2025 SUSTAINABILITY REPORT

suzano

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1.

INTRODUCTION

MESSAGE FROM THE CHAIRMAN OF SUZANO'S BOARD OF DIRECTORS

GRI 2-22

David Feffer

Chairman of Suzano's Board of Directors

For over a century, we have learned that longevity means not simply enduring the passage of time, but also knowing how to listen to it, understand it and respond responsibly to the transformations it brings, without losing the essence of who we are. As Suzano evolves, we also reaffirm our commitment to leaving a legacy for future generations.

We live in a time when global challenges are becoming increasingly complex and interconnected. In this context, one attribute has proven indispensable: the ability to anticipate and adapt.

In 2025, we directed our energy to strengthening this adaptability and ensuring that we continue to advance toward the sustainable growth of the business. We are focusing our efforts on what generates shared value, for society and for Suzano, evolving in decisive levers to drive competitiveness and growth, with capital discipline, while remaining focused on operational excellence and capturing value from the more than R$70 billion invested in the last five years.

An example of our movement in this direction was the announcement of a joint venture with Kimberly-Clark, which includes 22 plants in 14 countries and an installed capacity of 1 million tonnes of tissue per year. In line with our strategic lever of growth through value creation, this initiative marks Suzano's entry into the global consumer goods market.

The pursuit of competitiveness and innovation continues to move forward alongside our respect for nature and society. At Suzano, sustainability is a structural component of the decisions that shape our future.

This belief naturally led us to revise our sustainability strategy last year, making it even more cross-cutting and integrated into the business. The process involved adjustments in governance and the refinement of our Commitments to Renewing Life (CRLs), which are now organized into three axes—Climate, Nature and Social—reinforcing our intention to concentrate efforts where we can generate impact at scale and contribute to relevant global solutions.

None of these developments would be possible without the people who are part of Suzano: employees, customers, suppliers, partners, communities, investors, competitors and the general public. It is with them that we continuously learn and for them that we work in consistency with our strong-and-kind culture. This ambidextrous approach—which combines strength and kindness, quarterly results and long-term vision, boldness and humility, resilience and adaptability—has been critical to help us navigate different cycles, innovate and respond to change.

This means adopting ambitious environmental, social and governance practices, while simultaneously pursuing solid operational and financial results, such as those presented in this Sustainability Report.

The future we desire demands responsible choices and a clear vision of their effects over time. This is how we will continue to chart Suzano's path: remaining committed to renewing life inspired by trees and making concrete contributions toward a more sustainable and prosperous future for people and the planet.

David Feffer
Chairman of Suzano's Board of Directors

"The pursuit of competitiveness and innovation continues to move forward alongside our respect for nature and society. At Suzano, **sustainability is a structural component of the decisions that shape our future.**"

MESSAGE FROM SUZANO'S CEO

GRI 2-22

Beto Abreu
Suzano's CEO

The year 2025 marked an important point in our journey. Despite the complex and challenging global environment, with intensified competition, we sharpened our focus on what generates the most shared value for the business and for society.

We continue to be guided by two strategic avenues: boosting our competitiveness and growing with capital discipline. While the former ensures the operational rigor needed in the present, the latter establishes the foundations of our future. By prioritizing investments with higher added value and positive social and environmental impact, we ensure profitable growth aligned with our long-term vision.

After completing a significant investment cycle—more than R$70 billion invested in the last five years, with R$40 billion allocated to the expansion and modernization of our assets—2025 became the time to reap the rewards of this effort. We developed structural measures to reduce our total operating expenses (OpEx) and made strides in efficiency, operational excellence and sustainability, preparing Suzano for future cycles.

The Ribas do Rio Pardo site completed its first year in operation, producing 2.58 million tonnes of pulp, exceeding its nominal capacity. We expanded our consumer goods operation with the inauguration of a tissue mill in Aracruz and strengthened our position in fluff pulp with a new line in Limeira, which will quadruple our current capacity. We also expanded fiber-to-fiber routes, incorporating our short eucalyptus fiber into applications that have traditionally used other fibers.

The productivity of our farms—our main assets—evolved through a combination of advanced genetics, world-class silviculture and responsible management, supported by the planting of approximately 1.2 million seedlings a day. Another important highlight was an agreement signed with Eldorado, which involves the exchange of forest assets in Mato Grosso do Sul and will increase our operational efficiency by optimizing logistics and resources.

Our internationalization efforts also progressed. In the United States, Suzano Packaging recorded its first positive adjusted EBITDA, one year after its integration. And we took a historic step with a joint venture with Kimberly-Clark: a US$1.7 billion investment that includes 22 plants in 14 countries, with an installed capacity of 1 million tonnes of tissue per year.

None of this would have been possible without the people who make Suzano happen: a team of people who inspire and transform and who drive us to go further. We are proud to know that 92% of employees recommend the company as an excellent place to work—a reflection of the strength and kindness that shape our culture. We also increased the percentage of women in leadership positions (functional manager and above) to 30.18%, reinforcing our commitment to diversity, equity and inclusion.

We maintain our conviction that it is only good for us if it is good for the world. Therefore, we continue to improve our production and business models, having innovation as a cross-cutting axis and increasingly integrating sustainability into our strategy. We firmly believe that positive impact, competitiveness and value creation go hand in hand—a principle that guided the evolution of our sustainability strategy and accelerated our Commitments to Renewing Life, aligned with the UN SDGs.

We also expanded dialogue with communities and strengthened our value chain, establishing partnerships that boost our environmental and social agenda. We recognize that these factors are essential for the resilience of our business model and for the development of the regions where we operate.

In the social arena, we celebrated the milestone of helping lift 44,344 people out of poverty in 2025, through our initiatives and partnerships with development banks, international agencies, governments, the Brazilian S System and private social investors. In total, 141,686 individuals have been supported so far, moving toward the goal of lifting 200,000 people out of poverty in the areas where Suzano operates by 2030. This result, audited annually, demonstrates our ability to drive income generation with autonomy and support real transformation in people's lives.

In the environmental area, we made progress toward our goal of connecting half a million hectares of land fragments in the Amazon, Atlantic Forest and Cerrado biomes—a key step in curbing biodiversity loss. In the last year, we incorporated 55,366 hectares into these ecological corridors, connecting a total of 214,368 hectares since 2020.

I invite you to learn about our main results and achievements in 2025 on the following pages. Each development reinforces our purpose of renewing life inspired by trees and contributing to the creation of a more sustainable future.

Beto Abreu
CEO, Suzano

> "We maintain our conviction that it is only good for us if it is good for the world. Therefore, we continue to improve our production and business models, having innovation as a cross-cutting axis and **increasingly integrating sustainability into our strategy**."

ABOUT THE 2025 SUSTAINABILITY REPORT

GRI 2-3

Published on March 23, 2026, this document details Suzano's main results and overall performance in the financial, social, environmental and governance dimensions, covering the period from January 1 to December 31, 2025. The report presents information about Suzano S.A., including data from the company's national and international operations and offices, Suzano Packaging, FuturaGene and the Ecofuturo Institute. **GRI 2-2**

Prepared annually in alignment with the financial reporting period, this document aligns to the most relevant global guidelines, such as the Global Reporting Initiative (GRI) Standards, ensuring comparability and credibility. This includes the recent updates to Standard 101, focused on biodiversity, and Resolution 59 of the Brazilian Securities and Exchange Commission (CVM, in Portuguese), as well as alignment with the 17 United Nations (UN) Sustainable Development Goals (SDGs).

The report also includes metrics from the Sustainability Accounting Standards Board (SASB) for the Paper & Pulp Products, Forest Management, and Containers & Packaging sectors. Additionally, it considers International Financial Reporting Standards S20 guidelines for Climate-Related Disclosures (IFRS S2), by the International Sustainability Standards Board (ISSB), which incorporated the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

This document was reviewed and approved by the organization's Statutory Executive Leadership Team and obtained limited assurance, in accordance with NBC TO 3000 (ISAE 3000), including, especially, inquiries to Suzano's management and other company executives involved in the compilation of information, as well as the use of analytical procedures to obtain evidence that enabled conclusions about the information taken as a whole. The process, conducted by PwC, involves leaders and executives in the consultation phases, as well as in the final opinion. **GRI 2-5, 2-14**

Additionally, a Basis of Preparation details the parameters used for the indicators reported in this document. The Report and Basis of Preparation are part of a non-financial information hub, also known as the Suzano Sustainability Center, which contains a broader set of indicators, both material and non-material.

Visit the [Suzano Sustainability Center]().

Questions, suggestions and requests for more information can be directed via email to relatoriosuzano@suzano.com.br

HIGHLIGHTS

FINANCIAL CAPITAL

R$50.1 billion
net revenue

R$21.7 billion
adjusted EBITDA

R$13.9 billion
operating cash flow[1]

R$31.5 billion
added value

38%
of debt linked to sustainability commitments

[1] Considers adjusted EBITDA minus maintenance Capex (cash basis).

NATURAL CAPITAL

2.9 million[1]
hectares of land, of which:

1.6 million[2]
hectares dedicated to production (14 times the area of the city of Rio de Janeiro)

1.1 million
hectares of land set aside for conservation (seven times the area of the city of São Paulo)

157,000
hectares of area with infrastructure[3]

90%
of energy consumed from renewable sources

1.2 million
seedlings planted per day

-43.3 million
tCO_2 of carbon removals since 2020

[1] Does not include wood from support arrangements, from the market and from Veracel areas. The data is assured and updated according to Suzano's geoprocessing procedures.

[2] Useful productive planted area eligible for fair value calculation: 1,228,834 hectares (Information also available in the 2025 Audited Consolidated Financial Statements).

[3] Infrastructure mostly refers to the road network within a property (primary and secondary roads and farm tracks). It also includes power line, gas pipeline and oil well easements, as well as masonry buildings, nurseries, surveillance towers, timber warehouses and mineral deposits.

MANUFACTURED CAPITAL

R$12.6 billion
in investments (Capex)

13.4 million
tonnes of market pulp capacity

2 million
tonnes of installed capacity for paper and other products

HIGHLIGHTS

HUMAN CAPITAL

22,235
company employees

32,844
contractors

23.5%
of leadership positions (managers and above) occupied by Black employees

30.2%
of leadership positions (managers and above) occupied by women

1.4 million
hours dedicated to training and development

INTELLECTUAL CAPITAL

R$ 199.2 million
invested in research and development

862
patents registered or filed

78
cultivars protected or filed, of which 4 are GM cultivars

SOCIAL AND RELATIONSHIP CAPITAL

320,946
people benefited from social programs and projects

140,000+
people lifted out of poverty since 2020

R$55.6 million
invested in social programs and project[2]

2. Does not include tax incentives and donations.

ESG Ratings

In 2025, Suzano improved its ESG risk scores and assessments as published by rating agencies specializing in analyzing the environmental, social and governance performance of different organizations in the market.

MORGAN STANLEY CAPITAL INTERNATIONAL (MSCI)

Increase of 0.2 points in the score, from 4.6 to 4.8, maintaining the BB rating.

SUSTAINALYTICS

Improvement of 0.9 in the score, to 16.8 (the lower the score, the lower the risk), remaining in the low-risk category.

CDP

A List classification (top tier) in Forests, with significant improvement in the three areas evaluated (after a drop in 2024).

ECOVADIS SUSTAINABILITY RATING

Score of 89 (up from 87 in 2024), maintaining the platinum medal, awarded to the top 1% of companies. The international platform assesses companies based on four key themes: environment, labor practices and human rights, ethics and sustainable procurement.

EVOLUTION OVER THE YEARS

Nome		2022	2023	2024	2025	Evolution
MSCI		4,3 (B)	4,5 (BB)	4,6 (BB)	4,8 (BB)	↑
CDP	Water security	A	A	B	A-	↑
	Forests	A-	B	B	A list	↑
	Climate	A-	A-	C	B	↑
PLATINUM Top 1% ecovadis Sustainability Rating JAN 2026	Click here to see Ecovadis Sustainability rating	69 (Silver)	78 (Platinum)	87 (Platinum)	89 (Platinum)	↑
SUSTAINALYTICS		18.2	18.1 Low risk	17.7 Low risk	16.8 Low risk	↑

2. ORGANIZATIONAL PROFILE

- Who We Are
- Global Presence
- Products and Brands
- Governance Structure
- Risk Management
- Ethics and Compliance

WHO WE ARE

Suzano S.A. is a world leader in pulp production, one of the largest paper producers in Latin America and the leader in the toilet paper segment in Brazil. With a 102-year history, the company's purpose is "Renewing Life Inspired by Trees". And guided by this inspiration, Suzano strives to plant a sustainable future for the planet and future generations. **GRI 2-1**

> **This vision for the future is enabled by operational resilience and financial strength, which allow Suzano to bring solutions—which include pulp, paper, personal and hygiene products—to more than 100 countries. Suzano is part of the lives of more than 2 billion people, approximately 25% of the world's population.**

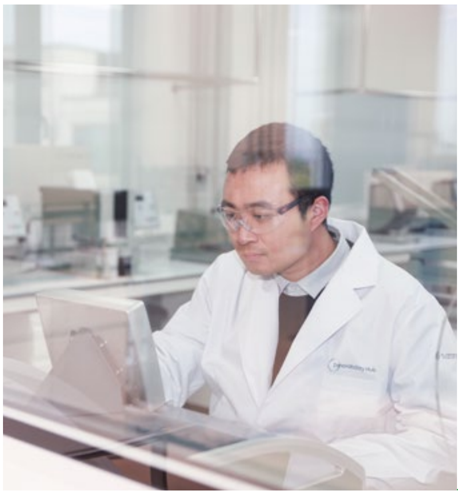
Each step taken in the last year reinforces the commitment to combining market strength with best practices in sustainability, transforming challenges into opportunities to drive innovation and to create a positive impact on society. **GRI 2-6**

For additional corporate information, visit https://www.suzano.com.br/en and the company's social media profiles:

- Instagram @suzano_oficial
- Facebook @suzanoempresa
- LinkedIn @suzano
- @suzano_oficial

100+ COUNTRIES,

part of the lives of more than 2 billion people, approximately **25% of the world's population**



GLOBAL PRESENCE

GRI 2-1, 2-6

In 2025, Suzano operated in Brazil and abroad, conducting commercial, logistics, industrial and institutional activities. In Brazil, its operations encompass a network of industrial and forestry sites, as well as logistics facilities such as ports, distribution centers and technology centers, which support the production and distribution of products. The complete list of countries where Suzano operates and/or has a presence can be found in the [2025 Audited Consolidated Financial Statements.]

In Brazil GRI 2-1, 2-6

12 fully-owned plants + 1 plant in joint operation - Stora Enso (Veracel)

Bahia
Mucuri
Eunápolis - Veracel (joint operation)

Ceará
Maracanaú

Espírito Santo
Aracruz
Cachoeiro de Itapemirim

Maranhão
Imperatriz

Mato Grosso do Sul
Ribas do Rio Pardo
Três Lagoas

Pará
Belém

São Paulo
Jacareí
Limeira
Mogi das Cruzes
Suzano

1 corporate headquarters

Salvador (BA)

1 central office

São Paulo (SP)

4 technology centers

Aracruz (Espírito Santo); Itapetininga, Jacareí and Limeira (São Paulo)

4 ports

Portocel, in Aracruz (Espírito Santo); Port of Itaqui, in São Luís (Maranhão); Port of Santos, in Santos (São Paulo); and Terminal Marítimo de Belmonte (BA)[1]

[1] The Belmonte Maritime Terminal serves Veracel.

29 distribution centers

Around the World

2 plants

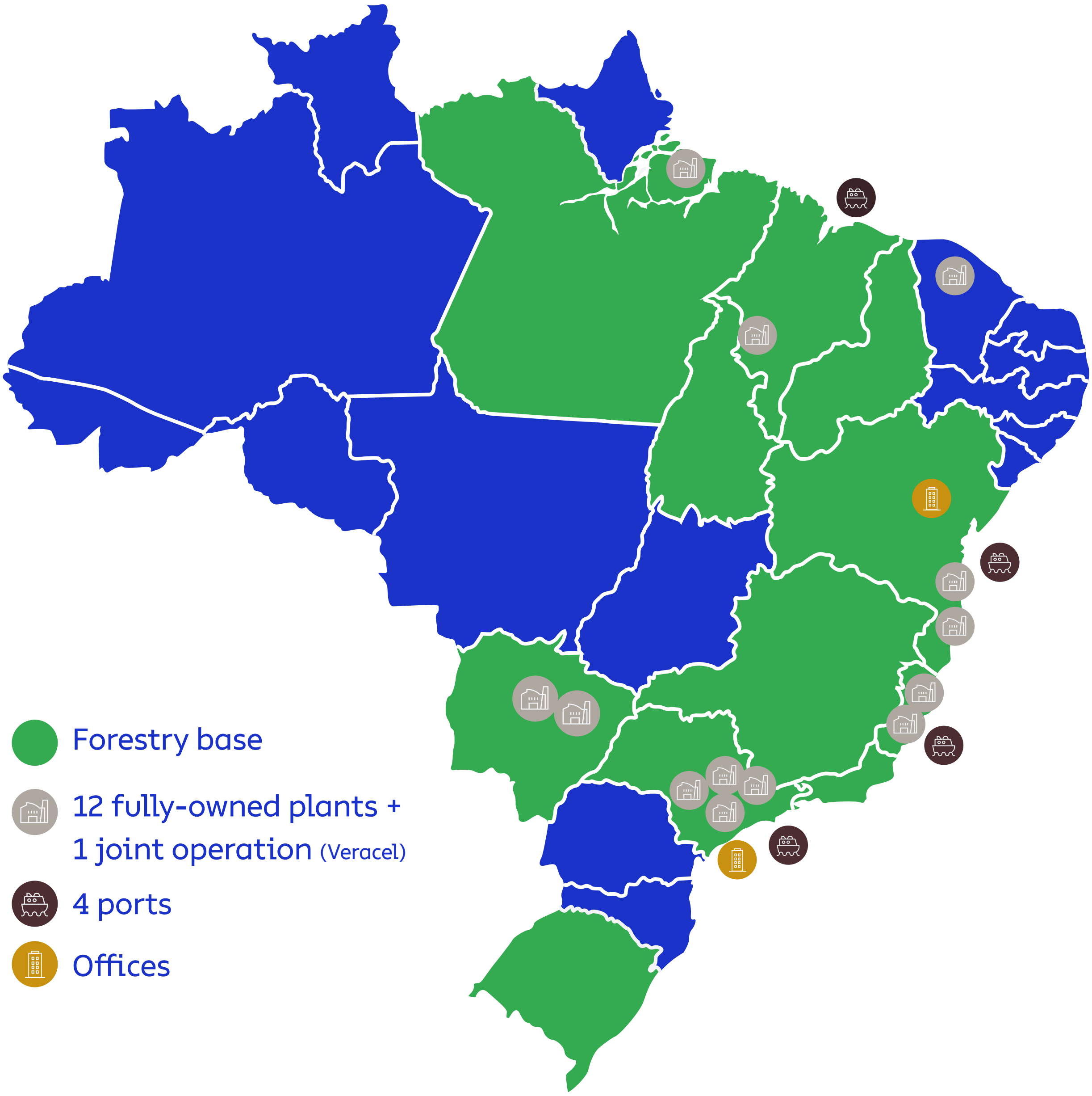
United States: Pine Bluff (Arkansas); Waynesville (North Carolina)

2 technology centers

China (Shanghai); Israel (Rehovot)

9 international offices

Argentina (Buenos Aires); Austria (Vienna); China (Shanghai); Ecuador (Guayaquil); Israel (Rehovot); Netherlands (Amsterdam); Singapore (Singapore); South Korea (Seoul); United States (Fort Lauderdale)



In Brazil

- Forestry base
- 12 fully-owned plants + 1 joint operation (Veracel)
- 4 ports
- Offices

Around the World

2 plants
9 international offices

PRODUCTS AND BRANDS

GRI 2-6, 3-3: PRODUCT DESIGN AND LIFE CYCLE MANAGEMENT

Suzano's solutions and innovations are part of the everyday lives of people and organizations, meeting both individual needs and the demands from several value chains. The origin of this portfolio are trees, which are grown under forest management and then transformed into sustainable materials. The company's farms, located Brazil, are dedicated to eucalyptus—which is grown exclusively for the production of pulp, paper and other bio-based inputs—and reestablished after each harvest cycle.

Through continuous investments in research, development and new technologies, Suzano increases the efficiency of its processes and strengthens its role in the bioeconomy, leveraging the use of renewable resources as an alternative to fossilbased materials. These are processes that combine functionality, innovation and environmental responsibility, while focusing on current and future needs of society.

Suzano's value chain encompasses everything from the supply of inputs and services to forestry and industrial operations, to the sale of pulp (including fluff), papers for different uses and consumer goods. The pulp business serves primarily producers of toilet paper, printing and writing paper, specialty papers and packaging, sold in Asia, Europe, Latin America and North America.

Across this value chain, bioproducts are key elements in the strategy to drive the transition to a renewable-based economy. By expanding the use of renewable fibers to replace fossil-based raw materials, such as plastic, the company establishes the fossil-to-fiber concept, which consists of using eucalyptus fiber in solutions that would traditionally use other non-renewable fibers or inputs.

In the fluff market, the company primarily sells to manufacturers of absorbent products (such as baby and adult diapers, menstrual pads and pet mats, among others), focusing on markets such as Brazil, China, Japan, Mexico, European countries and the Middle East.

In the paper and packaging segment, Suzano engages with different players in the value chain, such as printing companies, converters and distributors, maintaining a close relationship with brand owners through joint projects. In this segment, the company emphasizes that it has no direct involvement in supplying inputs to the tobacco value chain.

In the consumer goods sector, converting of final products takes place in seven industrial sites: Aracruz, Belém, Cachoeiro de Itapemirim, Imperatriz, Maracanaú, Mogi das Cruzes and Mucuri. Suzano's tissue business is divided into two main lines: consumer (at home) and professional (away from home).

PULP

Pulp - Suzano Biopulp
Fluff pulp - Suzano Eucafluff®

PAPERS AND PACKAGING

Specialty paper - Bluecup®, Bluecup Bio®, Greenbag®, Greenpack Suzano®, Lin Suzano e Loop® and Loop®

Printing and writing - Report® A3 75g/m², Report® A4 75g/m², Report® A4 90g/m², Report® Reciclato A4 75g/m², Report® carta A4 75 g/m², Report® Coloridos A4 75g/m², Report® Ofício 2 75 g/m² and Senninha®

Uncoated paper - Alta Alvura Laser®, Alta Alvura Alcalino®, Paperfect Laser®, Paperfect Opaque®, Polén Bold®, Polén Natural® and Reciclato®

Paperboard - Super 6 Plus®, Supremo Alta Alvura®, TP White Plus®, TP White Plus® Carbono Neutro, TP White Pharma Plus® and TP White Pharma Plus® Carbono Neutro

Coated paper - Couché Suzano Fit Silk®, Couché Suzano Design Gloss®, Couché Suzano Design Matte® and Couché Suzano Fit Gloss®

HYGIENE

Diapers - Maxx Baby®
Napkins - Scott® Dia a Dia*, Scott® Grand Hotel* and Scala®*
Paper tissue - Kleenex® Bolso*, Kleenex® Kids Box* and Kleenex® Dia a Dia Box*
Toilet paper - Floral®, La Vie Blanc®, Max Pure®, Mimmo Folha Dupla®, Mimo Folha Tripla®, Mimmo Greenpack®, Mimmo® Lenços Umedecidos, Neve® Lenços Umedecidos, Neve Supreme® and Neve Toque da Seda®
Reusable paper cloth - Scott Duramax*
Paper towel - Scala®
Professional line - Kleenex®*, Neve®, Scott®* and Wypall®

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Increased Competitiveness

As part of a continuous process of strategy evaluation and disciplined capital allocation, Suzano periodically reviews its portfolio of businesses and innovation initiatives. This exercise is key to ensuring that the company's investments are aligned with priorities and long-term value creation, and boosts its competitiveness in an increasingly challenging global environment.

In recent years, Suzano has made progress in the exploration of new technological routes and business models. However, as the company reached the end of a cycle of significant investments and homed in on execution, efficiency and return on invested capital, it decided to deprioritize some initiatives that, although technically sound, no longer align with its current capital allocation guidelines.

The reassessment of its stake in Woodspin, its joint venture with Spinnova, for example, reflects this change. Suzano decided not to further invest in the business, including the plant inaugurated in Finland in 2024. The discontinuation of the microfibrillated cellulose (MFC) plant in the Limeira (SP) site follows this same focus, since its viability was directly linked to the scale and continuity of the Woodspin initiative.

After a comprehensive analysis that considered factors such as strategic alignment, technological efficiency and return on invested capital, Suzano also decided to discontinue its lignin business, including the Ecolig® product line. The decision aims to direct the company's competitiveness and efforts toward solutions with greater potential for long-term impact and scalability. Commitments made to partners and customers are being honored, including technical support during the transition period.

In 2025, this move toward simplification also motivated the decision to close down operations at the research lab in Burnaby, Canada, and migrate its activities to Suzano's labs in Brazil, enabling the company to prioritize larger-scale and more competitive businesses.

Also in line with its focus on competitiveness and prioritization, Suzano is discontinuing Suzano Ventures, an initiative created to support and develop startups. Active partnerships will be maintained and will be managed by the business units associated with the area of each project. The company believes that it is more effective and agile to monitor and collaborate with external startups that already offer mature solutions to business challenges, thus optimizing the innovation ecosystem and value creation.

Reflecting this move toward strategic focus and asset optimization, Suzano also announced the end of operations at the Rio Verde site, on January 5, 2026. After in-depth studies and several diversification attempts, Suzano chose to concentrate its printing and writing paper operations in sites that already manufacture these products: Suzano, Limeira and Mucuri, in Brazil, in addition to its international facilities in Pine Bluff and Waynesville, in the United States.

Following this review, investments in innovation have been concentrated on two key strategic areas. The first is forest biotechnology, focusing on increasing the productivity, resilience and efficiency of Suzano's farms. The second is the exploration of new applications of short fiber, as part of the fossil-to-fiber and fiber-to-fiber agendas, expanding the use of pulp in different renewable solutions that also replace fossil-based materials or other less competitive fibers, thus unlocking new sustainable markets.

Investments During the Year

Brazil:

The year 2025 was marked by a challenging environment in the industry, characterized by pressure on international pulp prices, macroeconomic volatility and intensified global competition. Despite these factors and geopolitical uncertainty, Suzano maintained its sustainable growth and efficiency strategy, directing investments to enhance its operational resilience, cost discipline and production chain integration.

In the forestry sector, the company signed a contract with Eldorado Brasil Celulose S.A. for the exchange of biological assets in Mato Grosso do Sul, involving approximately 18 million cubic meters of standing timber. The transaction will total R$1.32 billion, with R$878 million paid in 2025 and R$439 million paid in 2026, and an execution horizon of up to six years.

The deal consists of the exchange of equivalent volumes of wood at different stages of maturity. Eldorado will supply Suzano with mature standing timber, which will be harvested by the company between 2025 and 2027. In return, Suzano will deliver to Eldorado an equivalent volume of standing timber, which is currently immature and will be harvested between 2028 and 2031. The transaction reduces the need for new farms and optimizes company-owned harvesting areas, while also improving specific wood consumption.

Complementing field efficiency with the expansion of its production capacity, Suzano made significant investments in the southeast region of Brazil. In Aracruz, a new tissue paper site started operations in November—the company's seventh plant dedicated to this business—with a production capacity of 60,000 tonnes per year. The total investment in the site amounted to R$650 million, invested through the duration of the construction project. The investment was enabled by the use of ICMS (Brazilian state sales tax) credits from exports held by Suzano. This amount, added to other initiatives completed at the site in 2025, brings the total package to R$1.17 billion invested in assets during year, including also a new biomass boiler to generate 120 tonnes of steam per hour, boosting the decarbonization of the energy matrix through the replacement of fossil fuels. **GRI 2-6**

Continuing its portfolio diversification, in December, Suzano started operations at a new fluff pulp line at the Limeira site. With an investment of R$490 million, the project consisted of converting the original line into a flexible machine. This initiative quadrupled the company's Eucafluff® production capacity—from 100,000 to 440,000 tonnes per year—establishing its presence in the market for absorbent and personal hygiene products, such as baby and adult diapers, feminine hygiene products and pet mats.

In parallel with these expansions, the company secured resources for the modernization of its assets. The Brazilian National Bank for Economic and Social Development (BNDES, in Portuguese) approved a R$451.7 million loan, as part of a global R$700 million plan aimed at revitalizing and expanding storage at the Aracruz, Limeira, Mogi das Cruzes, Mucuri and Três Lagoas sites. The resources, originating from the Finem and Climate Fund lines, are supporting eight structural projects related to Suzano's Commitments to Renewing Life, focusing on operational resilience and social and environmental efficiency. These initiatives integrate technology and innovation, creating a production model focused on a regenerative economy and sustainable development.

Around the World:

The internationalization strategy made significant progress with the announcement of the creation of a joint venture with Kimberly-Clark for the tissue market. The initiative combines Suzano's industrial leadership and operational efficiency with Kimberly-Clark's expertise in brand management, marketing and global sales. The goal is to capture economies of scale in international markets in the Family Care and

Professional segments, replicating the success of the integration of Kimberly-Clark's tissue assets in Brazil, acquired by Suzano in 2023.

The transaction, which involves the payment of US$1.73 billion for the acquisition of a 51% stake in the joint venture, will position Suzano as a global player in the segment. The new company will have independent management and will operate 22 plants in 14 countries, with a total capacity of approximately 1 million tonnes per year and a portfolio of more than 40 licensed regional and global brands, such as Kleenex and Scott. Closing is projected for the second half of 2026 and is subject to regulatory approvals and corporate reorganizations.

Operational Results and Efficiency

As an exporter, Suzano maintained dollar-denominated revenues and costs primarily in Brazilian reais. In fiscal year 2025, operating profitability was positively impacted by the depreciation of the average real against the dollar compared to the previous year. However, this effect was offset by the decline in global pulp prices, a key pressure point on cash generation during the year.

Faced with this challenging pricing environment, the company intensified its risk management and cost discipline, preserving the financial strength and liquidity necessary to weather the market downturn. Sustainability is genuinely embedded in these results, thanks to energy efficiency and decarbonization projects. Initiatives to reduce the consumption of energy, steam and other inputs contribute directly to the competitiveness and resilience of the business.

Suzano's competitiveness is leveraged by artificial intelligence and process optimization. Examples include technical improvements that have generated a 5% decrease in the final cost of fibers. Other areas of work ranged from optimizing performance in digesters and paper machines to restructuring the logistics and facilities network. By leveraging these efficiencies, Suzano preserves its margins in downturns and strengthens its financial position. In total, 38% of the company's debt is linked to sustainability (ESG) targets, connecting social and environmental performance to lower capital costs.

Performance by business unit:

- **Pulp:** The business benefited from the performance of the Ribas do Rio Pardo site, which completed its first year at full capacity. The mill, the most modern in Suzano's portfolio, confirmed the robustness of the project, yielding structural gains in cost, water efficiency and emissions reduction.
- **Paper and Packaging:** The highlight in this segment was the consolidation of the international platform in North America (Suzano Packaging), which reached its operational break-even point and reported positive adjusted EBITDA for the first time.
- **Consumer Goods (Tissue):** The business unit delivered record results, with both volume growth (~3%) and revenue growth (~5%) year-on-year, despite an increase in competitor capacities in the market. Suzano confirmed its leadership in toilet paper in the north/northeast and southeast of Brazil, and made significant progress in the south. In addition to record revenue, the unit is projecting a structural reduction of up to 30% in the cost of transferring semi-finished products.

Process Innovation

For Suzano, innovation is a strategic driver that guides how the company integrates technology, people and sustainability to generate business value. In 2025, this agenda was scaled up through partnerships, digital solutions and continuous learning to increase operational efficiency, improve forest management and enhance decision-making throughout the value chain.

Digital transformation is a strategic lever for Suzano's social and environmental commitments, integrating artificial intelligence and data analysis into the Smart ecosystem. In the forestry sector, Suzano has partnered with the Israeli company Marvin, following the technical validation of its AI platform focused on land management and traceability throughout the pulp and paper supply chain.

The solution uses remote sensing and field data to monitor the entirety of Suzano's land, ensuring traceability, integrating origin of the wood and geospatial information, and providing documentary evidence with a single click. Additionally, the system enables precise measurement of carbon sequestration and water use, in line with rigorous global standards and ESG frameworks, such as the GHG Protocol, the Taskforce on Nature-related Financial Disclosures (TNFD) and the European Union Deforestation Regulation (EUDR).

In industrial operations, an initiative developed by Microsoft and Suzano uses generative artificial intelligence (AI) to boost operational efficiency at the company's pulp plant located in Três Lagoas. Named Ana Maria, the AI solution combines the resources of Microsoft Azure OpenAI Service with the ease of use of Microsoft Teams to provide immediate information, speed up decisions and increase the eco-energy efficiency of digesters, reducing waste and increasing operational safety.

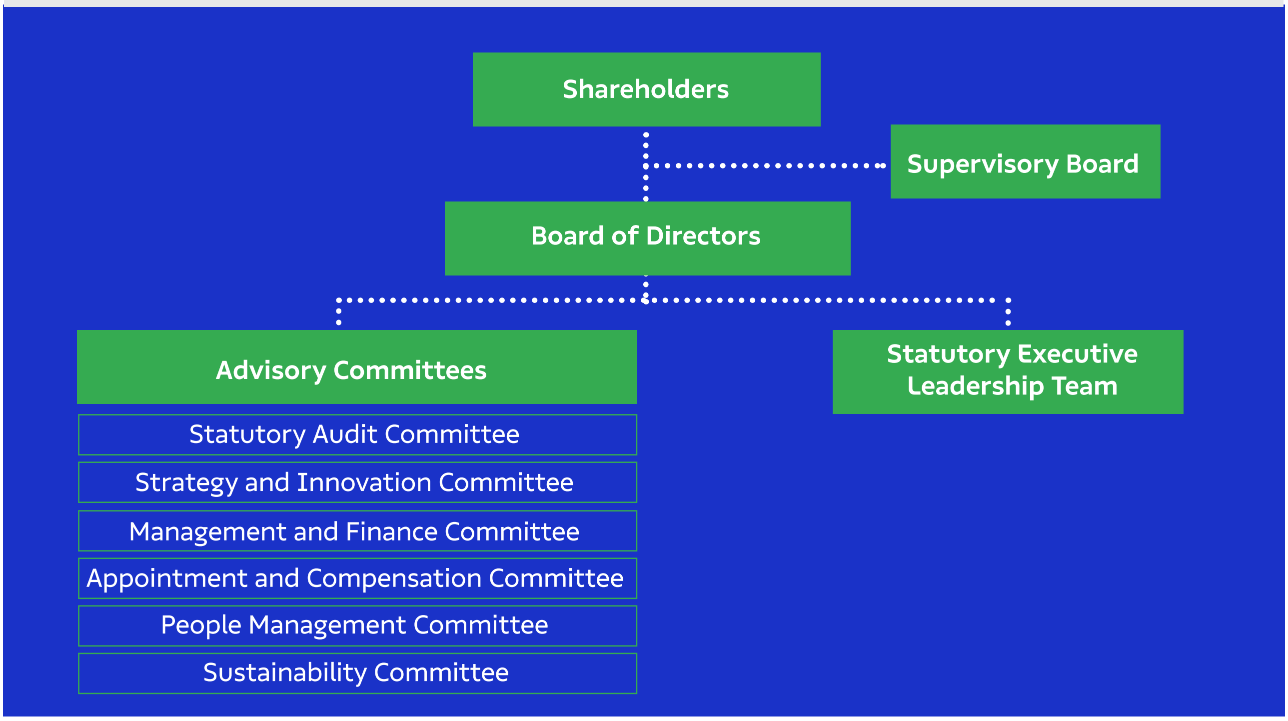
Digital transformation is a strategic lever for Suzano's social and environmental commitments

GOVERNANCE STRUCTURE

Suzano is a publicly-traded company organized as a corporate entity and listed on Novo Mercado, a segment of B3 – Brazil Stock Exchange and Over-the-Counter Market reserved for companies that voluntarily adopt advanced corporate governance standards. The company also has a Level II ADR program on the New York Stock Exchange (NYSE), which increases its international visibility and responsibility to transparently disclose information. **GRI 2-1**

Suzano's governance structure consists of its shareholders, the Supervisory Board and the Board of Directors, which is supported by six advisory committees (one of which is statutory). There is also a Statutory Executive Leadership Team, which serves a one-year team, after which the members can be reelected, and is responsible for conducting and managing the business, ensuring that the strategy and business plan are executed according to guidelines approved by the Board of Directors. **GRI 2-9, 2-17**

Governance Structure



Supervisory Board GRI 2-9

The Supervisory Board is an independent body that controls and oversees the administrative bodies. It operates on a non-permanent basis and can be installed upon request from the shareholders. It is made up by three to five effective members and the same number of alternates, who are all elected at shareholders' meetings to serve a unified one-year term. In 2025, the Supervisory Board was installed with the election of three effective members and three alternates. An alternate member only participates in meetings when an effective member is absent.

Read the resumes of the members of the Supervisory Board on [Suzano's Investor Relations website](#).

Name	Meeting attendance	Serving since	Nationality	Experience
Rubens Barletta	100%	April 30, 2004	Brazilian	Legal, Pulp and Paper
Luciano Douglas Colauto	N/A	April 25, 2024	Brazilian	Risk management, Finance
Roberto Figueiredo Mello	N/A	April 30, 2004	Brazilian	Risk management, Finance
Luiz Augusto Marques Paes	100%	April 30, 2004	Brazilian	Legal, Pulp and Paper, Tax
Eraldo Soares Peçanha	100%	April 28, 2017	Brazilian	Pulp and Paper, Finance
Kurt Janos Toth	N/A	April 28, 2017	Brazilian	Risk management, Finance

Board of Directors

GRI 2-9, 2-12, 2-13, 2-14

The Board of Directors, the highest corporate governance body at Suzano, is responsible for electing the Executive Leadership Team and monitoring its performance, as well as approving institutional policies, the Code of Ethics and Conduct, the Purpose and the Culture Drivers, and deliberating on issues related to ethics, compliance, ESG and information security. The body oversees and guides the company's long-term management and strategy, including the sustainability agenda, in line with the business' essence and general guidelines. The results of this management and related performance are reported periodically through the company's Sustainability Report and Sustainability Center. The Board also oversees risk management and internal controls based on structured reports from advisory committees.

Regarding stakeholder engagement to support processes, the Board of Directors, the Sustainability Committee and the Executive Committee (C-level, made up by the company CEO and executive VPs) play a central role in maintaining continuous interaction with key groups—including periodic meetings with investors, public statements on material issues, dialogue with strategic communities and customers, and participation in different forums.

The integration of C-level with the business areas helps validate the soundness of targets in light of stakeholder demands. The results of these interactions and internal processes (risks, controls, indicators and plans) are taken into consideration by the Board of Directors through reports from the advisory committees, including the Statutory Audit Committee, and executive leadership teams, supporting strategic decisions and directions related to risks, priorities, and social and environmental commitments.

Selection GRI 2-10

The members of the Board of Directors are elected at shareholders' meetings to serve a two-year term, after which they can be reelected. The Chairman of the Board of Directors is not a senior executive of the organization. The nomination of members to the Board and its committees follows the Corporate Governance Policy and the Policy for the Nomination of Members of the Board of Directors and Committees.

The nomination of members to the Board and advisory committees is based on criteria that ensure the selection of highly qualified executives who are committed to, and aligned with, Suzano's mission, vision and ethical values (including integrity, commitment, responsibility, initiative, cooperation, simplicity and determination). Additionally, they must have recognized professional, technical and academic experience that is compatible with the position for which they are being nominated. **GRI 2-11, 2-17**

The selection process also considers, among other criteria: cultural and viewpoint diversity; absence of conflicts of interest; time available to dedicate to the position; absence of connection with the company's Statutory Executive Leadership Team; reputation and recognition for ethical and moral conduct; and experience in areas such as finance, accounting, risk, sustainability and the company's business. **GRI 2-10**

At the end of 2025, 22% of the members of the Board of Directors were women and 44% were independent directors.

Read the resumes of the members of the Board of Directors on Suzano's Investor Relations website.

