halal, Non-GMO, as well as sustainability certifications like Renovabio and Bonsucro.

Additionally, for products intended for direct food consumption, critical control points are managed through HACCP plans, and employee training is promoted through programs designed to disseminate concepts aligned with the Quality and Food Safety Policy. For customers and other stakeholders, Raízen provides the official service channel sac.servicoaocliente@raizen.com, which serves as the formal mechanism for registering and handling product quality-related complaints.

Quality in Fuel Distribution

In fuel distribution, Raízen operates a highly structured quality management system integrated into its operations guided by its Fuel Supply Chain Quality Policy, with a focus on safety, traceability, regulatory compliance, and operational excellence. The “100% Quality” program is a strategic initiative that promotes a quality culture through events at airports and resellers and engagement with stakeholders — including customers, public agencies, and service providers.

Raízen applies structured operational and quality controls designed to prevent contamination, ensure product conformity, and maintain traceability throughout the supply chain. Operations follow strict procedures based on national and international standards (ISGOTT, ABNT, ASTM, API) and are complemented by regulatory monitoring and positioning in relation to applicable requirements established by ANP and industry bodies such as IBP, with controls at every stage of the supply chain: receiving, storage, blending, dispatch, and delivery. Meters are periodically calculated according to the Operational Practices Manual (MPO) and Inmetro standards, ensuring volume traceability. Automated loading ensures precision in blending ratios and additive products.

Quality assurance is supported by a Fuel Supply Chain Quality Policy, operational and laboratory inspections conducted annually by specialist teams and Shell, as well as field presence through quality-focused events, operational visits, and employee training. These measures are complemented by controls covering product receipt, storage, loading, transportation, and delivery, including supply-chain traceability, tank drainage and maintenance, automated loading systems, calibration of measuring equipment, and daily spot checks of selected loading operations. The spot checks involve the random selection of 1% of daily truck loading operations for inspection of the loading process, safety conditions, and the quality of the product being loaded.

Quality is monitored through compliance bulletins (RANP 828/2020), witness samples (RANP 44/2013), biodiesel and ethanol content tests, tank drainage, and maintenance according to the corporate schedule and ANP resolutions, as well as random inspections (spot checks) on 1% of daily loadings. Complaints and inquiries are managed via the Shared Services Center (CSC), with direct referral to the responsible technical focal point. The absence of product recall history reinforces the robustness of Raízen’s controls and its reputation in the sector.

Raízen seeks not only to ensure conformity and safety of the fuels and services it provides, but also to promote innovation, operational excellence, and sustained customer satisfaction throughout its fuel distribution activities.

Recall History

Raízen continuously monitors the quality of its products and maintains strict controls to prevent deviations that could result in recalls. In the past four fiscal years (2022 to 2025), no product recalls were recorded, demonstrating the effectiveness of the Company's quality control and management processes.

Fiscal Year	Number of recalls (number)	Number of products recalled (tonnes)
FY 2022	0	0
FY 2023	0	0
FY 2024	0	0
FY 2025	0	0

Environmental Dimension

Direct Greenhouse Gas Emissions (Scope 1)

Direct GHG (Scope 1)	Unit	FY2022	FY2023	FY2024	FY2025
Total direct GHG emissions (Scope 1)	metric tonnes of CO2e	2,742,975.30	3,200,069.80	3,179,506.82	1,258,808.08 ¹
Data coverage (as % of denominator)	percentage of operations	82.48%	78.29%	100%	100%

Note: Through 2024, reported Greenhouse Gas (GHG) emissions covered operations in Brazil and Argentina. Following the divestment of our assets and operations in Argentina, the 2025 reporting boundary includes only Brazilian operations. Historical emissions data have not been recalculated or restated and remain consistent with previously reported disclosures.

¹The reduction is primarily attributable to the exclusion of Argentine operations from the reporting boundary.

Indirect Greenhouse Gas Emissions (Scope 2)

IGHG (Scope 2)	Unit	FY2022	FY2023	FY2024	FY2025
Location-based	metric tonnes of CO2e	14,134.7	7,841.6	11,270.42	8,447.00
Data coverage (as % of denominator)	percentage of operations	82.48%	78.29%	100%	100%

Note: Through 2024, reported Greenhouse Gas (GHG) emissions covered operations in Brazil and Argentina. Following the divestment of our assets and operations in Argentina, the 2025 reporting boundary includes only Brazilian operations. Historical emissions data have not been recalculated or restated and remain consistent with previously reported disclosures.

Indirect Greenhouse Gas Emissions (Scope 3)

IGHG (Scope 3)	Unit	FY2022	FY2023	FY2024	FY2025
Total indirect GHG emissions (Scope 3)	metric tonnes of CO2e	54,049,929.11	60,389,906.15	51,262,476.19	41,749,334.33

Note: Through 2024, reported Greenhouse Gas (GHG) emissions covered operations in Brazil and Argentina. Following the divestment of our assets and operations in Argentina, the 2025 reporting boundary includes only Brazilian operations. Historical emissions data have not been recalculated or restated and remain consistent with previously reported disclosures.

Scope 3 category	Emissions in the reporting year (metric tonnes CO2e)	Emissions calculation methodology and exclusions
Purchased Goods and Services	7,279.85	This category represents emissions associated with third-party sugarcane burning. The calculation follows the GHG Protocol methodology and applies the IPCC 2013 GWP factors.

Capital Goods	-	Emissions associated with capital goods were assessed and considered immaterial, representing an insignificant contribution to the Company's total Scope 3 emissions. Therefore, this category is not reported.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	62,825.34	This category includes emissions associated with the production of fuels consumed by the Company. The calculation follows the GHG Protocol methodology and applies the IPCC 2013 GWP factors.
Upstream transportation and distribution	208,343.56	This category includes emissions associated with fuel consumption for upstream transportation and distribution activities. The calculation follows the GHG Protocol methodology and applies the IPCC 2013 GWP factors.
Waste generated in operations	3,917.67	This category includes emissions associated with operational waste, such as filter cake and vinasse. The calculation follows the GHG Protocol methodology and applies the IPCC 2013 GWP factors.
Business travel	-	Business travel emissions were assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, this category is not reported.
Employee commuting	18,264.16	This category includes emissions associated with employee commuting. The calculation follows the GHG Protocol methodology and applies the IPCC 2013 GWP factors.
Upstream leased assets	-	Emissions associated with upstream leased assets were assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, this category is not reported.
Downstream transportation and distribution	-	Emissions associated with upstream leased assets were assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, this category is not reported.
Processing of sold products	-	Emissions associated with upstream leased assets were assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, this category is not reported.
Use of sold products	41,448,638.88	The methodology takes into account Raízen's 3 main products (diesel, gasoline, and ethanol), considering only customers who end use the products for Brazil. It uses the methodology proposed by the GHG Protocol and the factors used were the IPCC 2013 GWP.
End of life treatment of sold products	-	This category is not reported, as emissions associated with the end-of-life treatment of sold products were assessed and considered immaterial in relation to the Company's total Scope 3 emissions.

