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Emerging Markets Corporate Conference 2026

Bank of America

June 2026

Disclaimer

This presentation contains what are considered "forward-looking statements," as defined in Section 27A of the 1933 Securities Act and Section 21E of the 1934 Securities Exchange Act, as amended. Some of these forward-looking statements are identified with words such as "believe," "may," "could," "would," "possible," "will," "should," "expect," "intend," "plan," "anticipate," "estimate," "potential," "outlook" or "continue," as well as the negative forms of these words, other terms of similar meaning or the use of future dates.

The forward-looking statements include, without limitation, statements related to the declaration or payment of dividends, implementation of the key operational and financial strategies and investment plans, guidance about future operations and factors or trends that influence the financial situation, liquidity or operational results. Such statements reflect the current view of the management and are subject to diverse risks and uncertainties. These are qualified in accordance with the inherent risks and uncertainties involving future expectations in general, and actual results could differ materially from those currently anticipated due to various risks and uncertainties. There is no guarantee that the expected events, trends or results will actually occur. The statements are based on diverse assumptions and factors, including general economic and market conditions, industry conditions and operating factors. Any changes in such assumptions or factors could cause actual results to differ materially from current expectations. Suzano does not undertake any obligation to update any such forward-looking statements as a result of new information, future events or otherwise, except as expressly required by law. All forward-looking statements in this presentation are covered in their entirety by this disclaimer.

In addition, this presentation contains some financial indicators that are not recognized by the BR GAAP or IFRS. These indicators do not have a standard meaning and may not be comparable to indicators with a similar description used by other companies. We provide these indicators because we use them as measurements of Suzano's performance; they should not be considered separately or as a replacement for other financial metrics that have been disclosed in accordance with BR GAAP or IFRS.

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COMPANY OVERVIEW

BUSINESS STRATEGY

FINANCIAL MANAGEMENT

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COMPANY OVERVIEW

BUSINESS STRATEGY

FINANCIAL MANAGEMENT

MAIN FIGURES – LTM 1Q26

Net Revenue: US$9.1 billion[1]

Adjusted EBITDA: US$3.9 billion[1]

Adjusted EBITDA margin: 43%

Net Debt: US$13.0 billion

Net Leverage: 3.3 x

[1] Rounded and converted at the average exchange rate for the period (LTM 1Q26: FX 5.44).

ROBUST GOVERNANCE IN PLACE

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Board of Directors

- 9 Members
- 44% Independent members
- 22% of Women

APPOINTMENT OF RISK EXPERT

Supported by Committees

- Audit (Statutory)
- People
- Appointment and Compensation
- Sustainability
- Strategy and Innovation
- Management and Finance

Listed on "Novo Mercado", B3's highest corporate governance segment and NYSE ADR-level 2 program

SUZB
B3 LISTED NM

SUZ
LISTED
NYSE

AN IRREPLICABLE 1ST CLASS ASSET BASE

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OUR PLANTATIONS

- 1.7 million hectares devoted to plantation and certified areas
- Geographically Diversified areas
- 150 km structural average radius
- Unmatched eucalyptus genetic base
- Unique harvesting and inbound logistics

PULP BUSINESS

- 13.4 million tons of market pulp
- Integrated supply chain
- ~195 MWm average Surplus (equivalent to ~2 million people town)
- 9 pulp mills strategically located[1]

OUR LOGISTICS

- All mills either close to shore or railway connected
- 4 export pulp ports
- 10 fully Dedicated Vessels
- 74 countries served

PAPER BUSINESS

- 100% pulp integrated
- Unique go-to-market model
- Leading Brazilian brands
- 1.6 million tons of paper
- 40 thousand clients
- ~41% Brazilian market share[2]
- 340 thousand tons of consumer goods (tissue)

[1]Includes Veracel (JV between Suzano (50%) and Stora Enso (50%)) [2]Addressable market