ADDITIONAL INFORMATION ABOUT THE PROFILE AND EXPERIENCE OF SUZANO'S BOARD MEMBERS GRI 2-9, 2-17

Name	Meeting attendance	Independent	Serving since	Nationality	Experience
David Feffer (chairman)	100%	No	April 30, 1998	Brazilian	Pulp and Paper, Finance, Innovation
Daniel Feffer (deputy chairman)	100%	No	June 7, 2001	Brazilian	Pulp and Paper, ESG, Finance
Nildemar Secches (deputy chairman)	100%	No	April 29, 2008	Brazilian	Pulp and Paper, Risk Management and Compliance, Pulp and Paper, Energy, Consumer Goods
Paulo Rogério Caffarelli	100%	Yes	May 22, 2020	Brazilian	Risk Management and Compliance, Finance, Manufacturing, Information Technology, Real Estate
Rodrigo Calvo Calindo	100%	Yes	May 22, 2020	Brazilian	Finance, Consumer Goods, Education
Paulo Sérgio Kakinoff	100%	Yes	April 25, 2022	Brazilian	Finance, Consumer Goods
Maria Priscila Rodini Vansetti Machado	100%	Yes	May 22, 2020	Brazilian	Risk Management and Compliance, ESG, Materials, Manufacturing, Engineering

Name	Meeting attendance	Independent	Serving since	Nationality	Experience
Gabriela Feffer Moll	100%	No	April 25, 2022	Brazilian	Pulp and Paper, Technology and Digital, Finance
Walter Schalka	100%	No	April 25, 2024	Brazilian	Pulp and Paper, ESG, Energy, Materials, Manufacturing, Consumer Goods

Advisory Committees

GRI 2-12

Suzano has six advisory committees, one of which is statutory. These bodies conduct studies on matters requiring prior and technical analyses within their areas of expertise.

Through opinions or recommendations, these committees support the decisions made by the Board of Directors, adding value and boosting the efficiency, agility and quality of the decision making process and of its functions. External members participate in all committees, bringing a different perspective to the discussions. **GRI 2-9**

Committee members are elected by the Board of Directors, in compliance with internal policies and based on best practices in governance and on the rules pertaining to the calling of meetings and the criteria for deliberation and counting of votes established by the Bylaws. **GRI 2-10**

Each committee is dedicated to specific topics and can seek support from other executives and administrative areas within Suzano whenever necessary. They all follow their own Internal Regulations, which are developed and approved by the Board of Directors and establish their responsibilities and working methods. Policies and other corporate documents can be consulted on the Investor Relations website.

The committees meet at least three times a year, according to a previously approved annual calendar, and may be convened extraordinarily when required. The meeting agendas are based on the strategic functions of each committee, including the review, analysis and recommendation of sustainability aspects, as well as other matters that are essential to the business.

Statutory Audit Committee

GRI 2-5

The purpose of the Statutory Audit Committee is to ensure effective internal controls and the implementation of administrative best practices. Its main responsibilities include supervising the preparation of financial reports and statements, monitoring internal and external audits, and tracking the effectiveness of risk management, internal controls and compliance processes. The Committee also periodically reviews investment plans. **GRI 2-5**

In 2025, the Statutory Audit Committee held nine meetings, two of which were joint meetings with the Supervisory Board to discuss topics of interest to both bodies.

Click here to read the resumes of the members of the Statutory Audit Committee.

Name	Independent
Carlos Biedermann (financial expert)	Yes
Paulo Rogério Caffarelli (coordinator and risk expert)	Yes
Ana Paula Pessoa	Yes

Strategy and Innovation Committee

The Strategy and Innovation Committee is composed of company executives and external experts, including from other industries, broadening the company's vision for the future. The contributions of these members support the definition of strategic guidelines and the implementation of structuring initiatives focused on innovation. In 2025, the Committee met six times.

Click here to read the resumes of the members of the Strategy and Innovation Committee.

- David Feffer (coordinator)
- Marcelo Strufaldi Castelli
- Rodrigo Calvo Galindo
- Paulo Sergio Kakinoff
- Marcos Marinho Lutz
- Marcelo Moses de Oliveira Lyrio
- Gabriela Feffer Moll
- Walter Schalka
- Nildemar Secches

Management and Finance Committee

The Management and Finance Committee acts as a technical support body to the Board of Directors, helping to elevate governance standards. It is responsible for developing corporate and management policies, reviewing plans created by the Board of Directors and overseeing the implementation and development of the initiatives included in Suzano's strategic plan, ensuring compliance with guidelines and consistent performance. Throughout 2025, the Management and Finance Committee held 14 meetings.

Click here to read the resumes of the members of the Management and Finance Committee.

- David Feffer (coordinator)
- Marcelo Strufaldi Castelli
- Rodrigo Calvo Galindo
- Paulo Sergio Kakinoff
- Gabriela Feffer Moll
- Walter Schalka
- Nildemar Secches

Appointment and Compensation Committee

The main responsibility of the Appointment and Compensation Committee is to recommend compensation policies and parameters for administrators and members of the Supervisory Board and paid committees, in compliance with governance practices and current regulations. It also evaluates and appoints candidates for management positions, verifying their technical qualifications and suitability considering the responsibilities of the role.

Composed primarily of external compensation consultants, who participate as independent members—reinforcing impartiality—this Committee reviews any changes to the strategy and the Management Compensation Policy. which are both approved by the Board of Directors. **GRI 2-20**

Click here to read the resumes of the members of the Appointment and Compensation Committee.

Name	Meeting attendance	Independent	Serving since	Nationality
Eduardo Nunes Gianini	100%	Yes	April 29, 2019	Brazilian
Lilian Maria Ferezim Guimarães	100%	Yes	April 29, 2019	Brazilian
Paulo Sérgio Kakinoff	100%	Yes	May 22, 2020	Brazilian

People Management Committee

The People Management Committee is responsible for analyzing the adequacy of the organizational structure and overseeing development, compensation, succession and career policies. Its purpose is to ensure that the skills and potential of the teams are aligned with the business strategy and long-term priorities. Four meetings were held in 2025.

Click here to read the resumes of the members of the People Management Committee.

- Paulo Sergio Kakinoff (coordinator)
- Marcelo Strufaldi Castelli
- David Feffer
- Rodrigo Calvo Galindo
- Gabriela Feffer Moll
- Walter Schalka
- Nildemar Secches

Sustainability Committee

The Sustainability Committee supports the company on the strategic analysis of future sustainability trends and challenges, fostering discussions on latent global topics and evaluating how the company can help improve the reality. This includes issues such as climate change, social and environmental factors, forests, biodiversity and water.

In addition to following sustainability topics, the Committee monitors the evolution of the Commitments to Renewing Life and associated impacts across the reporting flow, meeting according to an annual calendar and extraordinarily when necessary—bearing in mind that urgent social and environmental issues must be communicated to the Committee as soon as possible. **GRI 2-12, 2-13**

In 2025, the Committee held four meetings, supporting the Board of Directors on its responsibilities through analyses and recommendations on the inclusion of sustainability in the company's strategic position. It also supported the Board on the assessment of risks, opportunities and measures associated with social and environmental issues that may have a significant impact on the business in the short, medium and long term.

[Click here to read the resumes of the members of the Sustainability Committee.]

Read the resumes of all committee members on [Suzano's Investor Relations website].

EXPERIENCE OF THE SUSTAINABILITY COMMITTEE

Name	Meeting attendance	Independent	Serving since	Nationality	Experience
Maria Priscila Rodini Vansetti Machado (coordinator)	100%	Yes	May 1, 2019	Brazilian	Risk Management and Compliance, ESG, Materials, Manufacturing, Engineering
Fabio Colletti Barbosa	50%	Yes	May 4, 2022	Brazilian	ESG, Finance
Fernando de Lellis Bertolucci	100%	No	May 1, 2019	Brazilian	Pulp and Paper, ESG, Finance, Innovation
Daniel Feffer	100%	No	May 1, 2019	Brazilian	Pulp and Paper, ESG, Finance
David Feffer	100%	No	May 1, 2019	Brazilian	Pulp and Paper, Finance, Innovation
Philippe Marie Joseph Joubert	100%	Yes	May 1, 2019	Brazilian	ESG, Energy, Manufacturing, Finance
Clarissa de Araújo Lins	100%	Yes	May 1, 2019	Brazilian	ESG, Energy, Finance
Hakoon Lorentzen	75%	Yes	May 1, 2019	Brazilian	ESG, Finance
Gabriela Feffer Moll	100%	No	May 8, 2025	Brazilian	Pulp and Paper, Technology and Digital, Finance
Walter Schalka	75%	No	May 9, 2024	Brazilian	Pulp and Paper, ESG, Energy, Materials, Manufacturing, Consumer Goods, Finance

PERFORMANCE EVALUATION GRI 2-18

The performance of the Board of Directors and advisory committees is evaluated at the end of each term, focusing on assessing the effectiveness of these bodies—including their oversight of the management of Suzano's impacts on the economy, the environment and people. This process aligns with the principles of good corporate governance and is outlined in the Corporate Governance Policy.

The most recent evaluation, relating to the 2024/2026 term, was conducted in 2025 by an independent consulting firm. The review considered pre-established parameters, including structure; topics; composition; dynamics and information flow; succession and evaluation; strategy and performance; risk and capital management; stakeholder relations; operational management (agenda, number of meetings, reports, crisis management, tools, information flow and annual cycle); dynamic and quality of discussions (engagement, effectiveness of the Board chairman, participation balance, discussion style, decision-making process and alignment with executives, shareholders and other stakeholders); and the composition of the body, including experience, diversity, styles and independence.

The consolidated results of the evaluations are presented to the Board of Directors, while individual assessments are shared with the Board chairman to provide feedback to each Board member. Based on the conclusions, the company develops improvement plans to enhance the performance of the Board and its committees, which may involve adjustments to meeting processes and information flow and quality, as well as changes in the composition of the bodies.

In the last evaluation cycle, it was found that the recommendations made as part of previous evaluations, especially those related to operational dynamics and the composition of the bodies, were properly addressed.

Statutory Executive Leadership Team (C-level)

Exercising its responsibility for leading and managing Suzano's business, the Statutory Executive Leadership Team ensures the execution of the company's corporate strategy and business plan, as established by guidelines approved by the Board of Directors.

It consists of a CEO and four to nine executive directors (executive vice presidents), who serve a one-year term, after which they can be reelected. The members are elected by the Board of Directors and are responsible for deliberating on business management, operations and the development of strategic projects.

On July 1, 2024, João Alberto (Beto) Fernandez de Abreu was sworn in as the company's new CEO, concluding the succession process started when Walter Schalka left the position and was elected a member of the Board of Directors.

At the end of 2025, Suzano's Statutory Executive Leadership Team consisted of the following members:

- João Alberto (Beto) Fernandez de Abreu: CEO
- Marcos Moreno Chagas Assumpção: Executive vice president of Finance and Investor Relations
- Aires Galhardo: Executive vice president of Pulp Operations, Engineering, Energy, Digital and New Business
- Leonardo Barretto de Araújo Grimaldi: Executive vice president of Pulp Sales and Logistics
- Douglas Seibert Lazaretti: Executive vice president of Forestry Operations
- Maria Luiza de Oliveira Pinto e Paiva: Executive vice president of Sustainability, Communications and Brand

Suzano also has five other non-statutory executive vice presidents who report to the CEO:

- Carlos Aníbal de Almeida Jr.: Executive vice president of New Business Europe, FuturaGene and Procurement
- Luis Renato Costa Bueno: Executive vice president of Consumer Goods and Corporate Relations
- Caroline Carpenedo: Executive vice president of People & Management and Safety
- Pablo Francisco Gimenez Machado: Executive vice president for China – Business and Strategy
- Fabio Almeida de Oliveira: Executive vice president of Paper and Packaging

As part of the everyday management of economic, environmental and social impacts, the Board of Directors delegates to the Statutory Executive Leadership Team the responsibility for implementing approved guidelines. The statutory Sustainability, Communications and Brand department plays a central role in leading the implementation of social and environmental agendas and consolidating information for discussions within the Sustainability Committee, which reports to the Board periodically.

The Sustainability, Communications and Brand department reports directly to the CEO and has teams dedicated to topics such as climate change, biodiversity, water resources and social land development, among others. **GRI 2-12, 2-13**

RISK MANAGEMENT

Suzano takes a structured and cross-cutting approach to risk management, guided by its Integrated Risk Management Policy, which applies to all company processes, areas and employees. This document establishes guidelines and principles that guide the entire risk management cycle—from identification and assessment to treatment and monitoring—supporting decision-making and increasing transparency for internal and external stakeholders.

Aligned with best practices, this management ensures the timely identification, consistent assessment, appropriate treatment and systematic monitoring of risks that may impact business continuity, financial performance and relevant qualitative dimensions, such as health and safety, environment, sociocultural aspects, image and reputation, organizational climate and legal.

Exposures, risks and events with potential to generate significant impacts are reported to the Board of Directors through a structured Enterprise Risk Management (ERM) flow. This process ensures transparency and effective support for decision-making, while guaranteeing the company's strategic alignment. **GRI 2-16**

The key parameters considered by the risk assessment methodology adopted by Suzano are the impact and likelihood of risks. Based on this analysis, the company identifies priority risks and develops specific action plans, which are systematically monitored by the Executive Leadership Team, the Statutory Audit Committee and the Board of Directors, in line with Suzano's strategy and risk appetite. **GRI 2-23**

The Enterprise Risk Management area coordinates the integrated risk management process in conjunction with business areas, ensuring consistency at all stages of the cycle. Risk identification is done continuously and through different channels, including monthly or bimonthly Regional Risk and Business Continuity Meetings (RCNs, in Portuguese); Risk Forums, held at least once a year, together with corporate areas; and specific Risk Meetings for international sites, held at least once a quarter. These forums inform the identification of priority risks and the development of their respective mitigation plans.

Scan here to read the Integrated Risk Management Policy.

The Board of Directors is responsible for validating risk management guidelines, as well as monitoring and evaluating the company's exposure to risks. In this role, the body is supported by the Statutory Audit Committee, which is responsible for overseeing the scope and effectiveness of risk management and the evolution of risks. **GRI 2-12**

Risk management is supported by the Lines of Defense model, which is widely disseminated and practiced across all Suzano operations.

Additionally, Suzano maintains a structured crisis governance process, with defined scopes (regional, corporate and institutional), classification criteria, triggers and reporting rules, including situations that require the involvement of the Board of Directors and the Statutory Audit Committee.

Detailed information on the risks to which Suzano is exposed is disclosed annually in its [Reference Form.]

1. As the first line of defense, the business areas (operational management) are responsible for identifying, assessing, monitoring and mitigating risks, as well as implementing and maintaining appropriate controls and action plans.

2. The second line, comprised primarily of Internal Controls, Risk and Compliance, promotes the risk culture, supports monitoring and the development of mitigation measures, and reports relevant information to governance bodies.

3. The third line is exercised independently by Internal Audit, which evaluates the effectiveness of the corporate governance system, risk management processes and internal controls, including monitoring the Ombudsman Channel and conducting investigative audits to recommend continuous improvements.

ETHICS AND COMPLIANCE

GRI 2-23, 2-24

Suzano's commitment to responsible business conduct is expressed in the Code of Ethics and Conduct (reviewed every two years and updated in 2025, with approval from the Board of Directors) and the Corporate Human Rights Policy (developed in 2020 and revised in 2025, with approval by the Executive Leadership Team).

These documents were developed considering international benchmarks applicable to Suzano's activities, including the Universal Declaration of Human Rights, the fundamental principles and conventions of the International Labour Organization (ILO), and references such as the UN Guiding Principles on Business and Human Rights (UNGPs).

Other globally recognized instruments, such as ILO Convention No. 169, the Voluntary Principles on Security and Human Rights (VPSHR) and guidelines from the Organisation for Economic Co-operation and Development (OECD) are also used as references.

These documents detail due diligence and structured processes to identify, prevent, mitigate and, when necessary, remediate negative impacts—on operations and the value chain—and apply to all sites, leadership levels, employees and contractors, in Brazil and abroad. They also guide business relationships, with expectations and requirements to be met by suppliers and partners expressed by the Supplier Code of Conduct, contractual clauses, assessments and guidance.

The implementation of the commitments to ethics and compliance are based on clear governance, with responsibilities assigned to different levels. The Board of Directors and senior leadership set guidelines and ensure global adherence; executive areas incorporate the commitments into policies, operational processes and management systems; and local leaders ensure daily compliance and support the creation of safe, respectful and inclusive environments. The Ethics and Ombudsman area has governance over the Code of Ethics and Conduct, promotes its dissemination and puts in place independent, accessible and confidential channels for complaints. **GRI 2-24**

Read the Code of Ethics and Conduct on Suzano's Investor Relations website.

Read also Suzano's Corporate Human Rights Policy.

NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS[1] GRI 2-27

	2023	2024[4]	2025[4]
Total number of significant instances for which fines were incurred	0	13	7
Total number of non-monetary sanctions[2,3]	4	2	9
Monetary value of significant fines paid during the reporting period (R$)	0.00	0.00	67,857.66
Monetary value of significant fines still pending (R$)	0.00	10,408,130.20	6,079,102.54

1. Significant fines are still considered to be those above US$10,000. Non-monetary sanctions refer to incidents in which warnings were issued. Over the past three years, there have been no significant instances that have resulted in fines or non-monetary sanctions for non-compliance with laws and regulations in the social and economic spheres.

2. All non-monetary sanctions incurred involve official notices/summonses issued by the competent environmental agencies.

3. It is not possible to determine what led to the increase in the number of non-monetary sanctions, but it can be assumed that this results from increased oversight by environmental agencies. In 2025, there was a decrease in the total number of significant fines when compared to the 2024 fiscal year. This change is primarily due to a lower number of complex and material infractions recorded throughout the year. Additionally, improvements in internal social and environmental compliance processes helped mitigate exposures and reduce the number of incidents with high financial impact.

4. In 2025, Suzano paid an environmental fine of R$67,857.66 related to the emission of odorous substances. The company chose to pay the fine, with the intention of ending the litigation process, after a negative decision in the second administrative instance, despite not acknowledging fault. The reported amount of significant fines still pending refers to the total amount of fines exceeding US$10,000 incurred in 2025 that are still pending.

Conflicts of Interest

GRI 2-15

Since 2022, Suzano has had a Conflicts of Interest Policy, which is widely communicated to all employees. Since then, the document has been subject to regular review cycles to ensure its continued alignment with best practices in corporate governance and the evolution of internal processes.

The policy establishes clear criteria for identifying, managing and communicating potential conflicts of interest, helping mitigate risks and preserve integrity and impartiality in decision-making processes. As a complementary tool, Suzano provides, through the UniverSuzano corporate educational platform, a Conflicts of Interest Declaration form, which is the official channel for registering actual or potential situations to which its employees might be subject.

Suzano has structured governance mechanisms to prevent, identify and provide transparency regarding conflicts of interest, as established by the Internal Regulations of the Board of Directors. These mechanisms are also incorporated into the process of electing Board directors, ensuring that the body operates impartially.

In line with transparency and accountability principles, the company periodically discloses information about potential conflicts of interest, accumulation of positions, participation in other administrative bodies, relationships with suppliers and other stakeholders, family ties and being a controlling shareholder, as well as transactions and outstanding balances. This information is made available in public documents, such as the Reference Form and the 20-F Report, in accordance with current legislation, ensuring easy access by stakeholders.

Fighting Corruption

Suzano's Anti-Corruption Policy establishes the guidelines that govern the company's relationship with government agents and private entities, in compliance with current legislation, including Brazilian Law No. 12,846/2013 and Decree No. 11,129/2022, and with its Code of Ethics and Conduct. The document guides employees and contractors regarding their expected conduct, aiming to prevent acts that harm public administration, fraud and any form of corruption.

The fight against corruption is supported by a Compliance Program that is organized in three axes (prevention, detection and response) and implemented by a dedicated area. The program aims to identify, address and mitigate risks in the company's various activities, continuously enhancing the culture of integrity. Risks of a financial, compliance, operational and strategic nature are mapped, both in industrial sites and in corporate areas.

As part of preventive efforts, all employees participate in mandatory anti-corruption training, conducted through the UniverSuzano platform. The content is updated periodically and training must be redone every two years. In addition, specific and customized training is provided for areas that are considered to be more sensitive due to their higher degree of exposure to risks, reinforcing awareness and adherence to corporate guidelines.

Read [Suzano's Anti-Corruption Policy].

CONFIRMED INCIDENTS OF CORRUPTION [1,2] GRI 205-3

	2023	2024	2025
Confirmed incidents of corruption	21	61	101
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	11	24	36
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	2	8	5
Public legal cases regarding corruption brought against the organization or its employees during the reporting period	N/A	0	0

1. At Suzano, corruption is classified as either public or private. Public corruption (i.e., involving government officials) is strictly defined as established by the Brazilian Anti-Corruption Law (12.846/2013). Private corruption includes all irregularities that occur between companies or within the organization. This concept includes issues such as conflicts of interest, misappropriation of resources, theft and/or robbery, manipulation of information, improper company procedures and misuse of resources, among others. This indicator does not consider information from Suzano Holding S.A.

2. For the 101 confirmed incidents in 2025, 57 corrective measures were applied, including: 37 related to employees, nine related to terminations of contracts with partners, and 11 related to internal improvements/changes. In 2025, no confirmed incidents of public corruption were identified. Therefore, these numbers refer strictly to incidents of private corruption.

Dialogue Channels

GRI 2-25, 2-26, 2-29

Suzano is committed to preventing, mitigating and, when necessary, repairing and remediating negative impacts related to its operations and value chain. The company acts proactively to repair losses and damages, without waiting for a formal complaint, ensuring that impacted parties have freedom of choice regarding possible solutions and a safe way to raise concerns without reprisal.

To identify and address complaints and feedback, Suzano has a structured process for receiving, evaluating, responding to and following up on reports, with various mechanisms and channels available to both internal and external audiences, including:

Ombudsman Channel

The Ombudsman Channel is a confidential line through which both internal and external stakeholders can report violations to the Code of Ethics and Conduct and corporate policies, and issues related to human rights. Available 24 hours a day, seven days a week, it is multilingual and independently managed by a third party.

The Channel can be used to report transgressions against ethics and human rights principles, laws and regulations to which the company is subject, and harassments of any kind, as well as violations of internal rules and procedures. It can also be used to answer questions about the Code of Ethics and Conduct or related to unforeseen situations. The complaints are investigated and, at the end, the competent areas evaluate corrective measures and action plans; when applicable, disciplinary measures are taken.

Complaints can be filed by phone 0800 771 4060, via email suzano@denuncias.contatoseguro.com.br, through the Contato Seguro app or via the Ombudsman Portal, which covers all regions where Suzano operates.

Managing Incidents Involving Communities and Neighbors (Relacione+)

Reports related to forest management, and industrial and/or port operations, including complaints, questions, suggestions and compliments, are received through different communication channels, such as Suzano Responde ("Suzano Responds"), Operational Dialogue, in-person meetings and the Odor Perception Network (RPO, in Portuguese), as well as via email and satisfaction surveys.

All reports are recorded in the Stakeholder Relationship Management System, Relacione+, and then analyzed for validity, monitored and addressed.

On a monthly basis, the Social Relationship area evaluates the satisfaction of stakeholders with the quality of the responses using the Incident Response Satisfaction Index. The area also uses the Effectiveness Index to measure the effectiveness of the treatment of the incidents reported.

Nossa Voz Florestal ("Our Forest's Voice")

Formalized at the end of 2024, this is the first mechanism designed to receive complaints related to human rights from workers in the Brazilian forestry sector, through a secure channel.
More information in Human Rights.

Operational Dialogue

Operational Dialogues are in-person group meetings and/or discussions with community representatives, local leaders and public authorities. Held prior to the start of operations, their goal is to ensure that stakeholders receive information about the planned operational activities, identify and discuss potential positive and negative impacts, and propose mitigation and improvement measures.

The entire process is recorded, including points of attention, proposed solutions and the tracking of agreed mitigation initiatives. Once activities end, effectiveness is monitored on a monthly basis based on effectiveness, satisfaction and response time surveys with stakeholders.

Suzano Responde ("Suzano Responds")

Suzano Responde is a dialogue channel created to answer questions and receive suggestions, criticisms and other expressions of interest from anyone concerned about the social, economic and environmental impacts of the company's activities, in a transparent manner.

The channel follows a formalized process, including analysis, response and follow-up on reports related to products and activities.

Contact can be made through the Customer Service Center or via email suzanoresponde@suzano.com.br

Ethics and Ombudsman Policies

The two main policies in the Ethics and Ombudsman area are:

- **Ombudsman Policy:** It establishes the governance that guides the work of the area and of the Ombudsman Channel, considering compliance with applicable legal and regulatory requirements. This policy also sets guidelines for internal regulations and codes, including specific procedures for protecting whistleblowers and ensuring confidentiality.
- **Disciplinary Measures Policy:** It establishes the principles, concepts and criteria for the application of disciplinary measures to Suzano employees.

Unethical behaviors or behaviors that violate current legislation, as well as issues related to organizational integrity, compliance and human rights are reported to the Conduct Management Committee, a permanent executive committee of a consultative, deliberative and normative nature.

The Conduct Management Committee is made up of C-level and senior executives, including three executive vice presidents (People and Management and Safety; Finance and Investor Relations; and Pulp Operations, Engineering, Energy, Digital and New Businesses); and three directors (Risks, Internal Controls, Insurance and Controller; Legal; and Internal Audit and Compliance). The responsibilities of the committee are:

1. To oversee ethics and compliance issues, as well as to propose initiatives, for Board approval, regarding the updating, communication and compliance with the Code of Ethics and Conduct, ensuring its effectiveness and efficiency.

2. To systematically monitor reports received through the formally established complaints channel.

3. To monitor the execution of planned actions.

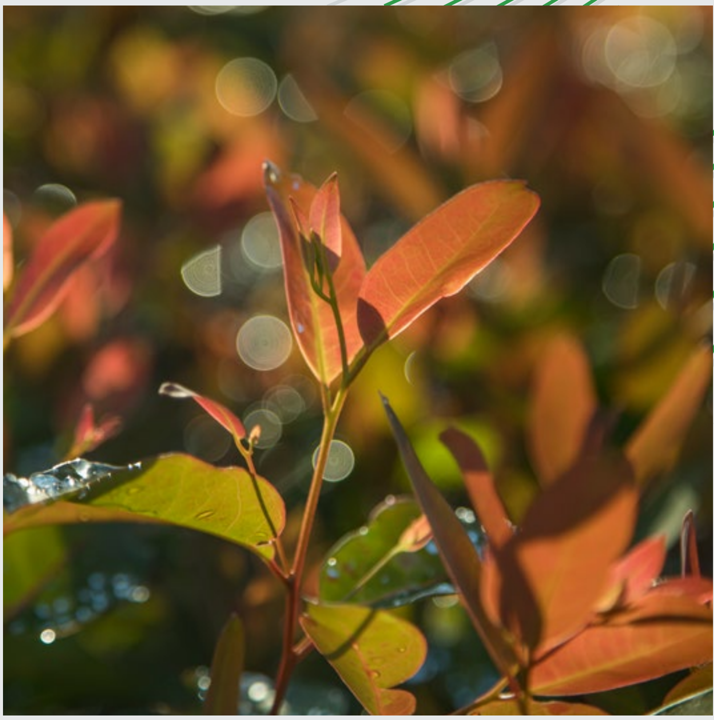
4. To be the company's final instance for resolving controversial situations, potential infractions and violations of the Code of Ethics and Conduct reported directly from whistleblowers or through the Ombudsman Channel, supporting impartial and transparent decisions.

5. To assist in the resolution of unforeseen ethical dilemmas, resolve controversial situations and ensure the use of uniformed criteria in the resolution of similar incidents.

6. To determine, when required, the adoption of necessary measures, by issuing a formal opinion to the affected areas within the company.

7. To ensure that infractions and violations are followed by applicable disciplinary measures, regardless of hierarchical level, without prejudice to any applicable legal penalties.

Additionally, quarterly reports on indicators and topics that are relevant to Compliance and the Ombudsman Channel are shared with the Statutory Audit Committee and the Board of Directors, ensuring double-level oversight in line with international best practices.



3. SUSTAINABILITY STRATEGY

- Positive Social and Environmental Impact
- Commitments to Renewing Life
- Stakeholder Engagement
- Sustainable Finance
- Materiality
- Ecofuturo Institute

POSITIVE SOCIAL AND ENVIRONMENTAL IMPACT

Sustainability is an essential part of how Suzano views, conducts and projects its business into the future, serving as the guiding foundation for its strategic choices, organization and competitive evolution. In an increasingly challenging social and environmental context—marked by climate change, regulatory pressures and increased societal expectation—integrating sustainability into the business model is imperative to ensure resilience today and relevance in the long term.

In the areas where Suzano operates, this need becomes even more evident. The scale of the company's sustainable forest management, combined with conservation, restoration and environmental monitoring initiatives, underlines the complexity and responsibility Suzano carries when operating in different biomes and continuously interacting with various communities. This geographical presence translates into public targets, such as connecting 500,000 hectares of priority areas for conservation in the Amazon, Atlantic Forest and Cerrado Amazon biomes, and the commitment to lifting 200,000 people out of poverty in the areas where Suzano operates by 2030. This capilarity demands operational excellence, social sensitivity and a permanent commitment to dialogue and transparency.

At the same time, the global environment calls on Suzano to evolve. Demands posed by rigorous certifications, emerging regulations and international ESG standards reinforce the importance of maintaining robust, consistent and auditable practices. This stringency is also directly reflected in the company's water management approach: Suzano translates global requirements into efficiency targets, aiming for a 15% reduction in specific water withdrawal in industrial sites and ensuring water availability in 100% of critical watersheds by 2030.

Suzano's ambition is to be globally recognized as a benchmark for sustainability integrated into the business, generating a positive impact through strategic partnerships and scalable solutions. This ambition can only be achieved when sustainability is incorporated into operations and strategic decisions. One example is Suzano's climate strategy, which aims to reduce absolute emissions (scope 1 and 2) by 50.4% by 2032. And since no relevant progress can be made when working alone, Suzano forms partnerships across the entire value chain — including local communities, investors, academia and civil society organizations — to scale up, accelerate transformations and improve results.

Suzano's sustainability strategy was developed considering this combination of strategic clarity, ambition and collaboration. It is a strategy that focuses on priority material topics, leverages synergy between risks, opportunities and impact, and reaffirms the essence of its business: the responsible cultivation of trees and the conviction that economic development, environmental conservation and social inclusion are not parallel paths, but intersecting routes.

More than protecting the present, Suzano's strategy prepares the company for the future - a - future in which communities, regions and the company can thrive together.

Connected Model

Suzano's sustainability strategy is directly connected to the company's corporate and business strategy, and evolves in line with its planning cycles. In 2025, the update of the business plan, which is revised every five years, also drove a structured review of Suzano's sustainability approach, reinforcing the integration between the Competitiveness and Growth with Discipline strategic levers with the generation of positive impact.

This update process combined in-depth impact materiality assessment, direct dialogue with senior leadership and the involvement of technical teams from various areas. Thematic forums dedicated to the Climate, Nature and Social axes enabled a more precise assessment of risks, opportunities and impacts, ensuring more consistent decisions aligned with business priorities.

The review was conducted with rigorous governance and in adherence to international standards for disclosing sustainability-related information, such as IFRS S1 and IFRS S2, increasing transparency and preparing Suzano for new global regulatory requirements. Furthermore, the company pays continuous attention to stakeholder expectations and the evolution of international standards and initiatives, incorporating guidelines such as those of the Science Based Targets initiative (SBTi) whenever appropriate.

As a result, Suzano enhanced its strategic approach, focusing its efforts on the material topics in which the company has the greatest potential for transformation: climate, water, biodiversity and communities. These topics are expressed through Suzano's Commitments to Renewing Life (CRLs) and are closely connected to the company's Climate and Nature strategies.

The updates approved in 2025 will guide subsequent planning, execution and reporting cycles, with continuous performance monitoring and transparent communication of results and adjustments. In this way, Suzano strengthens its ability to integrate sustainability into value creation and to constantly evolve in the midst of a changing business environment.

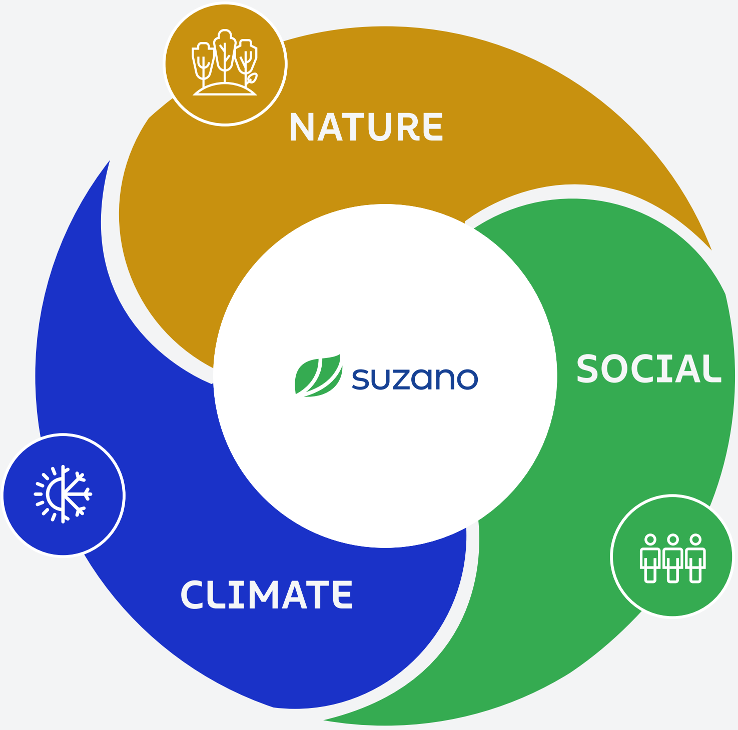
COMMITMENTS TO RENEWING LIFE

The Commitments to Renewing Life (CRLs) represent Suzano's long-term strategic agenda and publicly and transparently express the company's ambition to generate positive social and environmental impact while strengthening the sustainability and competitiveness of the business. More than just targets, the CRLs serve as guiding principles that integrate sustainability, innovation and value creation, guiding the actions of the entire organization.

Published in 2020, the CRLs were developed collaboratively, involving different internal areas and extensive discussions with external stakeholders. Since their inception, they have aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs), reinforcing Suzano's commitment to tackling urgent global challenges such as climate change, nature conservation and social inequality.

In 2025, following the company's strategic redirection and the end of some of the commitments originally set to be fulfilled by this year, this agenda was updated to make it more focused and aligned with the priority topics of the sustainability strategy. The revision incorporated lessons learned, results from the impact materiality assessment and stakeholder expectations, guiding efforts toward the areas with the greatest potential for transformation.

As a result, the 15 original CRLs were consolidated into seven commitments, organized into three axes (Climate, Nature and Social) and connected to four priority topics (water, biodiversity, carbon and communities). This new organization, which will be in effect starting in 2026, increases clarity, focus and scale of impact, supporting Suzano's ambition to shift its focus toward issues that are relevant for the areas where it operates and for strengthening its business model.



NATURE

- Reduce water withdrawal in industrial operations by 15%, by 2030.
- Implement forest management initiatives aimed at increasing water availability in watersheds identified as critical by 2030.
- Connect 500,000 hectares of Amazon, Atlantic Forest and Cerrado fragments by 2030.
- Reduce the volume of industrial solid waste sent to landfill by 70%, by 2030.

CLIMATE

- In line with SBTi, reduce scope 1 and 2 emissions by 50.4%, by 2032.
- Have 80% of suppliers, based on spending, and 80% of customers, based on revenue, committed to science-based climate targets (SBTi) by 2028.

SOCIAL

- Help lift 200,000 people out of poverty in the areas where the company operates in Brazil by 2030.

Nature

The "Nature" axis of Suzano's sustainability strategy is based on the recognition that the company's business model is intrinsically dependent on ecosystems. Therefore, the conservation and responsible use of natural resources are central to the resilience of the land and to the long-term sustainability of the business.

Work in this axis follows an integrated approach that considers the interdependencies among water, soil, biodiversity and landscape. This systemic view guides initiatives that can generate lasting social and environmental benefits, while increasing operational efficiency and the resilience of production areas.

Suzano has made progress in improving water management in the areas where it operates, contributing toward water security, ecosystem conservation and the resilience of communities and landscapes in the face of climate change. This approach reinforces the focus on environmental restoration and conservation, recognition of ecosystem services and the creation of a development model that considers the limits of the planet.

Connect half a million hectares of priority areas for biodiversity conservation in the Amazon, Atlantic Forest and Cerrado by 2030 GRI 3-3: Biodiversity

Biodiversity conservation is essential for climate resilience, forest productivity and the longevity of Suzano's business model. In 2025, as part of the revision of its sustainability strategy, Suzano broadened its approach by adopting STAR (learn more on page 120), a metric aligned with the most advanced scientific methodologies currently available, to guide restoration and mitigation initiatives in locations where reducing the risk of species extinction is most effective. This development supports landscape connectivity and ensures that Suzano's investments generate long-term environmental and corporate value.

Progress toward the target: **43%**

Results in 2025:

- 55,366 hectares of native vegetation connected during the year, reaching a cumulative total of 214,368 hectares.
- 584 hectares of ecological corridors implemented, combining sustainable production models and restoration.
- In the Atlantic Forest, progress with the strategic partnerships with Inovaland and local communities: in the Fábio Santos Settlement, the restoration of 103 hectares connected 1,792 hectares of fragments; in the Quilombola Community of Ribeirão, the recovery of eight hectares connected another 7,457 hectares.
- In Maranhão, formalization of Nova Descoberta Private Natural Heritage Reserve (PNHR), with 5,800 hectares, integrated into the Gurupi Mosaic and connected to an additional 9,564 hectares of native vegetation, increasing protection in a strategic region of the Arc of Deforestation.

Performance history

Areas connected (ha)[1,2]

2020	2021	2022	2023	2024	2025
NA	0	130	55,654	157,889	214,368

1. For this target, the total area restored considers parameters that differ from the GRI 304-3 standard.

2. The indicator reports the cumulative sum of annual results from 2021 to 2025.

Increase water availability in watersheds identified as critical by 2030 GRI 3-3: Water and effluents

Responsible water management in the watersheds where Suzano operates is strategic to ensure water availability, reduce risks and strengthen local resilience. Based on the identification of 44 critical watershed, the company performed assessments and planned forest management initiatives that can improve the local water balance. By 2030, these measures will be implemented across 88,400 hectares, helping increase water security for communities, ecosystems and sites.

2025 Performance: **25.2%**

Results in 2025:

- Water management carried out in a total of 5,806 hectares, or 6.6% of 44 watersheds classified as critical.
- Water management initiatives implemented in 22,300 hectares between 2021 and 2025, focusing on interventions in age mosaics and increasing tree spacing, reducing water consumption in managed areas.
- Progress in monitoring achieved with the use of an innovative satellite platform, co-developed with the startup Marvin Blue, in addition to the installation of new checkpoints in priority areas.
- Improvements in spring protection with the use of a machine learning model for remote mapping, increasing precision in the prioritization and execution of restoration actions—including a pilot project already carried out.

Performance history

Percentage of areas managed[1] (%)

2020	2021	2022	2023	2024	2025
0	7.6	8.2	8.7	18.6	25.2

[1] The indicator reports the cumulative sum of annual results from 2020 to 2025.

Reduce water withdrawal in operations by 15% GRI 3-3: Water and effluents

Water is an essential resource for life and for Suzano's production process. While operating in line with international best practices, the company still recognizes the importance of continuously reducing water consumption in its industrial sites to lessen the impact of its products and help prevent water scarcity in the regions where it operates. This target reinforces Suzano's commitment to efficiency, innovation and the responsible use of natural resources.

Progress toward the target: **100%**

Results in 2025:

- Challenges faced during the year included nine general shutdowns, which typically increase specific water consumption. Nonetheless, specific water withdrawal in 2025 was 25 m³/tonne, a progress of 100% compared to the baseline.
- Process improvements and modernizations boosted results at the Imperatriz, Jacareí, Mogi das Cruzes, Mucuri and Três Lagoas sites.
- The Ribas do Rio Pardo plant established itself as an internal benchmark after reaching full capacity, supported by its operational stability and the best technologies available.
- Continuous monitoring of this indicator and development of feasibility studies with the goal of introducing new technologies to improve this indicator.

Performance history

Volume of water withdrawal in industrial sites (m³/tonne)[1]

2020	2021	2022	2023	2024	2025
28.6	26.3	25.9	26.7	26.5	25.2

[1] The water withdrawal considered for the target adopts assumptions that differ from those used in GRI 303-3 reporting.

Reduce the volume of industrial solid waste sent to landfill by 70% GRI 3-3: Hazardous waste

As Suzano expands the use of waste and reduces final disposal, it drives more efficient and sustainable practices across its operations. The company invests in technologies and solutions that enable the reuse of industrial waste that used to be landfilled, transforming it into inputs for other production chains, such as agriculture and energy generation. This movement generates value and reinforces Suzano's commitment to the responsible use of resources.