Downstream leased assets	-	This category is not applicable, as the Company does not lease assets to third parties.
Franchises	64.87	This category includes emissions from franchise operations
Investments	-	This category was assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, it is not reported.
Other Upstream	-	This category was assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, it is not reported.
Other Downstream	-	This category was assessed and considered immaterial in relation to the Company's total Scope 3 emissions. Therefore, it is not reported.

Lobbying and Trade Associations – Climate Alignment

As producers of sugarcane and its derivatives, we recognize the strategic role of bioenergy in global decarbonization and in achieving the goals of the Paris Agreement. We understand that our contribution goes beyond renewable energy production and includes supporting policymakers in the development of public policies that enable a low-carbon economy. The success of the Paris Agreement depends on national and international regulations that point in this direction.

In this context, we believe our greatest contribution is to advocate for a feedstock-agnostic approach in Brazil and internationally, as all solutions that meet rigorous sustainability criteria have an important role to play not only in addressing the global decarbonization challenge, but also in strengthening energy security. This principle has guided our engagement with policymakers through our Regulatory Affairs, Sustainability, and Government Relations teams, as well as through our participation in industry associations.

Our teams regularly assess our advocacy priorities and engagement strategy, incorporating insights from the industry associations in which we participate. These associations periodically update their policy agendas and provide members with analysis of emerging regulations and policy discussions, particularly those stemming from the Paris Agreement. This process helps us identify relevant developments, reassess priorities when needed, and adapt our engagement throughout the year in response to an evolving regulatory landscape.

Within these discussions, Raízen consistently supports a feedstock-agnostic approach in Brazil and internationally, recognizing that all solutions that meet robust sustainability criteria have a role to play in addressing the global decarbonization challenge while strengthening energy security. As a result, significant misalignments between Raízen and the associations of which we are members are rare. However, minor divergences may occasionally arise on minor topics. When this occurs, they are discussed during regular association meetings, the frequency of which varies by organization. Through these discussions, members work collaboratively to reach a consensus.

Packaging Commitment

Packaging Management in Raízen Operations

Raízen is an integrated Company operating in two major sectors: sugar and ethanol production, and mobility, which includes lubricants and fuel distribution. Both ethanol production and fuel distribution do not involve packaging, as transportation and delivery are conducted via tanker trucks. The sugar and lubricants businesses do use packaging, representing approximately 11% and 1.3% of the Company's revenue, respectively.

Sugar

In the sugar operation, Raízen uses Big Bags made of non-toxic polypropylene, with a lifespan of up to five years. These packages are considered Company assets and operate under a formal reverse logistics system, with contractual clauses requiring customer return within 40 days. After use, returned Big Bags enter a closed-loop packaging management system designed to maximize reuse, extend asset lifespan, and support packaging circularity through continuous recirculation.

All returned Big Bags undergo internal inspection and segregation to determine the appropriate destination. Packaging suitable for continued use is sent to approved service providers, where it undergoes cleaning with ANVISA-approved products, drying in a controlled environment, detailed inspection, and preventive or corrective repairs according to technical criteria defined in standard TB.GE.0027. Repairs are only performed when they do not compromise the integrity of the fabric structure or lifting loops, ensuring operational safety while extending the useful life of the packaging asset. This lifecycle management process enables repeated use of reusable packaging and reduces the consumption of new materials.

Packaging that no longer meets safety or operational requirements is identified during the inspection process and segregated before further handling. Color-coded classification enables traceability and clear definition of packaging destinations, including reuse, internal use, recycling, or disposal. As part of its sustainable packaging approach, Raízen prioritizes reuse whenever technically feasible and ensures that packaging reaching the end of its useful life is directed to appropriate recycling channels.

	Color A	Color B	Color C	Color D	Color E
Valves	Intact	Intact	Intact	Intact	Deteriorated or worn
Tears	None	< 10 cm	Up to 20 cm	Up to 20 cm	> 20 cm
Patched Areas	None	< 10 cm	Up to 20 cm	Up to 20 cm	> 20 cm

Note: the segregation of Big Bags may also consider other operational and technical criteria.

Color	Destination
A	Client
B	Client
C	Client
D	Internal use
E	Recycled

To preserve the integrity of the reusable packaging system throughout the value chain, damages resulting from improper handling or storage are identified and documented. Where misuse is confirmed, financial charges may be applied to recover replacement costs and encourage responsible handling practices. The process is monitored through a monthly control plan, helping minimize packaging losses, maintain operational capacity, and support the long-term effectiveness of the closed-loop system.

Through its reverse logistics infrastructure, refurbishment and maintenance activities, lifecycle management practices, and end-of-life recycling controls, Raízen promotes sustainable packaging solutions, increases the use of reusable packaging, and ensures that packaging materials are responsibly managed throughout their lifecycle. These practices demonstrate the Company's commitment to packaging sustainability, food safety, and regulatory compliance, while also supporting the effective allocation of technical resources toward maintaining and continuously improving sustainable packaging solutions.

Lubricants

In the lubricants operation, Raízen uses distinct types of packaging depending on volume: plastic (1L, 4L, 20L), metal (pails), and mixed material IBCs for larger volumes. Raízen's IBCs are reused through washing, of the 19,716 IBCs used last year, 100% were reused, while metal drums are retained and discarded by customers. Plastic packaging is made of HDPE, with PP and PEAD also used across the packaging mix; both resins are 100% recyclable, though not compostable. Masterbatches (the resin colorants used in 1L, 4L, and 20L packaging) are 100% free of heavy metals (HMF), with one pail supplier already implementing up to 20% recycled plastic in its composition, and the 1L bottle packaging already using recycled content.