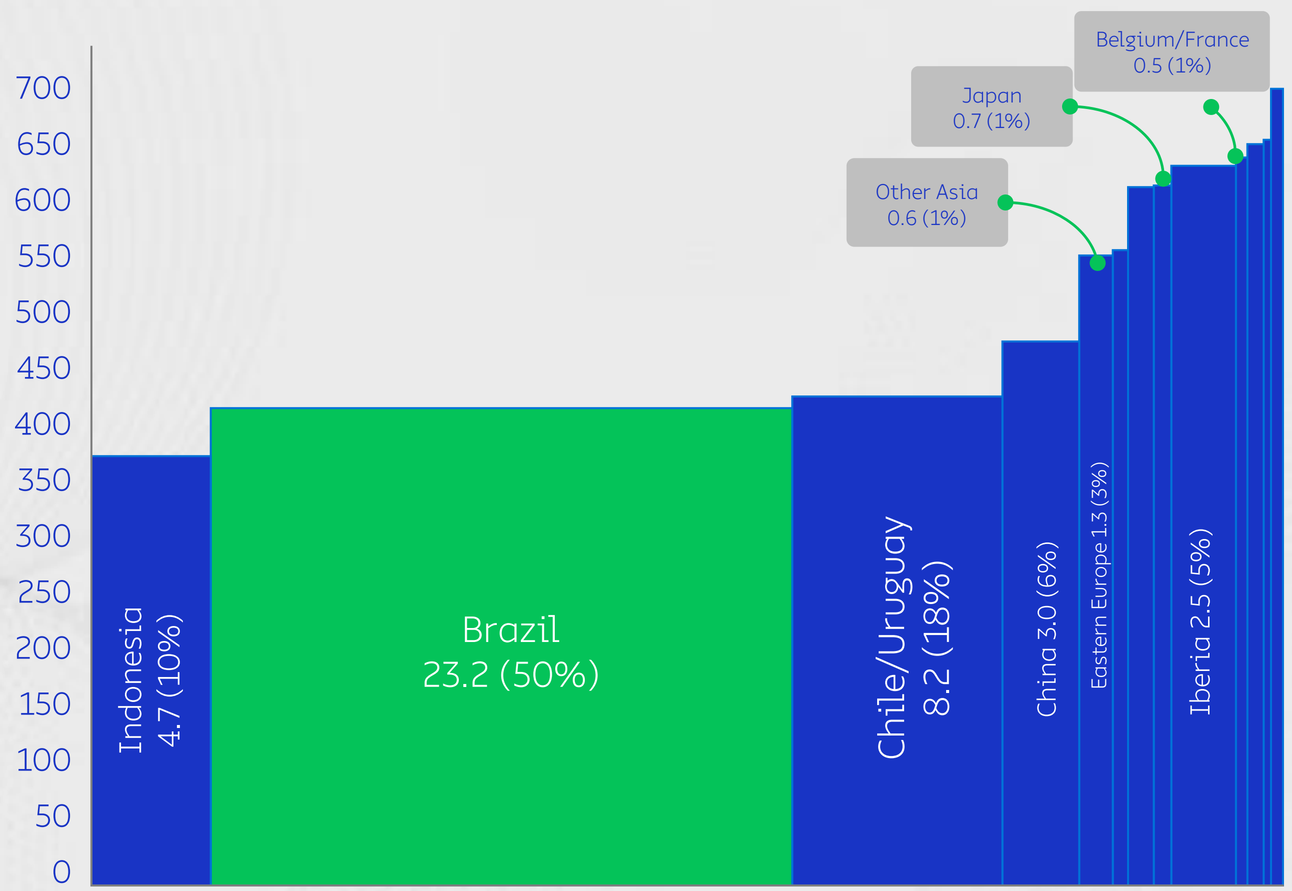
COMPANY OVERVIEW

BUSINESS STRATEGY

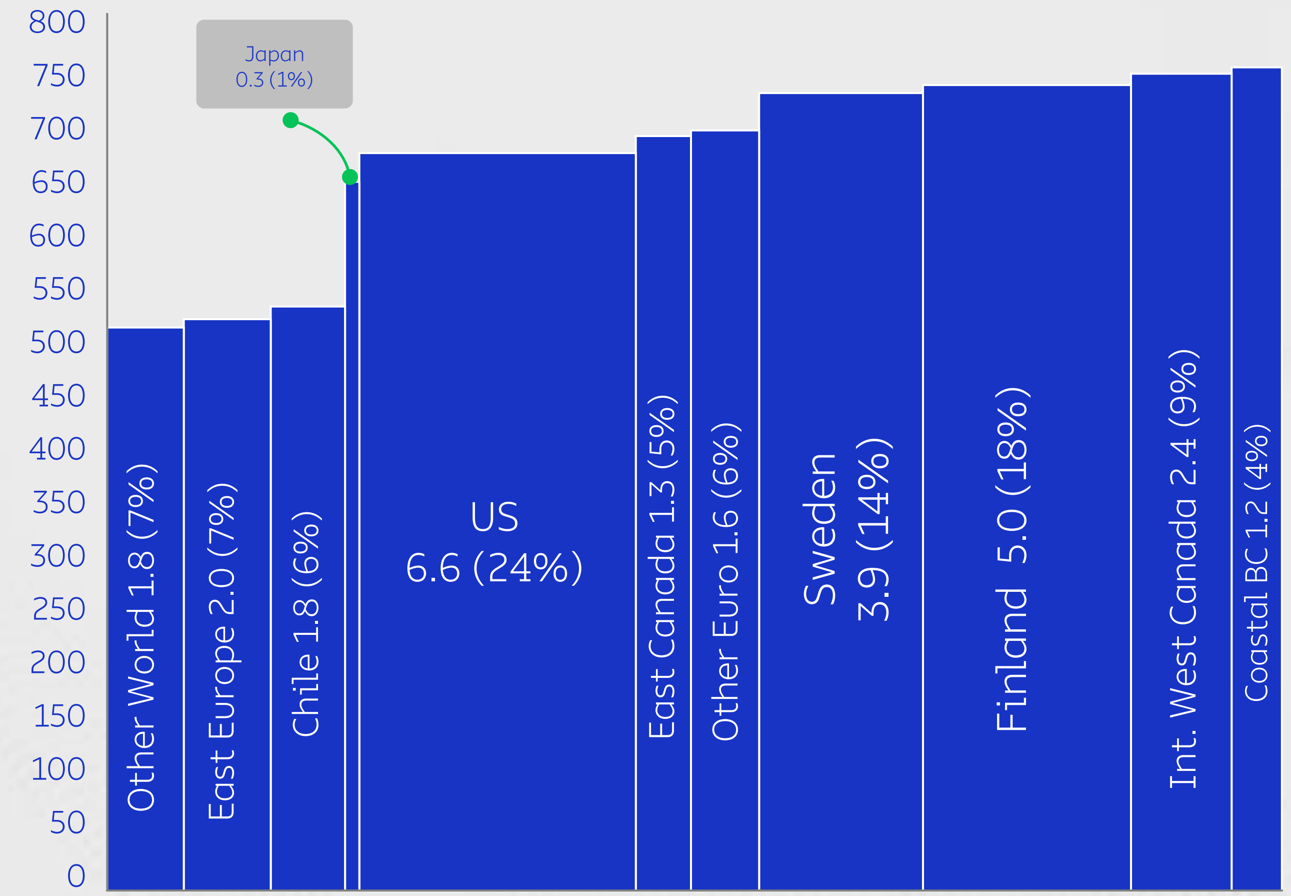
FINANCIAL MANAGEMENT