Progress toward the target: **100%**		Performance history
Results in 2025:	• Annual target surpassed, reaching an intensity of 13 kg/tonne, a 100% improvement over the baseline. • Expanded use of smart treatment technologies, notably the transformation of inorganic waste into soil acidity correctors that are used in forestry sites—especially in the Imperatriz, Aracruz and Três Lagoas sites—and sold to the agricultural sector. • Boosting of the circular economy by expanding partnerships with composting centers in Jacareí, Limeira and Mucuri, reducing the volume of organic waste sent to landfills.	Industrial waste landfilled (kg/tonne)

Industrial waste landfilled (kg/tonne)

2020	2021	2022	2023	2024	2025
31.7	20.8	18.4	16.3	15.3	13.0

Note: The results of the Commitments to Renewing Life consider the scope established in 2020, which only covers operations in Brazil and does not include Suzano Packaging's operations in the United States.

Climate

The "Climate" axis of Suzano's sustainability strategy reaffirms the company's commitment to the transition to a low-carbon economy. In 2025, the company's targets were validated and published by SBTi, raising its climate ambition and aligning its commitments with global scientific benchmarks.

Following this update, Suzano prioritized the decarbonization agenda by incorporating surplus energy generation as a strategic lever and redirecting the New Business area to evaluate initiatives based on the potential of biomass for bioenergy generation. In the same period, the company successfully achieved its carbon removal target, concluding a significant cycle of its climate strategy.

These developments reinforce Suzano's trajectory in reducing emissions, sequestering carbon through forests and developing solutions to replace fossil fuels. With climate resilience at the center of the agenda, Suzano updated its commitments and expanded its ambition to continue supporting a regenerative and low-carbon economy, aligned with global demands for sustainable solutions.

Reduce scope 1 and 2 emissions by 50.4%, by 2032 GRI 3-3: Emissions and climate change

Reducing operational emissions is key to addressing increasingly intense climate risks and ensuring the resilience of Suzano's business model. Although the company already has one of the lowest emissions intensity rates in the industry and a highly renewable energy matrix[1], it continues to make progress in the decarbonization of its industrial and forestry operations. The approved target guides the long-term commitment to mitigating climate change and boosting a low-carbon economy.

1. Information obtained from the Transition Pathway Initiative (TPI) database.

Progress toward the target: 0%

Results in 2025:

- 2,025,261 tCO_2e of absolute emissions (scopes 1 and 2) in 2025, 1.3% lower than in 2024 (2,051,991 tCO_2e) and 3.2% higher than in the baseline year for the SBTi target.
- Fuel transition, including replacement of fuel oil by LNG in one site, with the potential to reduce emission intensity and improve energy efficiency.
- Biomass gasification in operation in Ribas do Rio Pardo, significantly reducing and avoiding the consumption of fossil fuels, with expected additional gains in 2026.
- Operational and logistical pressures: increased temporary consumption by a boiler at the end of its lifespan (replaced in 2025) and increased mobile combustion associated with the transport of wood to support the increase in production.

Performance history

Emissions (tCO_2e)

2022	2023	2024	2025
1,962,457	1,855,510	2,051,991	2,025,261

Have 80% of suppliers, based on spending, and 80% of customers, based on revenue, committed to science-based climate targets (SBTi) by 2028 GRI 3-3: Emissions and climate change | 3-3: Supplier management

Progress in decarbonization depends on collective solutions and the engagement of the value chain. Therefore, Suzano encourages suppliers and customers to set science-based climate targets, extending their impact beyond their own operations. This target, which has been validated by SBTi, guides Suzano's efforts in critical scope 3 categories and engages strategic partners to reduce emissions in a consistent and integrated manner—an effort reinforced by the Compartilhar – Clima ("Sharing – Climate") Program, which accelerates the adoption of science-based targets across its value chain.

Progress toward the target: Suppliers: 0%and Customers: 23%

Results in 2025:

- For suppliers, creation of the Compartilhar ("Sharing") Program, achieving 70% participation from priority suppliers and a 78% response rate in data collection to assess maturity.
- Implementation of customized engagement initiatives, including workshops, as part of joint efforts by the Procurement and Logistics areas.
- Engagement of 52% of customers, based on revenue.
- White paper on the decarbonization of the sector in China, developed together with Deloitte and FUDAN, made available to the value chain to foster discussions on low-carbon solutions.

Performance history

Science-based targets (%)

	2024	2025
	Baseline	%[1]
Suppliers	14.5%	14.3%
Customers	43.4%	51.8%

1. For suppliers, the percentage refers to the proportion of total spending on goods and services purchased and on upstream transportation and distribution covered by suppliers with science-based climate targets. For customers, it refers to the proportion of total revenue from products sold associated with customers with science-based climate targets. To identify whether a supplier or customer is committed to or has set science-based targets, Suzano consults the official SBTi database.
Click here to learn more about science-based targets.

Reduce the intensity of scope 1 and 2 greenhouse gas emissions per tonne of production by 15%, by 2030 GRI 3-3: Emissions and climate change

Reducing emissions intensity has always been part of Suzano's pursuit of operational efficiency and increased competitiveness. In 2025, this target was replaced with the absolute target approved by SBTi, which represents a more ambitions commitment to decarbonization and to alignment with global best practices in climate mitigation.

2025 Performance: **113,6%**

Results in 2025:

- In 2025, Suzano continued to enhance its decarbonization strategy, consistently applying the GHG Protocol methodology in all subsidiaries, including sites incorporated in 2024.
- As a result, the GHG emissions intensity indicator was 0.1859 tCO_2e per tonne of product, representing a 17% reduction compared to the 2015 baseline year, meeting the corporate target, originally set to be achieved by 2030, ahead of schedule. This performance demonstrates the effectiveness of the decarbonization initiatives implemented and the robustness of the company's emissions reduction trajectory.

Performance history

Emissions (tCO_2e/tonne)[1,2,3]

2020	2021	2022	2023	2024	2025
0.1929	0.1995	0.2111	0.2107	0.2046	0.1859

1. Starting in 2023, the total balance has included sold carbon credits.

2. As part of the commitment made in 2021 to the Business Ambition for 1.5°C and SBTi, new climate targets were approved and published by SBTi on June 25, including an absolute reduction target for scopes 1 and 2 and an engagement target for scope 3.

3. The 2020 and 2021 emission intensity KPIs were not revised—only the baseline year (2015) and the results starting in 2022. Other financial metrics for carbon accounting and carbon equivalents, with specific methodologies, are also used and the calculations will be presented within the proper legal and contractual deadlines.

Remove 40 million tonnes of carbon from the atmosphere by 2025 GRI 3-3: Emissões e mudanças climáticas

Carbon removal is a key element of the global response to climate change. Through the integration of forestry and industrial operations, Suzano acts strategically in the removal and storage of CO_2. The fulfillment of the company's commitment to removing 40 million tonnes of carbon from the atmosphere—initially set to be achieved by 2030 and later updated to 2025—reinforces its role as an active agent in climate mitigation and ecosystem conservation.

Following the achievement of this target, Suzano will continue to expand its forest, implement conservation and restoration programs, monitor climate and make progress toward the targets validated by SBTi, consistently increasing carbon removals over time. In this way, Suzano will reinforce its commitment to robust technical approaches and to accelerating decarbonization and carbon removal from the atmosphere, in line with its long-term strategy.

Progress toward the target: **108.3%**

Results in 2025:

- Positive balance of 13,916,471 tCO_2e of CO_2e removals in 2025, the highest historic annual volume
- 43.3 million tCO_2e removed since 2020, exceeding the target of 40 million for the period, with an increase of 108.3% compared to the baseline.
- Growth in forest stock driven by an increase in the production area, higher average forest age and higher volume of growing wood, expanding biomass and removal capacity; new farms also contributed to the result.
- Integrity in reporting with the deduction of commercialized and/or retired VCUs from the net removal balance, ensuring transparency regarding removals effectively attributed to the company.

Performance history

CO_2 removals (million tonnes)[1]

2020	2021	2022	2023[2]	2024	2025
15.2	24.1	22.0	27.1	29.4	43.3

[1] The target includes the six Scope 3 categories that currently comprise the GHG inventory: purchased goods and services (partial scope related to the transportation of forestry inputs), upstream transportation and distribution, downstream transportation and distribution, employee commuting, waste, and business travel. The other Scope 3 categories, disclosed in 2024, are not considered in this target, which is set to be completed in 2025.

[2] As of 2023, Suzano has included traded carbon credits in its total balance.

Offer 10 million tonnes of renewable products that can replace plastic and other petroleum-based products by 2030 GRI 3-3: Product design and life cycle management

Sustainability-driven innovation boosts the development of renewable solutions that can replace fossil-based materials. While the offering of renewable products by the Paper and Packaging business unit continues to increase, in 2025, the New Business unit's efforts were redirected to prioritize the use of biomass in bioenergy generation, supporting the energy transition and accelerating the internal decarbonization plan validated by SBTi. For this reason, this specific commitment will be discontinued starting in 2026 and will be integrated into this new plan.

Progress toward the target: 2.5%

Results in 2025:

- 71,700 tonnes of renewable products offered, reaching a cumulative total of 249,300 tonnes.
- Increased market share of the Bluecup®/Bluecup Bio® (cups) and LIN® (packaging) lines and growth of the Loop® (straws) line.
- Reprioritization of the New Business portfolio, discontinuing lignin and microfibrillated cellulose (MFC) projects and completing the last deliveries contracted with customers. In 2025, Suzano delivered the last volumes of lignin and MFC contracted by customers.

Performance history

Renewable products[1] (thousand tonnes)

2020	2021	2022	2023	2024	2025
0	32.5	77.6	115	177.5	249.3

1. The indicator reports the cumulative sum of annual results from 2020 to 2025.

Increase renewable energy exports by 50%, by 2030 GRI 3-3: Emissions and climate change

Generating renewable energy from black liquor and forest biomass increases the self-sufficiency of Suzano's sites and boosts the energy transition. As the company expands its industrial capacity and prioritizes internal consumption, exporting the surplus becomes part of its decarbonization commitment validated by SBTi, increasing its contribution toward emissions reduction. With this integration, starting in 2026, the company will no longer monitor this specific target.

Progress toward the target: 19%

Results in 2025:

- 234.5 MWm of renewable energy exported, an increase of 22% compared to 2024 and 21% compared to the baseline.
- This progress was driven by the full operation of the Ribas do Rio Pardo site, which started contributing toward the target.
- The Ribas do Rio Pardo and Três Lagoas sites led exports, despite general shutdowns in the first half of the year.

Performance history

Renewable electricity exported (MWm)[1]

2020	2021	2022	2023	2024	2025
193	189	183	171	192	234.5

1. The parameters to calculate energy exports for the purpose of this target differ from the ones considered by the GRI 302-1 standard.

Social

Suzano's Social axis values the people who make the company and the communities in the areas where it operates. This approach combines diversity, equity and inclusion with social development initiatives aimed at reducing inequality.

As part of the 2025 strategic review, Suzano evolved its social performance by expanding its commitment to reducing multidimensional poverty, incorporating education as an essential lever to break cycles of vulnerability. As a result, targets that were previously addressed in isolation now form part of a better integrated social strategy that reflects the situation in each region.

In the area of diversity, equity and inclusion, in 2025, Suzano reached important targets that drove significant progress. Although not all targets were fully reached, the progress made established diversity, equity and inclusion as permanent elements of the company's culture. Starting in 2026, this topic will continue to be integrated into the journey of employees and management practices, guiding the creation of an increasingly safe, diverse and inclusive environment.

By encouraging people's initiative, fostering continuous dialogue and respecting the characteristics of each region, Suzano reaffirms its commitment to reducing inequality and creating opportunities that can lead to a fairer and more inclusive future.

Help lift 200,000 people out of poverty in the areas where the company operates in Brazil by 2030

GRI 3-3: Relationship with communities

Reducing poverty in the areas where Suzano operates is critical to ensure social stability, strengthen the value chain and sustain business growth. Starting in 2025, the company has broadened its approach by incorporating the productive inclusion of young people as a strategic focus, recognizing education as an essential lever for social mobility. This evolution complements existing income-generating initiatives and enables Suzano to address other dimensions of socioeconomic vulnerability, expanding the impact of social investments in these areas.

Progress toward the target: **71%**

Results in 2025:

- 44,344 people lifted out of poverty in 2025 (141,686 since 2020).
- Over 102,000 people, in eight states, reached by 44 initiatives.
- 64% of participants were women and 70% were Black/mixed-race.
- R$20 million invested by Suzano in 2025 (R$125 million since 2020).
- R$60 million raised as co-investments for income-generating projects through 2028, including important partnerships with companies, non-governmental organizations, educational institutions and international entities.

Performance history

Number of people lifted out of poverty[1,2]

2020	2021	2022	2023	2024	2025
2,285	11,292	29,663	51,883	97,342	141,686

1. The indicator reports the cumulative sum of annual results from 2020 to 2025.
2. Commitment discontinued.

Increase the Brazilian Basic Education Development Index (IDEB, in Portuguese) by 40% in all priority towns by 2030 GRI 3-3: Relationship with communities

Quality education is essential for enabling social mobility and reducing inequality. In 2025, Suzano evolved its approach by placing youth at the center of this issue, combining educational trajectories and productive inclusion to accelerate poverty reduction. With this change, starting in 2026, Suzano will no longer monitor the Brazilian Basic Education Development Index (IDEB, in Portuguese) as a specific target, and the indicators and other metrics of the education strategy will formally integrate the poverty reduction commitment, in line with current challenges and Suzano's ambition to support the social mobility of young people in the areas where it operates.

Progress toward the target: **10%**

Results in 2025:

- The Brazilian Basic Education Development Index (IDEB) was not published in 2025 (the index is published every two years).
- Results of integrating the education strategy with the poverty reduction and productive inclusion strategies, focusing on youth:
  - 25 towns served in the states of Bahia, Espírito Santo, Maranhão and Mato Grosso do Sul.
  - 91,915 people benefited from the initiatives.
  - Productive inclusion of 10,000+ youth (technical training and/or entry into the job market).

Performance history

Percentage of increase of IDEB [1,2]

2020	2021	2022	2023	2024	2025
n/a	4.7%	n/a	n/a	4.8%	n/a

[1] The IDEB, used to measure our progress regarding this Commitment, is published every two years by the federal government. Data for 2023 was only published in the second half of 2024.

[2] Commitment discontinued.

Have 30% of leadership positions (functional managers and above) occupied by women by 2025 [1,2] GRI 3-3: Diversity, equity and inclusion

Expanding the participation of women in leadership is essential to increasing gender equality and improving decision-making within the company. Between 2020 and 2025, Suzano worked to have 30% of leadership positions be occupied by women—a milestone that results from a consistent trajectory focused on incorporating gender equality into the organizational culture and expanding opportunities for attracting and developing female talent at Suzano.

Progress toward the target: **100%**

Results in 2025:

- 30.18% of women in management positions and above, surpassing the target and increasing the percentage by more than 14 percentage points compared to the 2019 baseline, from 59 to 166 women in leadership positions.
- Progress in attracting and developing female talent, boosting gender equality and expanding representation in strategic positions.

[1] This indicator is linked to financial transactions (sustainability-linked bonds and sustainability-linked loan). Suzano achieved the sustainability performance target (SPT) established for these instruments and will comply with the provisions set forth in each of them.

[2] In 2025, the parameters used to calculate the target related to women were revised. The new formula does not include expats.

Performance history

Women in leadership positions (%)[3]

2020	2021	2022	2023	2024	2025
19.3	22.7	23.9	25.0	27.8	30.2

[3] Commitment discontinued.

Ensure a 100% inclusive environment for LGBTQIAPN+ people GRI 3-3: Diversity, equity and inclusion

Creating a safe and welcoming environment for LGBTQIAPN+ people is at the core of Suzano's commitment to respect and inclusion. Throughout the cycle that began in 2020, Suzano has worked to foster a culture where all people can be who they are, freely and safely, implementing practices that support the creation of inclusive environments in all sites.

Progress toward the target: 0%[1]

Results in 2025:

- Inclusive Leadership initiative implemented as part of the Leadership School, with workshops on building a culture of respect and inclusion that engaged approximately 120 leaders in industrial and corporate sites.
- Expansion of the Plural program to give voice to different groups, with affinity groups acting autonomously and an executive committee responsible for deciding on priority DE&I topics on a quarterly basis.
- Continuation of Social Loan Policy, offering financial support for the payment of fees and expenses associated with name and gender changes, and hormone and fertility treatments, supporting the well-being and inclusion of LGBTQIAPN+ people.

1. Result impacted by a change in methodology, which justified the lack of progress is the reporting period.

Performance history

Percentage of inclusive environment for LGBTQIAPN+[2,3] (%)

2020	2021	2022	2023	2024	2025
79.0	82.4	85.0	82.0	76.8	84.0

2. Suzano chose to use the acronym LGBTQIAPN+, referring to lesbians, gays, bisexuals, transsexuals, queer, intersex, asexual, pansexual, non-binary and "+", which includes all other sexual preferences and gender identities and expressions.
3. Commitment discontinued.

Have 30% of leadership positions (functional managers and above) occupied by Black employees by 2025 GRI 3-3: Diversity, equity and inclusion

Increasing racial representation at the leadership level is key to addressing structural inequality and driving the participation of Black employee in the company's strategic decisions. Although Suzano did not reach the target within its set deadline, it is important to recognize the progress made: between 2020 and 2025, the company consistently advanced toward the strengthening of racial equity in the organizational culture and the expansion of opportunities for attracting and developing Black talent at Suzano.

Progress toward the target: 43.8%

Results in 2025:

- 23.5% of Black employees in management positions and above, an increase of more than five percentage points compared to the 2019 baseline, from 68 to 129 Black leaders—reflecting the evolution wof racial equity, even though the 30% target was not reached.
- Active governance in this area, focusing on long-term structural actions to increase representation in strategic positions.

Performance history

Black employees in leadership positions (%)

2020	2021	2022	2023	2024	2025
18.0	20.1	21.8	20.8	22.2	23.5

Ensure a 100% inclusive environment for persons with disabilities GRI 3-3: Diversity, equity and inclusion

Ensuring full inclusion for persons with disabilities is an essential step in creating belonging and equal access to opportunities. Between 2020 and 2025, Suzano made progress in the creation of an environment that values different abilities and reaffirmed its commitment to practices that boost respect, accessibility and effective participation in Suzano's daily operations.

Progress toward the target: **0%**[1]

Results in 2025:

- Mapping of positions with the highest hiring rate to identify adaptation and accessibility opportunities, increasing inclusion throughout the attraction and integration cycle.
- Development of a handbook to guide Health, Safety, and People and Management teams on inclusion practices, reinforcing principles of the Brazilian Inclusion Law.
- Meetings for employees and strategic areas to raise awareness of neurodiversity, focusing on autism.

1. Result impacted by a change in methodology, which justified the lack of progress is the reporting period.

Performance history

Percentage of inclusive environment for PwD (%)

2020	2021	2022	2023	2024	2025
87.4	88.6	88.4	85.0	78.5	86.0

Ensure 100% accessibility for persons with disabilities GRI 3-3: Diversity, equity and inclusion

Accessibility, as a structuring element of DE&I, translates Suzano's commitment to safety, respect and equity. By fulfilling this commitment, Suzano establishes permanent compliance with accessibility standards when performing structural projects, ensuring continuous improvement in this area and the maintenance of fully accessible environments.

Progress toward the target: **100%**

Results in 2025:

- Completion of 100% of the construction and adaptation projects included in the original scope of the target, to be achieved by 2025, including adjustments to furniture.
- The deliverables included accessible paths in common areas, installation of elevators and adaptations in auditoriums, coffee rooms and other areas of the sites, based on a survey conducted in 2019, when the target was set.

Performance history

Accessibility percentage (%)

2020	2021	2022	2023	2024	2025
39.2	51.9	62.7	73.1	85.0	100.0

STAKEHOLDER ENGAGEMENT

GRI 2-29

At Suzano, long-term success is directly linked to the quality of the relationships established with its stakeholders. As part of an interdependent ecosystem, the company recognizes that generating sustainable value depends on maintaining continuous dialogue and building trust with the different groups that influence or are impacted by its activities.

The challenges related to nature, climate and people require collaborative action and solutions that are jointly developed. By engaging with its stakeholders, Suzano enhances its sustainability strategy, expanding its knowledge of expectations, risks and opportunities, as well as strengthening partnerships throughout the value chain.

The company develops engagement programs for its various stakeholders, building trust and, in the case of social organizations, helping to empower them (for example, through support for the creation of partnerships, fundraising and results reporting). Support for practices and projects with economic and social impact includes social innovation labs.

Year after year, Suzano has made progress in the way it manages engagement, through active listening, and by understanding the demands of different stakeholders and providing information about its operations. The company believes these efforts help mitigate the risk of conflicts and identify future opportunities.

In 2024, Suzano started a detailed mapping of all stakeholders directly connected to sustainability, including related associations and entities, suppliers, customers, educational and academic institutions, regulatory and certification bodies, and civil society organizations. This work continued in 2025, deepening the relationship with international, national, regional and local associations and entities in this area. Discussions with these groups are aligned with the company's strategy and the representativeness and intentionality in relation to each organization.

In addition to these groups, Suzano's approach and engagement includes the following stakeholder categories: employees (internal audience), communities, end consumers, companies, governments, investors, media and the general public.

Suzano also conducts periodic surveys, such as reputation and brand health surveys (external) and engagement surveys (internal), to understand perceptions of the company and material sustainability issues. The reputation survey includes interviews with key stakeholders selected by different areas of the company, based on interactions during the year, and local residents of the towns where the company operates. Interviews for the brand health surveys are conducted randomly among the urban population in the main Brazilian capitals. Both surveys are supported by specialized consulting firms.

Sustainability Education Initiative

In celebration of Suzano's centennial, in 2024, the company announced an investment of up to US$100 million in a global sustainability education initiative, consisting of permanent partnerships with leading global academic institutions.

Agreements signed with the University of Cambridge (UK), Jesus College (UK), the Doerr School of Sustainability at Stanford (USA) and INSEAD (France) aim to train leaders to address social and environmental challenges, in addition to producing scientific knowledge applied to critical issues such as socio-bioeconomy, biodiversity conservation and climate change mitigation.

The commitment has already reached practical milestones, such as the creation of a permanent chair and scholarship fund, with the first scholarship recipients selected in 2025 to start research in 2026. In addition to scholarships and funding for international research focused on Brazilian ecosystems, the initiative includes developing case studies and disseminating knowledge.

Currently, Suzano is working to expand this network to include Brazilian universities, strengthening the link between academia (national and international) and corporate sustainability, helping to build a legacy of better health for the planet and well-being for future generations.

Membership Associations GRI 2-28

Suzano is part of a network of national and international associations and organizations carefully selected for their strategic relevance to the business and the sustainability agenda. This collaborative approach supports the company's position in global forums and contributes to the development of industry standards.

These organizations include:

- WBCSD – World Business Council for Sustainable Development
- International Sustainable Forestry Coalition
- Business for Nature
- Global Compact – Network Brazil
- Brazilian Tree Industry Association (Ibá)
- Brazilian Association of Technical Standards (ABNT)
- Brazilian Business Council for Sustainable Development (CEBDS)
- National Confederation of Industries (CNI)
- ICC Brasil
- Brazilian Business Network for Life Cycle Assessment (Rede ACV)
- Brazilian Coalition on Climate, Forests and Agriculture
- National Council of the Atlantic Forest Biosphere Reserve (RBMA)

The role of which of these groups, as well as the nature of Suzano's participation, are available for consultation on the Sustainability Center.

SUSTAINABLE FINANCE

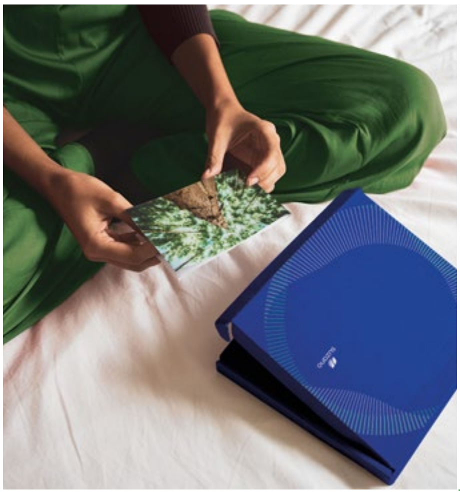
As part of Suzano's almost 10-year pursuit of its ambitions in the area of sustainable finance, in 2025, the company continued to prioritize access to this market. It remained attentive to opportunities and innovation paths aligned with its Commitments to Renewing Life (CRLs), using them as strategic tools to support targets and projects that generate social and environmental gains.

As a result, Suzano ended 2025 with 38% of its total debt linked to ESG instruments (including sustainability-linked bonds and sustainability-linked loans).

In 2025, the company issued three sustainability linked loans, totaling US$2 billion. The debts were linked to the biodiversity target to "Connect 500,000 hectares of priority areas for conservation by 2030." This commitment guides the implementation of ecological corridors in the Amazon, Atlantic Forest and Cerrado biomes, driving landscape connectivity, reducing habitat fragmentation and supporting the recovery and protection of fauna and flora.

Additionally, Suzano obtained two loans from the Brazilian National Bank for Economic and Social Development (BNDES, in Portuguese), through the Climate Fund, totaling R$360 million. These resources will help enable the restoration of 24,000 hectares of degraded areas in six Brazilian states, in addition to being used to finance an important project for the company's decarbonization journey (learn more on page 123 in Biodiversity).

38%
OF SUZANO'S TOTAL DEBT IS LINKED TO ESG INSTRUMENTS



MATERIALITY

GRI 3-1, 3-2

Following the guidelines of the Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC), and based on international sustainability reporting frameworks, such as the European Sustainability Reporting Standards (ESRS) and the International Financial Reporting Standards (IFRS), Suzano's materiality assessments incorporate the concept of double materiality. This perspective does not share the same methodological parameters as the Corporate Sustainability Reporting Directive (CSRD).

This process considers both the positive and negative impacts—actual and potential—of Suzano's activities on society and the environment, as well as the risks and opportunities associated with sustainability issues that may influence financial performance.

Divided into four stages (planning, consultation of the perceptions of stakeholders, analysis of results and prioritization, and validation of results), the most recent study was conducted at the end of 2023 and had already been used to direct the topics addressed in the 2023 and 2024 sustainability reports and continues to apply to the 2025 reporting cycle, since Suzano's materiality is reviewed every two to three years, as needed. Impacts were prioritized based on the consolidated level of importance of each impact from the perspective of each stakeholder, considering its size and scope, as well as its likelihood; defined thresholds to determine which topics are material for reporting, considering those classified as priorities from an impact and/or financial perspective; and tests on the results of the survey with Suzano experts, who validated the completeness and organization of the initial list of material topics.

The study consulted customers, investors, suppliers, civil society organizations, company leaders, employees, experts and industry associations.

The most recent update identified 11 material topics. There was no change in materiality compared to 2024.

The following table details all 11 material topics:

Topic	Negative impact	Positive impact
Water and effluents		
	Water consumption for the production of pulp and paper products (actual); Discharge of liquid effluents from the pulp and paper products manufacturing process (actual); Impact of the eucalyptus production process on neighboring freshwater sources, which may create conflicts with local users (potential).	Increased water availability thanks to forest management initiatives to preserve and restore water bodies (actual).
Biodiversity		
Emissions of polluting nutrients into soil; and water	Loss of soil quality (potential); Discharge of toxic pollutants into soil and water (potential); Emissions of air pollutants (potential).	Protection of endangered species of fauna and flora (actual).
Protection or restoration of biodiversity	No negative impact identified.	Protection and restoration of High Conservation Value Areas (actual); Protection and improvement of ecosystem services, including carbon capture (actual); Knowledge generation through scientific research in conservation areas (actual).
Emissions and climate change		
GHG emission	Direct and indirect greenhouse gas (GHG) emissions by the operation and value chain (actual).	Carbon removal by planted and native forests (actual).
Air quality	Air emissions, including sulfur oxides, nitrogen oxides and particulate matter, from the manufacturing process and logistics operations (actual); Nuisance in communities caused by odor emitted from industrial operations and by particulate matter, especially from logistics operations (actual).	Improvement in air quality through reforestation and restoration projects (actual).
Impact of climate change on business	Loss of forest productivity caused by physiological disturbances, exacerbated by climate events (actual); Risk of interruption of industrial operations caused by low water availability (actual); Loss of forest assets caused by forest fires (actual).	Opportunities for new businesses related to climate change mitigation, such as production of bioproducts with lower emissions than similar fossil-based products (actual); Reuse of biomass and wood waste from the production process to meet a significant percentage of energy needs (actual).
Energy management	No negative impact identified	Exports of renewable energy (actual); Lower energy acquisition costs (actual).

Topic	Negative impact	Positive impact
Waste and hazardous materials		
	Potential pollution related to the disposal of waste and hazardous materials (actual).	Efficiency gains through the implementation of waste reduction initiatives and the adoption of circular practices (actual).
Certifications		
	No negative impact identified.	Meeting customer and society demand for more sustainable products (actual); Gains in efficiency and risk management through adherence to certification principles and criteria (actual).
Relationship with communities		
Development of communities neighboring company sites	No negative impact identified.	Income generation (actual); Access to education (actual); Social investment (actual); Training and hiring of local labor (actual).
Relationship with communities neighboring company sites	Socioeconomic and environmental impacts of the operations (actual).	Generation of shared value (actual).
Indigenous and traditional communities	The following is considered to be both a positive and a negative impact: Rights of indigenous and traditional peoples and communities (actual).	
Human Rights		
	The following are considered to be both positive and negative impacts: Decent work (potential); Indigenous peoples, quilombolas and traditional communities (potential); Local communities and human rights advocates (potential); Healthy environment and ecosystem services (potential); Land rights (potential); Community rights across the value chain (potential); Asset security (actual); Occupational health and safety (potential); Equality and harassment prevention (potential); Ethics and transparency (potential); Health, safety and well-being of local communities (potential).	

Topic	Negative impact	Positive impact
Human capital		
Working conditions	No negative impact identified.	Income generation through employment (actual); Benefits, including life insurance, health insurance, pension plans and others (actual).
Engagement and training	No negative impact identified.	Protection and generation of value for the business through talent attraction, development and retention (actual).
Employee health and safety	Occupational accidents and illnesses (actual).	Promotion of health and quality of life (actual).
Diversity, equity and inclusion		
	No negative impact identified.	Promotion of gender equality and inclusion of minority groups (actual); Protection and generation of value for the business through diverse talent attraction, development and retention (actual); Awareness and promotion of diversity and non-discrimination issues (actual).
Product design and life cycle management		
	No negative impact identified.	Innovation and meeting customer and society demand for more sustainable products (actual); Compliance with environmental and social regulations (actual).
Supplier management		
	Environmental and social impacts generated by suppliers (actual).	Supplier development (actual); Productive inclusion and local development through the hiring of diverse suppliers and local residents (actual); Incentive for sustainable products, suppliers and innovations (actual).

Note:

Actual impacts are those that have already occurred and potential impacts are those that may occur but have not yet occurred.

No impacts on the economy were identified for the topics Water and effluents, Biodiversity, Relationship with communities and Human rights.

No impacts on human rights were identified for the topics Biodiversity, Emissions and Climate change, Waste and hazardous materials, Certifications, and Product design and life cycle management.

ECOFUTURO INSTITUTE

Suzano is continuously committed to community development and the generation of social and environmental value in the areas where it operates, supporting and funding different initiatives of public interest. One example of this commitment is the Ecofuturo Institute, a non-profit organization created and maintained by the company since 1999, with activities focused on environmental conservation and the promotion of knowledge as instruments of social transformation.

The purpose of Ecofuturo Institute is to bring people closer to nature through the dissemination of knowledge based on the management of protected natural areas. One of its main initiatives is the management of the Neblinas Park, a reserve comprising 7,000 hectares of Atlantic Forest in different stages of regeneration, located in Bertioga and Mogi das Cruzes, in Brazil, where integrated environmental education, scientific research, ecotourism, forest management and restoration activities take place, in addition to community participation and engagement initiatives.

In 2025, the institute carried out a series of initiatives to promote knowledge dissemination, environmental education and biodiversity conservation. Of particular note was the acceptance and presentation of the case study "A collaborative multi-stakeholder ANR approach for the Atlantic Forest" at the 11th World Conference on Ecological Restoration (SER2025), focusing on the use of the assisted natural regeneration (ANR) technique in the Neblinas Park.

For the 16th year, the institute also sponsored the Meu Ambiente ("My Environment") Program, in partnership with the municipal offices of Education and Environment of Bertioga, Mogi das Cruzes and Suzano. In 2025, the program also benefited from a cooperation with the Acaia Institute, expanding its reach to the towns of Aquidauana and Corumbá, in the Pantanal biome. In total, the initiative impacted 27 schools, trained 57 teachers and engaged 1,469 students.

Internationally, Ecofuturo implemented the Chinese-Brazilian Collaboration Program in Education and Nature, in partnership with Suzano Asia and Tongji University, facilitating technical and educational exchange between educators and specialists from Brazil and China.

In the protection of natural areas, the institute directly supported the creation of Nova Descoberta Private Natural Heritage Reserve (PNHR). Totaling 5,886.85 hectares, this is Suzano's largest PNHR, integrating the Amazon Corridor and the Gurupi Mosaic. This project boosts the protection of biodiversity, land governance and landscape connectivity in the Arc of Deforestation.

1,469 STUDENTS

impacted by the program in 2025

83,000+

visitors to the Neblinas Park

1,400

species of fauna and flora recorded in the Neblinas Park, **4 new species** identified and **more than 40 under some degree of threat**

MORE THAN 80

research projects carried out in the Neblinas Park

4. SOCIAL PERFORMANCE

- Human Rights
- Poverty Reduction
- People
- Diversity, Equity and Inclusion
- Health and Safety
- Supply Chain

HUMAN RIGHTS

GRI 2-23, 2-24, 3-3: HUMAN RIGHTS

Respect for Human Rights is a foundational principle in all Suzano sites. The company recognizes that its activities—from its forest base to its port operations—impact people, the land, the environment and the economy. To manage these interactions, the company relies on its Corporate Human Rights Policy, originally published in 2020 and revised in 2025.

Management of this topic encompasses civil, political, economic, social, cultural and collective rights, including topics with high potential for negative impact, such as: decent work (with zero tolerance for child and forced labor), non-discrimination, freedom of association and collective bargaining, safety and health, rights of indigenous peoples and traditional communities, the right to land and territories, the right to a healthy environment, and the rights of local communities and human rights defenders.

Human rights guidelines apply to all sites, leadership levels and employees, extending to the supply chain in Brazil and abroad through the Supplier Code of Conduct and contractual clauses, as well as training, guidance and engagement efforts. **GRI 408-1, 409-1**

Through 2030, in tandem with the evolution of its sustainability strategy, Suzano will prioritize the full implementation of Human Rights Due Diligence (HRDD) in its operations and supply chain in Brazil. This process includes specific tools to monitor the actions and reflects the belief that respect for human rights is inseparable from business continuity and responsible risk management, guiding the identification, prevention, mitigation and remediation of negative impacts, focusing on rights holders.

In 2025, management of this topic was strengthened by a new corporate risk assessment methodology developed with support from external experts and aligned with the UN Guiding Principles. The approach uses data triangulation to prioritize risks according to scale, scope and remediability. The model was validated by a pilot project at the Ribas do Rio Pardo site, which produced replication guidelines that support expansion to other industrial, forestry and logistics sites.

Human rights governance is integrated into the Sustainability, Communications and Brand department, with the support of a Human Rights Committee (bimonthly meetings) and the Responsible Supplier Management Program. Communication and training are key elements of this approach. There is mandatory training on the Code of Ethics and Conduct and specific training programs, which, in 2025, were offered to employees, suppliers and strategic partners.

Additionally, populations that are potentially more exposed to risks deserve special attention. These include rural workers and contractors working in remote areas and in the forestry supply chain, local communities, indigenous peoples, quilombola communities and other traditional communities, as well as children, adolescents and women in the areas where Suzano operates.

Externally, Suzano established its leadership in human rights and decent work in the forestry supply chain by coordinating the Forestry Working Group on Human Rights of the UN Global Compact – Network Brazil. Developed with the support of the International Labour Organization (ILO) and the Brazilian Tree Industry Association (IBÁ), the initiative brought together companies in the sector, suppliers, government officials and representatives of trade unions and civil society with the goal of improving human rights due diligence and complaint mechanisms, and boosting sectoral cooperation, in line with new regulatory requirements. More than 11 companies, 30 suppliers in the sector, and 140 Suzano suppliers were trained during the year.

Our Forest's Voice **GRI 408-1, 409-1**

In 2025, Suzano implemented Nossa Voz Florestal ("Our Forest's Voice"), a pioneering initiative in the Brazilian forestry sector to support listening mechanisms, social dialogue and the protection of human rights. It is an independent dialogue mechanism created to offer a safe, free and accessible channel (primarily via WhatsApp) for workers to ask questions, request guidance , file complaints related to rights violations and seek fair remediation. The project is under development and no complaints have been filed so far.

The channel complements, and is integrated with, the internal Ombudsman system, but it is an independent and confidential tool, ensuring freedom and protection for users. Inspired by a similar project implemented by the International Labour Organization (ILO) in the coffee value chain, Nossa Voz Florestal was adapted to the forestry context and developed in partnership with the Global Compact and the ILO, which oversees the system's configuration, operation and data analysis, ensuring the legitimacy, credibility and stringency of the investigations.

Nossa Voz Florestal serves as an early warning system to help identify and mitigate risks related to child labor, forced labor, violations of freedom of association and other critical human rights issues. It is another collaborative engagement initiative, including multi-sectoral activities and deeper social dialogue, especially with rural workers in remote areas, on leased land or linked to forestry suppliers.

The project is being implemented as a pilot program in the towns of Aracruz and Mucuri. The development of Nossa Voz Florestal involved active consultation with forestry workers, who helped adapt the tool to their actual needs in the field. In Bahia, more than 580 workers in the company's value chain and 100 supporting agents have already received specific training on the use of the channel. This process also involved training 137 municipal employees, strengthening the local institutional network for the protection of human rights.

Relationship with Communities

GRI 3-3: RELATIONSHIP WITH COMMUNITIES, 203-2, 413-2

Suzano engages with the communities in the areas where its sites are located through open, transparent and continuous dialogue. This relationship with neighboring communities has two primary purposes: to boost local development and to ensure social stability. The Social Relations area is responsible for managing this strategic process.

Across the extensive area where Suzano operates can be found communities with diverse economic, social and cultural characteristics, as well as different relationship histories. Communities located within the perimeter classified as a directly affected area (a radius of up to 3 kilometers from the boundaries of forest management sites, or 10 kilometers in the case of traditional communities) are identified and characterized. This characterization uses an instrument called Social Inventory, which is based on direct observation and interviews with local residents.

The Social Inventory contains information that supports the development of a social strategy for each area where the company operates. This information enables the company to identify priority communities, which, consequently, will require increased presence and investment. This assessment considers four dimensions: socioeconomic vulnerability (considering variables collected through the Social Inventory), operational impact (business influence), characteristics of the town and importance to the company (social assessment).

Another ongoing process that is part of the community relations strategy is the evaluation of the social aspects and impacts of the sites. In addition to an assessment of operational impacts, carried out in the second dimension of the prioritization matrix, the evaluation of social aspects and impacts is enriched by face-to-face meetings, in different formats, such as Operational Dialogues, social and environmental programs and projects, and other in-person engagements.

The interactions are recorded and classified in the Stakeholder Relationship Management System, Relacione+. The classification and prioritization of aspects and impacts is based on a significance matrix (severity, frequency, likelihood and scope) and demands recorded.

The relationship is planned locally, considering guidelines such as social engagement and participation, incorporation of social and environmental demands into decision-making processes, planning and monitoring mechanisms to identify, assess, prevent, mitigate and repair negative impacts, encouragement of strategies for social inclusion, job creation and income generation, and preservation of cultural and social values, especially of traditional communities and indigenous peoples.

These initiatives are monitored and have governance at the local, regional and corporate levels. These include monthly results meetings for industrial and forestry operations, Business Continuity and Risk Meetings, committee meetings of the Resilient Territories project, and meetings of the Shared Value Commissions.

Through these processes, Suzano monitors and mitigates negative impacts on communities

The main actual negative impacts monitored are: damage to public property and private assets; impairment of the capacity and quality of the road network; nuisance caused by dust; increased risk of accidents (people and animals); economic damage caused by product drift in neighboring areas; and impairment of vehicle flow caused by roadside vegetation interference.