In 2025, Raízen purchased a total of 5,658.6 tonnes of plastic packaging, of which approximately 17.6% of total mass was recycled plastic (PCR). For 1L bottles, which account for over 90% of the plastic packaging used by the Company, PCR implementation has progressed steadily since 2021, starting at 25% of the total packaging volume and reaching 51% in 2025, its current technical ceiling, in colors Black, Helix Gray, Rimula Gray, Helix Blue, and White; the 51% formulation is also already homologated, though not yet implemented, in Red and Yellow, and is under development for homologation in Warm Tungsten. The 51% ceiling reflects a technical limit: PCR darkens the resin, making it difficult to hold the Shell brand color standard at higher percentages, and Raízen is currently evaluating an alternative black-only 1L bottle with 92% PCR content. For 20L containers, PCR has been implemented at 20% for one of the Company's two active suppliers; there are no active goals in place for 25'26, or as of now 26'27, to further increase PCR use in lubricant packaging, and there is a known technical limitation for PCR implementation in 4L packaging, with no current plans to develop this application.

The Company participates in Instituto Jogue Limpo, a sector initiative that ensures proper collection and disposal of packaging and used oil, with collection points and public reporting.

Beyond plastic packaging, Raízen used approximately 3.8 million cardboard boxes, of which around 90% were made from recycled fiber (testliner), and approximately 237k pallets made 100% from reforested eucalyptus wood, with most of the pallet handling in operations performed using electric forklifts. The Company acknowledges the technical and economic challenges of using recycled plastic in packaging but remains committed to the sustainable evolution of the supply chain.

The use of packaging in the lubricants business follows the division presented below:

Packaging type	Packaging material	Packaging Type by Oil Volume (%)
1L Bottle	Plastic	27.65%
Pail	Plastic	30.00%
Drum	Metal	29.61%
IBCs	Mixed material	11.21%

Note: The table provides an overview of FY 2025 that does not include pot containers 4L bottles, 18kg grease pail and metallic grease drum, these represent a significantly smaller volume of the packaging used.

Although Raízen does not directly produce the packaging, there is active pressure on suppliers to adopt sustainable practices, with internal targets focused on continuous improvement. Suppliers are mostly multinational companies with established environmental policies, and carbon footprint audits are available as additional evidence. The 1L and 4L bottle supplier maintains a fully traceable carbon emissions chain and can provide auditable certification of PCR use. Raízen's drum supplier introduced CNG-powered delivery trucks in 2026, reducing associated CO2 emissions by 26%.

In 2023 and 2024, the table below considered information related to 1L plastic bottles used in the lubricants business. Starting in 2025, due to changes in Raízen's methodology of calculation, the table will consider the total amounts of plastic packaging used across both the lubricants business and the sugar operations.

Plastic Packaging

Plastic Packaging	FY2023	FY2024	FY2025
A. Total weight (tonnes) of all used plastic packaging	0.0343	0.0366	6,078 ¹
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	100%	100%	100%
C. Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	0%	0%	0%
D. Percentage of recycled content within the Company's plastic packaging (as a % of the total weight of all plastic packaging)	42%	42%	23%
Data coverage ²	0.8%	0.8%	12.3%

Note: Data prior to fiscal year 2023 is not available, as the Lubricants operation became part of Raízen S.A. starting in fiscal year 2023.

¹ *The increase in the reported total weight (tonnes) of plastic packaging is due to a change in the scope of the metric. Prior to FY2025, the metric covered only 1L lubricant bottles. From FY2025 onwards, it includes all plastic packaging used across both Lubricants and Sugar operations.*

² In 2023 and 2024, coverage was calculated based on the percentage of revenue from the lubricants business relative to the Company's total revenue. Starting in 2025, due to changes in Raízen's methodology of calculation, the table will consider as coverage the percentage of revenue from the lubricants business (1.3%) and the sugar business (11.0%) relative to the Company's total revenue.

Food Loss & Waste Commitment

Raízen, through its Ethanol, Sugar, and Biogas business, has a structured approach to monitor and minimize food loss and waste in its sugar production process. As sugar is a food product, the Company applies strict controls across all stages of production to ensure efficiency and sustainability.

Measurement and Monitoring

Losses are continuously measured as part of Raízen's industrial efficiency indicators. These losses are not in the final sugar form but in the form of soluble solids (sucrose, glucose, and fructose), known as TRS (Total Reducing Sugars). Laboratory analyses determine the percentage of these sugars at various stages of the process, enabling precise monitoring and control. The measurement of losses is the responsibility of the laboratory, which is subject to periodic internal audits along with other operational processes of the bioparks.

Reduction Programs

Raízen implements operational practices aimed at reducing food loss and waste at key stages of sugar production, including juice extraction, filtration, evaporation, and crystallization. Continuous improvement initiatives and process optimization programs are integrated into the Company's industrial management approach to improve yields and minimize losses.

Reduction efforts are supported through the daily management of performance indicators, corrective action plans to address identified deviations, and structured improvement plans for recurring issues. These activities are further supported by consulting expertise and benchmarking analyses to promote continuous operational improvement and loss reduction.

Circularity and Alternative Uses for Residual Sugars

Raízen prioritizes circularity in its sugar and ethanol production, ensuring that losses are not discarded but transformed into valuable subproducts for other production stages.

Alternative Uses for Residual Sugars

The Company ensures that residual sugars are not discarded but redirected for alternative uses:

- Bagasse (with residual sugars) is used for steam generation in boilers, production of second-generation ethanol, or sold to external customers.
- Filter cake is returned to sugarcane fields as fertilizer.

- Water from evaporation and cooking is reused for irrigation.
- Final molasses is used for ethanol production or sold to other units.
- Losses during storage and transport are recovered and either reintroduced into the process or sold as VHP sugar.

Targets and Timeline

Raízen has established measurable, time-bound targets to improve industrial efficiency and reduce food loss and waste across its operations, with full implementation planned within its strategic sustainability roadmap.

This integrated approach demonstrates Raízen's commitment to reducing food loss and waste, optimizing resource use, and promoting circularity within its operations.