UNDISPUTABLE COMPETITIVENESS IN THE PULP INDUSTRY

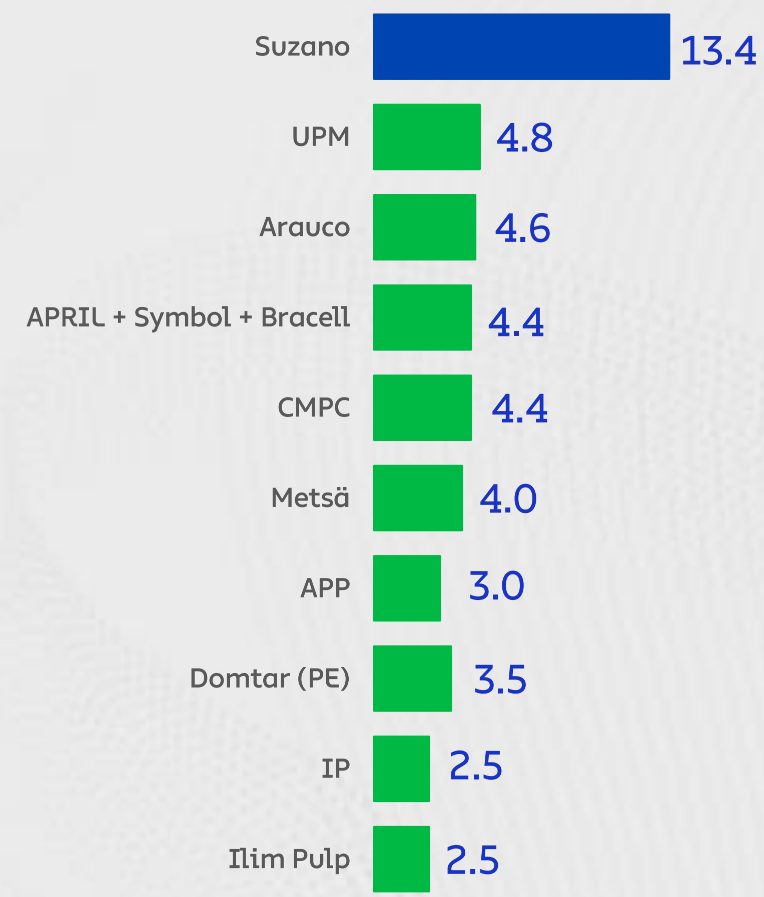
Hardwood | CIF China | USD/ton
and Production Capacity (Mt)[1]