Consultation and Engagement

GRI 413-1

Suzano focuses on strategies that drive social inclusion and create jobs and income for communities near its sites. This includes partnerships with governments and civil society to improve education, boost local development and strengthen the values of traditional communities and indigenous peoples. The resolution of social and cultural conflicts, with active participation of the parties involved, is key to ensure success and harmony among the various stakeholders.

Based on an integrated strategy, all Suzano operations in the states of São Paulo, Mato Grosso do Sul, Espírito Santo, Bahia, and Maranhão implement programs that include: social impact assessments, including gender impact assessments, based on participatory processes; environmental impact assessments and continuous monitoring; public disclosure of environmental and social impact assessment results; local development programs based on the needs of local communities; stakeholder engagement plans based on stakeholder mapping; committees and broad community consultation processes, including vulnerable groups; labor councils, occupational health and safety committees, and other employee representative bodies to discuss impacts; and formal grievance mechanisms for local communities.

Relationship with Traditional Communities

The areas where Suzano operates are diverse in terms of environmental, political and sociocultural aspects. Suzano's investments are guided by best practices in ethnodevelopment focused on sociocultural, environmental and economic sustainability, in addition to improving quality of life in the communities. This work is done collaboratively, in partnership with government institutions, social organization and local representatives.

The company maintains continuous dialogue with 52 indigenous communities from 15 different ethnic groups, and with 49 quilombola communities, of which 39 are located in northern Espírito Santo. Additionally, Suzano engages with nine fishing communities influenced by its operations in Bahia, Espírito Santo and São Paulo. The company also works with 26 harvesting reserves situated in Bahia and Maranhão.

Although the company takes proactive action to mitigate risks, unexpected losses and damages may occur. In such cases, Suzano offers fair and balanced compensation, by mutual agreement and according to the particular details of each incident. The company monitors social conflicts and crises using a heatmap, a tool managed by the Social Relations area.

Actual conflicts are addressed at Risk and Business Continuity meetings or by specific working groups. In 2025, no incidents of violation involving the rights of indigenous peoples were recorded. **GRI 411-1**

The relationship with indigenous, quilombola, harvesting and fishing communities located in the areas of influence of Suzano's operations is conducted in a culturally appropriate and continuous manner, based on trust and mutual respect, and in compliance with the company's Corporate Human Rights Policy and the principles of its Corporate Policy on Relationships with Indigenous Peoples and Traditional Communities. Work in this area considers the following steps:

1 **Free, Prior and Informed Consent (FPIC):** A formal mechanism to engage with indigenous peoples and traditional communities, as stipulated in the environmental license of any activity that may directly or indirectly impact the daily lives of these communities. Where applicable, this consultation must be conducted by the competent public authorities, as per the International Labour Organization (ILO) Convention No. 169.

2 **Recognition, appreciation and respect for the social, environmental and cultural diversity of indigenous peoples and traditional communities**, considering the set of values that make up their customary law, as well as the legal and customary rights to ownership, use and management of land, territories and natural resources.

3 **Recognition and respect for beliefs, uses, customs, languages, traditions and social and political organization**, ensuring the preservation of cultural rights, community practices and cultural heritage.

4 **Social and environmental responsibility regarding peoples and territories, considering the indigenous, quilombola and other traditional communities** in decision-making processes regarding business and areas of activity, adopting an integrated approach through systematic and regular mapping of these communities in the areas impacted by Suzano operations.

5 **Full promotion of the socioeconomic and cultural rights** of indigenous peoples and traditional communities.

Resilient Territories

Suzano believes that the continuity of its business is intrinsically linked to social, economic and environmental stability in regions where it operates. This belief led to the creation, in 2021, of the Resilient Territories model in its sites in Bahia, Espírito Santo and Maranhão, as a structured response to areas marked by high social vulnerability, recurring land conflicts, invasions, crime and pressures on forestry operations. These factors used to generate financial, environmental and reputational risks for the company.

The Resilient Territories model is a strategic turning point, transitioning from ad hoc and reactive responses to an approach focused on structural causes and challenges. The central goal is to drive integrated local development, reduce vulnerabilities and mitigate conflicts, ensuring harmonious coexistence between Suzano and the different local actors.

The implementation of this model is based on engagement with multiple stakeholders—including communities, public authorities, civil society organizations and employees—in the form of a structured process of active listening, co-creation of solutions and promotion of dialogue.

A key factor in the program's success was the change in the company's internal dynamics. Suzano's various areas started working together in an integrated and aligned manner, breaking down organizational silos to operate under a common vision. Thanks to the internal synergy, the local initiatives implemented became more consistent and effective, establishing the Resilient Territories program as a pillar of governance and positive social impact.

Operationally, the strategy is divided into three complementary focus areas:

Reputational focus area: Aims to strengthen ties with communities through transparency and by recognizing Suzano's local history and presence.

Informational focus area: Expands public access to opportunities in the regions, including courses, programs and development initiatives.

Educational focus area: Promotes awareness and prevention initiatives on topics that are locally relevant, such as forest fires, land regularization, responsible land use and environmental protection.

The evolution of this model in recent years has demonstrated the effectiveness of the strategy in generating shared value and mitigating risks. Between 2020 and 2025, there was an up to 89% decrease in key risk indicators (such as fires, break-ins and thefts), preventing R$1.45 billion in losses.

Other highlights included:

110,433
people benefited from the Structuring Social Plan

73,433 m³
of wood preserved through fire prevention actions

Guardiões da Floresta Program

Created in 2023, the Guardiões da Floresta ("Forest Guardians") Program aims to drive preventive and collaborative action to protect forest areas managed by Suzano, through direct engagement with neighboring communities and environmental education. The initiative involves dialogue with rural schools located around forestry sites.

In the initial phase of the program, the focus was on raising community awareness about the risks associated with forest fires. The pilot project was implemented in five rural schools in the states of Bahia, Maranhão, Mato Grosso do Sul and São Paulo, with activities primarily aimed at children, encouraging environmental care and risk prevention practices.

Starting in 2025, the program has followed a strategic plan aligned with critical periods in each state. During the year, it included 23,267 outreach initiatives to share information related to preventing forest fires, fighting illegal hunting and tackling deforestation, reaching 48,802 people. During the year, the project was expanded to 30 schools, directly impacting 1,633 students.

One of the community engagement activities was the Guardians Cup, a soccer tournament.

The educational campaigns and outreach were supported by the Ecofuturo Institute, which is responsible for training the program's support team. This group works to disseminate knowledge and support preventive initiatives among outreach agents, expanding the reach and effectiveness of the program.

1,633 students
directly impacted by the project

30 schools
participating

48,800+ people
reached by 23,267 outreach initiatives

Social and Environmental Investments GRI 203-1

Suzano's social and environmental investments are strategic instruments for generating shared value and include projects, donations, sponsorships and collaborations. Through these investments, the company drives local development through social inclusion and environmental conservation, ensuring the resilience of the business, in line with the company's Culture Drivers and Commitments to Renewing Life (CRLs). Learn more on page 43.

Suzano prioritizes investments in shared infrastructure, with emphasis on the maintenance of roads and access routes. These roads, which are essential for connecting farms and industrial sites, play a critical social role by facilitating the mobility of local communities and access to essential services such as health and education. Additionally, they drive regional economic development and strengthen Suzano's social base in the areas where the company operates.

The table below details investments made in five states in 2025. These amounts were exclusively invested in road improvements, which generated direct benefits for communities located in the area of influence of Suzano operations and strengthened relationships. These investments were made in the form of tangible goods or services (free of charge and without expectation of financial compensation), commercial partnerships, advertising and/or specific resources.

DEVELOPMENT AND IMPACT OF INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED, BY REGION (R$)[1] GRI 203-1

	2023	2024	2025
Bahia	87,143,056	63,221,353	617,284
Espírito Santo	11,097,809	1,054,349	788,276
Maranhão	17,468,665	2,287,287	937,749
Mato Grosso do Sul	75,613,463	134,391,688	43,336,442
São Paulo	57,571,770	12,960,819	1,577,157
TOTAL	**248,894,763**	**213,915,496**	**47,256,908**

1. The significant reduction in 2025 when compared to 2023 and 2024 stems from a methodological update: in previous years, the company also considered investments in road improvements, which, although they also brought benefits to the communities, were not primarily motivated by them. The 2025 numbers only consider investments whose primary purpose was to benefit communities.

POVERTY REDUCTION

GRI 203-2

Suzano has been working to help lift 200,000 people out of poverty in the areas where it operates. Its strategy prioritizes the generation of income for vulnerable populations; its results are measured by considering the contribution of projects to the increase in family income, in line with official indicators.

The projects are supported through financial contributions to civil society organizations of different profiles, working in different regions of the 10 states where the company operates. Resources from the company and from partners (co-investments) are directed to areas such as entrepreneurship, access to employment, recycling, harvesting activities and family farming.

Suzano's efforts and investments made by Suzano and its partners helped lift 44,344 people out of poverty in 2025, bringing the total number since 2020 to 141,686.

Strategically, Suzano supports initiatives that primarily benefit women, Black people and youth. In 2025, 64% of project participants were women and 70% were Black. More than 10,000 youth (up to 24 years old) were placed in the job market or vocational training institutions through initiatives sponsored by the company.

In 2025, Suzano invested approximately R$20 million in projects aimed at reducing poverty. Another R$60 million were invested by partners such as development banks, international cooperation agencies, governments, workers support institution (such as SESI and SENAI) and other private social investors, with this same goal. Revenues generated by entrepreneurs, rural producers, recyclers, harvesters and workers from the activities supported by these projects exceeded R$163 million in the year.

A significant percentage of the results related to the poverty target is attributed to direct hiring by Suzano and its supplier network. The company's business model and the reach of its value chain have helped lift more than 18,000 people out of poverty since 2022. This impact includes both the employees hired to occupy positions in Suzano sites and their families, who

R$163 MILLION
in revenues generated by the initiatives supported

4,342
people hired in 2025 alone

benefit from the new source of income. In 2025 alone, this process benefited 4,342 people.

Together with Suzano, partners direct efforts to affirmatively hire vulnerable populations. As part of admission processes, new employees are asked to voluntarily answer socioeconomic questionnaires that allow the impact to be measured. Through this initiative, which involves various areas of the company, it was possible to confirm that 20% of the people hired by Suzano in 2025 were living in poverty.

In the area of social investment, Suzano also revised its Education strategy to further integrate it with poverty reduction efforts. As a result, investments in education and income generation are now connected under a single strategy to overcome poverty. This change was made because the company believes that by supporting the access of young people to higher and technical education, it consequently expands their first job opportunities, which is key to reducing poverty in Brazil. In 2025, a total of 10,991 youth were impacted by these initiatives. In the coming years, Suzano will boost its support for projects of organizations that work in the productive inclusion of youth, while also focusing on job creation and income generation, in all areas mentioned.

To ensure the effectiveness and credibility of this integrated strategy, Suzano has been investing to build on and continuously review its results measurement methods, encouraging alignment between the various supported organizations. This process includes indicators to verify long-term impact on household income increase based on internationally validated methodologies. Suzano recognizes that poverty is a multidimensional issue and that the sustainability of results after the completion of projects needs to be monitored to reduce the risk of individuals returning to vulnerable situations.

It is also important to note that the poverty reduction strategy is part of a longer transition to a low-carbon economy, which must consider the impact on people, workers and communities.

Therefore, the social development strategy in the areas surrounding Suzano sites focuses on reducing vulnerabilities. This approach integrates climate; human rights; diversity, equity and inclusion; and social development, establishing a shared vision on fair transition, guided toward risk management and the generation of positive impacts.

In 2025, as an example of progress made in this area, Suzano joined the Elos Platform, an initiative of Brazil2Equal, led by the International Finance Corporation (IFC) and funded by the government of Japan, aimed at promoting gender equity, diversity and inclusion in the corporate environment and production chains, through the co-development of action plans and transformative practices.

10,991
YOUTH
impacted by productive inclusion initiatives

2025 HIGHLIGHTS AND ACHIEVEMENTS

Suzano expanded the participation of Black individuals. In projects aimed at reducing poverty

71%

of the people impacted were Black

In projects to support entrepreneurship:

93%
were women

77%
were Black or mixed-race

69%

of participants in harvesting projects—more specifically, projects that connect native seed networks to the restoration chain—were indigenous.

The revenue generated by recyclers, entrepreneurs, rural producers, workers and harvesters, as a result of the projects, totaled

R$163 million

This exceeded Suzano's investment in poverty reduction projects in the year by eight times (SROI).

IN 2025, THIS STRATEGY LED TO THE FOLLOWING RESULTS:

71%

of the 2030 target was achieved, with a total

141,686 people

lifted out of poverty since 2020

20%
of all people hired by Suzano were in vulnerable situations

13%
of the total number of people lifted out of poverty since 2022 have done so thanks to opportunities within Suzano or in its value chain

More than

R$60 million
in co-investment was raised to support the poverty reduction agenda

102,000
new people were benefited during the year, with approximately

30,000
new direct participants in the projects

Volunteer Support – Voluntariar Program

Started in 2025, Suzano's strategic review of its volunteering efforts has aimed to reposition the Voluntariar ("Volunteering") Program as an integral part of the company's social and environmental investment agenda. The program is moving away from isolated initiatives and toward directly supporting the priority focus areas for Suzano's social efforts, as well as priority communities and towns considering its operations and relationships.

This shifts has turned Voluntariar into another tool to boost initiatives aimed at supporting productive inclusion, strengthening local capabilities and creating opportunities in the regions where the company operates, solidifying its license to operate and the ties between internal and external stakeholders.

Support for Education

GRI 203-1

Guided by socioeducational assessments, in 2025, Suzano started working in two focus areas: **Successful School Trajectory** and **Productive Inclusion of Youth**. The strategy is based on benchmarking with more than 100 organizations and input from experts and partners.

The prioritization of youth responds to a latent need in Brazil, where, according to data from IBGE (Brazilian Institute of Geography and Statistics), **48 million young people face challenges in the transition from education to work**, with 12.3 million of them living in poverty. In this context, Suzano's efforts combine initiatives focused on access, retention and learning with technical and vocational training, expanding opportunities for productive inclusion of young people aged between 14 and 24, including connections to Suzano's value chain.

A) SUCCESSFUL SCHOOL TRAJECTORY

- **Coordinated initiatives to support access, retention, adequate learning and high school graduation for young people aged between 14 and 24.**
- **Active search projects to address school truancy and dropout, especially the institutionalization of Intersectoral School Active Search Committees and a pilot implementation in Mato Grosso do Sul.**
- **Specialized technical support for public administrators, including municipal and state offices, focusing on improving intermunicipal and intersectoral governance, such as Education Development Arrangements (ADEs, in Portuguese).**

B) PRODUCTIVE INCLUSION OF YOUTH

- **Initiatives to support technical/vocational training and expand opportunities for young people to enter the job market, with emphasis on creating opportunities within the value chain of Suzano and its partnering companies.**
- **Institutional partnerships and co-investment models aimed at linking education and employability.**
- **Incorporation of a social component into Suzano's talent attraction strategy, expanding access for young people in the areas where the company operates to apprenticeship programs, internships and entry-level positions.**

2025 HIGHLIGHTS AND ACHIEVEMENTS

25 TOWNS

in four states (Bahia, Espírito Santo, Maranhão and Mato Grosso do Sul) benefitted from technical support for education administrators and teams

322 DIRECT PARTICIPANTS

in educational management training and active school outreach

91,915 PEOPLE

benefited, including students, school administrators and teachers from the participating municipal school networks

274 PUBLIC SCHOOLS REACHED

Productive inclusion of

10,991

youth, through technical-professional training and/or entry into the job market, including opportunities in Suzano's value chain

Starting in 2026, education will become an integral part of the commitment to poverty reduction, through work in two focus areas. The first is an institutional agenda in education, focusing on retention, learning and public policy advocacy. The second is the expansion of productive inclusion, connecting technical and vocational education to mechanisms to ensure effective transition to the job market. This move boosts systemic and long-term impact on local youth by linking education and income generation.

Partnership with Todos Pela Educação

In April 2025, Suzano formalized a partnership with Todos Pela Educação, a civil society organization dedicated to improving public education policies in Brazil. The agreement supports initiatives such as evidence-based advocacy, public monitoring of basic education and the creation of Educação Já Coalition, aimed at influencing educational policy recommendations aligned with national and international best practices.

The start of this partnership coincides with Suzano's move to expand its work on the education agenda, focusing on young people aged 14 to 24, supporting successful school trajectories and productive inclusion. The initiative reinforces the institutional support to improve the quality of public education and to strengthen educational policies in the areas where the company operates.

Job Creation GRI 203-2

Creating job opportunities in the towns and communities where Suzano operates is a key element of the company's social impact strategy. In addition to meeting the demands of Suzano and of its suppliers, this strategy creates the right environment for people in the communities to find other job opportunities outside the company's supply chain, while still boosting local prosperity and reducing poverty.

When hiring employees and contractors, Suzano takes a three-pronged approach. First, it prioritizes hiring and increasing the sense of belonging and retention. Second, it works to strengthen the bond with the communities, enabling local individuals to access job opportunities in the company and its suppliers.

To address this second focus area, Suzano has several initiatives focused on local employability. One example is the free and inclusive **Bússola Conecta** platform, which connects companies and candidates, creating a regional talent pool, with governance routines that enable the company to monitor hiring practices and continuously improve workflows.

Thirdly, Suzano prioritizes the hiring of vulnerable individuals within the value chain, helping reduce poverty. Thanks to work in this area, 1,934 people transitioned out of poverty as they were hired by the company (926 in Mato Grosso do Sul alone) and 2,408 as they were hired as contractors (1,337 in sites in the states of Maranhão, Pará and Tocantins).

Finally, another driver of job creation is Suzano's social investment in the area of access to employment. In 2025, 12 projects were developed, reaching 21,000 new participants and benefiting 71,000 new people in the states of Bahia, Espírito Santo, Maranhão, Mato Grosso do Sul and São Paulo. Of this total, 75% of the individuals were below the poverty line and 60% were women.

During the year, 19,531 people were lifted out of poverty through employment access initiatives, and approximately 6,000 jobs were filled through partnerships with organizations such as the Coca-Cola Brazil Institute, Rede Cidadã, Instituto Conhecimento para Todos, Instituto Mirim, Instituto Aliança com o Adolescente, CEDAGRO and GAMT, among others.

PEOPLE

GRI 3-3: HUMAN CAPITAL, 2-7, 2-8

At Suzano, people management is guided by corporate policies that reflect the central role this topic plays in the company's strategy, especially the **Diversity and Inclusion Policy and the Health, Safety and Quality of Life Policy.** These guidelines are complemented by internal procedures that guide the practices of the People and Management and Safety areas, ensuring consistency, accountability and continuous improvement.

> **These initiatives are aligned with Suzano's Culture Drivers, which express the company's way of being: people who inspire and transform, generating and sharing value while embracing the conviction that the company's success is only possible when it contributes positively to society and the world.**

Suzano ended 2025 with a workforce of more than 55,000 people, including 22,235 direct employees and 32,844 contractors. The company hires contractors primarily to support its industrial and forestry operations, in activities related to restoration, logistics, facilities and technology, among others.

Suzano hires contractors through service providers, which allocate their employees to the execution of the contracted work—that is, Suzano contracts service, not labor. For this reason, the company does not define or discuss the type of employment relationship that third-parties must have with their employees.

The data presented in this section includes contractors who are hired through service providers and are permanently employed within Suzano's areas. This indicator considers the company database of permanent contractors who are approved to work in all company sites, as well as in the regions where these sites are located.

It is important to note that year-on-year variations in numbers, in totals or by site/region, reflect fluctuations in line with the company's operational strategy throughout the year, varying from region to region. There have been no significant changes in the number of permanent employees or relevant fluctuations throughout each year.

Read Suzano's Diversity and Inclusion Policy.

Read Suzano's Health, Safety and Quality of Life Policy.

NUMBER OF EMPLOYEES BY GENDER1 [1, 2, 3] GRI 2-7, 2-8

	Employees			Contractors		
	2023	2024	2025	2023	2024	2025
Female	4,125	4,965	4,804	2,466	2,944	2,908
Male	16,502	18,159	17,431	26,239	30,065	29,936
TOTAL	**20,627**	**23,124**	**22,235**	**28,705**	**33,009**	**32,844**

1. The company recognizes that there are more gender identities than male and female, such as non-binary and others. For reporting purposes, however, it follows the classification restricted by systems.

2. Suzano has no temporary employees, part-time employees and no-guaranteed hours employees.

3. Contractor information considers exclusively sites in Brazil and corresponds to the month of December of each year.

NUMBER OF EMPLOYEES BY REGION [1] GRI 2-7, 2-8

	Employees			Contractors		
	2023	2024	2025	2023	2024	2025
North	743	745	695	304	246	264
Northeast	5,057	5,157	5,005	8,017	8,735	8,509
Midwest	4,700	5,749	5,397	6,688	10,194	9,246
Southeast	9,711	10,141	9,923	13,660	13,795	14,782
South	78	83	73	36	39	43
Abroad	338	1,249	1,142	0	0	0
TOTAL	**20,627**	**23,124**	**22,235**	**28,705**	**33,009**	**32,844**

1. Contractor information considers exclusively sites in Brazil and corresponds to the month of December of each year.

Retention and Turnover

The year 2025 was marked by a highly competitive environment, which required Suzano to prioritize strategic initiatives and review organizational structures. This led to higher selectivity for opening new positions and a planned slowdown in the pace of admissions, resulting in a lower number of new hires when compared to 2023 and 2024.

At the same time, operational reorganizations increased the number of layoffs during the year, reflecting adjustments in the mix of positions impacted by the company's changes in direction.

Internationally, staff variations abroad resulted from progress in the internationalization strategy, particularly the acquisition of two facilities in the United States in 2024. These moves were fine-tuning adjustments in talent allocation at a global level to organize the workforce to support the organization's extended reach and international ambitions.

NEW EMPLOYEE HIRES [1,2,3] GRI 401-1

		2023		2024		2025
By gender	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Female	1,025	28%	1,397	31%	974	20%
Male	2,829	18%	3,176	19%	2,462	14%
TOTAL	**3,854**	**20%**	**4,573**	**21%**	**3,436**	**15%**
By age group	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Under 30 years old	2,080	16%	1,906	41%	1,393	32%
30-50 years old	1,641	38%	2,454	18%	1,907	13%
Over 50 years old	133	5%	213	8%	136	4%
TOTAL	**3,854**	**20%**	**4,573**	**21%**	**3,436**	**15%**
By region	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
North	129	16%	86	15%	81	12%
Northeast	601	12%	597	12%	378	8%
Midwest	1,783	42%	2,297	44%	1,551	29%
Southeast	1,259	14%	1,470	15%	1,304	13%
South	10	13%	16	20%	18	25%
Abroad	72	23%	86	20%	104	9%
TOTAL	**3,854**	**22%**	**4,573**	**21%**	**3,436**	**15%**

1. New hire rate = number of new hires /annual average of the total number of employees by gender, age group or region.

2. The company recognizes that there are more gender identities than male and female, such as non-binary and others. For reporting purposes, however, it follows the classification restricted by systems.

3. The numbers consider the Suzano and the Ecofuturo Institute teams. Starting in 2025, the data includes the two Pactiv Evergreen facilities, in the United States.

TURNOVER NUMBERS AND RATE [1,2,3] GRI 401-1

	2023		2024		2025	
By gender	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Female	552	15%	678	15%	1,157	24%
Male	2,103	13%	2,300	14%	3,233	19%
TOTAL	**2,655**	**14%**	**2,978**	**14%**	**4,390**	**20%**
By age group	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Under 30 years old	717	17%	830	18%	1,209	27%
30-50 years old	1,691	13%	1,850	13%	2,698	19%
Over 50 years old	247	10%	298	11%	483	14%
TOTAL	**2,655**	**14%**	**2,978**	**14%**	**4,390**	**20%**
By region	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
North	134	17%	103	14%	117	17%
Northeast	499	10%	502	10%	568	11%
Midwest	1,002	23%	1,275	25%	1,890	35%
Southeast	972	11%	1,048	11%	1,552	16%
South	14	19%	12	15%	26	36%
Abroad	34	11%	38	9%	237	30%
TOTAL	**2,655**	**14%**	**2,978**	**14%**	**4,390**	**20%**

1. Turnover rate = turnover number /annual average of the total number of employees by gender, age group or region.

2. The company recognizes that there are more gender identities than male and female, such as non-binary and others. For reporting purposes, however, it follows the classification restricted by systems.

3. The numbers consider the Suzano and the Ecofuturo Institute teams. Starting in 2025, the data includes the two Pactiv Evergreen facilities, in the United States.

Professional Development

GRI 3-3: HUMAN CAPITAL, 404-1

Suzano organizes continuous learning initiatives with the goal of disseminating its operational strategy internally and connecting employee development to the reality of the business. The development ecosystem includes mandatory and elective training on topics that are important for the performance of each activity, as well as onboarding processes for new employees and policies regarding language course, undergraduate and graduate scholarships.

Simultaneously, the company works to provide all leaders with the knowledge and attributes that are required for the collective development of its people, in line with the company's Culture Drivers.

Every training need goes through a rigorous validation process, involving the requester, his/her direct manager (leader), People and Management business partners, and teams responsible for each strategic group, as established in the internal Training Policy. The effectiveness and validity of the initiatives are ensured by internal and external audits, based on evidence such as certificates and reaction assessments.

In light of the variety of programs offered, the company performs continuous curation through collaboration between the People and Management area and technical specialists to analyze and validate content. Furthermore, Suzano is continuously open to employee feedback, allowing participants to anonymously share complaints, suggestions and compliments, guiding adjustments and improvements in the programs.

The company has a broad training portfolio to enhance the different skills of employees and improve the execution of their work:

UniverSuzano and Leadership School

- Focused on the continuous improvement of management skills.

Operational Training and Technical Pathways

- Ensure excellence and safety in the execution of activities.

Suzano Digital Academy

- Strategic initiative focused on digital transformation and projects with return on investment.

Inclusion and Entry-Level Programs:

- Career acceleration and training initiatives aimed at communities near our sites.

AVERAGE HOURS OF TRAINING PER YEAR, PER EMPLOYEE [1, 2] GRI 404-1

	2023		2024		2025	
By gender	**Total number of hours**	**Average of hours**	**Total number of hours**	**Average of hours**	**Total number of hours**	**Average of hours**
Female	167,337	40.0	160,933	43.5	205,322	35.7
Male	876,512	52.2	1,051,153	51.9	1,153,320	58.7
TOTAL	**1,043,849**	**49.8**	**1,212,086**	**49.0**	**1,358,642**	**53.5**
By functional category	**Total number of hours**	**Average of hours**	**Total number of hours**	**Average of hours**	**Total number of hours**	**Average of hours**
Administrative	110,922	24.6	126,860	23.4	153,513	27.3
Consultant	27,630	28.6	23,826	20.0	34,894	25.7
Coordinator	9,074	19.4	11,639	20.6	16,194	27.0
Director	48	1.4	794	12.0	1,211	19.5
Executive vice president	11	0.8	16	1.5	1	0.0
Specialist	2,077	27.7	380	10.6	5,470	63.6
Executive manager	1,865	13.4	3,910	26.4	3,689	23.8
Functional manager	7,391	17.8	9,304	18.0	19,353	39.7
Operational	861,309	62.3	1,012,288	62.7	1,050,550	64.4
CEO	N/A	N/A	3	30.1	N/A	N/A
Supervisor	23,523	45.8	23,064	34.2	73,768	105.1
TOTAL	**1,043,850**	**49.8**	**1,212,086**	**49.0**	**1,358,642**	**53.5**

EMPLOYEES WHO RECEIVED TRAINING IN CLIMATE CHANGE, BY GENDER [1, 2, 3]

	2023		2024		2025	
By gender	Total number of hours	Percentage of employees	Total number of hours	Percentage of employees	Total number of hours	Percentage of employees
Male	224	1%	278	1%	435	2%
Female	455	2%	342	1%	892	3%
TOTAL	**679**	**3%**	**620**	**1%**	**1,327**	**5%**

1. The company recognizes that there are more gender identities than male and female, such as non-binary and others. For reporting purposes, however, it follows the classification restricted by systems. Data by gender are estimates.

2. The total number of hours equals the workload multiplied by the number of employees trained.

3. The increase in the total number of climate change training hours in 2025 results from the expansion of the scope and reach of training carried out during the year, especially company-wide training in COP30.

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY FUNCTIONAL CATEGORY AND GENDER[1,2,3] GRI 404-3

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Administrative/ specialist	100%	100%	100%	100%	100%	100%	100%	100%	100%
Consultant	100%	100%	100%	100%	100%	100%	100%	100%	100%
Coordinator	100%	100%	100%	100%	100%	100%	100%	100%	100%
Director	100%	100%	100%	100%	100%	100%	100%	100%	100%
Executive manager	100%	100%	100%	100%	100%	100%	100%	100%	100%
Functional manager	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operational	N/A	N/A	N/A	46%	41%	45%	N/A	N/A	N/A
CEO	100%	N/A	100%	100%	N/A	100%	100%	100%	100%
Supervisor	100%	100%	100%	100%	100%	100%	100%	100%	100%
Executive vice president	100%	100%	100%	100%	100%	100%	100%	100%	100%
TOTAL	**100%**	**100%**	**100%**	**61%**	**80%**	**65%**	**100%**	**100%**	**100%**

1. The company recognizes that there are more gender identities than male and female, such as non-binary and others. For reporting purposes, however, it follows the classification restricted by systems. Data by gender are estimates.

2. In 2024, the company implemented a performance review process for the operational staff of our industrial sites. This group was not considered in the indicator in previous years, and therefore, the data is not applicable. The calculation of the percentage considered all employees who are eligible to receive an evaluation.

3. In 2025, the performance review process for operational staff did not take place.

SOMMOS Cycles

At Suzano, talent management embraces the concept of "leaders who develop people" and is operationalized through three strategic cycles that ensure the continuous development and readiness of the leadership teams. The SOMMOS Performance Cycle, aimed at administrative staff and senior management, takes place annually between November and April. It is a collaborative process that combines self-assessment, peer and leader insights, and structured feedback. Performance is analyzed from the perspective of results achieved and adherence to Suzano's cultural behaviors, culminating in the development of individual development plans (IDP).

For operational staff, the company conducts the SOMMOS Operational Cycle. Held biannually, this process measures the ability to deliver results over time, with a focus on workplace safety and behaviors expected by the organization. This assessment is essential to ensure that the workforce is technically trained and prepared for the future challenges of the operations.

Lastly, the SOMMOS Career and Development Cycle focuses on middle management and includes identification of talent and critical positions.

Labor and Union Relations

In the area of labor and union relations, Suzano's actions are guided by current legislation, applicable collective bargaining agreements, internal guidelines established in the Code of Ethics and Conduct, and its Policy on Communication with Employee Representatives. This approach enables the creation of respectful relationships, compliance with all union agreements, and the communication of the negotiated instruments to the teams. All company employees are covered by collective bargaining agreements. **GRI 2-30**

Company-wide, engagement with these stakeholders—employees, leaders, union representatives, CIPA (Internal Commission for Accident and Harassment Prevention), service providers and other groups—underpins the measures taken through collective bargaining, structured dialogue spaces, and listening and grievance mechanisms. The company reports the effectiveness of these actions by internally disseminating agreements and routinely communicating and monitoring programs and governance in this area.

Potential negative impacts related to labor relations include occupational health and safety risks inherent to industrial and forestry operations, as well as risks associated with labor relations (such as labor disputes, harassment and discrimination) and training gaps that may affect performance and safety. Many collective agreements include clauses related to health and safety, working conditions, and fighting harassment and discrimination, reinforcing the alignment between social dialogue and human resources risk management.

There are also processes in place to prevent the retention of employee documents. The company is confident in its efforts to promote open, fair and constructive dialogue between employer and worker representatives, based on the principles of freedom of association, and respect for diversity of ideas and human and labor rights. **GRI 408-1, 409-1**

The effectiveness of the measures is monitored through governance and control routines and instruments. Compliance with collective agreements and guidelines related to labor relations is monitored with the support of documents (payroll and People and Management tools), in addition to internal/external audits and inspections by public bodies. Complaints and grievances can be filed with the Ombudsman's Office, through channels that are continuously advertised to stakeholders.

PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY [1,2,3,4] GRI 202-2

	2023	2024	2025
Central Office (SP)	63%	59%	61%
UNF Espírito Santo (ES)	38%	38%	0%
UNF Mato Grosso do Sul (MS)	20%	11%	0%
UNF São Paulo (SP)	23%	21%	N/A
UNI Aracruz (ES)	47%	54%	N/A
UNI Belém (PA)	N/A	100%	0%
UNI Cachoeiro de Itapemirim (ES)	N/A	75%	N/A
UNI Fortaleza (CE)	N/A	0%	N/A
UNI Imperatriz (MA)	6%	11%	0%
UNI Jacareí (SP)	66%	66%	0%
UNI Limeira (SP)	73%	71%	50%
UNI Mogi das Cruzes (SP)	N/A	44%	N/A
UNI Mucuri (BA)	12%	17%	0%
UNI Ribas do Rio Pardo (MS)	39%	23%	0%
UNI Rio Verde (SP)	100%	100%	N/A
UNI Suzano (SP)	67%	75%	50%
UNI Três Lagoas (MS)	4%	8%	N/A
OVERALL AVERAGE	**43%**	**45%**	**37%**

1. Significant locations of operations are considered to be industrial sites (UNIs, from unidade industrial, in Portuguese), forestry sites (UNFs, from unidade florestal, in Portuguese) and the Central Office, which account for 97% of the total workforce. This standard is not applicable to some of the sites, in certain reporting periods, because there was no senior management in these locations at the time. At UNF Bahia, Maranhão, Minas Gerais and Rio Grande do Sul, there are no senior management positions.

2. For the purpose of this indicator, local worker is an individual who, at the time of hiring, works in the state in which he/she was born. Senior management positions are considered to be at the functional manager level and above.

3. In 2025, Suzano revised the calculation method. The number is now calculated by dividing the number of individuals in senior management positions (functional manager level and above) hired from the local community that year (based on place of birth) by the number of senior management positions open in the location. As a result of the new calculation method, the figures from previous years differ from the 2025 results, and there was a decrease in the overall average.

4. The initial recruitment of the senior management team occurred mostly outside the local communities where Suzano's main industrial sites are located, given the history of relocation of skilled talent necessary for the development of its forestry and manufacturing bases over the last few decades. However, the company observes a strong phenomenon of local self-recognition among its leaders. Many of these executives, despite originating from other regions, have been rooted in their location of work for many years, where they have established their families and built generational ties. For Suzano, this rootedness is an indication of cultural resilience and commitment to these locations, since the vision of these members is now intrinsically connected to the reality and development of the communities where they reside and work.

Compensation Practices **GRI 2-19, 2-20**

Suzano's Compensation Policy establishes concepts and guidelines to manage positions and compensation, supporting the attraction and retention of individuals who are aligned with the company's principles, values and culture.

Annually, the compensation strategy is reviewed to ensure alignment with market best practices and maintain competitiveness. This review is based on research conducted by specialized consulting firms, using companies in the segments in which Suzano operates and industry leaders with a strong reputation as benchmarks.

Throughout the year, the company implemented a structured employee communication process, aligned with compensation cycles. Each step was carefully planned and communicated to ensure that the criteria and goals of compensation practices, including fixed compensation, short- and long-term variable compensation, and benefits, are clearly understood by all. The total annual compensation of members of management and the Supervisory Board is approved at, and recorded in the minutes of, the Annual Shareholders' Meeting. **GRI 2-19**

Demonstrating its attention to accountability and transparency in the compensation of its senior executives, in 2023, Suzano, which had previously voluntarily adopted Malus and Clawback clauses, obtained approval for its Clawback Policy, which is applicable to executive management, in compliance with recently-introduced NYSE requirements.

RATIO OF THE COMPENSATION FOR THE HIGHEST PAID INDIVIDUAL TO THE COMPENSATION FOR ALL EMPLOYEES [1,2,3] GRI 2-21

	2023	2024	2025
Ratio of total compensation	227 times	269 times	213 times
Ratio of percentage increase[4]	1.02	-16.55	-0.46

1. Eligibility as the highest paid individual considers senior management (Board of Directors), the Supervisory Board and the Statutory Executive Leadership Team.

2. The ratio between the total annual compensation for the highest-paid individual and the average annual compensation for all employees decreased due to the process followed to grant long-term incentives, which considers overlapping vesting cycles that influence the amount paid throughout the grace period of programs and directly impact the amount of annual compensation paid to the highest-paid individual.

3. The variation results from changes in the composition of the management team.

4. The calculation of the ratio of percentage increase considers the increase in total compensation in relation to the increase in the total compensation of the highest-paid individual.

Currently, compensation consists of the following components:

1 BASE SALARY

The nominal monthly pay is of fundamental importance in the calculation of total compensation. The company conducts market research and analyzes readjustment components to offer a satisfactory pay that can support employee retention. It also assesses the need to propose readjustments in any compensation component that may be misaligned. Pay surveys are carried out annually by a specialized and recognized consulting firm contracted by the company, and are based on the analysis of data from leading companies in the Brazilian market, with revenue and size similar to Suzano's.

The results of these surveys inform the creation and update of pay tables for administrative employees; operational workers are subject to salary equality, varying by site and based on collective bargaining agreements. Positions are evaluated using the Korn Ferry Hay Method, which uses a score that represents the relative weight of a position, placing it within the company's salary scale, thus determining its salary range. Periodically, fixed compensation is reviewed, taking into account individual performance, market standards and the company's strategic needs.

2 SHORT-TERM INCENTIVES

Short-term variable compensation includes profit sharing and aims to align the performance of executives and employees with the company's strategic priorities. The program offers rewards based on the achievement of pre-established annual targets that reflect organizational goals and the company's commitment to creating value for stakeholders. The components of the targets include ESG standards, aligned with the company's sustainability goals, especially Diversity and Inclusion, Fighting Poverty and Income Generation, Carbon Credit Projects and Regulatory Compliance. Employees in the specialist and functional manager categories and above are not entitled to bonus payment if they resign during the review cycle (January through December). If they resign in the following year, they are eligible to receive a bonus that is proportional to the period worked, considering the rules for calculating accrued days, with the same rule applying in case of retirement. Employees terminated for cause are not entitled to bonuses.

3 LONG-TERM INCENTIVES

These programs strengthen the sense of ownership and support talent retention by aligning the interests of employees with the company's sustainable results. They were created and developed considering market best practices, ensuring competitiveness and strategic alignment with the business. All instruments have been duly approved by the company's administrative bodies, ensuring transparency and complying with corporate governance standards. These programs include grace and maturation periods ranging from three to five years, according to the rules and guidelines for each plan.

These tools include:

Phantom stock plan

It is linked to share price and relative total shareholder return (TSR), with payment in cash. Considering assumptions established in the long-term incentive policy, all employees in the following job categories are eligible to participate: consultants, coordinators, specialists, functional managers, executive managers, directors, functional directors and executive vice presidents. Priority is given to employees with a "exceed expectations" rating. Employees with a "meet expectations" rating may be included with the necessary approvals.

Performance-based restricted stock plan

It links the number of restricted shares granted to the TSR indicator. This mechanism is used to measure the performance of shares of companies in the benchmark group over a specific period, averaging the share price of comparable companies and demonstrating the return provided to the shareholder. Eligible participants include members of the Board of Directors and the Statutory and Non-statutory Executive Leadership Teams. The number of restricted shares is set in financial terms and subsequently converted into shares based on the average traded value of the stock (SUZB3) on the B3 (Brazilian Stock Exchange), in the 90 days preceding the vesting period.

Minimum Wage

Suzano's compensation practices guarantee full adherence to minimum wage rules, in compliance with current legal requirements. In addition to respecting minimum wage rates, the company's policy is to offer pay above the legal minimum, based on criteria related to performance, complexity of the role and market competitiveness.

This guideline extends to Suzano's supply chain and partners: a specialized consultant periodically reviews and monitors documents from service providers. This audit process aims to ensure compliance with labor legislations and validate whether partners compensate their employees at a rate above the established legal or conventional minimum.