Food Loss & Waste Impact

Volume of losses during the sugar production process:

Food Loss & Waste	FY2022	FY2023	FY2024	FY2025
Total weight of all food loss & waste (metric tonnes)	636,244.64	638,212.84	627,177.05	687,880.30
Total weight of food loss & waste volumes used for alternative purposes (metric tonnes)	636,244.64	638,212.84	627,177.05	687,880.30
Total food loss & waste discarded (metric tonnes)	0	0	0	0
Data coverage ¹	11.8%	14.0%	14.4%	11.0%

¹Data coverage is measured as the percentage (%) of the net operational revenue represented by the sugar business in the Company's total net operational revenue.

Waste Management Programs

We have a structured internal procedure for waste management, overseen by a multidisciplinary team. Performance is monitored through the Environmental Performance Indicator (IDA), which includes quantified targets for Class I and II waste, based on the amount of sugarcane processed.

In addition, we conduct specific waste inspections to identify continuous improvement opportunities and promote awareness campaigns and internal training to engage employees in reducing waste generation.

We invest in circular economy solutions, such as the reuse of by-products: sugarcane bagasse is used for bioenergy generation, filter cake and boiler ash are applied in mixtures for fertilization and soil correction, and vinasse is used in fertigation, reducing the use of mineral fertilizers.

We maintain structured recycling and recovery programs, with consolidated data presented in the [ESG Disclosures Hub](#). Information about our waste management practices is publicly disclosed in the 25'26 Integrated Report, page 20, available on our institutional [website](#).

Waste Disposal

Waste Disposal	Unit	FY2022	FY2023	FY2024 ¹	FY2025
Total waste recycled/reused	metric tonnes	26,362,634	25,895,006	2,846,934	138,815,687 ²
Total waste disposed	metric tonnes	8,060	9,893	6,945	9,239
Waste landfilled	metric tonnes	5,462	1,201	6,210	5,456
Waste incinerated with energy recovery	metric tonnes	0	0	0	0
Waste incinerated without energy recovery	metric tonnes	0	0	0	0
Waste otherwise disposed	metric tonnes	2,598	4,192	735.00	3,782
Waste with unknown disposal method	metric tonnes	0	4.5	0	1
Data coverage (as % of denominator)	percentage of operations	100%	100%	100%	100%

¹With the recalculation of the types of waste that were previously not monitored, the total figures showed a significant increase this year.

²The increase in the amount of "Total waste recycled/reused" was due to the dismantling of mills and of metal structures at three units, which generated a large volume of waste.

Energy Consumption

Total energy consumption	Unit	FY2022	FY2023	FY2024	FY2025
Total non-renewable energy consumption	MWh	6,336,249.46	6,564,535.43	6,703,283.79	5,830,766.55
Total renewable energy consumption	MWh	51,738,024.96	58,260,228.85	55,427,605.79	42,666,846.99
Data coverage (as % of denominator)	percentage of operations	100%	100%	100%	100%

Raw Materials Policy & Programs

Raízen has a clear commitment to the sustainable use of sugarcane, the main raw material in the production of sugar and ethanol. Through the Elos Raízen program, the Company promotes continuous improvement across its supply chain, focusing on minimizing socio-environmental impacts, respecting human rights, and adopting best agricultural practices. The program includes technical assessments, personalized guidance, on-site visits to properties, and evaluations conducted by independent third parties such as Imaflora. Elos reports directly to the executive leadership, highlighting the Company's institutional commitment to sustainability.

Additionally, Raízen adopts the Bonsucro certification as its international sustainability standard, which prohibits sugarcane cultivation in High Conservation Value (HCV) areas

converted after January 1, 2008. This practice ensures that raw materials do not originate from regions with critical environmental or biodiversity significance. Sugarcane traceability is guaranteed through control systems and certifications, and the Company sets internal targets to increase the percentage of areas covered by the Elos program and Bonsucro certification. In the 25'26 harvest season, 100% of suppliers were covered by the Elos program, while 96% of the Company's own areas were already Bonsucro certified. Through the Elos Program, Raízen also conducts training with internal stakeholders and maintains partnerships with organizations such as Imaflora and Solidaridad, strengthening engagement with sustainable agricultural practices. Progress is publicly reported through the Elos Program and Sustainability Reports, reinforcing transparency and the commitment to third-party verified raw materials.

Biodiversity Risk Assessment

Biodiversity Risk Assessment at Raízen

Raízen adopts a structured and proactive approach to identifying and assessing biodiversity-related risks, aligned with the Company's environmental governance practices. Management is decentralized but integrated into processes such as water management, regenerative agriculture, socio-environmental conservation, and fire prevention based on internationally recognized certifications and programs such as Bonsucro.

1. Dependency-related biodiversity risks considered in risk assessment

The Company considers its dependencies on essential ecosystem services, such as water availability and soil fertility in its risk assessments. These dependencies are integrated into the risk management process, which uses the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework as a reference. Through tools such as the WRI Aqueduct and maturity assessments/certifications like Bonsucro, risk scenarios are analyzed, guiding operational and investment decisions.

In addition, the Sustainability Management Plan (PGS) implemented at certified units includes actions aimed at biodiversity conservation, soil management, and water management, highlighting the interdependence between ecosystem services and Raízen's agricultural operations.

2. Adjacent areas to own operations

Raízen takes into account the ecological characteristics of areas adjacent to its operations, such as conservation units and water bodies. Through geographic traceability and geospatial analysis, the Company monitors its sugarcane supply areas, assessing potential vegetation conversions and indirect impacts such as habitat fragmentation.

High Conservation Value (HCV) area studies are conducted at all units, identifying relevant social and environmental attributes and proposing preservation measures, such as fire prevention, educational campaigns, and wildlife monitoring.

Stakeholder engagement on issues related to environmental conservation and the protection of surrounding areas also takes place through initiatives aimed at engaging local communities, suppliers, and public institutions. One example is the annual campaign “Quem Ama a Terra, Não Chama o Fogo” (“Those who Love the Land Do Not Start Fires”, free translation), which integrates fire prevention, environmental preservation, and territorial protection.