Softwood | CIF China | USD/ton
and Production Capacity (Mt)



Top 10[1]



[1]Source: Hawkins Wright, December 2025. Market pulp capacity including hardwood and softwood volumes.

RESILIENT BUSINESS MODEL MITIGATES CURRENT RISKS AMID THE MIDDLE EAST CONFLICT

Key attributes & Risk exposure mitigants

Ocean Freight
Long term contracts and fully dedicated vessels

Natural Gas and Bunker oil
Hedging portfolio

Chemicals
Inside the fence operations and well-structured contracts

Diesel
Petrobras-based pricing contracts

NEW COMPETITIVE LANDSCAPE HIGHLIGHTS THE NEED FOR MORE FOCUSED GOALS, TO DRIVE VALUE CREATION

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CURRENT LANDSCAPE

- PULP CAPACITY EXPANSIONS IN LATAM AND ASIA
- ACCELERATION OF NEW INTEGRATED CAPACITY IN CHINA
- WOOD COST PRESSURE IN CERTAIN REGIONS AND LOW EBITDA MARGIN OVER A LONG PERIOD PUT A SIGNIFICANT PULP CAPACITY UNDERWATER

VALUE CREATION strategy

STRATEGIC LEVERS

- ENHANCING COMPETITIVENESS
- GROWTH WITH DISCIPLINE

FOCUS TO THE NEXT 2-3 YEARS

- ENHANCING COMPETITIVENESS: TOD[1] REDUCTION
- GROWTH WITH DISCIPLINE:
  - EXTRACT VALUE FROM PREVIOUS CAPITAL ALLOCATION DECISIONS
  - ACCELERATE FIBER-TO-FIBER STRATEGY

- DELEVERAGING TOWARDS < 2.5X[2]

[1]Total Operational Disbursement. [2]Net Debt/Adjusted EBITDA

A CLEAR STRATEGIC ROADMAP FOR THE NEXT 2-3 YEARS

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STRENGTHENING **COMPETITIVE EDGE**