RATIO OF LOWEST WAGE PAID TO EMPLOYEES COMPARED TO LOCAL MINIMUM WAGE [1,2,3] GRI 202-1

Por unidade	2023	2024	2025
Central Office (SP)	100%	100%	100%
UNF Bahia (BA)	107%	120%	118%
UNF Espírito Santo (ES)	118%	122%	137%
UNF Maranhão (MA)	115%	110%	109%
UNF Minas Gerais (MG)	149%	133%	129%
UNF Mato Grosso do Sul (MS)	105%	108%	107%
UNF Rio Grande do Sul (RS)[4]	307%	260%	N/A
UNF São Paulo (SP)	106%	100%	105%
UNI Aracruz (ES)	129%	107%	102%
UNI Belém (PA)	100%	100%	103%
UNI Cachoeiro de Itapemirim (ES)	121%	127%	127%
UNI Fortaleza (CE)	100%	115%	113%
UNI Imperatriz (MA)	130%	133%	131%
UNI Jacareí (SP)	109%	100%	100%
UNI Limeira (SP)	105%	102%	100%
UNI Mogi das Cruzes (SP)	128%	116%	104%
UNI Mucuri (BA)	105%	103%	102%
UNI Ribas do Rio Pardo (MS)	111%	114%	114%
UNI Rio Verde (SP)	131%	131%	101%
UNI Suzano (SP)	100%	100%	100%
UNI Três Lagoas (MS)	138%	128%	125%

1. Because they are regulated by local collective bargaining agreements, salaries are set locally (per site). A minimum wage is used for each site, resulting from union negotiations. These minimum wages, the lowest salaries established in union agreements, are the result of annual negotiations that take into account the market, the complexity of the activity and regional characteristics. The organization ensures that all compensation practices respect the minimum wage, in compliance with legal requirements. Additionally, Suzano's policy is to offer pay above the legal minimum, considering factors such as performance, talent acquisition complexity and market competitiveness. Turnover may generate occasional salary variations, without compromising adherence to the minimum wage.

2. Minimum wages apply to all employees, regardless of race, gender, religion, etc. Suzano hires a company that routinely audits and verifies all documents from service providers to ensure compliance with labor laws. This verification assesses whether salaries are paid above the legal or conventional minimum wage.

3. The evaluation considers industrial sites, forestry sites and the central office, which account for 97% of Suzano's total workforce. UNF stands for forestry site (from unidade florestal, in Portuguese) and UNI stands for industrial site (from unidade industrial, in Portuguese). Data from forest sites have been reported starting in 2023.

4. In 2025, only two employees were in the UNF RS database, both of whom were no longer in their positions. For this reason, they were not considered in the report.

DIVERSITY, EQUITY AND INCLUSION

GRI 3-3: DIVERSITY, EQUITY AND INCLUSION

For Suzano, cultivating diversity strengthens people and the resilience of the business, reaffirming the company's Culture Driver that states that "it's only good for us if it's good for the world." The management of all things related to diversity, equity and inclusion (DE&I) is based on active governance focused on supporting initiatives aimed at sustaining long-term structural change within the organization.

In 2025, Suzano directed its strategy to face a highly competitive environment, which required collective and continuous effort from the entire workforce to prioritize initiatives, review resources and restructure the organization.

Despite the challenging environment, the company ended the year with 30.18% of positions of functional manager and above occupied by women, an increase of more than 14 percentage points since 2019, when this commitment was established. In absolute numbers, this represents a jump from 59 to 166 women in leadership positions in six years. This milestone reflects a consistent trajectory, charted with a focus on gender equality and on expanding opportunities to attract and develop female talent.

On the other hand, the target related to the percentage of Black employees in positions of managers and above was not achieved. Recognizing this result is key for the company to maintain the integrity of its commitments to society, employees, shareholders and partners. Despite the increase in percentage, from 18.33% to 23.45%, Suzano has not yet reached the established target of 30%.

Nonetheless, the company remains firm in its purpose to value diversity and drive inclusion in its processes and practices. The governance structure responsible for this agenda remains active, focusing on the implementation of structuring and long-term initiatives.

With regard to the inclusive environment targets, significant progress was made in 2025. Of particular note are the initiatives implemented by the Plural Program, which fosters affinity groups that have local autonomy and are supported by an executive committee that meets quarterly. Appreciation for this ecosystem that supports active listening and action is shown in the internal perception: the overall favorability rate, measured by the annual engagement survey, reached 90%, an increase of 6 percentage points compared to 2024 and 2 percentage points compared to 2023.

Additionally, there was an improvement in the perception of inclusion of women, Black employees, persons with disabilities, employees over 55 and LGBTQIAPN+[1].With results surpassing 84%, the company has established its position in a zone of excellence for all minority groups, according to the survey methodology.

These results demonstrate that the company continues to make progress regarding the challenge of creating an environment where all people feel respected and like they belong. Suzano will remain active and proactive in the implementation of initiatives aimed at maintaining this level of excellence. However, the company will not set new quantitative public targets related to the creation of an inclusive environment.

Suzano remains committed to learning and promoting genuine and sustainable transformation, reaffirming that the DE&I agenda must continuously be an integral element of people management and in the guarantee of respect for human rights, which are fundamental to achieve business success and generate a positive impact on the world.

[1] The acronym LGBTQIAPN+ represents lesbians, gays, bisexuals, transgender, queer, intersex, asexual, pansexual, non-binary and "+", which includes all other non-heterosexual people not covered by the previous letters.

Commitments in Practice

As in previous years, in 2025, Suzano continued the practice of linking the increase in the percentage of women and Black employees in leadership positions to the variable compensation of employees. The review of targets is carried out monthly, both from a company-wide perspective and considering each department. This enables the identification of the main challenges and opportunities for each business and location where the company operates.

The results are reported monthly to senior management and analyzed together by the People and Management teams and leaders, who collaborate in the development of action plans. To turn targets and commitments into concrete results, Suzano implemented the following initiatives during the year:

D+ Program

An affirmative development journey based on action learning, focused on women and Black employees in leadership positions. In 2025, the program impacted 123 individuals, offering practical lessons based on real projects, aimed at solving business challenges and strengthening leadership skills. It included workshops, mentoring sessions, roundtable discussions with Suzano leaders, training sessions for pitch day and a final presentation of projects to an evaluation panel made up of company directors.

Inclusive Leadership

An awareness-raising program carried out within the scope of the Leadership School, including the workshop "Leadership Dialogue – Culture of Respect and Inclusion," facilitated by a consultant specializing in the subject. The meetings fostered discussions and reflection on ethics, diversity, respect and inclusion, impacting approximately 120 leaders from the Paper and Packaging, Pulp, Forestry and Consumer Goods businesses, in the Aracruz, Jacareí, Limeira, Mogi das Cruzes and Suzano sites, as well as from the Central Office. Additionally, in 2025, the company revised mandatory training, ensuring that all new leaders hired by the company receive training on diversity practices and their expected role in this area.

PERCENTAGE OF EMPLOYEES BY JOB CATEGORY AND GENDER GRI 405-1

Employees	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Administrative	57.8%	42.3%	56.1%	43.9%	56.5%	43.5%
Consultant	65.6%	34.4%	63.8%	36.2%	63.2%	36.8%
Coordinator	64.5%	35.5%	65.0%	35.0%	60.2%	39.8%
Director	81.3%	18.8%	84.8%	15.3%	78.2%	21.8%
Specialist	90.0%	10.0%	87.1%	12.9%	89.2%	10.8%
Executive manager	80.6%	19.4%	79.6%	20.4%	81.0%	19.0%
Functional manager	71.9%	28.1%	68.1%	31.9%	66.9%	33.1%
Operational	88.9%	11.1%	87.5%	12.5%	87.7%	12.3%
CEO	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Supervisor	81.1%	18.9%	79.2%	20.8%	77.8%	22.2%
Executive vice president	90.9%	9.1%	90.0%	10.0%	80.0%	20.0%
TOTAL	**80.0%**	**20.0%**	**78.5%**	**21.5%**	**78.4%**	**21.6%**
Governance bodies[1]	**2023**		**2024**		**2025**	
	Male	Female	Male	Female	Male	Female
Board of Directors	66.7%	33.3%	78.0%	22.0%	78.0%	22.0%
Supervisory Board	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Statutory Audit Committee	75.0%	25.0%	66.0%	33.0%	66.0%	33.0%
Strategy and Innovation Committee	86.0%	14.0%	87.0%	13.0%	88.9%	11.1%
Management and Finance Committee	86.0%	14.0%	86.0%	14.0%	86.0%	14.0%
People Management Committee	86.0%	14.0%	86.0%	14.0%	86.0%	14.0%
Appointment and Compensation Committee	67.0%	33.0%	67.0%	33.0%	66.7%	11.1%
Sustainability Committee	67.0%	33.0%	67.0%	33.0%	80.0%	20.0%

[1]. Some people are members of more than one committee.

PERCENTAGE OF EMPLOYEES BY JOB CATEGORY AND AGE GROUP GRI 405-1

Employees	2023			2024			2025		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Administrative	31.9%	60.5%	7.6%	32.2%	60.0%	7.8%	30.9%	61.3%	7.8%
Consultant	10.6%	76.5%	12.9%	10.9%	76.1%	12.9%	9.6%	78.5%	11.9%
Coordinator	6.1%	81.1%	12.9%	5.3%	81.1%	13.6%	5.7%	82.4%	11.9%
Director	0.0%	59.4%	40.6%	0.0%	61.0%	39.0%	0.0%	63.6%	36.4%
Specialist	0.0%	51.4%	48.6%	0.0%	54.3%	45.7%	0.0%	56.8%	43.2%
Executive manager	0.0%	69.4%	30.6%	0.0%	69.4%	30.6%	0.0%	73.5%	26.5%
Functional manager	1.0%	81.7%	17.4%	0.7%	81.2%	18.1%	0.7%	82.9%	16.4%
Operational	21.7%	64.5%	13.9%	20.9%	63.0%	16.1%	19.4%	64.6%	16.0%
CEO	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Supervisor	9.3%	79.1%	11.6%	11.3%	74.3%	14.5%	11.7%	77.9%	10.3%
Executive vice president	0.0%	45.5%	54.6%	0.0%	40.0%	60.0%	0.0%	50.0%	50.0%
TOTAL	**22.0%**	**65.2%**	**12.8%**	**21.5%**	**64.1%**	**14.4%**	**19.8%**	**64.9%**	**15.3%**
Governance bodies	**2023**			**2024**			**2025**		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Board of Director	0.0%	33.0%	67.0%	0.0%	22.0%	78.0%	0.0%	22.2%	77.8%
Supervisory Board	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%

TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES BY RACE GRI 405-1

Employees	2023		2024		2025	
	Total number	Percentage	Total number	Percentage	Total number	Percentage
Asian	394	1.9%	422	1.8%	410	1.8%
White	8,218	39.8%	9,326	40.3%	9,054	40.7%
Indigenous	156	0.8%	249	1.1%	228	1.0%
Mixed race	9,110	44.2%	10,202	44.1%	9,566	43.0%
Black	2,311	11.2%	2,533	11.0%	2,790	12.5%
Not informed	438	2.1%	392	1.7%	187	0.8%
TOTAL	**20,627**	**100.0%**	**23,124**	**100.0%**	**22,235**	**100.0%**

PERCENTAGE OF LGBTQIAPN+ EMPLOYEES BY FUNCTIONAL CATEGORY [1] GRI 405-1

Employees	2023	2024	2025
Administrative	6.3%	5.3%	4.8%
Consultant	4.8%	4.7%	4.8%
Coordinator	3.1%	4.2%	4.3%
Director	3.1%	1.7%	1.8%
Specialist	0.0%	0.0%	0.0%
Executive manager	1.5%	1.4%	2.1%
Functional manager	3.2%	3.1%	2.5%
Operational	3.2%	2.7%	2.4%
CEO	0.0%	0.0%	0.0%
Supervisor	6.5%	4.3%	4.2%
Executive vice president	0.0%	0.0%	0.0%
TOTAL	**4.0%**	**3.4%**	**3.1%**
Governance bodies	**2023**	**2024**	**2025**
Board of Directors	11.0%	11.0%	11.0%
Supervisory Board	0.0%	0.0%	0.0%

[1] In 2020, Suzano started identifying its LGBTQIAPN+ population, following a campaign to encourage voluntary reporting of sexual orientation, gender identity and gender expression. The acronym LGBTQIAPN+ represents lesbians, gays, bisexuals, transgender, queer, intersex, asexual, pansexual, non-binary and "+", which includes all other non-heterosexual people not covered by the previous letters.

OTHER INDICATORS OF GENDER DIVERSITY GRI 405-1

	2023	2024	2025
Total number of new women hired (per year)	1,025	1,397	974
Total number of women in senior management (managers and above)	148	184	189
Total number of women in the workforce	4,125	4,965	4,804

PERCENTAGE OF EMPLOYEES BY LEADERSHIP LEVEL AND RACE [1,2] GRI 405-1

2023	Black	White	Asian	Indigenous	Not informed
Operational management	39.0%	56.4%	2.3%	0.1%	2.3%
Tactical management	20.4%	66.3%	2.6%	0.0%	10.7%
Strategic management	4.6%	72.7%	2.3%	0.0%	20.5%
TOTAL	**31.5%**	**60.3%**	**2.4%**	**0.1%**	**5.7%**
2024	**Black**	**White**	**Asian**	**Indigenous**	**Not informed**
Operational management	39.1%	57.1%	1.8%	0.3%	1.7%
Tactical management	19.9%	67.5%	3.2%	0.3%	9.2%
Strategic management	12.9%	70.0%	4.3%	0.0%	12.9%
TOTAL	**31.9%**	**60.9%**	**2.4%**	**0.3%**	**4.5%**
2025	**Black**	**White**	**Asian**	**Indigenous**	**Not informed**
Operational management	40.1%	56.7%	1.6%	0.2%	1.4%
Tactical management	23.4%	67.4%	2.8%	0.0%	6.4%
Strategic management	10.6%	81.8%	4.6%	0.0%	3.0%
TOTAL	**33.6%**	**61.1%**	**2.1%**	**0.1%**	**3.1%**

1. Leadership levels are divided into operational management (supervisors and coordinators), tactical management (functional managers and executive managers) and strategic management (directors).

2. The “Black” category includes employees who self-identify as Black or Mixed-race.

USE OF PARENTAL LEAVE BY GENDER[1] GRI 401-3

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees that were entitled to parental leave	498	135	633	564	170	734	743	208	951
Total number of employees who took parental leave	498	135	633	564	170	734	618	208	826
Total number of employees who returned to work in the reporting period after parental leave ended	504	119	623	573	169	742	617	208	825
Total number of employees who returned to work after parental leave ended and were still employed 12 months after their return to work	390	70	460	506	99	605	601	203	804

1. The methodology was adjusted in 2025 to consider eligible employees based on dependents officially registered in the company's internal system. Data from previous years only reflected who actually took leave and are not directly comparable.

RETURN TO WORK AND RETENTION RATES OF EMPLOYEES WHO TOOK PARENTAL LEAVE BY GENDER GRI 401-3

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Return rate	82%	94%	90%	94%	100%	100%
Retention rate	74%	89%	69%	87%	92%	95%

Persons With Disabilities

Focusing on persons with disabilities, Suzano continues to invest in infrastructure and review internal processes. For example, the company mapped the positions with the highest hiring rate to identify adaptation and accessibility opportunities.

In addition, Suzano developed a handbook to guide the Health, Safety and People and Management teams regarding their roles and responsibilities in the inclusion of employees with disabilities in the company, reinforcing principles such as reasonable accommodation and residual functional capacity, in line with Law 13.146/2015 (Brazilian Inclusion Law).

The company also carries out awareness-raising initiatives with the support of a consulting firm specializing in neurodiversity, facilitating reflection, dialogue and sharing of experiences about autism in meetings between employees and strategic areas such as People and Management, Legal, Health and Safety.

PERCENTAGE OF EMPLOYEES WITH DISABILITIES BY JOB CATEGORY AND GENDER GRI 405-1

Employees	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Administrative	4.0%	2.6%	6.6%	4.1%	2.7%	6.8%	4.2%	2.9%	7.1%
Consultant	1.2%	0.1%	1.3%	1.1%	0.2%	1.2%	0.9%	0.4%	1.2%
Coordinator	0.9%	0.4%	1.3%	1.1%	0.4%	1.5%	2.1%	0.2%	2.3%
Director	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Specialist	4.3%	0.0%	4.3%	5.7%	0.0%	5.7%	5.4%	0.0%	5.4%
Executive manager	0.0%	0.8%	0.8%	0.0%	0.7%	0.7%	0.7%	0.7%	1.5%
Functional manager	1.2%	0.2%	1.5%	1.1%	0.0%	1.1%	1.2%	0.2%	1.4%
Operational	2.8%	0.4%	3.2%	3.2%	0.5%	3.7%	3.4%	0.5%	4.0%
CEO	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Supervisor	1.2%	0.2%	1.4%	1.1%	0.5%	1.5%	1.2%	0.9%	2.1%
Vice president	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	**2.8%**	**0.9%**	**3.7%**	**3.1%**	**0.9%**	**4.0%**	**3.2%**	**1.0%**	**4.2%**
Governance bodies	**2023**			**2024**			**2025**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Board of Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Supervisory Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

PERCENTAGE OF EMPLOYEES WITH DISABILITIES BY LEADERSHIP LEVEL AND GENDER [1,2] GRI 405-1

	2023		2024		2025		
	Female	Male	Female	Male	Female	Male	Total
Operational management	26.80%	73.20%	27.28%	72.72%	25.00%	75.00%	2.16%
Tactic management	26.00%	74.00%	29.05%	70.95%	25.00%	75.00%	1.42%
Strategic management	15.90%	84.10%	14.29%	85.71%	0.00%	0.00%	0.00%
TOTAL	**26.20%**	**73.80%**	**27.36%**	**72.64%**	**25.00%**	**75.00%**	**1.84%**

1. Leadership levels are divided into operational management (supervisors and coordinators), tactical management (functional managers and executive managers) and strategic management (directors).

2. The total column only started being calculated in 2025, and therefore is not available in previous years.

NUMBER OF INCIDENTS OF DISCRIMINATION [1,2,3,4] GRI 406-1

	2023	2024	2025
Number of incidents	3	17	16
Remediation plans being implemented	1	1	5
Remediation plans that have been implemented, with results reviewed through routine internal management review processes	1	9	7
Incidents no longer subject to action	2	16	12

1. The indicator considers data from Suzano S.A. and its affiliates.

2. In 2025, Suzano received 16 complaints of discrimination, of which: 4 are still in progress; 3 were substantiated; 8 were unsubstantiated; and 1 was inconclusive (insufficient information to initiate an investigation). The substantiated cases resulted in the implementation of nine corrective measures.

3. In 2025, the company completed the investigation of a complaint that had been filed in 2024 but had not been closed within that year.

4. Between 2023 and 2024, there was an increase in the indicators associated with the Cerrado Project. After the project's completion and the start of operations at new site, in 2025 the indicators remained stable, with 16 incidents recorded, in line with the previous year.

Attracting Young and Diversifying Talent

GRI 3-3: DIVERSITY, EQUITY AND INCLUSION

In the area of talent attraction, entry-level programs had important results in terms of gender representation. Of the candidates accepted into Suzano's Trainee Program, 76% were women; of the individuals hired through the Internship Program (Higher and Technical Education) and Young Executives Program, 50% were women. The results were also significant in terms of racial equality, with approximately 47% of new interns and 39% of new trainees being Black.

These indicators reflect the company's commitment to making its teams more diverse and representative. One of the highlights is the intentional effort of the teams to increase the percentage of women in leadership positions. In 2025, women accounted for 41% of new hires for positions of managers and above, surpassing the results of previous years (40% in 2024 and 33% in 2023).

With regard to talent management, Suzano started recommending the participation of at least one person from a minority group in discussions regarding succession opportunities. Additionally, in the last performance cycle, gender and race representation increased among those who scored "exceed expectation" and were considered to be role models, with an increase of 10 percentage points (p.p.) among women and 12 p.p. among Black employees compared to the previous cycle. In 2026, the company will focus on enhancing the preparation of diverse talent for leadership positions.

HEALTH AND SAFETY

GRI 3-3: HUMAN CAPITAL, 403-1, 403-2, 403-7, 403-9

Suzano deeply regrets the two fatal accidents that occurred in 2025, involving contractors working at its sites. The loss of a life has an irreparable impact, and the company expresses its solidarity with the affected families and communities. These events have reinforced the organization's unwavering commitment to the continuous evolution of its protection systems and the relentless pursuit of zero accidents. **GRI 403-9**

Suzano conducted a rigorous investigation of the incidents to identify root causes. The lessons learned were shared in a structured manner, resulting in the intensification of preventive programs in critical sectors, such as transportation and forestry operations. Response measures included expanded monitoring using **artificial intelligence (AI)** and the **use of data science for risk prediction**, aiming to anticipate dangerous situations and prevent further incidents.

At Suzano, health and safety go beyond legal compliance—they are foundational values. The company operates a Health, Safety and Quality of Life (SSQV) management system integrated into the corporate model, based on the PDCA cycle approach and international standards. With sites certified to ISO 45001 and ISO 9001 standards, Suzano extends the same regulatory rigor to other operations and all contractors under its control.

Governance over health and safety is based on programs aligned with legislation and best practices, such as PGR (NR 01) in industrial sites and PGRTR (NR 31) in forestry sites. This model is operationalized through updated risk inventories and critical tools, such as Preliminary Risk Analyses (PRA) and Work Permits (WP), which ensure control of high-risk activities before they start.

The identification and management of occupational risks are carried out through Risk Management Programs (PGR), specific to each unit, covering work environments for both own employees and third parties. These programs follow standardized methodologies, such as NR-9 (Environmental Risks) and NR-17 (Ergonomics), to assess the severity and likelihood of risks, as well as to establish action plans for their mitigation or elimination, in line with the hierarchy of controls (elimination, substitution, engineering controls, administrative controls, and PPE).

> **Recognizing that incidents can occur both in its own operations and in its value chain, Suzano has made consistent progress in recent years to strengthen its safety culture, with continuous investments in processes, training and risk management. Nonetheless, these incidents reinforce the need for continuous evolution and permanent attention to the protection of people.**

The company adopts rigorous contractor management practices. The process includes guidelines for qualified and responsible hiring, performance evaluation and mandatory adherence to safety procedures. Continuous monitoring is carried out through the Safety Indicator (SI), an important KPI to evaluate performance and correct deviations throughout the value chain. Hazard identification is based on analyses of recorded incidents, formal communications, and assessments by the Occupational Safety area at the sites. Control measures include incident handling, case monitoring, corrective actions determined by Occupational Safety and the right to refuse a risky task, according to a corporate procedure.

Engagement Channels

GRI 3-3: HUMAN CAPITAL, 403-4

Suzano fosters a safety culture based on dialogue, active participation and the use of technology. Through a digital platform, the company identifies and maps risks related to people, processes and infrastructure, allowing it to manage work standards and conduct critical analyses for continuous improvement.

Employee communication and consultation are supported by established routines, such as Safety Talks, held daily for operational employees and weekly for administrative employees, and the work of safety committees and subcommittees in all sites, in partnership with the Internal Commissions for Accident and Harassment Prevention (CIPAs, in Portuguese). Engagement is boosted by initiatives such as the Internal Week for the Prevention of Workplace Accidents (SIPAT, in Portuguese), which, in 2025, engaged approximately 50,000 people in industrial and forestry sites, distribution centers and ports.

The results are discussed in internal forums (discussions and committee meetings) and reinforced by training processes, including a training matrix by function and the monitoring of normative training for contractors through a specific platform. Validation, evidence and audit processes, combined with participant feedback, enable the company to assess progress, gather lessons learned and incorporate them into policies, communication content and routines.

To guarantee technical competence, Suzano reviewed its development approach to incorporate the concepts of lifelong learning and reskilling. The company's goal is to ensure that 100% of employees complete mandatory training and training in safety standards, extending monitoring to contractors via a specific platform.

2030 Safety Strategy

In response to safety challenges and aiming to sustain the culture of prevention, the 2030 Safety Strategy establishes a zero fatality and zero high-consequence accident target to be reached by the end of the decade. Based on the Management Performance, Cultural Maturity and Technology pillars, the initiative guides the systemic integration of safety into executive decision-making and operational routines.

To make this commitment viable, the company engages more than 400 leaders through generative committees, focused on anticipating risks and establishing a proactive culture. The current strategic focus prioritizes expanding these standards throughout the value chain, intensifying the engagement and training of contractors to ensure safety consistency in all operational environments.

Health and Well-being

GRI 403-3, 403-5

Suzano ensures the well-being and safety of its teams through a robust occupational health structure, which includes 24-hour clinics in major sites and continuous support for emergencies. This management is integrated into the risk prevention strategy and supported by a strong training foundation. Company employees follow training paths via UniverSuzano. The fulfilment of requirements by contractors is monitored through specific platforms, ensuring excellence and regulatory compliance throughout the value chain. **GRI 403-10**

Hazards that pose a risk of work-related ill health are identified through the Risk Management Program (RMP) and assessments by the teams involved. As a preventive measure, Suzano invests in identifying job-related risks before exposing employees to their work activities. The diseases considered are those included on the List of Work-Related Illnesses (LDRT, in Portuguese) established by Ordinance GM/MS No. 1,999, of November 27, 2023, and all diseases are required to be reported. In 2025, no cases of work-related ill health were recorded among company employees. The improvement of the organizational and safety culture was driven by the expansion of the Bom Senso ("Common Sense") Program, which reached the mark of 273 certified areas, of which 73 are at the Diamond level, with continuous growth projected in 2026, reinforcing the commitment to safe and organized work environments. **GRI 403-10**

273

areas certified

73

areas at the Diamond level

Suzano Faz Bem

GRI 3-3: HUMAN CAPITAL, 403-3, 403-6

The **Suzano Faz Bem** ("Suzano Does Good") program consolidates the company's health and quality of life initiatives, offering support to employees and their families. With services available 24 hours a day, seven days a week, the program covers five main areas of health: physical, mental, social and preventive health, and ergonomics.

In 2025, the company expanded its mental health services, providing free access to a digital platform that offers meditation, a mood diary, group therapy and up to four individual counseling sessions per month. This focus area is guided by the **2025 Mental Health Assessment**, which evaluated the perception of employees of the ergonomic and psychosocial environment, recording a positivity rate of over 90%, with ratings predominantly between "negligible" and "acceptable." **GRI 403-10**

Encouraging healthier habits focused on well-being remained a priority, resulting in the participation of more than 30% of active employees in programs to fight sedentary lifestyles, such as Wellhub and group activities. This effort was reinforced by the organization of races and sporting events, which engaged more than 8,000 participants, including employees, family members and members of the communities where Suzano operates.

In addition to traditional health campaigns, such as White January, Yellow September, Pink October and Blue November, Suzano innovated by hosting **Quality of Life Week**. With the theme of "Emotions and Finances," the activities fostered reflection on the impacts of gambling and was attended in person by more than 10,000 employees.

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM[1]
GRI 403-8

	2023		2024		2025	
	Total number	Percentage	Total number	Percentage	Total number	Percentage
Workers covered by such a system	48,975	100%	60,382	100%	55,815	100%
Workers covered by such a system that has been internally audited	48,975	100%	60,382	100%	55,815	100%
Workers covered by such a system that has been audited or certified by an external party	47,156	96%	57,167	95%	53,841	96%

1. Suzano has certified sites, as follows: Imperatriz, Limeira, Mucuri, Ribas do Rio Pardo and Suzano – ISO 9001, ISO 14001 and ISO 45001 certifications. Aracruz, Jacareí and Três Lagoas – ISO 9001 and ISO 14001 certifications. International offices and Cachoeiro de Itapemirim – ISO 9001 certification. This indicator considers employees from all Suzano sites in Brazil, except for interns and freelancers. The Safety, Health and Quality of Life Management System covers 100% of employees and contractors and is based on ISO 45001 and ISO 9001 certifications, and the Brazilian Regulatory Standards for Labor.

WORK-RELATED INJURIES GRI 403-9

Employee and contractor health and safety rates and numbers [1,2,3]

	2023			2024			2025		
	Employees	Contractors	Employees and contractors	Employees	Contractors	Employees and contractors	Employees	Contractors	Employees and contractors
Fatalities as a result of work-related injury	0	4	4	1	0	1	0	2	2
Lost-time injuries[4]	24	17	41	23	21	44	36	20	56
Recordable work-related injuries[5]	70	60	130	74	69	144	121	82	203
Severity rate[6]	28.00	384.00	252.00	152.00	14.00	66.00	25.00	275.00	181.00
Lost-time frequency rate(high consequence incidents, excluding fatalities)7	0.64	0.27	0.40	0.57	0.30	0.40	0.82	0.27	0.48
Lost-time frequency rate (fatalities only)	0.00	0.06	0.04	0.02	0.00	0.01	0.00	0.03	0.02
Total frequency rate/ accident rate[8]	2.49	1.27	1.72	2.33	1.27	1.67	2.74	1.15	1.75

1. The main types of occupational accidents considered in this indicator include: incidents involving the lockout of energy sources; load handling; machinery and equipment; timber transportation; manual and mechanized harvesting; frontline maintenance; light vehicles; mechanical impact; and workshop and road maintenance (these are considered severe occupational accidents).

2. Incidents involving large-scale engineering services and/or involving interns and freelancers/temporary workers are not considered in this calculation due to methodological criteria established internally, as follows: a) Large-scale engineering projects are treated separately, as they are not part of the operational routine of the business sites and are not included in company-wide indicators. b) Freelancers/Temporary workers are excluded because they are independently managed regarding operation, safety, quality and environment. c) Interns: are not included in the standard HHT base used to calculate rates, due to a specific contractual and operational model. The rates were calculated based on 1,000,000 hours worked.

3. High-consequence incidents were concentrated in higher-risk areas, such as mechanized harvesting, machine maintenance, cargo handling, work at height and wood transportation, involving both company employees and contractors. The accidents considered in the indicator follow the Occupational Safety Rate Procedure (PG.12.00.0008) and NBR 14280, and are classified according to their level of severity: Level 2 - Accident without lost time: non-disabling injury, with return to work the following day at full capacity; Level 3 - Accident without lost time with job adaptation: return to work the following day, with partial or adapted function; Level 4 – Lost-time accident: total temporary disability; Level 5 - Lost-time accident: partial permanent disability.

4. Lost-time injuries refer to high consequence work-related accidents (excluding fatalities).

5. Considers lost-time incidents and non-lost-time incidents, with or without work adaptation. Commuting accidents are not included. Additionally, recordable work-related injuries refer to work-related accidents that are required to be reported.

6. The calculation of the severity rate includes lost, carried-over and deducted days due to fatalities, lost-time incidents and non-lost-time incidents, with or without work adaptation. In 2025, the number of hours worked totaled 117,470,466 (44,139,608 hours worked by employees and 73,330,858 hours worked by contractors). The increase in the severity rate is due to the increase in the number of lost-time incidents recorded during 2025.

7. Lost-time frequency rate refers to high-consequence work-related accidents (excluding fatalities).

8. The calculation of the cumulative frequency rate/incident rate includes fatalities, lost-time incidents and non-lost-time incidents, with or without work adaptation.

SUPPLY CHAIN

3-3: SUPPLIER MANAGEMENT, 408-1, 409-1

Suzano's supply chain is made up of suppliers that are organized into macro-categories. It includes partners that enable forestry, industrial and logistics operations (inputs, materials, equipment and services), and downstream industrial customers (producers and converters), distribution channels and, in the case of tissue, the consumer market.

Other relevant business relationships include partnerships with specialized companies and consultants to support customer experience and satisfaction initiatives, as well as other activities, including infrastructure and technological development, and collaborative projects with customers and brand owners. **GRI 2-6**

Supplier management plays a central role in mitigating economic, environmental and social risks in the value chain. In the economic sphere, the company assesses financial information and continuously monitor indicators, such as credit scores (Serasa score, in Brazil) and level of financial dependence, reducing the risk of operational disruption and creating more stable and sustainable business relationships. From an environmental perspective, Suzano encourages responsible practices among its partners, including emissions control, proper waste management and water security, which are essential elements to ensure the resilience of the locations and the production chain.

In the social sphere, Suzano works to enforce respect for human rights, preventing situations of child labor and forced or compulsory labor, and guaranteeing dignified and safe conditions for workers. To ensure compliance with minimum ESG requirements, all critical suppliers must complete a self-assessment that includes different aspects. In the area of governance, for example, the assessment covers anti-corruption practices, the Ombudsman Channel and the Code of Conduct.

Suzano's procurement guidelines, such as the **Sustainable Procurement Policy**, are reviewed every 24 months to prevent potential violations of ESG requirements and ensure compliance with the Supplier Code of Conduct.

To be hired, suppliers must undergo a certification process that aims to ensure the fulfillment of established legal, technical and compliance requirements. They also participate in supplier management processes of the Procurement area, which verify their stand with the State, validate and manage mandatory licenses and documents, and conduct preliminary assessments of minimum quality and ESG requirements.

The certification process also includes background checks of eligible suppliers, which verifies information of various kinds (reputational, administrative, judicial, criminal and others) related to individuals and legal entities registered in Suzano's supplier database.

The registration and certification of suppliers considers the partner's scope of activity to establish the specific assessment criteria. In 2025, 89% of new suppliers whose scope involved environmental criteria were screened with consideration of criteria of this nature. **GRI 308-1**

Similarly, all candidates are invariably assessed for compliance with social criteria, with hiring conditional upon full adherence to Suzano's Code of Ethics and Conduct. As a result, in 2025, 100% of the 1,573 new suppliers certified were selected based on the assessment of social criteria. **GRI 414-1**

The Sustainable Procurement Policy also fosters the local economy and entrepreneurship by prioritizing purchases in areas where it maintains manufacturing or forestry operations. In 2025, the company spent R$17.9 billion on local suppliers from the states of Bahia, Espírito Santo, Maranhão, Mato Grosso do Sul and São Paulo, representing 42% of global acquisitions in the year. The support for regional development is reinforced by the Semear ("Sowing") Program, which has trained more than 400 micro and small businesses since 2020. In addition, to facilitate its partners' access to credit, the company has maintained a partnership with the fintech Monkey Exchange for five consecutive year. Through this partnership, suppliers are able to anticipate their receivables in a structured manner, while Suzano extends the negotiated payment term, ensuring predictability and balance in the commercial relationship. **GRI 204-1**

Read Suzano's procurement guidelines, including the [Sustainable Procurement Policy](#).

Social and Environmental Risk Matrix

To classify suppliers according to their sustainability risk, Suzano uses the Supply Chain Social and Environmental Risk Matrix, which enables the company to set consistent ESG monitoring criteria, aligned with its Commitments to Renewing Life (CRLs). In 2025, criteria from the Taskforce on Nature-related Financial Disclosures (TNFD) framework were added to supplier risk assessments, including water and effluents, biodiversity, origin of raw material and others.

The Social and Environmental Risk Matrix is also used to segment the total supplier base and identify risks through analysis of procurement categories from a social and environmental perspective, which includes human rights related to labor practices, forced and child labor, and the sexual exploitation of children and adolescents.

All service providers entering Suzano's premises, as well as their subcontractors, must follow specific criteria to ensure the safety of people and the integrity of processes. Through the Ancillary Obligations Control process, Suzano verifies suppliers' compliance with obligations such as wages, social security contributions (INSS, FGTS, in Brazil), vacations and terminations, as well as benefits guaranteed by collective agreements. Corrective action plans are created to address potential gaps identified.

> **In 2025, Suzano continued the second-party audit process focused on ESG aspects. This included critical suppliers with high sustainability risk that are considered to be a priority for this process.**

During the year, the company also created the **Social and Environmental Awareness Tour** to introduce concepts and best practices related to governance in human rights and the environment, reinforcing its strategic commitment to risk reduction, the implementation of human rights and decent work due diligence, and partnership with suppliers. To this end, Suzano launched supporting resources such as a new version of the Supplier Code of Conduct and the Human Rights Manual. The Tour took place in the states of Bahia, Espírito Santo, Maranhão, Mato Grosso do Sul and São Paulo, bringing together more than 120 suppliers and 250 participants.

Training for Buyers

In addition to supporting supplier development, the Responsible Supplier Management Program offers training on ESG topics for the company's buyers. In 2025, Suzano provided training on life cycle assessments and the circular economy to 91 buyers, corresponding to 53% of the total. The company also make the Responsible Procurement Pathway available on the UniverSuzano internal training platform, addressing topics such as climate change, water management and ESG initiatives in the supply chain.

Suzano also has an annual training program for the teams responsible for wood procurement, covering land, social, labor, health, safety and environmental controls.

ENGAGEMENT PROGRAMS

As part of its commitment to supporting and empowering suppliers, Suzano has projects to increase supply chain engagement with ESG issues, including:

SEMEAR ("SOWING")

Conducted in partnership with SEBRAE (Brazilian Micro and Small Business Support Service, in Portuguese), it focuses on training and improving the ESG performance of Suzano's micro and small suppliers by teaching them about management, innovation, and principles of legal, social and environmental responsibility. The program has a version focused on **female entrepreneurship**, including socially vulnerable women living in communities around Suzano's sites in Brazil. It lasts between six and 12 months.

CLIMATE CHANGE IN THE VALUE CHAIN AND CARING FOR WATER IN THE VALUE CHAIN

These two programs in partnership with CDP aim to encourage suppliers to commit to reducing greenhouse gas emissions and improving water management.

INCLUSIVE PROCUREMENT

This program engages and motivates the supply chain to promote diversity, equity and inclusion. To this end, Suzano identifies and facilitates diversity initiatives throughout the supply chain, including, for example, conducting a Diversity and Inclusion Census among its suppliers.

WECONNECT INTERNATIONAL

Initiated in 2024, the partnership with this global network that connects women-led businesses to large organizations worldwide aims to boost the diversity of Suzano's supply chain. The company monitors the diverse procurement indicator, which enables it to more accurately identify its spending with women-owned businesses. In 2025, the initiatives of the Inclusive Procurement program were recognized with the international Procurement Leaders Award in the Supplier Inclusion category.

ENGAGEMENT PROGRAMS

COMPARTILHAR ("SHARING")

This program works on two main focus areas: climate and positive social impact. In the climate area, Suzano invited 100 strategic suppliers, representing 80% of spending in the categories of goods and services purchased and upstream transportation and distribution, in line with SBTi.

The program includes a letter of commitment to formalize engagement (signed by 70% of the participants) and initiatives such as completing a maturity survey and collecting primary emissions data from suppliers (78% engagement), creating and monitoring (by Suzano) action plans, and participating in workshops and training sessions to improve technical skills and exchange best practices (77% engagement from both new suppliers and participating suppliers).

In the positive social impact area, the goal is to engage the supply chain to lift people out of poverty by co-financing projects incentivized by Suzano and training potential workers in line with business needs. The engagement rate for suppliers identified for potential partnerships was 25%.

SUZANO VALORIZA ("APPRECIATES")

Created to recognize suppliers based on their ESG performance and indicators, this program included Best Practices, an event where suppliers recognized by Suzano Valoriza were invited to share their sustainability and innovation initiatives, promoting the exchange of knowledge and successful experiences.

SUPPLIERS SCREENED USING ENVIRONMENTAL AND SOCIAL CRITERIA GRI 308-1, 414-1

Wood suppliers	Environmental screening			Social screening		
	2023	2024	2025	2023	2024	2025
Total number of new suppliers that were considered for hiring	1,659	1,383	1,573	1,659	1,383	1,573
Total number of new suppliers screened using environmental and/or social criteria	1,192	991	1,404	1,659	1,383	1,573
Percentage of new suppliers screened using environmental and/or social criteria	72%	72%	89%	100%	100%	100%

SUPPLIERS ASSESSED FOR ENVIRONMENTAL AND SOCIAL IMPACTS [1, 2, 3] GRI 308-2, 414-2

Wood suppliers	Environmental assessment			Social assessment		
	2023	2024	2025	2023	2024	2025
Number of suppliers assessed	981	958	995	981	958	903
Number of suppliers identified as having significant actual and potential negative impacts	3	0	18	7	2	24
Number of suppliers identified as having significant actual and potential negative impacts with which improvements were agreed upon as a result of assessment	3	0	18	7	1	24
Percentage of suppliers identified as having negative impacts	0.3%	0%	2%	1%	0.2%	3%
Percentage of suppliers identified as having significant actual and potential negative impacts with which improvements were agreed upon as a result of assessment	100%	100%	100%	100%	50%	100%
Percentage of suppliers identified as having significant actual and potential negative impacts with which relationships were terminated as a result of the assessment	0%	0%	0%	0%	50%	0%
Except wood	**Environmental assessment**			**Social assessment**		
	2023	2024	2025	2023	2024	2025
Number of suppliers assessed	521	564	538	519	565	526
Number of suppliers identified as having significant actual and potential negative impacts	28	27	26	38	26	55
Number of suppliers identified as having significant actual and potential negative impacts with which improvements were agreed upon as a result of assessment	28	26	21	38	21	51
Percentage of suppliers identified as having negative impacts	5%	5%	5%	7%	5%	10%
Percentage of suppliers identified as having significant actual and potential negative impacts with which improvements were agreed upon as a result of assessment	100%	96%	81%	100%	81%	93%
Percentage of suppliers identified as having significant actual and potential negative impacts with which relationships were terminated as a result of the assessment	0%	0%	19%	0%	19%	7%

1. Except wood: the indicator considers suppliers that underwent evaluation through the Supplier Performance Index (SPI) process and second-party ESG audits. Suppliers from the United States were only considered for the GRI 308-2 Standard, since they do not undergo social assessment.