The campaign comprises several coordinated lines of action aimed at strengthening the safety and security of people, operations, and the surrounding territory. The strategy includes a media plan, the organization of awareness caravans and educational road safety campaigns, the development of educational initiatives in schools, and an ongoing public relations effort, in addition to strengthening internal communications. For more information, please access < <https://www.raizen.com.br/sala-de-imprensa/raizen-inicia-campanha-anual-de-prevencao-a-incendios-nos-canaviais-quem-ama-a-terra-nao-chama-o-fogo>>

3. Own operations

The direct impacts of Raízen’s operations, such as land-use changes, fires and emissions, are managed through mitigation plans and continuous monitoring. Our sugarcane cultivation comes from already consolidated areas in compliance with the Forest Code. In addition, certifications such as Bonsucro, of which Raízen is a member, have requirements that prohibits certification of areas where natural vegetation was converted after 2008.

Furthermore, integrated pest management prioritizes the use of biological products and advanced technologies such as drones and sensors, reducing impacts on fauna and flora. Industrial residues are reused as fertilizers, in compliance with environmental standards, contributing to soil regeneration and biodiversity conservation.

4. Scope of our biodiversity risk assessment

Raízen discloses the scope of its biodiversity-related risk assessments through public reports, such as the Sustainability Report and ESG Disclosures Hub (e.g., GRI 3-3, 101-1, 101-2, and 101-4). These documents detail the geographic scope, operational boundaries, and topics addressed in the assessments, including, but not limited to, sustainable agricultural practices.

Environmental Management Systems

Raízen maintains a formal internal Assurance audit and verification program (Second Line of Defense), conducted independently by the Company's own qualified specialists. The program evaluates the effectiveness of Environmental, Health and Safety (EHS) management controls, including environmental risk management processes, legal compliance, operational controls, corrective action management, and continuous improvement mechanisms.

Internal audits are conducted across operational, agricultural, industrial, logistics, maintenance, administrative, and support activities within the Company's operations. Audit protocols and procedures are risk-based and are periodically reviewed considering environmental risks, applicable legal requirements, corporate policies, technical standards, and previous assessment results.

The standardized audit methodology includes:

- Audit planning, including scope definition, schedule, audit protocols, and auditor assignment;
- Sampling-based evaluation of environmental management processes and controls;
- Review of documents, records, and objective evidence;
- Interviews with managers and employees;
- On-site inspections to verify implementation and effectiveness of environmental controls.

As part of the internal verification process, environmental audits assess the effectiveness of management systems and controls related to key environmental aspects, including:

- Environmental permits and compliance obligations;
- Compliance with applicable environmental laws and regulations;
- Greenhouse gas emissions and effluent management;
- Water resource management and dam integrity requirements;
- Waste management and final disposal practices;
- Vinasse management and associated environmental risks;
- Rehabilitation of degraded areas and monitoring of conservation areas.

Audit findings are formally classified and may result in improvement opportunities or non-conformities, depending on severity and potential impact. All findings are documented in formal audit reports and assigned to responsible functions for corrective action implementation. The non-conformity management process includes root cause analysis, corrective action planning, assignment of responsibilities and deadlines, implementation of mitigation measures, tracking through corporate systems, and follow-up verification until effective closure is confirmed.

Audit results are periodically reviewed by EHS leadership and contribute to the continuous improvement of environmental performance, operational processes, and risk management practices.

Social Dimension

Workforce Breakdown: Gender

Diversity Indicator	Percentage (0 - 100 %)	Target	Year
Share of women in total workforce (as % of total workforce)	20.73%	-	-
Share of women in all management positions, including junior, middle, and top management (as % of total management positions)	28.32%	-	2026
Share of women in junior management positions, i.e., first level of management (as % of total junior management positions)	32.73%	-	-
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	16.13%	-	-
Share of women in management positions in revenue-generating functions (e.g., sales) as % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.)	29.60%	-	-
Share of women in STEM-related positions (as % of total STEM positions)	22.10%	-	-

Workforce Breakdown: Race / Ethnicity & Nationality

Race	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle, and senior management (as % of total management workforce)
Asian	0.55%	1.95%
White	48.37%	76.50%
Indigenous	0.56%	0.42%
Mixed-race	41.00%	17.99%
Not Disclosed	2.28%	0.49%
Black	7.16%	2.65%

Freedom of Association

Freedom of Association	Percentage (0 - 100 %)
% of employees represented by an independent trade union or covered by collective bargaining agreements	100%

Labor Practices and Programs

Raízen's commitment to labor rights is established in its Human Rights Policy, which applies to the Company, its subsidiaries, suppliers, business partners, service providers, and their

respective employees. The policy reinforces respect for internationally recognized labor rights and covers key topics such as non-discrimination, freedom of association and collective bargaining, fair remuneration, and work-life balance. It explicitly prohibits discrimination based on age, ethnicity, origin, skin color, sex, sexual orientation, gender identity, disability, nationality, political opinion, religion, or any other personal characteristic, while guaranteeing employees the right to freely join, or choose not to join, unions and other representative organizations.

These commitments are implemented through compliance with Brazilian labor legislation, collective bargaining agreements, and internal workforce management processes. The Company promotes fair and equitable remuneration, ensuring compliance with statutory minimum wage requirements and collectively negotiated salary floors applicable to different professional categories. In Brazil, labor legislation and collective bargaining agreements establish safeguards to ensure workers receive compensation that meets applicable legal standards. In addition to base pay, employees receive benefits such as health insurance, meal and food assistance, profit-sharing programs, and other benefits established through collective agreements. Remuneration, hiring, promotion, and development decisions are guided by objective criteria related to capability and performance, supporting equal pay and non-discriminatory employment practices. Progress on this topic is monitored through disclosures such as [GRI 405-2](#) and the [Salary Transparency and Remuneration Criteria Reports](#) required under Brazilian legislation.

The Company's approach to working hours is also guided by its Human Rights Policy, Brazilian labor regulations, and collective bargaining agreements. Working hours are monitored through internal controls, while overtime is managed in accordance with applicable legal and collectively negotiated requirements, including financial compensation or legally established time-banking mechanisms, mandatory rest periods, and working-time limits. Raízen also supports employee well-being through compliance with annual leave requirements and broader workforce protection measures. Employees are entitled to paid annual leave in accordance with Brazilian labor legislation, which establishes mandatory vacation periods and additional vacation pay. The Company ensures that employees can exercise this right consistently with applicable legal and collective bargaining requirements, supporting adequate rest, recovery, and work-life balance.