CAPTURE VALUE FROM CAPITAL ALLOCATIONS IN PLACE

POSITIONING FOR LEADERSHIP IN A CHANGING LANDSCAPE

SUSTAINABILITY IS EMBEDDED IN OUR BUSINESS MODEL THROUGH THREE INTERCONNECTED PILLARS

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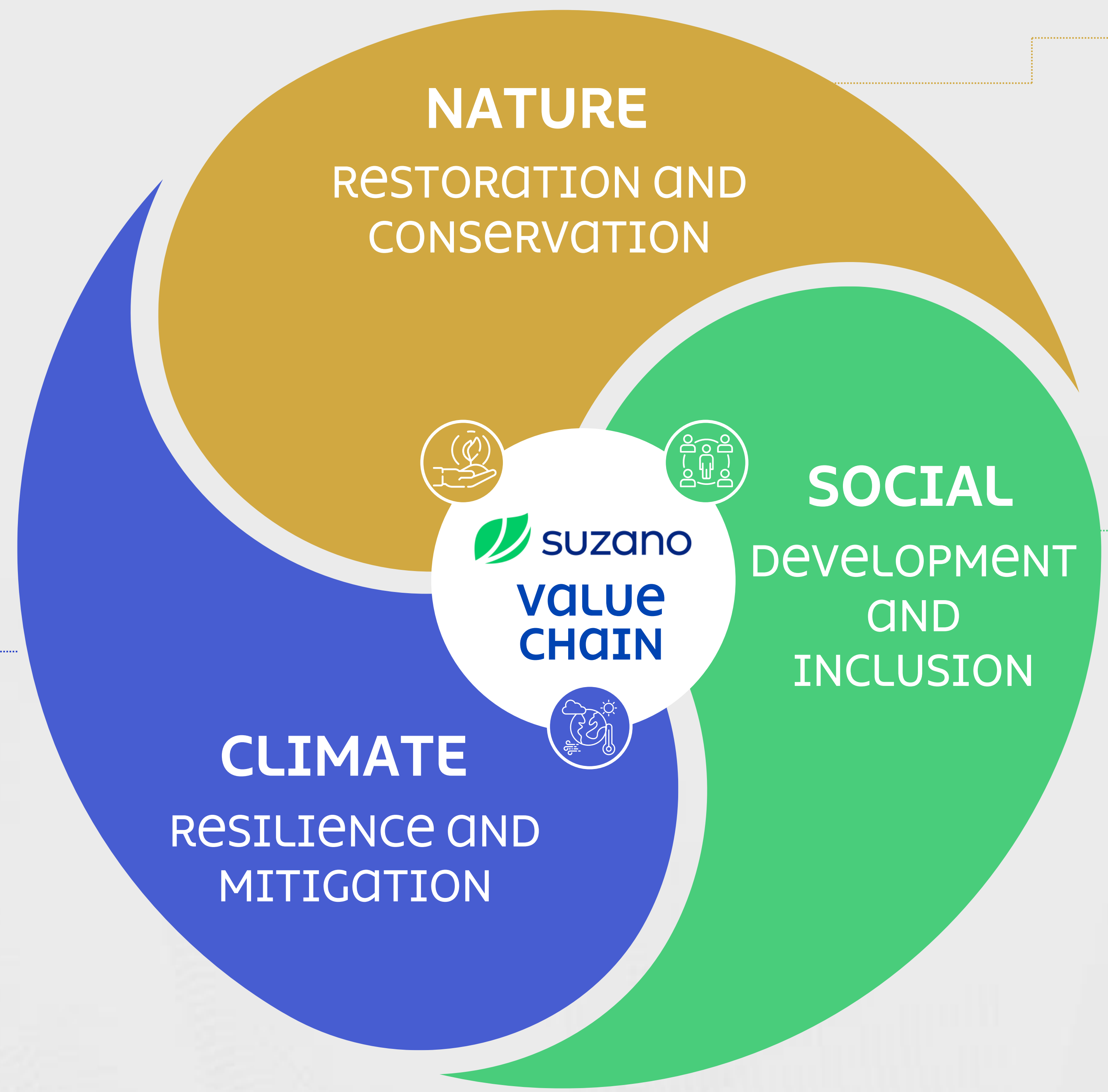
INDUSTRIAL AND LOGISTICS ECO-EFFICIENCY:
EMISSIONS REDUCTION

FORESTRY BASE:
GENETIC INNOVATION AND MANAGEMENT ENHANCING CARBON CAPTURE



NATURE STRATEGY:
ACTIONS THAT STRENGTHEN THE BUSINESS AND RESTORE ECOSYSTEMS

LOCAL DEVELOPMENT:
SHARED VALUE TO STRENGTHEN THE RESILIENCE OF BOTH THE TERRITORIES AND THE BUSINESS

MSCI
UPGRADE TO **BBB** (Mar/26)