2. For the purposes of detailing the metrics used, the following are considered to be actual and significant negative environmental impacts: non-compliance with Environmental Management System requirements as assessed through second-party ESG audits of suppliers that were rejected or approved with restrictions as the final result of the audit; and low performance in the Environment section of the Supplier Performance Assessment of suppliers who were rejected or approved with restrictions in the process

3. The following are considered to be actual and significant negative social impacts: non-compliance with social responsibility requirements as assessed through second-party ESG audits of suppliers that were rejected or approved with restrictions as the final result of the audit; and low performance in the Social section of the Supplier Performance Assessment of suppliers who were rejected or approved with restrictions in the process.

SPENDING ON LOCAL SUPPLIERS BY STATE [1, 2] GRI 204-1

	2023		2024		2025	
	Except wood	Wood suppliers	Except wood	Wood suppliers	Except wood	Wood suppliers
Bahia	42%	97%	41%	93%	37%	88%
Espírito Santo	65%	36%	63%	34%	58%	21%
Maranhão	69%	100%	69%	100%	61%	12%
Mato Grosso do Sul	51%	88%	51%	90%	50%	95%
São Paulo	87%	100%	85%	97%	81%	100%
AVERAGE	**36%**	**62%**	**38%**	**78%**	**42%**	**82%**

1. Except wood: Local suppliers are considered to be those that are headquartered or have branches in, and supply to, the same state where Suzano sites are located. To determine the percentage of local purchases, Suzano compared the state's spending with spending on local suppliers. The calculation of the percentage for the state of Maranhão considered suppliers from the states of Paraná and Tocantins. The report considers 100% of purchases made by Suzano S.A. companies.

2. Wood suppliers in Brazil: for the purpose of calculation, local suppliers are considered to be those that own farms in, and supply to, the same state where Suzano operates. To determine the percentage of local wood purchases, Suzano compared wood spending with spending on local suppliers (for wood purchases). To maintain this parameter, in 2025, suppliers from the states of Pará and Tocantins were excluded from the calculation for the state of Maranhão. For this reason, there was a significant change in this indicator.

SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR, YOUNG WORKERS EXPOSED TO HAZARDOUS WORK AND FORCED AND/OR COMPULSORY LABOR1 [1, 2] GRI 408-1, 409-1

	2023		2024		2025	
	Except wood	Wood suppliers	Except wood	Wood suppliers	Except wood	Wood suppliers[3]
Number of suppliers where risks were identified and assessed	971	981	1,217	958	1,195	903

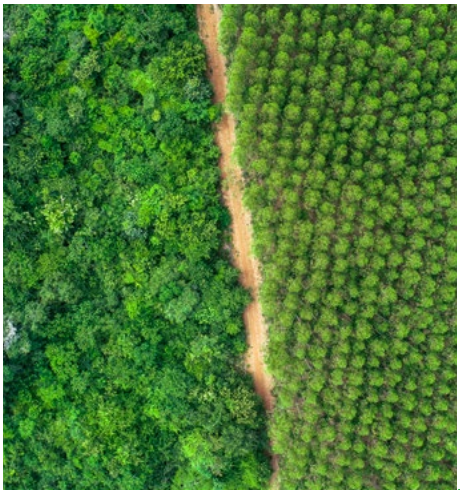
1. Wood supply, as evaluated from an environmental, social (child labor and incidents of forced or compulsory labor) and economic perspective, is classified in Suzano's Social and Environmental Matrix as critical and high sustainability risk (Sustainable Procurement Policy). As an additional risk assessment methodology, Suzano follows internationally recognized certification standards and regulations, such as the FSC® standards and the European Union Timber Regulation (EUTR), which are covered in Suzano's Wood Supply Policy.

2. Suzano considers all wood suppliers to be high risk.

3. Suppliers monitored by Procurement: In 2025, 885 direct suppliers and 313 non-tier 1 suppliers were assessed, totaling 1,195. Wood suppliers in Brazil: In 2025, 903 documentation and/or field audits were carried out, including wood supply and wood harvesting and transportation services. All monitored suppliers are located in Brazil.

5. ENVIRONMENTAL PERFORMANCE

- Environmental Management
- Climate Strategy
- Biodiversity
- Water and Effluents
- Circular Economy and Waste
- Certifications



ENVIRONMENTAL MANAGEMENT

Suzano's environmental management is comprised of a system designed to sustain its production of renewable raw materials. Its management priorities are to ensure environmental preservation, increase operational efficiency and drive socioeconomic development in the areas where it operates, generating value for the company and for society. This system combines sustainable and innovative practices to achieve balance between the use of natural resources and the conservation of ecosystems and the well-being of communities.

Examples of social and environmental initiatives carried out by Suzano include performing environmental restoration; controlling waste and erosion; managing dams and water withdrawal; managing High Conservation Value Areas, fighting forest fires; strengthening social relationships with traditional communities and communities near plants and ports; and boosting employability across the value chain.

Fighting Forest Fires

Suzano has been improving its forest fire management strategy, increasing investments in prevention, detection and response. This management approach incorporates technological and operational solutions aimed at reducing risks in its farms and conservation areas, as well within neighboring communities. The company has started using analytical models based on advanced mathematical and statistical methods, which integrate environmental, climate and operational variables to anticipate situations that pose high threat for fires, supporting preventive decision-making.

Suzano has expanded the use of monitoring technologies and predictive tools, which enable early detection of risk situations and the rapid identification of potential fire outbreaks. This approach drives prevention and ensures faster mobilization of field teams, reducing the likelihood of fire spreading.

Management in this area is supported by a dedicated operational structure, made up of trained and highly-qualified fire teams that participate in annual refresher courses to review technical updates, standardize procedures and ensure operational readiness considering different fire outbreak scenarios.

Suzano's strategy for preventing and fighting forest fires is supported by the integrated use of technologies that improve early detection, risk analysis and operational response. These solutions support faster decisions and reduce environmental and operational impacts.

Additionally, Suzano's entire operational fleet is monitored by real-time tracking systems, which help optimize travel, and increase efficiency in the use of resources and agility in firefighting activities. This combination of technologies reinforces the capacity for prevention, rapid response and mitigation of impacts, protecting both production areas and areas of conservation and environmental preservation.

CLIMATE STRATEGY

GRI 3-3: EMISSIONS AND CLIMATE CHANGE, 201-2

The activities of the pulp and paper industry are intrinsically dependent on forest management, water resources and land use, which makes climate change a material and urgent topic for Suzano.

The company's business model reflects a strategic duality: while planted farms and native forests participate in the removal and storage of carbon (CO_2), the preservation of biodiversity and water regulation, industrial activities and the value chain generate greenhouse gas (GHG) emissions. This characteristic increases the company's responsibility to maximize removals and mitigate emissions, transforming the climate challenge into opportunities for efficiency and innovation.

By establishing integrated climate governance, Suzano will centralized strategic decisions in a leadership forum made up by vice presidents and directors. This model, implemented in 2025, ensures a cross-cutting approach supported by the Corporate Climate Change Policy and covering all angles, from the management of risks and opportunities (such as the bioeconomy and renewable products) to advocacy.

The company has an area dedicated to identifying and addressing risks. Also, the methodology for financial quantification of climate risks—implemented in 2024 and expanded in 2025—has increased the company's adaptive capacity, enabling it to calculate the financial impact of the materialization of risks on assets and operations.

In this context, the company considers two groups of climate risks:

- **Physical risks:** Suzano considers the four global warming scenarios, developed by the Intergovernmental Panel on Climate Change (IPCC), to assess the physical risks that impact its forestry and strategic operations. The company assesses vulnerability to climate change throughout the value chain, adopting a preventive approach.
- **Transition risks:** Suzano takes a proactive approach to identify, assess and mitigate climate transition risks, leveraging market opportunities while also increasing its operational resilience and competitiveness. These risks include regulatory, legal, technological, market and reputational aspects, which the company strives to mitigate through innovation and alignment with global trends.

The main negative impacts associated with Suzano's business activities and relationships result from greenhouse gas emissions from its industrial, forestry and logistics operations and, especially, from indirect emissions from the value chain (scope 3), concentrated primarily in the categories of purchased goods and services, transportation, and processing of products sold by customers.

To address these impacts, Suzano works with its partners in an integrated manner, sharing data and fostering collaborative engagement. Additionally, the company believes in the importance of involving its employees in matters related to climate change, as another driver of progress in the climate agenda and enabler of internal initiatives to reduce emissions.

In June 2025, a milestone in this mitigation strategy was reached with the publication of an emissions reduction target approved by the Science Based Targets initiative (SBTi) and aligned with 1.5°C scenarios. Suzano committed to lowering its absolute scope 1 and 2 emissions by 50.4% by 2032 and engage 80% of its suppliers and customers with science-based targets by 2028.

In 2025, Suzano also launched the Climate Transition Action Plan (CTAP), which guides the decarbonization of its operations and value chain, supported by the Marginal Abatement Cost Curve (MACC), a tool that enables the registration and integrated management of decarbonization projects.

The effectiveness of these measures is monitored through the Greenhouse Gas Inventory, verified by a third party (GHG Protocol methodology) and followed up by specific committees that assess progress against the commitments made.

Check out Suzano's Corporate Climate Change Policy for more information.

Decarbonization

Suzano's decarbonization strategy is cross-cutting and organized in four main focus areas: Industrial, Logistics, Value Chain and Forestry. These focus areas were defined based on a thorough analysis of emissions (scopes 1, 2, and 3) and encompass solutions such as energy efficiency, electrification, the use of biofuels and bio-inputs, gasification and route optimization.

Currently, Suzano's decarbonization portfolio includes more than 120 identified emissions reduction initiatives. These projects, which are at different stages of technical maturity and approval, are managed and continuously updated by multidisciplinary working groups, ensuring that the mitigation plan generates real and measurable impact.

In 2025, Suzano was recognized by CDP with an A score in the Supplier Engagement Assessment (SEA), becoming part of the assessment's A-List. SEA recognizes leading companies for their corporate supply chain engagement on climate issues, considering criteria such as governance, target setting, scope 3 emissions management, risk management and engagement strategies. This recognition underscores Suzano's role as a driver of climate action throughout its value chain and the recognition that the transition to a low-carbon economy requires collaboration among strategic partners.

This result reflects the progress in the implementation of structuring initiatives involving suppliers, such as the Compartilhar Clima ("Sharing Climate") Program (which provides training, facilitates knowledge exchange and supports emission management and reduction practices) and continuous participation in CDP Supply Chain, encouraging transparency and alignment with climate best practices.

ARR Horizonte Carbon Project

One of the company's main initiatives is the ARR Horizonte Carbon Project, focused on recovering degraded areas through reforestation using native trees and eucalyptus, and generating social and environmental benefits. In March 2023, Verra, the project's certification body, completed the validation and first verification of 1.9 million tCO_2e for the Project (VCS ID 3350).

Subsequently, in June 2025, after the completion of the second verification, the Project reached a total of 2.3 million tonnes of long-term average CO_2e removals, of which 1.9 million are eligible to emit credits. In 2025, Suzano sold and retired 109,281 verified carbon units (VCUs), totaling 154,000 VCUs since the beginning of the project. All credits sold and retired are deducted from the removal inventory to avoid duplicity.

Operational Performance

In 2025, there was a slight increase (1%) in absolute emissions (scopes 1 and 2), primarily due to higher fuel oil consumption by an asset nearing the end of its useful life and to increased production resulting from full-year operations at the new Ribas do Rio Pardo mill. Structural energy transition initiatives, such as the replacement of fuel oil with natural gas in Imperatriz and the start of operations at the new biomass gasification plant in Ribas do Rio Pardo, did not produced their full expected effect in 2025, as a result of final adjustments needed during the operational ramp-up.

Suzano's indirect emissions from acquired energy (scope 2) come from the purchase of electricity from the Brazilian grid, known as the National Interconnected System (SIN), as well as from electricity consumed and steam acquired by the Suzano Packaging facilities in the United States. These emissions are more significant in industrial site, involving especially paper machines, which require a continuous supply of electricity.

Since Suzano self-generates a large percentage of the energy it consumes, scope 2 emissions are not highly significant in the global inventory. However, in 2025, the result was impacted by the incorporation of primary data from Suzano Packaging (especially regarding steam acquisition), which started to reflect the reality of the U.S.-based sites more accurately, offsetting the reduction in emissions in sites in Brazil.

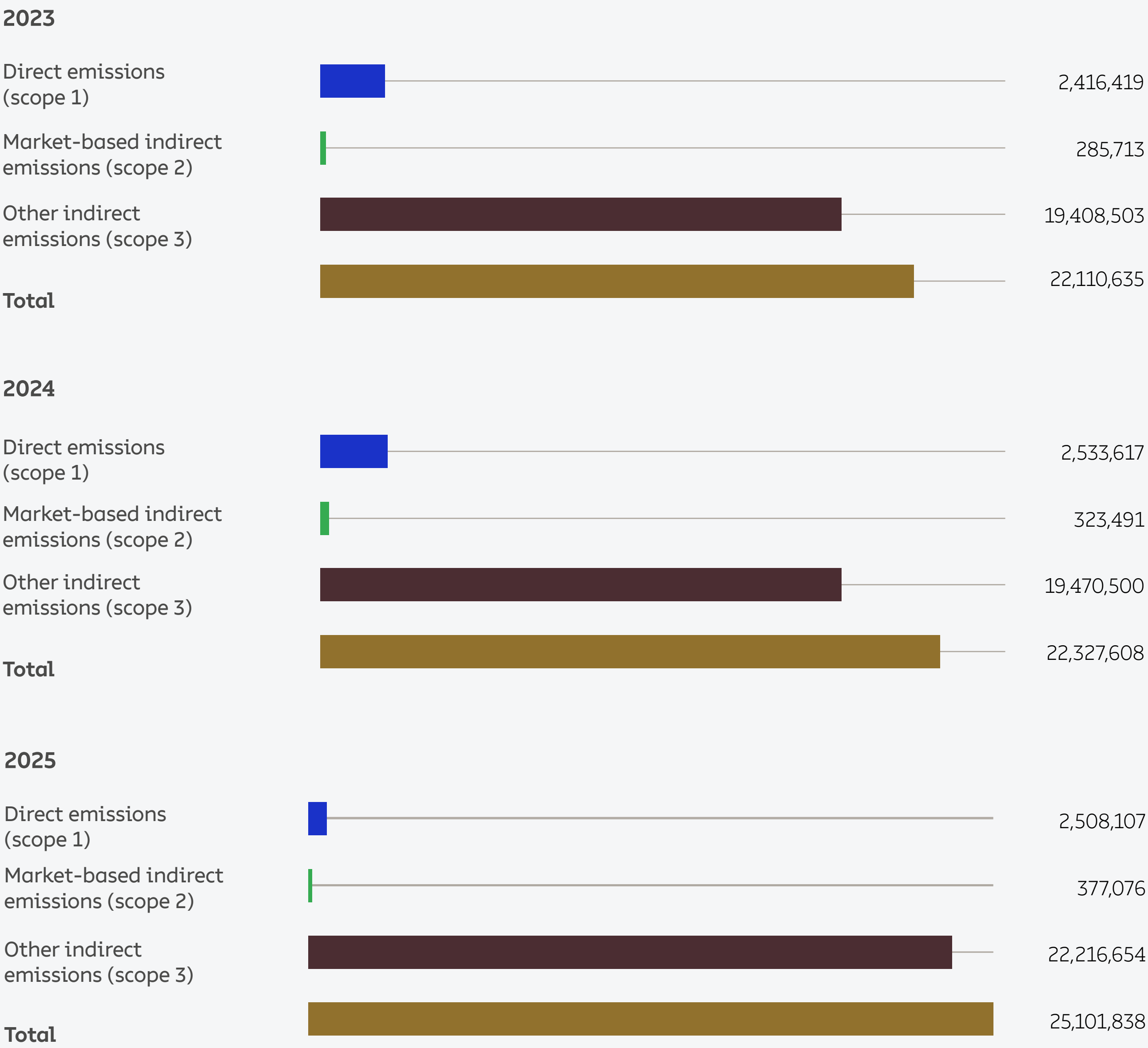
Finally, in 2025, scope 3 emissions saw a significant increase of 14%, primarily resulting from the inclusion of emissions from the entire value chain of Suzano's new plant in Ribas do Rio Pardo. Emissions from the processing of sold products and purchased goods and services are the most representative among Suzano's indirect emissions (scope 3). It is worth noting that, in 2024, the company expanded the accounting of its indirect emissions, considering all material scope 3 categories.

BIOGENIC CO_2 EMISSIONS (tCO_2e)[1] GRI 305-1, 305-3

	2023	2024	2025
Scope 1	24,454,728	22,345,933	26,495,679
Scope 3	577,758	136,604	151,627
TOTAL	**25,032,486**	**22,482,537**	**26,647,306**

[1] Biogenic emissions are emissions related to the natural carbon cycle, as well as those resulting from the combustion, harvesting, digestion, fermentation, decomposition or processing of bio-based materials. Biogenic emissions presented in this table refer exclusively to CO_2 of biogenic origin. The calculation of biogenic emissions includes the consumption of biomass, black liquor and methanol for energy generation; of heat and steam in industrial sites; and of renewable fuels, primarily in road operations, such as consumption of ethanol, biodiesel mixed with diesel, and ethanol mixed with gasoline. The emission factors for these inputs in Brazil are published annually by the Brazilian GHG Protocol Program. For comparison with the baseline year and to align with the methodology used for Suzano's Commitments to Renewing Life, the company used GWP indices from the IPCC Fifth Assessment Report. The Greenhouse Gas Inventory has been assured by an independent third party.

GREENHOUSE GAS (GHG) EMISSIONS (tCO_2e) [1, 2, 3, 4] GRI 305-1, 305-2, 305-3 | SASB RR-PP-110a.1



1. Suzano reports its greenhouse gas (GHG) emissions following the operational control approach. Following the approval of SBTi targets in 2025, 2022 is now considered the baseline year for scope 1 and 2 emissions. For more information, visit the Sustainability Center.

2. Direct GHG emissions (scope 1) include, but are not limited to, carbon dioxide (CO_2) emissions from fuel consumption reported in GRI Disclosure 302-1 (Energy consumption within the organization). The standard includes the following gases: CO_2, methane (CH_4), nitrous oxide (N_2O) and hydrofluorocarbons (HFCs).

3. Indirect GHG emissions (scope 2) include, but are not limited to, CO_2 emissions from purchased or acquired electricity, heating, cooling and steam consumed by the organization. The standard includes the following gas: CO_2. IIn 2024, Suzano started reporting scope 2 emissions following the market-based method, with values being identical for both methods (location-based and market-based). In 2024, we started reporting scope 2 emissions following the market-based method. Scope 2 emissions remain relatively low due to the company's high renewable self-generation in Brazil, but have increased relatively with the inclusion of operations in the United States in 2024, especially due to steam consumption.

4. Other GHG emissions (scope 3) include the following gases: carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O). Scope 3 categories measured: Purchased goods and services; Fuel- and energy-related activities not included in scopes 1 and 2; Upstream transportation and distribution; Downstream transportation and distribution; Employee commuting; Waste generated in operations; Business travel; Processing of sold products; End-of-life treatment of sold products; Investments.

GHG EMISSIONS INTENSITY GRI 305-4

By scope (tCO_2e/tonne) [1, 2]	2023	2024	2025
Scopes 1 and 2	0.2107	0.2046	0.1859
Scopes 1, 2 and 3	1.7240	1.5985	1.6173
By scope (tCO_2e/billion) [3, 4]	**2023**	**2024**	**2025**
Scopes 1, 2 and 3	556,158	471,017	500,875

[1.] Emissions intensity includes the following gases: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and hydrofluorocarbons (HFCs). The standard includes scope 1 and 2 emissions and considers Suzano's total production of pulp (market pulp and pulp for paper) and paper (finished paper, fluff and tissue).

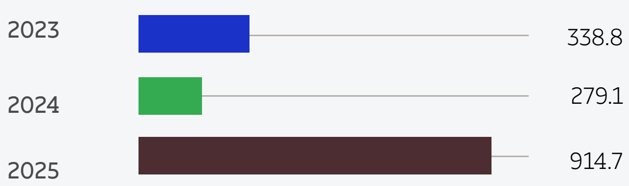
[2.] Scope 3 categories measured: Purchased goods and services; Fuel- and energy-related activities not included in scopes 1 and 2; Upstream transportation and distribution; Downstream transportation and distribution; Employee commuting; Waste generated in operations; Business travel; Processing of sold products; End-of-life treatment of sold products; Investments.

[3.] Suzano's consolidated net revenue as per note #28 of the standard/quarterly financial statements. To learn more, visit:https://s201.q4cdn.com/761980458/files/doc_news/2026/02/DF/2025-12-DFP-Suzano-EN.pdf

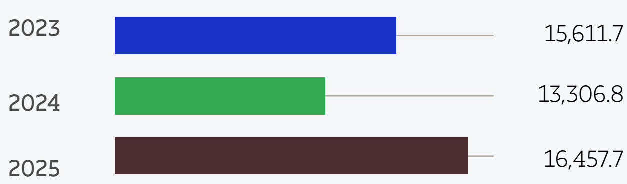
[4.] Emissions intensity includes the following gases: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and hydrofluorocarbons (HFCs). The standard includes scope 1, 2 and emissions and considers Suzano's net revenue in billions of reals.

AIR EMISSIONS (TONNES) [1] GRI 305-7

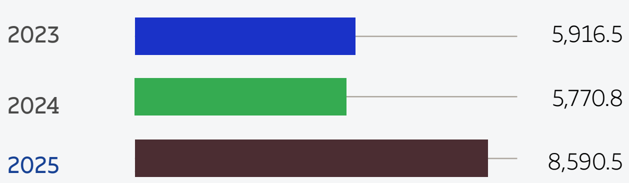
Total reduced sulfur (ERT)[2]



NOx



Particulate matter (MP)



SOx

[1.] The indicators are calculated through isokinetic measurements of each pollutant, using internationally recognized methodologies, such as those of the United States Environmental Protection Agency (EPA).

[2.] The emission of TRS compounds is a characteristic of the pulp manufacturing process, which includes wood cooking and concentration, burning and liquors recovery processes.

ENERGY CONSUMED WITHIN THE ORGANIZATION (GJ) [1, 2, 3] GRI 302-1, SASB RR-PP 130a.1

	2023	2024	2025
Fuel from non-renewable sources	29,095,141	30,054,353	28,436,351
Fuel from renewable sources	211,172,500	232,494,074	277,090,756
Energy consumption	4,208,093	5,782,512	5,629,797
Energy sold	4,786,388	5,476,316	7,394,389
Steam consumption (Suzano Packaging)	N/A	N/A	3,561,439
TOTAL	**239,689,346**	**262,854,623**	**307,323,954**

1. Total energy consumption is the sum of energy from fuels from renewable and non-renewable sources, plus energy consumption, minus total energy sold. For the purposes of calculating renewability, the total considers the sum of fuels from renewable and non-renewable sources and the energy consumed, without subtracting the energy sold, resulting in a percentage of renewable energy consumption of 90%. Fuel consumption data was converted into energy consumption based on the basic density and lower calorific value of each fuel. When available, data from the technical specifications sheet of each fuel was used. When not available, data from the National Energy Balance (MME, 2025).

2. Fuel from non-renewable sources includes the following sources: LPG, natural gas, gasoline, heavy fuel oil, road diesel oil, tire-derived fuel and used oil. Fuel from renewable sources includes the following sources: anhydrous ethyl alcohol, hydrated ethyl alcohol, biodiesel (B100), biomass, black liquor (bleach) and renewable methanol.

3. All energy consumed and sold refers to electricity and steam. Suzano does not consume or sell energy from heating and cooling.

ENERGY CONSUMED OUTSIDE THE ORGANIZATION [1] GRI 302-2

	2023	2024	2025
Fuel from non-renewable sources	23,597,074	32,227,112	38,403,869.08

1. Fuel consumption data was converted into energy consumption based on the basic density and lower calorific value of each fuel. When available, data from the technical specifications sheet of each fuel was used. When not available, data from the National Energy Balance (MME, 2024).

ENERGY INTENSITY (GJ/TONNE) [1] GRI 302-3

	2023	2024	2025
Within the organization	20.30	20.22	23.54
Outside the organization	1.94	2.43	2.44
TOTAL	**22.24**	**22.65**	**25.98**

1. The denominator used is the sum of tonnes of pulp, finished products and tissue reels produced by Suzano plants, which cannot be published for strategic reasons. This indicator excludes data from international sites, with the exception of Suzano Packaging. Energy intensity takes into account the total energy consumption calculated in indicators 302-1 for consumption within the organization and 302-2 for consumption outside the organization.

2. Intensity rate includes all fuels used in process (renewable and non-renewable, and electricity consumed from the Brazilian grid and from steam).

GHG INDICATOR LINKED TO SUZANO'S FINANCIAL TRANSACTIONS

	2020	2021	2022	2023	2024	2025
Emissions (tCO_2e/tonne)	0.1929	0.1995	0.1962	0.2057	0.2099	0.2075
2024-2025 average (tCO_2e/tonne)	0.2087					

The data refers to the GHG KPI linked to the company's financial transactions (sustainability-linked bonds and sustainability-linked loans) and includes Suzano Packaging starting in October 2024. During the reporting period, the company did not reach the sustainability performance target (SPT) set for these transactions and will follow the rules established by each financial instrument.

The failure to achieve the SPT is associated with the company's expansion and internationalization. The incorporation of Suzano Packaging had a significant impact on GHG emissions during the reporting period. Suzano remains committed to ensuring the integration and alignment of new sites with its operational efficiency and emissions profile.

For the purposes of verifying sustainability-linked loans (SLL), the annual total should be considered. For the purposes of verifying sustainability-linked bonds (SLB), the 2024-2025 average should be considered, as established by each instrument.

BIODIVERSITY

GRI 3-3: BIODIVERSITY

As a nature-based company, Suzano's business model considers its inseparable relationship with the environment: eucalyptus, which is cultivated in Brazil, depends directly on soil health, water regulation and climate resilience. Therefore, supporting biodiversity conservation and ecosystem recovery ensures the perpetuity of the business, in addition to benefiting all of society.

In Suzano eucalyptus farms, the trees are interspersed with conservation areas, forming a natural mosaic that strengthens the resilience of the business and supports the balance of ecosystems.

This mosaic becomes even stronger when isolated conservation fragments are connected by ecological corridors, facilitating the transit of species, increasing genetic exchange and maintaining biodiversity. Additionally, the restoration of degraded areas expands the integration of landscapes, reinforcing the company's commitment to sustainability and the creation of more connected and resilient environments.

Considering the findings presented in the World Economic Forum's Global Risk Report 2026, which classifies biodiversity loss as one of the main global risks in the next decade, Suzano is focusing its efforts on expanding environmental conservation and regeneration initiatives. The strategy is based on the integration of production areas, native forests and protected areas, creating a management model that reconciles pulp production with biodiversity conservation and the maintenance of ecosystem services.

Additionally, Suzano is preparing to respond directly to global challenges. Its programs in the areas of ecosystem conservation and restoration, sustainable land use and protection of endangered species are aligned with the 2050 Vision of "Living in harmony with nature" and contribute concretely to 11 of the 23 targets of the Kunming-Montreal Global Biodiversity Framework. This alignment ensures that operations in Brazil are supporting the global agenda to reverse nature loss by the end of this decade. GRI 101-1

With operations concentrated in key biomes in Brazil, such as the Amazon, Atlantic Forest and Cerrado, Suzano recognizes that ecological processes are not limited to land boundaries. For this reason, the company operates on a landscape scale, extending initiatives beyond its own property limits.

To that end, Suzano, along with implementing partners, establishes agreements with rural landowners, communities and research institutions to monitor biodiversity and support the creation of ecological corridors that connect strategic fragments in these biomes, contributing to the environmental integrity of the land in areas where it operates.

Nature Strategy

GRI 3-3: BIODIVERSITY, 102-2

Launched in November 2025, Suzano's Nature Strategy was developed in collaboration with the International Union for Conservation of Nature (IUCN). The initiative consolidates the company's approach to integrating nature conservation and regeneration into its business model, connecting productivity, resilience and conservation. The strategy is based on the use of scientific metrics, collaborative creation with several stakeholders and a commitment to longterm sustainability.

Suzano pioneered the use of the Species Threat Abatement and Restoration (STAR) metric to map sensitive areas in the regions where it operates, identify threatened species and develop priority actions to reduce the risk of extinction. Biodiversity monitoring carried out by the company over decades has identified the presence of 125 threatened species, of which 24 were selected as a priority focus for intervention based on technical criteria.

The model introduced innovative methodologies and strengthened the scientific basis of the analyses, resulting in the publication of a case study by Suzano at the IUCN Congress, in October. Held every four years, the congress is the world's largest gathering on conservation and brings together leaders, scientists and indigenous peoples to set environmental priorities. The lessons learned supported the creation of the Rapid High-Integrity Nature-positive Outcomes (RHINO) methodology, which guides companies to take concrete, measurable and high-integrity action for biodiversity conservation.

Read [Suzano's case study] presented at the IUCN Congress.

The development of the Nature Strategy included analyses that covered Suzano's 2.9 million hectares of company-owned land and expanded to approximately 10 million hectares when considering the scale of the watersheds considered. This approach broadens the perspective beyond the company's operational boundaries and reinforces the commitment to conservation at the landscape scale.

10 MILLION

hectares covered by analyses that informed the development of the Nature Strategy

In addition to the partnership with IUCN, the process involved the engagement of more than 25 stakeholders, including experts, government representatives, academia, civil society organizations and local communities. This process of active listening contributed to the legitimacy of the strategy and to the incorporation of different perspectives in determining priorities and actions.

Impact Management

GRI 3-3: BIODIVERSITY, 101-1, 101-2, 101-4

Suzano applies the mitigation hierarchy to its direct operations in Brazil. This hierarchy is the central axis of its environmental management efforts, guiding management, monitoring and stakeholder engagement practices. The approach is organized in four fundamental steps, established in a sequential and hierarchical order: avoid, minimize, restore and transform.

The goal is to prioritize the prevention of negative impacts, ensuring that the efforts generate positive and simultaneous results for nature, people and the climate. By adopting this approach, the company ensures that its initiatives are rigorously aligned with global conservation commitments.

For example, the initiatives that are part of the "Restore" phase include:

- Execution of the Ecological Restoration Program, which includes planting native species;
- Recovery of Permanent Preservation Areas (PPAs) and expansion of spring recovery projects, protecting and revitalizing natural water sources;
- Implementation of programs to control exotic/invasive species, reducing propagule dispersal and supporting the growth of native plants,
- Implementation of ecological corridors connecting remnants of native vegetation and forming networks of ecologically representative conservation areas.

Operational sites with potential impacts on biodiversity, especially forestry sites that interface with High Conservation Value Areas, threatened species and priority landscapes, implement biodiversity management plans that are integrated with the company's environmental management systems and forest management guidelines. These plans include identifying conservation attributes, delimiting protection or restricted use zones, setting restoration targets, creating fauna and flora monitoring protocols, and implementing procedures for preventing and responding to environmental incidents.

Suzano works to leverage synergies and reduce potential trade-offs between biodiversity and climate, prioritizing solutions that simultaneously contribute to habitat conservation and to mitigating and adapting to climate change. These practices aim to ensure that impact management measures avoid or minimize negative impacts and maximize positive impacts. When residual impact cannot be fully avoided, minimized or restored, Suzano moves to the final step of the mitigation hierarchy by implementing transformation mechanisms.

In this way, Suzano's biodiversity conservation efforts seek to boost transformative initiatives by maintaining High Conservation Value Areas (HCVAs) and Private Natural Heritage Reserves (PNHRs), and driving ecological restoration, as well as strengthening ecological corridors—initiatives that go beyond minimum legal compliance and seek long-term results for nature.

At the end of the reporting period, the areas under restoration evaluated presented the following land use and land cover conditions: 36.33% had medium secondary vegetation, 24.33% had initial secondary vegetation, and12.33% had advanced secondary vegetation, indicating different stages of vegetation regeneration/recovery. Of the classes associated with anthropogenic use, 13.42% were pasture, 8.19% were sparse weedy pasture and 5.13% were dense weedy pasture. Finally, areas withmore critical coverage conditions, classified as exposed soil, represented 0.28% of the total.

Furthermore, Suzano works on restoring third-party areas through the implementation of ecological corridors. In 2025, 162 hectares were implemented in third-party areas, supporting the connection of approximately 17,000 hectares; cumulatively, 212 hectares were implemented and 67,000 hectares were connected.

Conservation Policies

GRI 3-3 BIODIVERSITY, 101-1

Since the 1990s, Suzano has invested in biodiversity monitoring in its protected areas. In these areas, more than 4,500 species of fauna and flora have already been recorded, of which approximately 190 are threatened with extinction and 180 are endemic to three different biomes: the Amazon, Atlantic Forest and Cerrado.

At Suzano, the commitment to biodiversity, in addition to covering three of Brazil's six biomes, considers the representativeness of the company's entire territorial extent and influence. Its execution has been carried out collaboratively with various stakeholders, in partnership with local communities and landowners of areas where the ecological corridors are being implemented.

To ensure that biodiversity is treated as a strategic priority, Suzano bases its management on long-term policies and formal commitments. The key element of this governance is the Environmental Management Policy, which guides forestry and industrial operations in Brazil. These guidelines cover the areas that are directly managed by Suzano (land owned, leased or cultivated through partnerships).

Regarding delimited HCVAs, which total approximately 86,000 hectares, Suzano implements a Corporate Monitoring Plan that considers the specific characteristics of its forestry business sites. The Plan includes monitoring indicators, potential risks to high-value biodiversity attributes identified and necessary protection measures. For PNHRs, the company establishes special management and methods to protect the identified values, in compliance with specific requirements and legislation applicable to these conservation areas.

Additionally, in areas where intervention is deemed necessary to restore ecological functions (due to previous use as cattle pasture and other uses by third parties), Suzano has an Ecological Restoration Program that considers landscape planning and coordination with the different actors to support biodiversity conservation and generate social benefits.

New Reserves

GRI 3-3: BIODIVERSITY, 101-2, 101-4

Suzano maintains and protects more than 1.1 million hectares of native vegetation, which corresponds to 40% of its total land. Within this area, the company has voluntarily identified 75 HCVAs and eight PNHRs that are classified as category IV by the International Union for Conservation of Nature (IUCN). This totals approximately 106,000 hectares that are considered to be of global or national importance for biodiversity conservation.

In 2025, two new PNHRs were created: the Nova Descoberta PNHR, in the state of Maranhão, with 5,886 hectares, and the Entre Rios PNHR, in the state of São Paulo, with 306 hectares.

Suzano's two new conservation sites reflect the company's effort to expand conservation in the regions where it operates. The Nova Descoberta PNHR is Suzano's largest conservation site and the largest PNHR in the state of Maranhão. Additionally, the Entre Rios PNHR supports the protection of biodiversity and ecosystem services in an important fragment of the Cerrado biome in the interior of São Paulo state.

Commitment to Zero Deforestation

GRI 3-3: BIODIVERSITY, 3-3: CERTIFICATIONS, 3-3: CLIMATE CHANGE, 101-1, 101-2

The commitment to zero deforestation is a non-negotiable principle that guides Suzano's entire forestry supply chain in Brazil. Suzano's **Wood Supply Policy,** published in July 2020 and prior to the EU Regulation on Deforestation-free Products (EUDR), prohibits trees from being planted in, and wood from being acquired from, deforested areas, albeit legally (with authorization from the responsible public body), strictly following its position on zero deforestation.

This commitment is supported by a robust governance structure that incorporates advanced technologies, traceability processes and independent audits. Through a comprehensive traceability program, Suzano ensures that 100% of the products sold are tracked, from the source of the wood in the field to the final product processed by different industries.

The transparency of this system is reinforced through the annual publication of the Zero Deforestation Report in the Sustainability Center, which consolidates indicators related to forest cover, land use and the effectiveness of preventive and corrective measures taken. The results verification process is audited by an independent third party.

The management of the zero-deforestation commitment is supported by integrated technological solutions. The Zenith System enables the geolocation and monitoring of farms and conservation areas, both owned by the company and by third parties, gathering information on rural properties, towns, regions and states. Complementarily, the Due Diligence System (DDS) covers 100% of the wood supplied to plants, verifying land documents, conservation history, and the presence of indigenous and traditional communities, which enable the identification of supply chains with higher potential risk of impact on biodiversity and the prioritization of mitigation actions.

Read the annual Zero Deforestation Report in the Sustainability Center.

The management model adopted by Suzano is aligned with Brazilian environmental legislation and recognized international standards, including the European Regulation on Deforestation-Free Products (European Union Deforestation Regulation, EUDR) and the FSC® and PEFC forest certifications.

Additionally, the company has an active surveillance system that combines continuous cross-referencing of public deforestation data with its operational database, satellite monitoring, surveillance towers, drone cameras and property patrols, boosting the prevention of impacts and rapid responses to any deviations.

Landscape Connectivity

GRI 101-2, 101-4

Habitat fragmentation is one of the main threats to global biodiversity, as it isolates populations and harms the resilience of territories. To address this challenge, Suzano established a voluntary, long-term target, as part of its **Commitments to Renewing Life**, to connect, by 2030, half a million hectares of priority fragments in the Amazon, Atlantic Forest and Cerrado biomes—an area four times the size of the city of Rio de Janeiro. This connection between fragments of native vegetation occurs through the implementation of ecological corridors, which are established through restoration. In other words, the company carries out a restoration process to create an ecological corridor that connects two isolated areas of native vegetation.

The establishment of this target included actively listening sessions involving 41 organizations, including academia and NGOs, ensuring that the commitment is robust, inclusive and aligned with actual local challenges.

This commitment is implemented at a landscape scale, transcending the boundaries of the company's properties to create ecological corridors that enable the free movement of species and the flow of natural processes. This strategy has been recognized by the UN as one of Brazil's most transformative projects for ecosystem restoration.

As part of a strategic review of its Commitments to Renewing Life (CRLs), conducted in 2025, Suzano sought to simplify and connect existing initiatives, ensuring better integration between the company's commitments. As a result of this review, the company incorporated the STAR metric into its biodiversity commitment to guide the action plans for the different focus areas, centering on reducing the risk of extinction of priority species[1] through the mitigation of prioritized threats.

[1] The 19 priority species identified by STAR are: Alouatta guariba (Brown Howler Monkey); Ameivula nativo (Linhares Whiptail); Bachia bresslaui (Cerrado Legless Lizard); Cebus kaapori (White-faced Monkey/Caiarara Monkey); Chaetomys subspinosus (Bristle-spined Rat); Chiropotes satanás (Black-bearded Saki); Crax blumenbachii (Red-billed Curassow); Crax fasciolata (Bare-faced Curassow); Glaucis dohrnii (Hook-billed Hermit); Harpia harpyja (Harpy Eagle); Leopardus tigrinus (Oncilla); Pionus reichenowi (Blue-headed Parrot); Priodontes maximus (Giant Armadillo); Psophia obscura (Black-winged Trumpeter); Pyrrhura cruentata (Ochre-marked Parakeet); Pyrrhura leucotis (White-eared Parakeet); Sapajus cay (Hooded Capuchin Monkey); Sapajus robustus (Crested Capuchin Monkey); Urubitinga coronata (Crowned Eagle).

Following the review, the focus areas of the biodiversity CRL were streamlined and integrated, going from six to three main areas:

1. **Implement ecological corridors:** connect fragments of native vegetation through the implementation of ecological corridors by means of restoration and sustainable production systems that can strengthen the restoration chain and generate income locally.

2. **Protect connected areas:** create a set of protected areas around the corridors, supporting the protection of areas connected by them.

3. **Reduce the risk of extinction of threatened species:** monitor and protect the 19 species identified by STAR, through the implementation of action plans based on scientific data, to mitigate priority threats and reduce the risk of extinction.

The ecological corridor sections implemented in 2025 enabled the connection of 55,366 hectares of fragments, which, added to the fragments connected in previous years, total an accumulated 214,368 hectares connected. To achieve this number, 584 hectares of forest areas were implemented in the ecological corridors, including 256 hectares of sustainable production models and 328 hectares of ecological restoration areas.

Results and innovations include the implementation of representative networks in the ecological corridors, facilitating wildlife migration, reproduction and access to food, and increasing their chances of survival in the face of climate change.