In line with its commitment to freedom of association and Brazilian labor regulations, social dialogue is an integral part of Raízen's labor practices, where the Company recognizes labor unions as key stakeholders in collective bargaining processes covering remuneration, benefits, working hours, health and safety, and other employment-related matters. Employee participation is also encouraged through formal mechanisms such as the Internal Commission for Accident and Harassment Prevention (CIPA), which brings together employee and employer representatives to identify workplace risks, monitor incidents, and propose improvements to health, safety, and working conditions.

Beyond compliance, the Company maintains initiatives that promote employability, workforce development, and human rights awareness. The LayOff Program provides reskilling and

professional training opportunities for harvesting employees during off-season periods, helping mitigate the impacts of operational and industry transitions. In addition, training programs such as the Human Rights Trail, developed in partnership with the Ethos Institute, strengthen employee awareness of human rights, responsible business conduct, diversity and inclusion, sustainable procurement, sustainability, and compliance-related topics.

Training & Development Inputs

	FY2022	FY2023	FY2024	FY2025
Average hours per FTE of training and development	62.0	81.13	67.1	64.62
Average amount spent per FTE on training and development (Currency: BRL - Brazilian Real)	R\$660.81	R\$657.61	R\$559.57	R\$446.51

Employee Development Programs

	Program 1	Program 2
Name & Description of the program	Industrial Training Program	LayOff program
Description of program objective/business benefits	Industrial Training Program (Programa de Capacitação Industrial - PCI) is an initiative designed to enhance the technical skills and professional development of industrial employees, with a focus on specialized training in welding, boiler making, and industrial maintenance. The program aims to strengthen critical operational capabilities, develop technical expertise, and support safer, more efficient, and reliable industrial operations.	The LayOff Program was designed according to the premises of temporary suspension of the employment contract and is used to retain the workforce in case of reduced demand (harvest/off-season). The program tends to last from 2 to 5 months (from November to March), and participants from the Agricultural areas are dedicated to the training process, with various courses aimed at their professional development.
Quantitative impact of business benefits (monetary or non-monetary)	380 participants, with more than 180 hours of training	1,047 participants, with more than 1,500 total training hours.

Type of performance appraisal

Description	Characteristics
Type of individual performance management appraisals	Management by Objectives Behavioral Contributions (e.g., 360-Degree Feedback)
Performance Appraisal Frequency	Annually

Raízen's People Management Cycle is structured into two key phases: the performance phase and the development phase.

The cycle aims to strengthen behaviors, align objectives, and enhance productivity and engagement. Through quality conversations, we seek to foster employee development by recognizing and valuing their contributions to the organization's success.

In the performance phase, two pillars are considered: behavioral evaluation — based on feedback from peers, leaders, and teams — and results assessment, which considers individual and collective goals, as well as aspects such as impact, context, reprioritizations, and the employee's role in achieving outcomes.

The development phase encourages self-reflection on career, future mobility, and past experiences, complemented by a 360 assessment that gathers insights from other employees about behaviors aligned with the Company culture. This exercise serves as the foundation for development conversations and the creation of individual development plans.

Throughout the cycle, we emphasize the importance of conversations, with four formal checkpoints: goal setting, performance feedback, goal review, and development planning. We also offer a continuous feedback system, available year-round, to encourage ongoing exchanges beyond formal moments.

Employee Support Programs

We are committed to cultivating a culture of safety, both individual and collective, and fostering a healthy work environment aligned with our values. Raízen believes that well-being is an individual's perception of safety and quality of life. Our strategy follows a continuous cycle, organized at integrity, collaboration, safety, and simplification.

As part of this commitment, Raízen actively promotes the inclusion of young apprentices through structured contracts that offer reduced working hours, ranging from 20 to 30 hours per week. These arrangements are defined according to the type of contract and location and are designed to ensure a balanced integration of theoretical training and practical experience, supporting professional development while respecting the educational needs and personal growth of young talent.

The Company's employee support framework includes initiatives focused on health promotion, workplace stress management, and preventive care. Risk prevention and mitigation are conducted through the Occupational Health Surveillance Program (PCMSO), which includes occupational and supplemental medical checkups, health monitoring, and periodic workplace inspections. Employees and their dependents also have access to health insurance plans, telemedicine services, and a Primary Healthcare Program (APS). To promote physical well-being and healthy lifestyles, Raízen offers initiatives such as a gym discount program, awareness and prevention campaigns, health checkups, and the Raízen Ergonomics Program (PROERGO).

Emotional well-being is supported through programs such as Raízen Acolhe, a confidential support channel that provides psychological, financial, legal, and social counseling to

employees and their dependents, in addition to free telepsychology services. These initiatives help employees manage personal and professional challenges, contributing to a healthier and more balanced work environment.

Raízen has also established a Childcare and Companion Assistance Policy, through which female employees and apprentices with children are eligible for Childcare Assistance and Companion Assistance, both provided as monthly reimbursements upon proof of expenses. In addition, a maternity support program provides guidance and assistance during pregnancy and the postnatal period, supporting maternal and child well-being, including breastfeeding and early childcare needs.

As part of its commitment to employee integrity and equity, Raízen offers extended paid parental leave through Brazil's Empresa Cidadã program. The program extends maternity leave from 120 to 180 days (approximately 26 weeks of paid leave for primary caregivers) and paternity leave from 5 to 20 days (approximately 3 weeks of paid leave for non-primary caregivers), providing additional support during the first months following childbirth.

These initiatives are reinforced by Raízen's Human Rights Policy, which promotes non-discrimination, freedom of association and collective bargaining, and pay equity. Together, these programs contribute to a supportive, inclusive, and healthy workplace that promotes employees' physical, emotional, financial, and family well-being.

Trend of Employee Well-being

We conduct Index Raízen twice yearly, a pulse survey that ascertains employees' insights. The survey is only completed by professionals who have been with us for more than three months, and they have the option to respond anonymously. In the last cycle, 69% of eligible employees participated in Index Raízen, with a total of 19,791 respondents. Our survey aims to evaluate our employees' perceptions in relation to five dimensions: Connection with the Company, Environment, Leadership, Career and Recognition, Culture.