SUPPLIER MANAGEMENT:
PARTNERSHIPS FOR RISK MITIGATION AND SOCIO-ENVIRONMENTAL VALUE CREATION

CDP: FORESTS A-LIST, WATER A-, CLIMATE B
MSCI: BBB
SUSTAINALYTICS: LOW RISK
ecovadis: PLATINUM, Top 1%, JAN 2026

TICKET TO PLAY: CERTIFICATIONS — REGULATIONS — INTERNATIONAL ESG STANDARDS & RATINGS

FOCUS ON TOPICS THAT AMPLIFY POSITIVE SOCIO-ENVIRONMENTAL IMPACT

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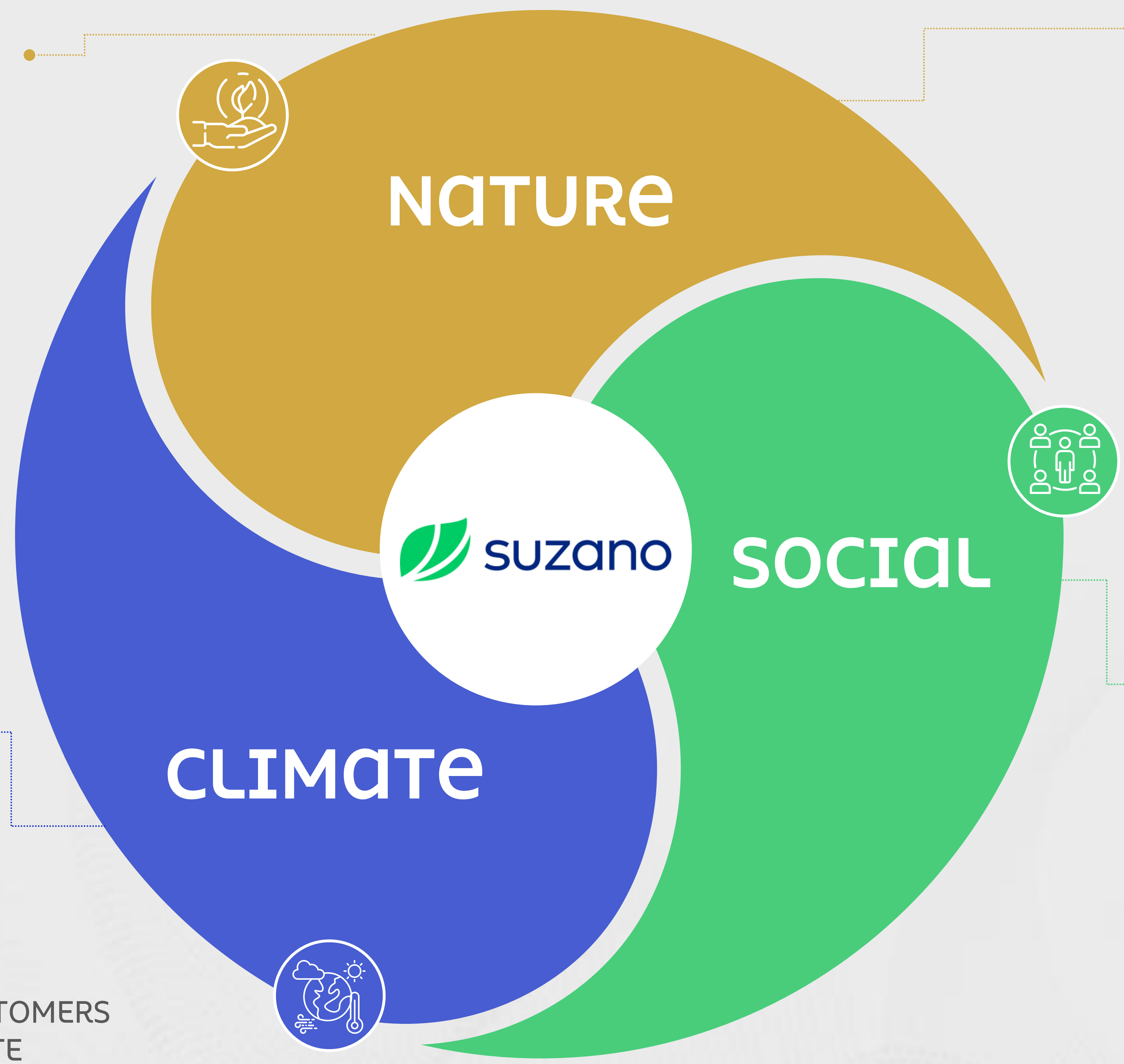
CARING FOR WATER

REDUCE BY **15%** THE WATER WITHDRAWN IN OUR INDUSTRIAL OPERATIONS BY 2030.

PROGRESS: **100%**

INCREASE **WATER AVAILABILITY** THROUGH FORESTRY MANAGEMENT ACTIONS ACROSS ALL CRITICAL WATERSHEDS IN OUR OPERATING AREAS IN BRAZIL BY 2030.

PROGRESS: **25%**



CONSERVE BIODIVERSITY

CONNECT **500,000** HECTARES OF CERRADO, ATLANTIC FOREST AND AMAZON FRAGMENTS BY 2030.