214,368 hectares

connected by ecological corridors

With regard to wetland restoration, processes for restoring secondary forests in flooded areas in the three biomes where Suzano operates have been initiated, strengthening the protection of water resources and specific habitats.

The success of restoration measures is evaluated based on technical criteria established by the competent environmental agencies, according to the applicable legislation in each state. To this end, monitoring intervals are set, and the results are compared to expected reference ranges for each stage, guiding any adjustments through adaptive management (enrichment or densification), when necessary. **GRI 304-3**

The adopted standards derive from the Brazilian Forest Code (Brazilian Federal Law 12.651/2012) and state requirements associated with Environmental Regularization Programs (PRA, in Portuguese). The methodologies consider local environmental conditions and the recovery potential of the areas, including control of exotic species, management of natural regeneration, intercropping, nucleation, direct seeding and total planting, developed based on micro-planning and monitoring projects. **GRI 304-3**

The process for confirming the success of restoration follows the technical criteria established by the environmental agencies; there is no specific confirmation by independent external experts. Additionally, Suzano has partnerships for restoration and conservation in third-party areas within the scope of its biodiversity commitment. **GRI 304-3**

Innovation in Biodiversity Monitoring in the Cerrado

In the state of Mato Grosso do Sul, Suzano has been monitoring biodiversity using a new technology that stands out for combining field science and innovation. The goal of the project is to provide a better understanding of the fauna existing in the fragments that are being connected through the commitment to creating ecological corridors, aiming to set a baseline to assess the future impacts of connections.

This robust methodological arrangement includes different complementary approaches to biodiversity monitoring. In the acoustics area, Suzano employs long-range autonomous recorders, such as AudioMoth. This compact, low-cost bioacoustic device is ideal for field research and can operate continuously to record vocalizations throughout the day and during seasonal cycles. This capability increases monitoring sensitivity and enables the company to gather temporal variations in biological communities.

In parallel, environmental DNA (eDNA) analyses are performed using samples collected by insects, such as flies and mosquitoes, which act as natural vectors of genetic fragments from the fauna with which they interact. This technique has enabled the identification of several taxonomic groups that would be difficult to detect using traditional methods.

The integration of this acoustic and genetic data into artificial intelligence platforms enables the processing of large volumes of information and the use of advanced classification models, ensuring greater precision in species identification and deepening the analytical capacity regarding local ecological dynamics.

This technological approach complements traditional biodiversity monitoring, providing a map of animal distribution and generating data to support environmental management in the region. By cross-referencing information from different sources, Suzano assesses the health of ecological corridors, which are vital for connecting areas of native vegetation and driving the recovery of degraded land.

The effectiveness of this strategy can already be seen in the preliminary results presented in the second half of 2025. Across 400 kilometers of monitored areas, encompassing both company-owned and third-party properties, researchers identified 194 types of birds, 10 types of amphibians and three types of mammals. This inventory represents approximately 40% of the biological diversity estimated by the Global Biodiversity Information System (GBIF) for the region, demonstrating the speed and scope with which the new tools can record the presence of wildlife.

The integration of acoustic monitoring and genetic analysis has broadened knowledge about the local fauna, enabling the recording of several taxonomic groups and the identification of previously undetected species. This approach complements and enriches the monitoring protocol already established by Suzano, increasing the scope of the information generated in a non-invasive way and without causing interventions or disturbances to the environment.

R$250 MILLION

in funding included in the new agreement for the recovery of degraded native vegetation

Partnership with BNDES for Restauration

In November 2025, Suzano entered into a partnership with the Brazilian National Bank for Economic and Social Development (BNDES, in Portuguese) to restore 24,000 hectares in

Permanent Preservation Areas (PPAs) and Legal Reserves in the Amazon, Atlantic Forest and Cerrado biomes.

The partnership includes a financing agreement of R$250 million, the largest amount approved to date under the Climate Fund for the recovery of degraded native vegetation in Brazil. Created to support initiatives aimed at mitigating climate change and adapting to its impacts, the Climate Fund plays a strategic role in boosting nature-based solutions.

The initiative will support the environmental regularization of more than 1,000 rural properties distributed across the states of Bahia, Espírito Santo, Maranhão, Mato Grosso do Sul, Pará and São Paulo. The project fosters an innovative business model in the forestry sector, in which Suzano acts as a driver for restoration with native species alongside its suppliers, boosting the production chain and serving as a benchmark for the sector and other industries. Of the total area to be restored, approximately 60% are properties belonging to company partners, expanding the reach and the potential for disseminating best practices.

The project is also expected to create direct and indirect jobs throughout the phases of implementation, maintenance and monitoring of restored areas, as well as in the production chain of inputs associated with the restoration.

The implementation of this program will include the use of different and adaptive methodologies, combining innovative techniques, such as drone seeding, with established environmental restoration practices. Interventions will take place in areas of exposed soil, pastures, secondary vegetation and agricultural areas, using the most appropriate methodologies considering the degree of degradation, the distance between remnants of native vegetation and other local characteristics.

At the end of the project, it is estimated that the vegetation in the restored areas will be able to capture approximately 228,000 tonnes of CO_2 equivalent per year.

Management of Agrochemical Use

Suzano uses agrochemicals to fight factors that reduce or limit eucalyptus production, such as pests (insects and mites), diseases (caused by microorganisms and stress factors) and weeds (plant species that compete for space, water, light and nutrients).

The company strictly follows the Forest Stewardship Council® (FSC®) Pesticide Policy and the PEFC Pesticide Policy, which have their own standards on the use of agrochemicals. Suzano also complies with current Brazilian legislation regulating the registration and use of pesticides in the country, involving the Ministry of Agriculture and Livestock (MAPA), the Brazilian National Health Surveillance Agency (ANVISA - Ministry of Health) and the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA - Ministry of Environment).

Transparency With Stakeholders

GRI 3-3 BIODIVERSITY, 101-2, 101-4

Suzano recognizes that the challenge of reversing biodiversity loss is systemic and no single actor can solve it alone. The company's actions are based on a collaborative network involving local communities, traditional peoples, academia, NGOs and international organizations. This cooperation ensures that conservation efforts not only protect nature but also drive socioeconomic development and respect local cultural values.

Suzano's transparency is supported by rigorous assessment tools. Since 2021, the company has improved its Impact and Dependency Assessment, which deepens the knowledge of the business' relationship with ecosystem services. In 2024, Suzano established its position as an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD), raising the level of detail when reporting dependencies, impacts, risks and opportunities related to nature. This ensures predictability and builds on the trust of customers, investors and society. For the TNFD report scheduled to be published in June 2026, the company is working on the disclosure of detailed territorial and ecological information related to sensitive areas, including their spatial characterization and nature-related risks.

Partnership with Rainforest Alliance

Suzano made progress in its partnership with Rainforest Alliance (an international non-profit organization dedicated to fostering sustainable agriculture, healthy landscapes and thriving communities), with the goal of driving initiatives for the conservation and sustainable management of tropical forests in the state of Pará.

Developed as a three-year pilot project, the partnership focuses on expanding the capacity of communities to adapt to climate change through the training of local leaders, the co-development of an Environmental Management Plan and the creation of sustainable business models for socio-biodiversity products, with access to different markets. The initiative also includes the restoration of previously degraded areas to implement sections of an ecological corridor in the Amazon region of southeastern Pará and connect isolated fragments.

In 2025, the project advanced through the planning, engagement and local partnership building phases, in addition to connecting with small producers and associations in Dom Eliseu, a priority town for Suzano's forestry operations.

Within the scope of the agreement, Suzano also joined the Forest Allies initiative, which promotes the exchange of global experiences and practices focused on the protection, restoration and responsible management of tropical forests. The project seeks to establish a replicable model for the region, encompassing several elements, from training in agroforestry systems to connecting local producers to markets that value socio-biodiversity products.

SUZANO'S FOREST MANAGEMENT SITES BY BIOME/ECOSYSTEM TYPE AND REGION [1,2] GRI 101-7

2025	Espírito Santo/ Bahia	Maranhão	Mato Grosso do Sul	São Paulo	Total
Amazon	0	265,765.28	0	0	265,765.28
Cerrado	4,748.13	86,391.24	325,735.23	36,943.50	453,818.10
Atlantic Forest	272,732.37	4.73	326.64	78,874.85	351,938.59
Pantanal	0	0	388.75	0	388.75
TOTAL	**277,480.50**	**352,161.25**	**326,450.62**	**115,818.35**	**1,071,910.72**

1. Includes only areas that are considered to be eligible for conservation in protected biome, as obtained from the geoprocessing databases in December of each year. As a methodology and parameters, Suzano used the 2024 IBGE database of biomes and vegetation to calculate the intersection of Suzano's vegetation classes. As a result, Pampa is not reported and the numbers are consolidated by forestry site, as follows: Aracruz/Mucuri (BA, ES, MG-North, RJ-North); São Paulo (SP, MG-South, RJ-South); Três Lagoas/Cerrado (MS, GO); and Imperatriz/Urban/Teresina (MA, PA, AM, TO, PI). Only properties that are owned, leased or farmed through partnerships are reported.

2. The new GRI biodiversity standard is being reported starting in 2025, and therefore there is no historical data.

HABITATS PROTECTED (ha) [1,2] GRI 304-3 | SASB RR-FM-160a.2

BY BIOME

	2023	2024	2025[3]
Amazon	262,685	265,023	265,765
Cerrado	417,673	461,288	453,818
Atlantic Forest	358,757	357,498	351,939
Pantanal	N/A	389	389
Total	**1,039,115**	**1,084,198**	**1,071,911**

BY REGION

	2023	2024	2025[4]
Bahia – Espírito Santo	284,862	281,244	277,481
São Paulo	113,289	113,793	115,818
Mato Grosso do Sul	294,187	324,923	326,451
Maranhão	346,777	364,237	352,161
Total	**1,039,115**	**1,084,197[5]**	**1,071,911**

1. Includes only areas that are considered to be eligible for conservation in protected biomes. Pampa is not reported in this indicator.

2. Regarding the areas set aside for conservation, at the end of the reporting period, land use and land cover conditions were predominantly made up of native vegetation in regeneration (44.85%), especially medium secondary vegetation (21.67%), initial secondary vegetation (14.52%) and advanced secondary vegetation (7.35%), in addition to associated formations (secondary forests and shrubland) in smaller proportions. Concerning the restoration areas, at the end of the reporting period, the evaluated areas presented the following land use and land cover conditions: 36.33% were medium secondary vegetation, 24.33% initial secondary vegetation and 12.33% were advanced secondary vegetation, indicating different stages of vegetation regeneration/recovery. Of the classes associated with anthropogenic use, 13.42% were pasture, 8.19% were sparse weedy pasture and 5.13% were dense weedy pasture. Finally, areas with more critical coverage conditions, classified as exposed soil, represented 0.28% of the total.

3. The lower number in 2025 is primarily due to the decommissioning of areas, as a result of the end of contracts and/or the sale of properties.

4. The total by region for 2024 is greater than the sum of each region due to rounding.

WATER AND EFFLUENTS

GRI 3-3: WATER AND EFFLUENTS

Water is a key resource for Suzano's operations and value chain—it is indispensable both for the natural balance of the farm base and for the efficiency of industrial processes. In the eucalyptus cultivation cycle, water is the key physiological component for biomass formation. In industrial activities, it acts as the main transporter of mass flows, being vital for pulp and paper production.

Given the materiality of this topic, two water-related targets were established in 2020, as part of the Commitments to Renewing Life (CRLs). For industrial operations, the goal is to reduce specific water withdrawal by 15% by 2030 (m^3/tonne). To achieve this objective, the targets are individualized by industrial site and monitored weekly by industrial management and monthly by the Industrial Environment Working Group (GTMAI, in Portuguese). Engagement is reinforced through monthly meetings with employees and through the establishment of sectoral targets, which enable the rapid identification of efficiency opportunities at each stage of the production process.

For forestry operations, aiming to leverage their positive contribution, the goal is to increase water availability in all critical watersheds by 2030. Based on detailed mapping, Suzano identified watershed with higher vulnerability, considering climate, soil and land use. In these areas, specific environmental assessments are carried out, guiding the implementation of local forest management initiatives that can improve the water balance and reduce future risks.

Reinforcing this management structure and bringing this issue to the level of senior leadership, in early 2026 Suzano joined the CEO Water Mandate. This UN Global Compact initiative mobilizes business leaders to advance water stewardship and the sustainable use of water, aligning the commitment of the participating companies with global best practices in transparency and resource resilience.

Water Management and Resilience

To support data-driven and forecast-based management, mitigate climate risks and ensure water availability across its areas, Suzano maintains a governance structure supported by a monitoring and technology network:

- **Meteorological network:** Suzano operates 68 weather stations to assess the effects on forest productivity and water supply in river basins, in addition to using remote sensing from national meteorological stations, made available by CPTEC-INPE.
- **Flow towers:** Three towers equipped with high-frequency sensors monitor the water and carbon balance.
- **Long-Term monitoringo:** The Microbasins Project, in place since 1990 and carried out in partnership

with PROMAB (Esalq/USP), continuously evaluates the effects of management on water quality and quantity.

This scientific basis guides landscape-scale management, supporting ecosystem services for water regulation that benefit production and the entire ecosystem of basin users.

In addition to generating its own data and indicators, Suzano also uses global tools to support the strategic management of water withdrawal, consumption and discharge, aiming to mitigate the risks associated with its operations. The company maintains rigorous protocols for areas of higher pressure. This includes reducing the volume of water withdrawn and adapting production processes to ensure the continuity of operations while respecting the limits set by environmental agencies considering the different uses of water.

It is important to note that water resilience in industrial sites was forged by extreme weather events in sites such as Aracruz, Jacareí and Mucuri, which boosted water intelligence. In this context, the concept of water solidarity is of strategic importance to Suzano, reinforcing its ethical commitment to, and promotion of, conservation and shared use of water, connecting society to nature.

> **At the institutional level, the company participates in basin committees for the Alto Tietê, Paraíba do Sul, Rio Doce, Piracicaba-Capivari-Jundiaí and Tocantins rivers, among others, in addition to being part of the Crisis Committee of the National Water and Basic Sanitation Agency (ANA, in Portuguese).**

This engagement has resulted in collective victories, such as the establishment of minimum effluent flows in the Paraíba do Sul River Basin and support for the definition of operating rules for hydroelectric power plants (HPPs) in the Tocantins River Basin, focusing on increasing the water stock in the Serra da Mesa HPP reservoir. These initiatives also increase the resilience of the watersheds in the face of prolonged periods of drought.

Suzano extends its governance to its partners through the Climate Change in the Value Chain and Caring for Water programs, the latter in partnership with CDP, encouraging transparency and water efficiency among selected priority suppliers (Learn more in Supplier Management).

Sustainable Forest Management With a Focus on Water

Suzano's forest management model integrates productivity and preservation of native vegetation, driving water regulation and the protection of springs.

WATER MANAGEMENT IN THE FIELD IS BASED ON:

Ecosystem management: Protection of water bodies, restoration of degraded areas and maintenance of native vegetation cover to ensure soil conservation and water regulation.

Monitoring and mitigation: Continuous assessment of water quantity and quality to inform preventive adjustment in the sites, avoiding impacts such as water scarcity.

Education and engagement: Environmental awareness programs involving neighboring communities and suppliers.

Wastewater Discharge

Total effluent discharge in the surface water category increased 12% compared to 2024. This increase resulted primarily from the accounting of the first full year of operation of the Ribas do Rio Pardo site and the inclusion of sites in the United States, which are being reported for the first time in this cycle. Specific discharge decreased from 23 m^3/tonne in 2024 to 21.8 m^3/tonne in 2025. Suzano controls effluent analysis parameters according to the European Commission's Integrated Pollution, Prevention and Control (IPPC) international methodology for the pulp and paper industry (2015).

The priority substances of concern are identified as part of the environmental licensing process of each site, based on the characterization of effluents from the pulp and paper process and the parameters established by the licenses. This is done according to the criteria and limits set by Brazilian environmental laws, with reference to CONAMA Resolution 430, and may include additional restrictions depending on the conditions of the receiving water body. **GRI 303-4**

The discharge limits are therefore set by environmental agencies in the licensing process based on CONAMA 430 and specific local requirements, and guide the establishment and operation of effluent treatment systems. **GRI 303-4**

In 2025, there were no incidents of non-compliance with the applicable limits for these substances. **GRI 303-4**

Operational Performance

In 2025, Suzano's total water withdrawal in its Brazilian sites was 396,386,113.8 cubic meters, driven by the first full year of operation of the new Ribas do Rio Pardo mill, leading to an increase in absolute withdrawal of only 12%. The specific water consumption in the period was 7 m³/tonne.

Suzano's plants in Brazil incorporate the concept of sustainable recirculation. In Brazilian sites, on average 76% of the water withdrawn is used in the process, treated and returned to water bodies in compliance with quality parameters. Recirculation occurs thanks to the different ways industrial water is reused internally, including cooling water, hot water, condensates (steam and liquor), bleach filters, white water from drying machines and recirculation within the treatment plant. The company operates within the reference limits established by international standards, such as the Integrated Pollution Prevention and Control (IPPC) and the International Finance Corporation (IFC), ranging from 25 m³/tsa to 50 m³/tsa. **GRI 303-4**

Regarding the United States facilities, which are being reported for the first time in this cycle, the results reflect the initial stage of establishing processes and standardizing metrics in line with practices adopted in Brazil. Total water withdrawal in the North American sites was approximately 38,724,353.3 cubic meters, while specific withdrawal was 112.8 m³/tonne. The company continues to develop initiatives aimed at improving water operational efficiency, which will be implemented and progressively incorporated into the next reporting cycles, supporting global comparability of indicators.

WATER DISCHARGE PER TYPE OF DESTINATION [1,2,3] (ML) GRI 303-4

	2023		2024		2025	
	Total	In areas with water stress	Total	In areas with water stress	Total	In areas with water stress
Surface water	194,665.6	0.0	215,482.5	0.0	241,471.7	0.0
Seawater	58,791.3	0.0	59,345.9	0.0	58,811.2	0.0
Third-party water	3.7	1.3	4.5	1.9	4.9	2.0
TOTAL	**253,334.1**	**1.3**	**274,832.9**	**1.9**	**300,287.9**	**2.0**

1. Surface and third party water discharge refers exclusively to freshwater (total dissolved solids ≤ 1,000 mg/L). Seawater include other types of water (total dissolved solids >1,000 mg/L). There is no groundwater discharge.

2. The Aracruz site has a submarine emissary and discharges wastewater into the ocean.

3. The change in the results from 2025 results compared to 2024 is primarily due to a full year of operation at the Ribas do Rio Pardo site, and Suzano's acquisition of two Pactiv Evergreen facilities, in the United States.

WATER WITHDRAWAL AT COMPANY SITES BY SOURCE [1,2] GRI 303-3, 303-5 | SASB RR-PP.140a.1

	2023			2024			2025		
	Total (ML)	From areas with water stress (ML)	Percentage of water withdrawn from areas with water stress	Total (ML)	From areas with water stress (ML)	Percentage of water withdrawn from areas with water stress	Total (ML)	From areas with water stress (ML)	Percentage of water withdrawn from areas with water stress
Surface water	322,907.9	0.0	0%	353,647.6	0,0	0%	394,321.8	0.0	0%
Groundwater[3]	1,502.5	0.0	0%	1,672.9	0,0	0%	40,394.0	0.0	0%
Rainwater[4]	286.1	0.0	0%	213.7	0,0	0%	2,683.7	0.0	0%
Third-party water	4.6	1.6	35%	4.5	1.9	43%	4.9	2.0	40%
TOTAL	**324,701.1**	**1.6**	**0%**	**355,538.7**	**1.9**	**0%**	**437,404.4**	**2.0**	**0%**

1. All water is withdrawn from freshwater sources (total dissolved solids ≤ 1,000 mg/L). No water comes from produced or seawater sources. The category "Total water withdrawn" includes the total amount withdrawn from areas with water stress. Third-party water is withdrawn from surface water sources.

2. The concept of water stress follows the definition established by the GRI 303-3(b) standard, which considers the ability, or lack thereof, to meet the human and ecological demand for water. Water stress can refer to the availability, quality or accessibility of water. To identify areas with water stress, Suzano uses as a reference the Aqueduct Water Risk Atlas, developed by the World Resources Institute (WRI). The assessment is based on the ratio of total annual water withdrawn to total available annual renewable water supply. To determine the volume withdrawn from areas with water stress, the company considers withdrawals from areas with a ratio between 40% and 80% (high water stress), and areas with a ratio greater than 80% (extremely high water stress).

3. The change in groundwater withdrawal from 2024 to 2025 is due to the inclusion of Suzano Packaging, since this is this business unit's only water withdrawal source.

4. The change in rainwater withdrawal from 2024 to 2025 is due to the operation of the Ribas do Rio Pardo site, which started using a large volume of rainwater. In 2024, there was no rainwater withdrawal at the site. Additionally, the total annual data for the Ribas do Rio Pardo site were reported for the first time in 2025.

WATER CONSUMPTION AT COMPANY SITES (ML) [1] GRI 303-5 | SASB RR-PP-140a.1

Industrial operations	2023	2024	2025
In areas with water stress	0.6	0.0	0.0
TOTAL	**69,770.3**	**78,391.0**	**134,822.6**
Forestry operations	**2023**	**2024**	**2025**
In areas with water stress	0.0	0.0	0.0
TOTAL	**1,596.5**	**2,314.8**	**2,294.0**
Percentage of water consumed in areas with water stress (industrial + forestry sites)	0%	0%	0%

1. In Suzano's forestry sites, water consumption is considered equal to water withdrawal. Additionally, all water withdrawn in these sites is used directly in operational activities, such as irrigation and road watering. Therefore, there have been no changes in water storage, and consumption has not been identified as causing a significant impact.

Dam Management

In 2025, Suzano established a preventive and structured model for the management of dams in its forest areas, combining water security, operational efficiency, and social and environmental responsibility. This topic, integrated into the company's master plans, benefitted from increased standardization, improved traceability and alignment with engineering best practices.

The company expanded detailed field assessment and, with the support of a specialized consulting firm, inspected a total of 365 dams, including priority dams from a safety standpoint. The process employed a rigorous technical protocol, combining remote satellite monitoring and digital tools for initial screening, followed by detailed field inspections. As a result, each structure now has individualized technical reports, signed by qualified professionals. Additionally, these assessments guided the execution of preventive and corrective maintenance on 68 structures throughout the year, covering all company sites and proactively mitigating risks.

Management is supported by an integrated georeferenced registration system, which centralizes technical and operational information in a single database. In 2025, the monitoring checklists were updated and the teams underwent training facilitated by specialists. This systematic monitoring assesses structural integrity—including slope stability, drainage systems and spillways—enabling the early identification of necessary interventions.

Based on the data collected, Suzano developed a multi-year plan for dam management. This plan consolidates technical information into a dedicated database, enabling the company to have a long-term strategic vision and better predict investments. The prioritization of interventions considers variables such as location, technical complexity and associated uses, ensuring that decisions consider the protection of communities and the environment, and business continuity.

Within the scope of industrial management, the Aracruz site operates two strategic reservoirs with seven dams that have a Dam Safety Plan (DSP) and an Emergency Action Plan (EAP), ensuring readiness in critical situations.

CIRCULAR ECONOMY AND WASTE

GRI 3-3: WASTE AND HAZARDOUS MATERIALS, GRI 3-3 PRODUCT DESIGN AND LIFE CYCLE MANAGEMENT

Suzano continuously seeks sustainable technologies and solutions that can be applied to industrial and forestry waste, such as transforming it into soil acidity correctors used in agriculture.

Suzano's industrial sites have specific waste management plans and operational procedures that incorporate the concept of the 10 Rs of circular economy (Refuse, Rethink, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, Recover). The company's focus is on reducing waste generation at the source and increasing recycling and reintegration.

In forestry sites, in addition to legal compliance, Suzano follows international standards for managing, controlling and handling waste, as established by forest management certifications and internal operating manuals and procedures. The sites have management plans that include management and control of separation, storage and disposal of each type of waste generated.

Similarly, the company supports reverse logistics for machine batteries, agricultural pesticide packaging and light bulbs, as required by the Brazilian National Solid Waste Policy (PNRS, in Portuguese).

In 2025, waste and hazardous materials management was consolidated in industrial and forestry sites, under an integrated value chain approach. Initiatives prioritized reduction at the source, increased reuse and recycling, and environmentally appropriate disposal. Improvements were made in the control, traceability and standardization of information related to waste transportation and disposal. These enhancements supported risk mitigation, compliance with regulatory requirements and the generation of social and environmental value in the areas where the company operates.

These developments are also shared in periodic performance meetings to inform and engage employees with this topic, reinforcing aspects related to culture and operational discipline. Lessons learned from audits, monitoring and handling of incidents of non-compliance are incorporated into operational procedures and routines through adjustments to controls, training and action plans, supporting continuous improvement.

Ecodesign and Circularity

Suzano has been advancing ecodesign and packaging optimization initiatives to prevent and mitigate environmental impacts associated with the choice of materials, production processes and post-consumption. The Consumer Goods business unit has progressed in optimizing packaging, reducing the consumption of plastic while maintaining production volumes. The Paper and Packaging business unit has continued to take action to reduce and reuse materials, including lowering the use of plastic film and reusing components.

In addition to these efforts, the company has reinforced other practices, including substitution with compostable materials and the repurposing of inorganic waste originating from the production process to be used in the field.

In the Forestry business unit, Suzano replaced plastic tubes used in the propagation of eucalyptus seedlings with paper tubes. These components are fully compostable after use, resulting in a nutrient-rich compost that is used in small farms.

Additionally, the company established the production of soil acidity correctors from inorganic waste from the pulp process, such as dregs, grits, lime sludge and ash. The use of these products in planting processes closes the biological cycle and ensures an effective reduction in the use of mineral limestone. As a renewable-based company, Suzano associates the concept of cycle closure with the biological route, which is naturally regenerative and waste-free, allowing the components to return to the environment via soil recomposition.

These activities are also complemented by reverse logistics initiatives, implemented through the Mãos para o Futuro ("Hands for the Future") and Eu Reciclo ("I Recycle") programs, in compliance with the Brazilian National Solid Waste Policy and its regulatory decrees, ensuring the proper disposal of post-consumer packaging.

Life Cycle Assessments

In 2025, Suzano expanded the use of Life Cycle Assessments (LCA) as an important tool to guide the development and evolution of its portfolio. The scope of studies was expanded to include paper products, considering 2024 as the baseline year, and methodological progress was made, resulting from lessons learned in the different assessments. The results have supported technical decisions aimed at reducing environmental impacts, incorporating circularity principles and strengthening lower-impact solutions throughout the value chain.

LCAs are conducted based on recognized technical standards, such as ABNT NBR ISO 14040 and 14044, as well as ISO 14067 for aspects related to carbon footprint. The assessments consider multiple impact categories, including effects on ecosystems and the health of living beings, such as water and land use.

The effectiveness of initiatives related to product design and life cycle management is monitored through the continuous updating of LCAs, under internal governance focused on technical prioritization, integration between areas and continuous learning. In 2025, Suzano hosted technical discussions and internal training sessions, helping increase maturity regarding the use of LCA in decision-making.

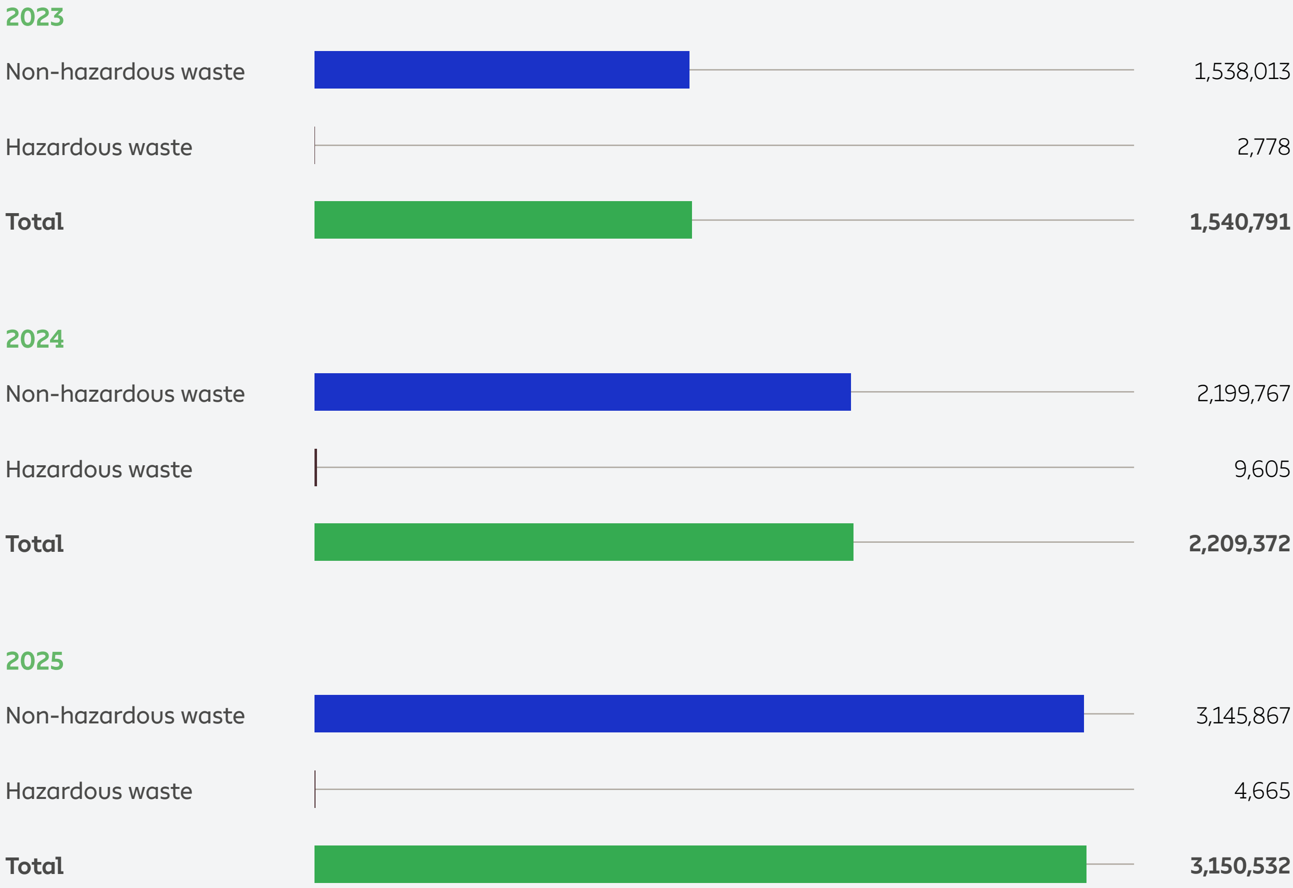
Control of Chemicals

Based on its Corporate Product Safety Policy, Suzano works to reduce or eliminate substances of concern in its products. One of the references for these substances is the Candidate List of Substances of Very High Concern for Authorization (SVHC list), published by the European Chemicals Agency (ECHA).

The company uses only approved chemicals and raw materials included in the positive list of Brazil's resolution RDC 88/2016—which addresses cellulosic materials, packaging and equipment intended to come into contact with food—from the Brazilian National Health Surveillance Agency (ANVISA, in Portuguese).

This resolution only approves chemicals that are considered safe for human health. This means that all substances not proven to be safe are eliminated.

WASTE GENERATED BY TYPE (TONNES)[1,2] GRI 306-3



1. In forestry sites, the reduction in non-hazardous waste from 2024 to 2025 is primarily associated with a decrease in the volume of staking in Mato Grosso do Sul. Since lower staking resulted in the production of fewer seedlings over the year, the volume of seedlings (classified as non-hazardous waste) that would later be discarded also decreased. For industrial sites, changes reflect primarily the operation of the Ribas do Rio Pardo site and the acquisition of two Pactiv Evergreen facilities, in the United States.

2. Total waste generated is the amount of waste generated in a one-year period, while waste diverted from disposal (next below) also includes the volume of waste that was diverted in previous years. Therefore, the sum of waste diverted from disposal and waste directed for disposal differs from total waste generated in the reporting year.

WASTE DIVERTED FROM DISPOSAL BY TYPE AND BY RECOVERY OPERATION (TONNES) [1] GRI 306-4

	2023			2024			2025[3]		
	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total
Preparation for reuse	154,706	88	154,794	185,958	0	185,958[4]	98,171	0	98,171
Recycling	533,926	516	534,442	561,184	4,137	565,321	481,561	666	482,227
Other recovery operations[2]	285,825	1,241	287,066	296,053	1,312	297,365	588,309	1,272	589,581
TOTAL	**974,457**	**1,845**	**976,302**	**1,043,195**	**5,449**	**1,048,644[4]**	**1,168,042**	**1,938**	**1,169,980**

[1] The parameters and calculations for this indicator were revised and, therefore, the types of recovery operations were reorganized according to the categories listed for this GRI standard.

[2] This category includes composting and reverse logistics.

[3] Improvements in 2025 reflect the zero landfill efforts in place for industrial waste at Suzano sites in Belém (PA), Cachoeiro de Itapemirim (ES), Jacareí (SP), Limeira (SP), Maracanaú (CE), Mogi das Cruzes(SP) and Três Lagoas(MS).

[4] The 2024 total was revised due to a calculation error. **GRI 2-4**

WASTE DIRECTED FOR DISPOSAL BY TYPE AND BY RECOVERY OPERATION (TONNES) [1] GRI 306-5

	2023			2024			2025		
	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total
Incineration (with energy recovery)	1,107,384	351	1,107,735	937,864	463	938,327	1,912,058	126	1,912,184
Incineration (without energy recovery)	34	190	224	505	62	567	125	68	193
Landfilling	297,804	295	298,099	181,490	307	181,797	195,252	417	195,669
Other recovery operations	0	0	0	220	2	222	0	0	0
Unknown recovery operations	0	0	0	68	201	269	0	0	0
TOTAL	**1,405,221**	**836**	**1,406,057**	**1,120,146**	**1,035**	**1,121,181**	**2,107,435**	**611**	**2,108,046**

[1] The lower volume of seedling waste (non-hazardous waste) reduced the amount of waste landfilled when comparing 2024 with 2025. Improvements in 2025 reflect the zero landfill efforts in place for industrial waste at Suzano sites in Belém (PA), Cachoeiro de Itapemirim (ES), Jacareí (SP), Limeira (SP), Maracanaú (CE), Mogi das Cruzes (SP) and Três Lagoas (MG).

CERTIFICATIONS

GRI 3-3: CERTIFICATIONS

Suzano treats forest certifications as a central element of its social and environmental governance—and as a driver of continuous improvement—both for forestry operations and for industrial and storage operations involving forest-derived products, throughout the value chain. In this context, the company recognizes and manages actual and potential impacts—both positive and negative—on the economy, the environment and people, including aspects related to human rights.

As a strategic guideline, Suzano continues to expand its certified forest base, aiming to certify the entirety of its land, ensuring adherence to internationally recognized forest management standards, such as the Forest Stewardship Council (FSC®) and the Brazilian Forest Certification Program/Program for the Endorsement of Forest Certification (PEFC).

In addition to ensuring compliance in its own sites (through independent audits), Suzano conducts audits of third-party companies in the forestry production chain, verifying compliance with the requirements of forestry certifications and current legislation. This preserves the integrity, transparency and credibility of the processes.

In 2025, all audits determined 100% compliance in all Forest Management and Chain of Custody scopes, demonstrating the company's strict social, environmental and economic management. The basis of this work is set by Suzano's Wood Supply Policy, which establishes criteria for the acquisition of land and wood, aligned with legal requirements and recognized standards and benchmarks.

In addition, Suzano aims to certify new industrial operations and comply with Chain of Custody requirements—FSC®, PEFC and, when applicable to industrial operations in the United States, Sustainable Forestry Initiative (SFI®)—ensuring that sites and products are fully integrated into the chain of custody, including regarding traceability and compliance with international standards and applicable legislation.

The effectiveness of the actions takes is monitored primarily through internal and external audits; analysis of reports and results achieved; and maintenance of the compliance status of certifications. This continuous process of evaluation and learning is complemented by annual critical analyses, which identify opportunities for improvement and incorporate the learnings into policies, procedures and operational routines.

Engagement with stakeholders, especially communities and groups impacted by forestry operations, as well as customers and other actors in the chain, helps to set priorities and drive continuous improvements.

PERCENTAGE OF WOOD AND/OR RECYCLED FIBER CERTIFIED, BY TYPE OF CERTIFICATION [1,2,3,4]

SASB RR-PP-430a.1, RT-CP-430a.1

	2023		2024		2025	
	Company	Third party	Company	Third party	Company	Third party
FSC® and PEFC Chain of Custody	100%	100%	100%	100%	100%	100%
FSC® Forest Management	97%	43%	99%	37%	99%	52%
FSC® Controlled Wood	3%	57%	1%	63%	1%	48%
PEFC/Cerflor Forest Management	97%	3%	99%	4%	99%	5%
PEFC Controlled Sources	3%	97%	1%	96%	1%	95%

VOLUME OF WOOD AND/OR RECYCLED FIBER CERTIFIED, BY TYPE OF CERTIFICATION (m^3) [1, 2]

	2023			2024			2025		
	Company	Third party	Total	Company	Third party	Total	Company	Third party	Total
FSC®	23,839,023	6,410,295	**30,249,318**	24,590,172	6,170,709	**30,760,881**	28,310,642	9,910,315	**38,220,958**
PEFC/ Cerflor	23,839,023	483,824	**24,322,847**	24,590,172	587,423	**25,177,595**	28,310,642	889,255	**29,199,897**

1. Refers to virgin fiber wood. The percentage is calculated considering: % of FSC wood under Suzano management = total company FSC wood / total company wood; % of FSC third-party wood = total third-party FSC wood / total third-party wood; The same applies to PEFC.

2. License codes: Forest Management BA – FSC-C155943; Forest Management ES – FSC-C110130; Forest Management MA – FSC-C118283; Forest Management MS – FSC-C100704; Forest Management SP – FSC-C009927; Chain of Custody – plants in Brazil – FSC-C010014; Chain of Custody – Traders China, Europe and United States – FSC-C012430; Chain of Custody – Suzano Internacional and Distribution in Argentina, Brazil, Finland and United States – FSC-C003231. Click here to view Suzano's Zero Deforestation Policy.

3. Company wood includes all wood managed by Suzano (company farmed + leased + partnerships).

4. The Pine Bluff (USA) site reports recycled wood and/or fiber according to a specific system. In 2025, the percentage of certified wood, by certification type, was: FSC® and PEFC Chain of Custody: 100.00%; FSC® Certified: 15.74%; FSC® Controlled Wood: 84.26%; PEFC Certified: 25.94%; and Controlled Sources: 74.06%. During the year, the volumes reported by certification scheme were: FSC:442,783.00 m^3 and PEFC/SFI: 729,921.00 m^3.

CERTIFICATIONS[1]

INTERNATIONAL

BUENOS AIRES (Argentina)
Office and plant
- ISO 9001:2015
- CoC FSC[2] and PEFC[3]

CADRON CREEK (Arkansas - USA)
- CoC FSC[2], PEFC[3] e SFI[4]

FORT LAUDERDALE (Florida - USA)
- ISO 9001:2015
- CoC FSC®[2] and PEFC[3]

PINE BLUFF (Arkansas - USA)
- ISO 9001:2015
- CoC FSC®[2], PEFC[3] and SFI®[4]

QUITO (Ecuador)
- CoC FSC[2] and PEFC[3]

VIENNA (Austria)
- ISO 9001:2015
- CoC FSC®[2] and PEFC[3]

WAYNESVILLE (North Carolina - USA)
- CoC FSC®[2], PEFC[3] and SFI®[4]

SHANGHAI (China)
- CoC FSC®[2] and PEFC[3]

BRAZIL

ARACRUZ (ES)
- ISO 9001:2015
- ISO 14001:2015
- ISO/IEC 17025:2017
- CoC FSC®[2] e PEFC[3]
- SMETA
- Forest Management - FSC[5] e PEFC[6]

BELÉM (PA)
- CoC FSC[2] e PEFC[3]

CACHOEIRO DE ITAPEMIRIM (ES)
- ISO 9001:2015
- CoC FSC®[2] and PEFC[3]

IMPERATRIZ (MA)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- CoC FSC®[2] and PEFC[3]
- SMETA
- Forest Management - FSC[5] e PEFC[6]

JACAREÍ (SP)
- ISO 9001:2015
- ISO 14001:2015
- CoC FSC®[2] and PEFC[3]
- SMETA
- Forest Management - FSC[5] e PEFC[6]

LIMEIRA (SP)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- CoC FSC®[2] and PEFC[3]
- ISO/IEC 17025: 2017
- SMETA
- Forest Management - FSC[5] and PEFC[6]

MARACANAÚ (CE)
- CoC FSC®[2] and PEFC[3]

MOGI DAS CRUZES (SP)
- CoC FSC®[2] and PEFC[3]

MUCURI (BA)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- CoC FSC[2] and PEFC[3]
- ISO/IEC 17025: 2017
- SMETA
- Forest Management - FSC[5] and PEFC[6]

PORTO DO ITAQUI (MA)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018

RIBAS DO RIO PARDO (MS)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- Forest Management - FSC[4] and PEFC[5]
- CoC FSC[2] and PEFC[3]

SANTOS (SP)
Port terminals
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018

SÃO PAULO (SP)
Central Office
- ISO 9001:2015
- CoC FSC®[2] and PEFC[3]

SUZANO (SP)
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO/IEC 17025: 2017
- CoC FSC®[2] and PEFC[3]
- SMETA
- NBR 15755: 2009 Reciclato
- Forest Management- FSC[5] and PEFC[6]

TRÊS LAGOAS (MS)
- ISO 9001:2015
- ISO 14001:2015
- CoC FSC®[2] and PEFC[3]
- SMETA
- Forest Management - FSC[5] and PEFC[6]

VERACEL (BA)
- To view this site's certifications, click here

[1] Suzano's ISO certification is a three-year process. In the first year, a recertification audit is conducted at sites that are selected in mutual agreement between auditors and Suzano. In the second and third years, maintenance audits are carried out, targeting the sites that did not participate in the recertification process, to ensure that they are audited throughout the three-year cycle.

