

RAÍZEN S.A.
Publicly Held Company
Taxpayer ID: 33.453.598/0001-23
(NIRE): 33.300.298.673

MATERIAL FACT

OPERATIONAL AND INVESTMENT PLAN FOR 2025'26 CROP YEAR

Raízen S.A. ("Raízen") (B3: RAIZ4) in compliance with CVM Resolution No. 44, dated August 23, 2021, as amended, hereby informs its shareholders and the market in general the disclosure of its Operational and Investment Plan for the 2025'26 crop year, which began on April 1, 2025, and will end on March 31, 2026.

OPERATIONAL ASSUMPTIONS – CROP YEAR 2025'26

Raízen (All segments)

Efficiency Gains – Reduction and optimization of corporate and operational structures, generating an estimated benefit of approximately R\$ 500 million for the year (nominal terms), positively impacting segment EBITDA.

ESB – Ethanol, Sugar, and Bioenergy

Crushing – Estimated between 72 and 75 million tons of sugarcane, excluding approximately 2.5 million tons of cane that were divested, as announced on November 12, 2024, and May 12, 2025.

Mix - Improvement in sugarcane quality, enabling increased sugar production, with an estimated production mix between 52% and 54%, capturing greater profitability.

Trading - Redefined scope of operations to maximize the value of own sugar and the integrated positioning in the ethanol value chain, reducing working capital requirements, result volatility, and risk exposure.

Fuel Distribution – Brazil

Volumes – Growth between 2% and 3% compared to the 2024'25 crop year, reinforcing the Shell network's presence and prioritizing the implementation of the Integrated Offer in strategic regions (logistics efficiency).

Margin – Maintenance of the 2024'25 crop year Adjusted Normalized EBITDA margin level.

Fuel Distribution - Argentina

Volumes – Continued expansion pace, reinforcing the Shell network's presence in the country.

Margin – Maintenance of the Adjusted EBITDA margin level (in USD) from the 2024'25 crop year.

Investment Plan – Crop Year 2025'26

	FY 2024'25 (R\$ Million)	GUIDANCE 2025'26 (R\$ Million)
CAPEX ¹	11,910	9,000 ≤ Δ ≤ 9,800
Raízen Consolidated		
Recurring	7,524	7,000 ≤ Δ ≤ 7,500
Expansion/Projects	4,386	2,000 ≤ Δ ≤ 2,300

(1) Includes expenditures related to customer contract assets and investments from "Other Segments." It does not include expenditures related to acquisitions and/or additions to investments in associates, totaling R\$ 529 million in 2024'25.

Recurring

ESB: (i) Capture of efficiencies in agro-industrial processes. (ii) Adjustment of planting levels in line with the progress of the sugarcane field recovery journey, considering the current portfolio of mills. (iii) Maintenance of investment levels in projects focused on safety and asset integrity.

Fuel Distribution – Brazil: Reduction due to the completion of infrastructure projects at terminals and bases, reinforcing the pace of expansion and renewal of the Shell network.

Fuel Distribution – Argentina: Focus on maintenance, safety, and integrity at the Buenos Aires refinery, bases and terminals.

Expansion/Projects

E2G: Progress in the construction of the Vale do Rosário and Gasa plants.

Argentina: Completion of investments aimed at improving efficiency at the Buenos Aires refinery.

Other: Completion of already contracted distributed solar generation (GD) projects, investments in logistics infrastructure and the lubricants plant, among other initiatives.

Legal Disclaimer

The information contained in this document consists of mere estimates regarding the business and projections of operational and financial results, and as such, is primarily based on the management's perceptions and assumptions. These estimates are subject to various risk factors and uncertainties and are made based on the information currently available. Therefore, they substantially depend on market conditions, the performance of the economies in which we operate, the Company's business sector, and international markets, and are thus subject to change. In light of these uncertainties, investors should not make any investment decisions based on these estimates and projections of future operations, as they do not constitute a guarantee of performance. Any changes in the aforementioned perceptions or factors may cause actual results to differ from the projections made and disclosed.

São Paulo, May 13, 2025.

Rafael Bergman

Chief Financial and Investor Relations Officer