Hiring

Hiring								
	FY2022		FY2023		FY2024		FY2025	
	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires
TOTAL	12,973	3.11%	7,959	2.57%	7,036	48.00% ¹	5,037	51.15%

Hiring, by gender								
	FY2022		FY2023		FY2024		FY2025	
	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires
Female	n/a	n/a	n/a	n/a	n/a	n/a	1,218	9.81%

Male	n/a	n/a	n/a	n/a	n/a	n/a	3,819	41.34%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	5,037	51.15%

Hiring, by age group								
	FY2022		FY2023		FY2024		FY2025	
	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires
Under 30 years	n/a	n/a	n/a	n/a	n/a	n/a	2,358	17.25%
30 - 50 years	n/a	n/a	n/a	n/a	n/a	n/a	2,271	29.97%
Over 50 years	n/a	n/a	n/a	n/a	n/a	n/a	408	3.93%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	5,037	51.15%

Hiring, by race								
	FY2022		FY2023		FY2024		FY2025	
	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires
Asian	n/a	n/a	n/a	n/a	n/a	n/a	28	0.28%
White	n/a	n/a	n/a	n/a	n/a	n/a	1,935	19.65%
Indigenous	n/a	n/a	n/a	n/a	n/a	n/a	154	1.56%
Not reported	n/a	n/a	n/a	n/a	n/a	n/a	5	0.05%
Mixed-race	n/a	n/a	n/a	n/a	n/a	n/a	2,428	24.66%
Black	n/a	n/a	n/a	n/a	n/a	n/a	487	4.95%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	5,037	51.15%

Hiring, by employee category								
	FY2022		FY2023		FY2024		FY2025	
	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires	Admissions	% of internal hires
Vice President	n/a	n/a	n/a	n/a	n/a	n/a	1	0.00%
Director	n/a	n/a	n/a	n/a	n/a	n/a	3	0.10%
Manager	n/a	n/a	n/a	n/a	n/a	n/a	15	0.50%
Leadership/ Coordination	n/a	n/a	n/a	n/a	n/a	n/a	26	1.27%
Administrative Staff	n/a	n/a	n/a	n/a	n/a	n/a	1,502	23.32%

Operational	n/a	n/a	n/a	n/a	n/a	n/a	3,490	25.95%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	5,037	51.15%

¹Due to a change in methodology, Raízen started counting all internal hires, not only those who go through its hiring platform Gupy.

Employee Turnover Rate

Turnover rate								
	FY2022		FY2023		FY2024		FY2025	
Data coverage (as % of employees)	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary
TOTAL	25.32%	6.68%	18.74%	12.41%	24.40%	8.50%	25.96%	12.91%

Turnover rate, by gender								
	FY2022		FY2023		FY2024		FY2025	
Data coverage (as % of employees)	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary
Female	n/a	n/a	n/a	n/a	n/a	n/a	30.59%	16.94%
Male	n/a	n/a	n/a	n/a	n/a	n/a	24.82%	11.92%

Turnover rate, by age group								
	FY2022		FY2023		FY2024		FY2025	
Data coverage (as % of employees)	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary
Under 30 years	n/a	n/a	n/a	n/a	n/a	n/a	46.00%	29.15%
30 - 50 years	n/a	n/a	n/a	n/a	n/a	n/a	24.65%	11.25%
Over 50 years	n/a	n/a	n/a	n/a	n/a	n/a	12.82%	3.65%

Turnover rate, by race								
	FY2022		FY2023		FY2024		FY2025	
Data coverage (as % of employees)	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary
Asian	n/a	n/a	n/a	n/a	n/a	n/a	27.33%	16.86%
White	n/a	n/a	n/a	n/a	n/a	n/a	21.64%	11.19%
Indigenous	n/a	n/a	n/a	n/a	n/a	n/a	64.38%	36.04%
Not reported	n/a	n/a	n/a	n/a	n/a	n/a	32.29%	5.48%
Mixed-race	n/a	n/a	n/a	n/a	n/a	n/a	29.38%	14.63%
Black	n/a	n/a	n/a	n/a	n/a	n/a	30.38%	15.83%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	26.96%	12.91%

Turnover rate, by employee category				
	FY2022	FY2023	FY2024	FY2025

Data coverage (as % of employees)	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary	Overall	Voluntary
Vice President	n/a	n/a	n/a	n/a	n/a	n/a	21.43%	7.14%
Director	n/a	n/a	n/a	n/a	n/a	n/a	21.09%	6.25%
Manager	n/a	n/a	n/a	n/a	n/a	n/a	22.68%	9.47%
Leadership/ Coordination	n/a	n/a	n/a	n/a	n/a	n/a	13.47%	6.77%
Administrative Staff	n/a	n/a	n/a	n/a	n/a	n/a	25.03%	14.98%
Operational	n/a	n/a	n/a	n/a	n/a	n/a	26.69%	12.37%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	25.96%	12.91%

Note: Turnover is calculated as the average of hires and terminations during the reporting period, divided by the total headcount at the end of the period: $[(\text{Hires} + \text{Terminations}) \div 2] \div \text{Headcount}$. For segmented analyses (e.g., gender, race/ethnicity, age group), the same methodology is applied using the hires, terminations, and headcount attributable to each specific category. As a result, segmented turnover rates are not additive and may be higher or lower than the overall turnover rate.

Fatalities

Fatalities	FY2021	FY2022	FY2023	FY2024	FY2025
Employees	0	1	1	3	1
Contractors	0	1	0	1	0

Lost-Time Injury Frequency Rate (LTIFR) – Employees

LTIFR	Unit	FY2022	FY2023	FY2024	FY2025
Employees LTIFR	LTIFR (n/million hours worked)	0.19	0.22	0.31	0.10
Data coverage (as % of employees, operations, or revenues)	percentage of employees	100%	100%	100%	100%

Lost-Time Injury Frequency Rate (LTIFR) – Contractors

LTIFR	Unit	FY2022	FY2023	FY2024	FY2025
Contractors LTIFR	LTIFR (n/million hours worked)	0.18	0.15	0.18	0.38
Data coverage (as % of employees, operations, or revenues)	percentage of contractors	100%	100%	100%	100%

Procedures for hazard identification and risk assessment

Our Occupational Risk Management model is established through a set of guidelines and criteria to be followed by Raízen in the process of identifying, assessing, and monitoring

significant occupational risks that may originate at work, in order to avoid, minimize, or control such risks in all phases of the Company's activity, considering the provisions of the Regulatory Standards and other legal requirements of health and safety at work.