[2] FSC® Chain of Custody license codes:
Traders: FSC-C012430
Plants: FSC-C010014
Suzano International and Distribution: FSC-C003231

[3] PEFC Chain of Custody license codes:
Suzano International and Distribution: PEFC/28-32-61
Traders: PEFC/28-32-62
Plants: PEFC/28-32-63

[4] SFI® Chain of Custody license code:
SFI-03776

Forest Management License Codes:

[5] FSC Forest Management Codes
Suzano S.A. - Mucuri Unit (BA and MG): FSC-C155943
Suzano S.A. – Aracruz Unit (ES): FSC-C110130
Suzano S.A. – Mato Grosso do Sul Unit (Três Lagoas and Ribas do Rio Pardo): FSC-C100704
Suzano S.A. – Imperatriz Unit (MA, PA and TO): FSC-C118283
Suzano S.A. - São Paulo Unit (Suzano, Jacareí and Limeira): FSC-C009927

[6] PEFC Forest Management Code
Suzano S.A. - Mucuri Unit (BA and MG): PEFC/28-23-25
Suzano S.A. – Aracruz Unit (ES): PEFC/28-23-23
Suzano S.A. – Mato Grosso do Sul Unit (Três Lagoas and Ribas do Rio Pardo): PEFC/28-23-27
Suzano S.A. – Imperatriz Unit (MA, PA and TO):PEFC/28-23-24
Suzano S.A. - São Paulo Unit (Suzano, Jacareí and Limeira): PEFC/28-23-26

6. annexes

GRI CONTENT INDEX

Statement of use	Suzano S.A. has reported in accordance with the GRI Standards for the period between January 1 and December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable sector standard	N/A

GRI standard/ Other source	Disclosure	Location / Response	Omission			Global Compact	Sustainable Development Goal (SDG)
General Disclosures			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-1 Organizational details	13, 14, 15, 24				-	-
	2-2 Entities included in the organization's sustainability reporting	8				-	-
	2-3 Reporting period, frequency and contact point	8				-	-
	2-4 Restatements of information	Restatement of information, when available, are marked throughout the report.				-	-
	2-5 External assurance	8, 27, 142				-	-
	2-6 Activities, value chain and other business relationships	13, 14, 15, 17, 21, 104				-	-
	2-7 Employees	78, 79				-	8.5, 10.3
	2-8 Workers who are not employees	78, 79				-	8.5
	2-9 Governance structure and composition	24, 25, 26, 27				-	5.5, 16.7
	2-10 Nomination and selection of the highest governance body	26, 27				-	5.5, 16.7
	2-11 Chair of the highest governance body	26				-	16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	25, 27, 30, 32, 34				-	16.7

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation	Global Compact	Sustainable Development Goal (SDG)
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	25, 30, 32				-	-
	2-14 Role of the highest governance body in sustainability reporting	8, 25				-	-
	2-15 Conflicts of interest	36				-	16.6
	2-16 Communication of critical concerns	33	2-16.b	Confidentiality constraints	Given the sensitive and highly strategic nature of this information, Suzano does not publicly disclose the total number and nature of critical concerns communicated to the highest governance body.	-	-
	2-17 Collective knowledge of the highest governance body	24, 26				-	-
	2-18 Evaluation of the performance of the highest governance body	31				-	-
	2-19 Remuneration policies	86				-	-
	2-20 Process to determine remuneration	29, 86				-	-
	2-21 Annual total compensation ratio	86				-	-
	2-22 Statement on sustainable development strategy	4, 6				-	-
	2-23 Policy commitments	33, 35, 65				10	16.3
	2-24 Embedding policy commitments	35, 65				10	-
	2-25 Processes to remediate negative impacts	38				-	-
	2-26 Mechanisms for seeking advice and raising concerns	38				-	16.3
	2-27 Compliance with laws and regulations	36				-	-

GRI standard/ Other source	Disclosure	Location / Response	Omission			Global Compact	Sustainable Development Goal (SDG)
General Disclosures			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-28 Membership associations	56				-	-
	2-29 Approach to stakeholder engagement	38, 55				-	-
	2-30 Collective bargaining agreements	84				3	8.8
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	58				-	-
	3-2 List of material topics	58				-	-
	3-3 Management of material topics	Suzano uses results related to monitored indicators, established targets and implemented actions and processes to continuously improve its policies and management of material topics. When identified, these lessons learned are included in the company's Sustainability Report.				-	-
Material topic: Water and effluents							
GRI 3: Material Topics 2021	3-3 Management of material topics	46, 129				-	-
GRI 303: Water and Effluents 2028	303-3 Water withdrawal	132				7, 8	6.4
	303-4 Water discharge	132 This type of effluent is not sent for use by other organizations (reuse by third parties).				8	6.3
	303-5 Water consumption	133				7, 8	6.4
Material topic: Biodiversity							
GRI 3: Material Topics 2021	3-3 Management of material topics	119, 120, 121, 122, 126					
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	119, 120, 121, 122, 126				7, 8	6.6, 14.2, 15.1, 15.5

GRI standard/ Other source	Disclosure	Location / Response	Omission			Global Compact	Sustainable Development Goal (SDG)
General Disclosures			Requirement(s) omitted	Reason	Explanation		
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	120, 122, 123, 126	101-2-a.iii; 101-2-b.i; 101-2-b.ii; 101-2-c.iv; 101-2-d	Information not available	Suzano does not monitor all the information contained herein in accordance with the criteria established by the standard. The company has been aligning its biodiversity metrics with the TNFD (Taskforce on Nature-related Financial Disclosures) framework, with disclosure expected in 2026.	7, 8	6.6, 14.2, 15.1, 15.5
	101-4 Identification of biodiversity impacts	120, 122, 123, 126	101-4-a	Information not available	Suzano does not monitor all the information contained herein in accordance with the criteria established by the standard. The company has been aligning its biodiversity metrics with the TNFD (Taskforce on Nature-related Financial Disclosures) framework, with disclosure expected in 2026.	7, 8	6.6, 14.2, 15.1, 15.5
	101-5 Locations with biodiversity impacts		101-5 fully omitted	Information not available	Suzano does not monitor all the information contained herein in accordance with the criteria established by the standard. The company has been aligning its biodiversity metrics with the TNFD (Taskforce on Nature-related Financial Disclosures) framework, with disclosure expected in 2026.	7, 8	6.6, 14.2, 15.1, 15.5
	101-6 Direct drivers of biodiversity loss		101-6 fully omitted	Information not available	Suzano does not monitor all the information contained herein in accordance with the criteria established by the standard. The company has been aligning its biodiversity metrics with the TNFD (Taskforce on Nature-related Financial Disclosures) framework, with disclosure expected in 2026.	7, 8	6.6, 14.2, 15.1, 15.5

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation	Global Compact	Sustainable Development Goal (SDG)
GRI 101: Biodiversity 2024	101-7 Changes to the state of biodiversity		101-7-a.i; 101-7-a.ii; 101-7-a.iii.	Infor-mation not availa-ble	Suzano does not monitor all the information contained herein in accordance with the criteria established by the standard. The company has been aligning its biodiversity metrics with the TNFD (Taskforce on Nature-related Financial Disclosures) framework, with disclosure expected in 2026.	7, 8	6.6, 14.2, 15.1, 15.5
	304-3 Habitats protected or restored	128					
Material topic: Emissions and climate change							
GRI 3: Material Topics 2021	3-3 Management of material topics	48, 49, 50, 112, 122					
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	112				-	13.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	117				7, 8	7.2, 7.3, 8.4, 12.2, 13.1
	302-2 Energy consumption outside of the organization	117				8	7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	118				8	7.3, 8.4, 12.2, 13.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	114, 115				7, 8	3.9, 12.4, 13.1, 14.3, 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	115				7, 8	3.9, 12.4, 13.1, 14.3, 15.2
	305-3 Other indirect (Scope 3) GHG emissions	114, 115				7, 8	3.9, 12.4, 13.1, 14.3, 15.2
	305-4 GHG emissions intensity	116				7, 8	13.1, 14.3, 15.2
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	116				7, 8	3.9, 12.4, 14.3, 15.2

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation	Global Compact	Sustainable Development Goal (SDG)
Material topic: Waste and hazardous materials							
GRI 3: Material Topics 2021	3-3 Management of material topics	47, 134 Strategic engagement with investors, clients, and value chain partners is essential to calibrate our priorities and drive continuous improvement. Additionally, external audit and assurance processes validate the transparency and effectiveness of our practices in the market.				-	-
GRI 306: Waste 2020	306-3 Waste generated	136				8	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	306-4 Waste diverted from disposal	137				8	3.9, 11.6, 12.4, 12.5
	306-5 Waste directed to disposal	137				8	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
Material topic: Certifications							
GRI 3: Material Topics 2021	3-3 Management of material topics	122, 138				-	-
Material topic: Relationship with communities							
GRI 3: Material Topics 2021	3-3 Management of material topics	51, 52, 67				-	-
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	89				6	1.2, 5.1, 8.5
	202-2 Proportion of senior management hired from the local community	85				6	8.5
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	71, 75				-	5.4, 9.1, 9.4, 11.2
	203-2 Significant indirect economic impacts	67, 72, 77				-	1.2, 1.4, 3.8, 8.2, 8.3, 8.5
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	68 The programs mentioned are implemented across 100% of Suzano's operations in Brazil.				1	-

GRI standard/ Other source	Disclosure	Location / Response	Omission			Global Compact	Sustainable Development Goal (SDG)
General Disclosures			Requirement(s) omitted	Reason	Explanation		
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	67				1	1.4, 2.3
Material topic: Human Rights							
GRI 3: Material Topics 2021	3-3 Management of material topics	65				-	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	65, 66, 84, 104, 109 Regarding our own operations, we understand that the risks of child labor, young workers exposed to hazardous work, and forms of forced or slave-like labor, although present, are subject to adequate prevention, detection, and mitigation controls and are therefore residual and not included in our risk matrix. In the assessment of this indicator, we consider all our forestry and industrial operations in Brazil, as well as our international offices (Argentina, Austria, China, South Korea, Ecuador, the United States, Finland, the Netherlands, and Singapore).				5	5.2, 8.7, 16.2

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation	Global Compact	Sustainable Development Goal (SDG)
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	65, 66, 84, 104, 109 Regarding our own operations, we understand that the risks of child labor, young workers exposed to hazardous work, and forms of forced or slave-like labor, although present, are subject to adequate prevention, detection, and mitigation controls and are therefore residual and not included in our risk matrix. In the assessment of this indicator, we consider all our forestry and industrial operations in Brazil, as well as our international offices (Argentina, Austria, China, South Korea, Ecuador, the United States, Finland, the Netherlands, and Singapore).				4	5.2, 8.7
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	68. For more information on the relationship with traditional communities, please visit the Sustainability Center.				1	2.3
Material topic: Human capital							
GRI 3: Material Topics 2021	3-3 Management of material topics	78, 81, 99, 100, 101.	3-3 e.iv	Information not available.	Suzano does not monitor the information contained herein in accordance with the criteria established by the standard.	-	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	81, 82				6	5.1, 8.5, 8.6, 10.3
	401-3 Parental leave	96				6	5.1, 5.4, 8.5
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	99				-	8.8
	403-2 Hazard identification, risk assessment, and incident investigation	99				-	8.8
	403-3 Occupational health services	100, 101				-	8.8

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission Requirement(s) omitted	Reason	Explanation	Global Compact	Sustainable Development Goal (SDG)
GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	100				-	8.8, 16.7
	403-5 Worker training on occupational health and safety	100				-	8.8
	403-6 Promotion of worker health	101				-	3.3, 3.5, 3.7, 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	99				-	8.8
GRI 403: Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	102				-	8.8
	403-9 Work-related injuries	99, 103				-	3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health	100, 101	403-10.b	Information not available	Suzano does not manage occupational health data of contractors.	-	3.3, 3.4, 3.9, 8.8, 16.1
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	81, 82				-	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
	404-3 Percentage of employees receiving regular performance and career development reviews	83				-	5.1, 8.5, 10.3
Material topic: Diversity, equity and inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 53, 54, 90, 98				-	-
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	92, 93, 94, 95, 97, 98				-	5.1, 5.5, 8.5
	405-2 Ratio of basic salary and remuneation of women to men		405-2.a/b	Information not available	Suzano does not monitor this disclosure according to criteria set for this standard.	-	5.1, 8.5, 10.3

GRI standard/ Other source General Disclosures	Disclosure	Location / Response	Omission Requirement(s) omitted	Reason	Explanation	Global Compact	Sustainable Development Goal (SDG)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	98				-	5.1, 8.8
Material topic: Product design and life cycle management							
GRI 3: Material Topics 2021	3-3 Management of Category al topics	17, 50 Strategic engagement with investors, clients, and value chain partners is essential to calibrate our priorities and drive continuous improvement. Additionally, external audit and assurance processes validate the transparency and effectiveness of our practices in the market				-	-
Material topic: Supplier management							
GRI 3: Material Topics 2021	3-3 Management of material topics		3-3 e.iv	Information not available.	Suzano does not monitor the information contained herein in accordance with the criteria established by the standard.	-	-
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	105, 109				-	8.3
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	105, 107				8	-
	308-2 Negative environmental impacts in the supply chain and actions taken	108				8	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	105, 107				2	5.2, 8.8, 16.1
	414-2 Negative social impacts in the supply chain and actions taken	108				2	5.2, 8.8, 16.1
Other non-material standards							
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	37				-	16.5

SASB CONTENT INDEX

SASB Topic / Code	Accounting metric	Code	Category	Location / Response
SASB RR-FM: Forestry Management				
Ecosystem Services & Impacts	Area of forestland certified to a third-party forest management standard, percentage certified to each standard	RR-FM-160a.1	Quantitative	In 2025, 83% of Suzano's total area and 90% of its farms were FSC® and PEFC/Cerflor certified. This equated to 2,158,845 and 1,280,636 certified hectares, respectively.
	Area of forestland with protected conservation status	RR-FM-160a.2	Quantitative	128
Rights of Indigenous Peoples	Area of forestland in indigenous land	RR-FM-210a.1	Quantitative	Suzano does not own any forested areas (company-owned properties, leased lands or partnerships) located on indigenous lands, as defined by FUNAI (Brazilian National Indigenous Foundation).
SASB RR-PP: Pulp and Paper Products				
Greenhouse Gas Emissions	Gross global scope 1 emissions	RR-PP-110a.1	Quantitative	115
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage from biomass, (4) percentage from other renewable energy and (5) total self-generated energy	RR-PP-130a.1	Quantitative	116, 117 In 2025, 1.75% of the electricity consumed by Suzano came from the grid, 5.59% from biomass and 81.66% from other renewable sources.
Supply Chain Management	Percentage of wood fiber sourced from (1) third-party certified forestlands and percentage to each standard and (2) meeting other fiber sourcing standards and percentage to each standard	RR-PP-430a.1	Quantitative	139
SASB RT-CP: Containers & Packaging				
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress	RT-CP-140a.1	Quantitative	132, 133
Supply Chain Management	Total wood fiber procured; percentage from certified sources	RT-CP-430a.1	Quantitative	139

INDEPENDENT AUDITORS' LIMITED ASSURANCE REPORT ON THE NON-FINANCIAL INFORMATION CONTAINED IN THE 2025 SUSTAINABILITY REPORT

GRI 2-5

(A free translation of the original in Portuguese)

Independent auditors' limited assurance report on the non-financial information contained in the 2025 Sustainability Report

To The Board of Directors and Stockholders
Suzano S.A.
Salvador - BA

Introduction

We were engaged by Suzano S.A. ("Company" or "Suzano") to present our limited assurance report on the non-financial information contained in the 2025 Sustainability Report of Suzano, as detailed on the basis of preparation prepared by the Company for the fiscal year ended December 31, 2025.

Our limited assurance does not extend to information from prior periods or to any other information disclosed in conjunction with the 2025 Sustainability Report, including any images, audio files, or embedded videos.

Responsibility of the Management of Suzano

The management of Suzano is responsible for:

(a) Selecting or establishing appropriate criteria for the preparation and presentation of the information contained in the 2025 Sustainability Report.

(b) Preparing the information according to: the GRI Standards and with the basis of preparation, prepared by the Company itself.

(c) Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information contained in the 2025 Sustainability Report, so that it is free from material misstatement, whether due to fraud or error.

(A free translation of the original in Portuguese)

Limitations in the preparation and presentation of non-financial information and indicators

In preparing and presenting non-financial information and indicators, management followed the definitions set out in the basis of preparation prepared by the Company and the GRI Standards, therefore, the information presented in the 2025 Sustainability Report is not intended to ensure compliance with social, economic, environmental, or engineering laws and regulations. The aforementioned standards, however, provide for the presentation and disclosure of any non-compliance with such regulations in the event of significant sanctions or fines.

The absence of a significant set of established practices to rely on for evaluating and measuring non-financial information allows for different yet acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

Our independence and quality management

We comply with the independence requirements and other ethical demands of the Federal Accounting Council (CFC), which are based on the principles of integrity, objectivity, competence, and professional diligence, and which also consider the confidentiality and behavior of employees.

We applied NBC PA 01 - Quality Management for Independent Auditors' Firms (Legal Entities and Individuals), and consequently projected, implemented and maintained a comprehensive quality management system, including policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibility of the independent auditors

Our responsibility is to express a conclusion on the non-financial information contained in the 2025 Sustainability Report based on limited assurance engagement conducted in accordance with NBC TO 3000 - "Assurance Engagements other than Audits or Reviews," issued by the CFC, which is equivalent to the international standard ISAE 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by International Auditing and Assurance Standards Board (IAASB), applicable to non-financial information. These standards require that the work be planned and performed for the purpose of obtaining limited assurance that the non-financial information included in the 2025 Sustainability Report, taken as a whole, is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Suzano management and other Suzano employees which are involved in the preparation of the information and applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the execution of

(A free translation of the original in Portuguese)

additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2025 Sustainability Report, taken as a whole, might present significant misstatements.

As part of a limited assurance engagement in accordance with NBC TO 3000 (ISAE 3000), we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

(a) We determine the appropriateness in the Company's circumstances of using the GRI Standards as a basis for the preparation of non-financial information and indicators.

(b) We perform risk assessment procedures, including obtaining an understanding of the internal controls relevant to the work, to identify where relevant misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal controls.

(c) We design and implement procedures that address cases where significant misstatements in non-financial information and indicators are likely to arise. The risk of not identifying a relevant misstatement resulting from fraud is greater than the one resulting from error, as fraud may involve collusion, forgery, willful omissions, or breach of internal controls.

Summary of procedures performed

The procedures selected are based on our understanding of the aspects related to the compilation, materiality and presentation of the information contained in the 2025 Sustainability Report, other circumstances of the engagement and our analysis of activities and processes associated with material information disclosed in the 2025 Sustainability Report, where significant misstatements might exist. The following procedures were adopted:

(a) planning the work taking into consideration the materiality and the volume of quantitative and qualitative information and the operational and internal control systems that were used to prepare the information contained in the 2025 Sustainability Report;

(b) understanding the calculation methodologies and the procedures adopted for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;

(c) the application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with the indicators disclosed in the 2025 Sustainability Report;

(d) the application of substantive tests for certain non-financial information and indicators; and

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(e) for cases where non-financial data correlates with financial indicators, the comparison of these indicators with the audited financial statements.

The limited assurance engagement also included the analysis of adherence to the GRI Standards and to the provisions in the basis of preparation prepared by the Company.

Our procedures did not include assessing the design adequacy or operational effectiveness of the controls, testing the data on which the estimates are based, or separately developing our own estimate to compare with the estimate of Suzano.

We believe that the evidence obtained in our job is sufficient and appropriate to support our conclusion in a limited manner.

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less in scope than those applied in a reasonable assurance engagement for the purpose of issuing an opinion on the data contained in the 2025 Sustainability Report. Consequently, we were unable to obtain reasonable assurance that we became aware of all the significant matters that might have been identified in a reasonable assurance engagement. If we had performed our engagement for the purpose of issuing an opinion, we might have identified other matters and potential misstatements that may exist in the 2025 Sustainability Report. Therefore, we will not issue an opinion on this information.

Non-financial data is subject to more inherent limitations than financial data, given both the nature and the diversity of the methods used for determining, calculating or estimating such data. Qualitative interpretations of the relevance, materiality and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any procedures in relation to the information presented for prior periods, forecasts and goals, including results of goals set by the Commitments to Renewing Life included in the 2025 Sustainability Report. Our assurance report should be read and understood in the context of the inherent limitations of the process of preparing non-financial information and indicators by management, including the fact that this information is not intended to assure compliance with social, economic, environmental, or engineering laws and regulations.

The contents included in the scope of this assurance engagement are presented in the Basis of Preparation of the 2025 Sustainability Report.

Conclusion

Based on the procedures performed, described herein and the evidence we obtained, no matter has come to our attention that causes us to believe that the non-financial information contained in the 2025 Sustainability Report of Suzano, were not compiled, in all relevant aspects, in accordance with the criteria established by the basis of preparation and by the GRI Standards.

Other matters - Restriction of use and distribution

This report was prepared for the use of Suzano and may be presented or distributed to third parties, provided they are familiar with the subject matter and criteria applicable to this assurance engagement, in view of the specific purpose described in the first paragraph of this report.

(A free translation of the original in Portuguese)

Any party other than Suzano that obtains access to this report, or a copy of it, and relies on the information contained herein will do so at its own risk. We do not accept or assume any responsibility and disclaim any liability to any party other than Suzano for our work, the assurance report or our findings.

São Paulo, March 23, 2026.

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

Mauricio Colombari
Contador CRC 1SP195838/O-3

INDEPENDENT ASSURANCE STATEMENT

INDEPENDENT ASSURANCE STATEMENT

INTRODUCTION

Bureau Veritas Quality International (BVQI) was hired by Suzano S.A. (Suzano) to conduct an independent verification of the Company's Commitments to Renew Life (CPRV).

SCOPE OF WORK

The scope of this verification included the verification of the CPRV, regarding the correct parameterization of the indicators and an analysis regarding the accuracy of the data obtained in the period from January 01 to December 31, 2025.

Below we list Suzano's CPRV:

- Lift 200,000 people out of poverty in their areas of operation by 2030;
- AIncrease the Basic Education Development Index (IDEB) by 40% in all priority municipalities by 2030;
- Achieve 30% of women in leadership positions (functional managers and above) by 2025;
- Achieve 30% of black people in leadership positions (functional managers and above) by 2025;
- Ensure a 100% inclusive environment for LGBTQIAPN+ people by 2025;
- Ensure 100% accessibility for people with disabilities by 2025;
- Ensure a 100% inclusive environment for people with disabilities by 2025;
- Connect half a million hectares of priority areas for biodiversity conservation in the Cerrado, Atlantic Forest and Amazon by 2030;
- Increase water availability in all critical watersheds in Suzano's areas of operation by 2030;
- Reduce the water captured in its industrial operations by 15% by 2030;
- Increase renewable energy exports by 50% by 2030;
- Make available 10 million tons of products from renewable sources, which can replace plastic and other petroleum derivatives by 2030;
- Reduce industrial solid waste sent to landfill by 70% by 2030;
- Remove 40 million tons of carbon from the atmosphere by 2025;
- Reduce absolute emissions (scope 1 and 2) by 50.4% by 2032, using 2022 as the base year;
- To have 80% of suppliers, based on spending, and 80% of customers, based on revenue, committed to science-based climate targets by 2028 (SBTi).

BUREAU VERITAS

RESPONSIBILITIES OF SUZANO AND BUREAU VERITAS

The obtaining, calculation and presentation of the published data are the sole responsibility of SUZANO's management. BVQI is responsible for providing an independent opinion in accordance with the scope of work set out in this statement.

METHODOLOGY

The verification included the following activities:

- Interviews with those responsible for CPRV content;
- Analysis of documentary evidence provided by Suzano for the period covered, January 01, 2025 to December 31, 2025;
- Evaluation of the methods and systems used for data calculation and compilation;
- Evaluation of actions, programs and policies aimed at meeting the Company's CPRV requirements;

The verification level adopted was Reasonable, in accordance with the requirements of the ISAE 3000[1] standard, incorporated into BVQI' internal verification protocols.

LIMITATIONS AND EXCLUSIONS

Any evaluation of information related to (to) was excluded from this verification:

- Activities outside the reporting period (January 2025 to December 2025);
- Position statements (expressions of opinion, belief, objectives or future intentions) by Suzano;

The following limitations were applied to this verification:

- The Accuracy and Reliability of data was verified on a sample basis, exclusively in light of the information and data presented and data related to the CPRV presented;
- Suzano's strategic changes regarding CPRV are not part of our verification scope. Our role is limited to analyzing data, indicators, and results of the Commitments publicly assumed;
- The Commitments related to climate change were complemented by an audit of Suzano's Greenhouse Gas (GHG) emissions inventory, which was carried out by an independent body in a specific work, in accordance with the criteria of ISO 14.064-1/07 and GHG Protocol.

BUREAU VERITAS 1828

TECHNICAL OPINION ON THE REPORT

- The results of the CPRV will be available on Suzano's Sustainability Center (https://centraldesustentabilidade.suzano.com.br/sustentabilidade-na-suzano/Compromissos-para-renovar-a-vida/), with a direct link on the Company's website. The scope of our verification covered the data and indicators for the year 2025;
- During our Verification, we demonstrated that Suzano's CPRVs continue to be analyzed, monitored and followed up in a structured and effective manner;
- Regarding the Commitment to Contribute to Lifting People Out of Poverty, we found that Suzano changed the description of this Commitment, aligning it with the reality of its strategy and operational actions, since it operates in a context of creating conditions for people to improve their income. To a large extent, these contributions from Suzano relate to participation in projects with other entities that are offered to people with incomes below the poverty line. During our verification, we observed management consistent with the complexity of this CPRV. We conducted a sampling based on 44 projects in which Suzano participated in 2025, where we noted monitoring reports and data demonstrating the income of the beneficiaries. It is important to emphasize that Suzano implemented internal audits for this CPRV, having evaluated 13% of the projects in detail.
- Regarding the commitment to "Increase the Basic Education Development Index (IDEB) by 40% in all municipalities considered priorities," we noted that there was a major review of the process and Suzano's decision to discontinue this CPRV from 2026 onwards. In 2025, there was no update to the IDEB data, as it is calculated biennially by the National Institute of Educational Studies and Research Anísio Teixeira (INEP). Throughout the year of assessment, we observed a greater emphasis on productive inclusion and school enrollment. In Suzano's view, education is a strategic pillar, but the company believes it does not make sense to have an educational goal associated with its actions. Regarding school enrollment, we highlighted the company's performance, reaching 2.,065 young people, exceeding an internal target of 20.000 for 2025. There is a dashboard that maintains this and other relevant data, which are part of its monitoring flow.
- Regarding the Diversity, Equity, and Inclusion commitments, performance associated with four indicators with targets set for the year 2025 was verified, highlighting the following information:
  - ✓ **Women in Leadership**: We observed consistent progress in increasing female participation in leadership positions, supported by structured initiatives for talent development, attraction, and promotion, as well as periodic monitoring capable of identifying challenges and opportunities according to the specificities of the company's business and locations. We highlight the D+ Program, which impacted 123 talents, approximately 60% of whom were women, in addition to the revision of the historical target series to ensure alignment with the original scope, restricted to management and senior-level positions based in Brazil, excluding expatriate positions, thus fulfilling the established goal for this commitment. Data monitoring is carried out through the people analytics system, using the Power BI "RH-G&G" dashboard.
  - ✓ **Black people in leadership positions**: We observed progress in the representativeness of black people in management and higher-level positions compared to the established baseline, with a highlight on structured leadership development initiatives based on practical learning applied to business challenges. We emphasize the D+ program, which impacted 123 talents, approximately 40% of whom are black. Despite the progress observed, the goal set for the period was not achieved, with the result recognized transparently as part of the institutional commitment and the

promotion of long-term structural changes. Data monitoring is carried out through the people analytics system, using the Power BI panel 'HR-G&G'.

- ✓ **Inclusive environment for LGBTQIAPN+ and disabled minority group**s: Through the engagement survey conducted by the company in 2025, we highlight the progress in the area of Inclusive Environment, which has consolidated itself as the dimension most highly rated by employees, maintaining a positive trend compared to previous years, even though the final goal set was not fully achieved.

- We have verified that the commitment to ensure accessibility for people with disabilities has been fully met, based on an analysis of the adherence of the common areas of Suzano's units to the requirements of the Brazilian standard ABNT NBR 9050, resulting in the achievement of 100% of the target set for 2025, according to the accessibility project;

- Regarding the biodiversity commitment to "connect 500.000 hectares of priority areas by 2030," we highlight appropriate connection actions in various territories, following Suzano's strategy. We emphasize the progress of the dashboard related to this commitment, which is directly linked to the online GIS system, minimizing the possibility of errors from manual data transfer. Furthermore, the company has adopted the STAR (Threat Abatement and Restoration of Species) method, which quantifies the potential contribution and actions in a specific area to reduce the global risk of extinction of threatened species. The accumulated area connected reached 21.368 ha by 2025.

- Regarding the commitment to "increase water availability in 100% of critical river basins," we highlight that forest management actions exceeded the target set for 2025 by 16%, covering 5.806 hectares in critical basins, focusing on the application of age mosaics and increased planting spacing to reduce water demand. We found that a satellite-based hydrological monitoring platform was developed and operationalized, expanding the capacity to measure water use in the forest. Suzano demonstrated adequate traceability of forest management data for adapted spacing and age mosaics.

- Regarding the Renewable Energy Commitment “Increase renewable energy exports by 50%”, we conducted sampling at 3 Suzano sites to confirm the reliability of the generated data, as well as its consolidation. Energy consumption and export data are extracted directly from the SAP system for each unit, except for the Veracel plant, and subsequently transferred to an internal control spreadsheet, where the summation and consolidation occur. Suzano will be discontinuing this Renewable Energy Commitment Report (CPRV) from 2026 onwards due to strategic reviews and has committed to clarifying this decision through the relevant communication channels.

- We have evidenced that, for the Commitment 'Products of renewable origin: Make available 10 million tons of products of renewable origin, which can replace plastic and other petroleum derivatives by 2030, Suzano showed underperformance, reaching 2.49% in the accumulated period of 2020/2025. Data monitoring is conducted through the Ftech portal, integrated with Power BI, ensuring the consolidation and tracking of the indicator. In 2025, the company redefined the strategy in the New Business area; the Lignin and MFC (Microfibrillated Cellulose) projects were discontinued, which were responsible for 80% of renewable origin products intended to meet the commitment target, with efforts being redirected to initiatives based on biomass, waste, bioenergy, and sustainable solutions in papers and packaging that replace single-use plastics.

BUREAU VERITAS

- Regarding commitments to combat the climate crisis, we highlight an important change aligned with the SBTi (Science-Based Targets Initiative), which was the adoption of absolute GHG emission reduction targets for scopes 1 and 2 of the company. In addition, Suzano established new quantitative targets for 2028, defining a percentage of suppliers and customers who must also adopt climate targets aligned with the SBTi. Also within the scope of the climate crisis, there is a target of removing 40 million tons of CO_2e by 2025, which was achieved with a cumulative total of 43.309.613,27 tCO_2e. The methodology for calculating removals is subject to independent verification, which confirmed the reliability and accuracy of the data. Finally, there is a new zero-deforestation target adopted by Suzano. We found that GHG emissions are calculated according to the GHG Protocol methodology and undergo an independent verification process. Regarding the customer-related goal, we highlighted the structuring of five engagement steps defined for 4 customer categories segmented by maturity. For suppliers, there is already an ongoing project called the Sharing Program, which prioritizes 100 suppliers and has well-defined engagement actions implemented by 2025. Regarding the zero-deforestation goal, we found that it is anchored in extensive documented work and also verified in an independent audit process.

- Finally, we found that Suzano has shown progress in fulfilling its commitments to reduce the amount of industrial waste sent to landfills and to reduce water intake in industrial operations, having achieved a 100% increase compared to the baseline originally projected for 2030, which characterizes the early achievement of the established goals. We conducted sampling in three operational units, which currently have a partner company responsible for waste management. The data is recorded in the Click system, through which Suzano's Environmental team performs systematic monitoring. The information is subsequently extracted in Excel spreadsheet format for processing, consolidation, and recording of results. Regarding water intake monitoring, management is carried out through the PI system, from which data is extracted for consolidation and analysis. The following initiatives stand out for the 2025 fiscal year: (i) the continuation of the process of transforming inorganic waste into soil acidity correctives, intended for forestry operations and for sale to companies in the agricultural sector, with a view to reducing the amount of industrial waste sent to landfills; and (ii) the improvement of processes and operational modernization, contributing to the reduction of specific industrial water consumption.

RECOMMENDATIONS

- To provide full transparency regarding the strategic changes made by the CPRV through its public communication channels, such as the sustainability report and the indicators center.

CONCLUSION

As a result of our verification process, we concluded that:

- The information provided about the Commitments to Renew Life is balanced, consistent and reliable;
- Suzano has established appropriate systems for collecting, compiling and analyzing quantitative and qualitative data and has been improving them annually.
- The metrics associated with CPRVs have been adequately defined, and the indicators have traceable data flows.

BUREAU VERITAS

DECLARATION OF INDEPENDENCE AND IMPARTIALITY

BVQI is an independent professional services company specializing in Quality, Health, Safety, Social and Environmental management with over 197 years of experience in independent assessment services.

No member of the verification team has any commercial connection with Suzano. We conducted this verification independently, understanding that there was no conflict of interest.

BVQI has implemented a Code of Ethics across the entire business to maintain high ethical standards among its employees and individuals acting on its behalf.

CONTACT

https://www.bureauveritas.com.br/pt-br/fale-com-gente

São Paulo, March 17, 2026.

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INDEPENDENT VERIFICATION STATEMENT

BUREAU VERITAS

INDEPENDENT VERIFICATION STATEMENT

BUREAU VERITAS

INTRODUCTION

Bureau Veritas Quality International (BVQI) was contracted by Suzano S.A. (Suzano) to conduct an independent verification of a greenhouse gas (GHG) emissions intensity indicator of Suzano. This indicator is measured based on the company's GHG emissions inventory and production data, in the context of debt instruments linked to long-term Sustainability targets (Sustainability-Linked Loans (SLL) and Sustainability-Linked Bonds (SLB)).

The financial instruments in question require the GHG emissions intensity indicator to be presented according to the methodological assumptions defined in the transaction documentation. As a result, Suzano must calculate the indicator differently from its usual approach, which has undergone methodological updates that cannot be reflected within the context of the debt due to contractual limitations. Below, we clarify these differences and provide our opinion on the matter.

SCOPE OF WORK

The scope of this verification refers to the analysis of the reliability and accuracy of an emissions intensity indicator for all of Suzano's own operations. This is a global scope.

RESPONSIBILITIES OF SUZANO AND BUREAU VERITAS

The preparation, adoption of methodologies, and calculation of GHG emissions, as well as production calculations, are entirely the responsibility of Suzano's management. Bureau Veritas is responsible for providing an independent opinion to Suzano, in accordance with the scope of work defined in this statement.

METHODOLOGY

The verification comprised the following activities:

a) Validation of the emissions and production calculation system used to compose the emissions intensity indicator, based on the assumptions of the SLL and SLB transactions described above;
b) Analysis of the data and tools used to compose the indicator;
c) Analysis of calculation methodologies, factors, and formulas for the calculation of GHG emissions;
d) Analysis of the correct application of GHG emissions calculation methodologies, as well as data consolidation to obtain the indicator.

This verification was conducted in accordance with Bureau Veritas internal procedures, including team qualification, work sizing, and presentation of results.

The indicator assessed was defined as: Suzano's Scope 1 and Scope 2 GHG emissions expressed in tCO_2eq / tonne of product produced (paper, pulp, and consumer goods).

The scope of this verification was Limited, in accordance with Bureau Veritas' internal protocol. This scope differs from Reasonable Assurance as it emphasizes the verification of systems adopted that allow the generation of reliable data. There is less depth in the verification of data accuracy.

LIMITATIONS

The following limitations were applied to this verification:

- GHG emissions calculations outside the period defined in the scope of work were not included in our verification;
- The complete verification of Suzano's GHG inventory for the year 2025 was performed by an independent verifier, which issued a Statement confirming that the inventory result is appropriate. Bureau Veritas understands that this third-party Statement provides credibility to Suzano's GHG inventory and therefore did not conduct its own verification of this inventory;
- Bureau Veritas did not conduct any verification regarding compliance with the Sustainability Linked Loan Principles of the Loan Market Association (LMA) and Sustainability Linked Bond Principles of the International Capital Market Association (ICMA) or other similar principles;
- Verification of compliance with the targets defined in the SLL and SLB transactions was not part of our scope of work.

The verification process entails, due to its defined scope, some limitations regarding the identification of errors.

OPINION ON SUZANO'S GHG EMISSIONS INTENSITY INDICATOR

- Suzano has submitted its GHG emissions inventory to independent verification since 2015, receiving favorable opinions over the years. In this context, we understand that the inventory can be considered reliable and free from material errors.

BUREAU VERITAS

- The methodology used by Suzano to meet the requirements established in the SLL and SLB transactions carried out by the company in 2021 and 2023 differs from the method used in the year 2026 to calculate its GHG inventory. The difference consists of two elements applied in the company's official inventory: (1) use of the Global Warming Potential (GWP) from the Fourth Assessment Report (AR4) of the IPCC; and (2) inclusion of emissions from new units acquired only as of October 2024, according to the start of operations and aligned with the company's financial statements.
- It is our understanding that the result of this inventory meets the requirements of the SLL and SLB transactions.
- The emission factors used were considered appropriate for the purpose of the calculations, and the result obtained is reliable.
- Suzano's paper, pulp, and consumer goods production data were obtained through documented and partially automated internal systems. The management of this information meets the requirements of the company's quality management system and the results can be considered reliable.

CONCLUSION

As a result of our verification process, we conclude that:

- The methodology used for calculating GHG emissions intensity is aligned with the documentation of Suzano's SLL and SLB financial transactions.
- The calculations and the final result of GHG emissions intensity for 2025 = 0.2075 tCO_2eq / tonne of product produced can be considered reliable and free from material errors.

STATEMENT OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Quality International (BVQI) is an independent professional services company specializing in Quality, Health, Safety, Social Responsibility, and Environmental management, with over 197 years of experience in independent assessment services.

BVQI has implemented and applies a Code of Ethics across its entire business to ensure that its employees uphold the highest standards in their daily activities. Particular attention is given to the prevention of conflicts of interest.

The verification team has no relationship with Suzano other than the independent verification of a greenhouse gas (GHG) emissions intensity indicator. We understand that there is no conflict between other services provided by BVQI and the verification performed by our team.

BUREAU VERITAS

The team that conducted this verification for Suzano has extensive knowledge in the verification of information and systems related to environmental, social, health, safety, and ethical matters. This expertise, combined with experience in these areas, enables a clear understanding of the presentation and verification of good corporate responsibility practices.

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CONTENT, DESIGN, AND PROJECT AND RELATIONSHIP MANAGEMENT
Grupo Report

STANDARDS CONSULTING
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TRANSLATION
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PHOTOS
Suzano's image bank

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