The GRO must be fully implemented by all the Company's units, and may be developed by segment, line of business, location/establishment, sector, or activity and presented to the contracted companies and service providers.

Online Strategies & Customer Services

COnline is a digital platform developed by Raízen with the goal of serving as the main interface between the Company and its clients, especially fuel station owners. Through the platform, users can purchase products such as fuels and lubricants, redeem benefits by exchanging points, monitor the operational status of their stations, manage and view economic performance, as well as open support tickets and maintain direct contact with the customer service team for clarifications and access to relevant information for business management and success.

The platform also offers features such as price inquiries, invoice issuance, credit application, and order tracking, making it an essential tool for Raízen's partners in their daily operations. It is important to highlight that the figures below refer specifically to the fuel business, which accounted for approximately 81% of the Company's total revenue in the 25'26 harvest season. Therefore, these figures should be considered within this scope and not as representative of the Company's entire customer base or total revenue.

% of customers using the Company's online solutions

	22'23 Crop year	23'24 Crop year	24'25 Crop year	25'26 Crop year	25'26 Crop year Target
% of total customers using Company's online services solutions/sales platform	97.7%	97.6%	98.2%	96.0%	95.0%
% of revenues generated online	92.4%	92.4%	95.3%	95.6%	n/a

Customer Satisfaction Management

Raízen systematically monitors customer satisfaction in the fuels segment through the Index 5 composition, which evaluates the customer's entire journey with the Company. This index considers aspects such as logistics, loading terminal, billing, customer service, commercial team performance, and the overall relationship with Raízen as a supplier. The results from the last four harvests demonstrate a high level of satisfaction: 96.59% in 22'23, 95.92% in 23'24, 96.19% in 24'25 and 97.19% in 25'26.

Satisfaction measurement	22'23 Crop year	23'24 Crop year	24'25 Crop year	25'26 Crop year	25'26 Crop year Target
Satisfaction measurement	96.59%	95.92%	96.19%	97.19%	95%
Data coverage ¹	82.48%	78.29%	76.02%	81.25%	n/a

¹Data coverage reflects the percentage of the Company's total revenue that originates from fuel distribution activities.

Customer Relations Management

The Company provides multiple customer service channels to support customer needs, receive requests and feedback, and facilitate interactions across its different customer segments. Customers can contact the Company through telephone, WhatsApp, email, ombudsman services, and digital customer service platforms.

For Final Consumers, the available channels include the Customer Service Center (SAC) at **0800 728 1616**, the Ombudsman channel at **0800 717 0010**, WhatsApp at **19 3423 8000** or **19 3401 2353**, and email at **fale@raizen.com**.

For Resellers, the Company provides telephone support through **0800 777 8282** or **0300 789 8282**, as well as the COnline digital platform, which offers chat and service request functionalities.

The Company also provides dedicated Commercial support through telephone and WhatsApp at **19 3423 8670**.

Customer interactions and service requests are recorded in customer service systems and monitored through regular analyses of service data and customer interactions. These analyses are reported monthly in business committees, supporting the identification of opportunities and the implementation of improvements to products, processes, systems, and customer service performance. Service indicators are also monitored to support continuous improvement in customer experience.

Ethical Marketing and Advertising

Raízen conducts its marketing, advertising, and communication activities in accordance with the integrity principles embedded in its corporate culture. Through corporate guidelines, governance processes, and compliance mechanisms, the Company seeks to ensure that all information disclosed about its products, services, operations, and initiatives is accurate, balanced, reliable, and transparent.

Raízen is committed to responsible marketing and communication practices and adopts measures to prevent exaggerated, misleading, and/or unsupported claims regarding the social and environmental impacts of its activities. This approach supports the prevention of misinformation and ensures that stakeholders have access to trustworthy information that is supported by available evidence and reliable sources.

The Company also promotes respectful and responsible communication with its various audiences and reinforces its commitment to fair competition by refraining from disseminating inaccurate, misleading, or unfounded information about competitors' products, services, or operations. Furthermore, internal policies require that communications and market-related information be based on dependable and preferably public sources, properly referenced, and conveyed through objective and understandable language, seeking to promote clarity and minimize the risk of misunderstanding or misinterpretation. These practices are aligned with Raízen's Code of Conduct, corporate values, and applicable laws and regulations.

Privacy Policy

Raízen has a robust and structured Privacy Program, with internal and external policies covering all Company operations, including suppliers and third parties. The Internal Privacy and Data Protection Policy and the Information Security Policy establish clear guidelines on data collection, use, storage, disposal, and data subject rights, in compliance with LGPD and international standards. The topic is managed by the Compliance Department, with a dedicated team and direct contact channel (dpوراizen@raizen.com), as well as the use of the DPO Net system for governance and monitoring. The policy is integrated into the corporate risk and compliance system and includes regular internal and external audits, including those conducted by shareholders. In case of breach, specific disciplinary measures are applied as provided in the policies and the Code of Conduct. Raízen also ensures transparency to data subjects through channels such as the Shell Box app and its privacy notices, reinforcing the institutional commitment to personal data protection.

Customer Privacy Information

Raízen informs its customers and consumers about privacy protection issues through public and institutional policies that detail the nature of the data collected — such as identification, sensitive, professional, and browsing data — and their purposes, which include business operations, legal compliance, communication, and customer prospecting. The Company adopts prior consent practices (opt-in) and allows revocation (opt-out), while ensuring data subjects can exercise their rights under the LGPD, including access, correction, deletion, portability, and information about third-party sharing. Data is stored only for the necessary period to fulfill legal or contractual purposes and is protected by robust technical and organizational measures, including encryption, access control, system monitoring, and employee training. Data sharing occurs with partners, service providers, regulatory bodies, and companies within the same economic group, always under contractual clauses ensuring confidentiality and security. The Company also foresees the use of data for secondary purposes, such as commercial prospecting, with specific consent, although the percentage of customers affected by such use is not yet publicly reported.