PROGRESS: **43%**

COMBAT THE CLIMATE CRISIS

APPROVED TARGETS IN JUNE/2025[1]

REDUCE BY **50.4%** THE SCOPES 1 AND 2 EMISSIONS BY 2032.[2]

HAVE **80%** OF OUR SUPPLIERS AND CUSTOMERS COMMITTED TO SCIENCE-BASED CLIMATE TARGETS BY 2028.

PROMOTE PRODUCTIVE INCLUSION

CONTRIBUTE TO LIFTING **200,000** PEOPLE OUT OF POVERTY IN OUR AREAS OF OPERATION BY 2030.

PROGRESS: **71%**

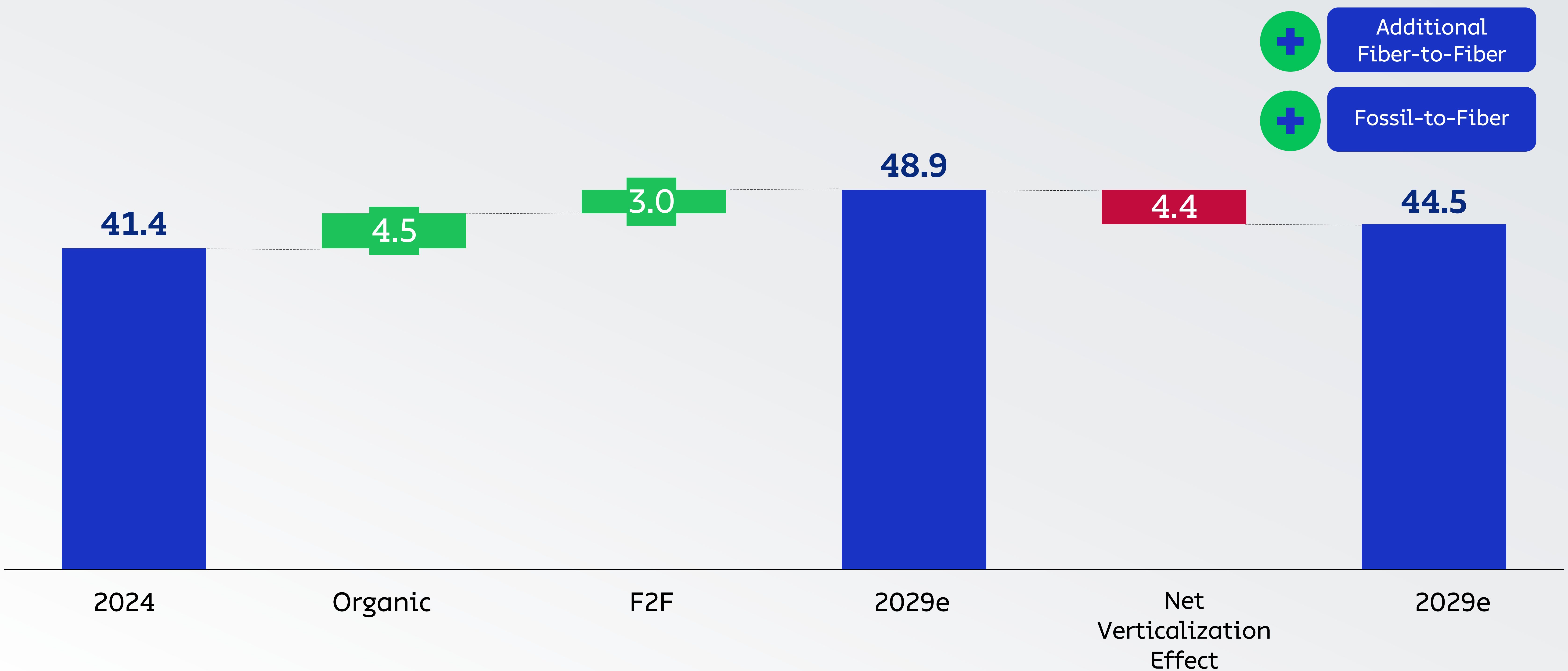
Note: Progress based on 2025 | [1]Please refer to Suzano's 2025 Sustainability Report for further information on the progress of the approved targets announced in June 2025. [2]SBTi target replaced previous commitment to reduce scope 1 and 2 GHG emissions intensity by 15% per ton of production by 2030.

PULP BUSINESS

MARKET BHKP DEMAND

NET DEMAND GROWTH IN THE COMING YEARS POTENTIALLY BOOSTED BY ADDITIONAL UPSIDE RISKS

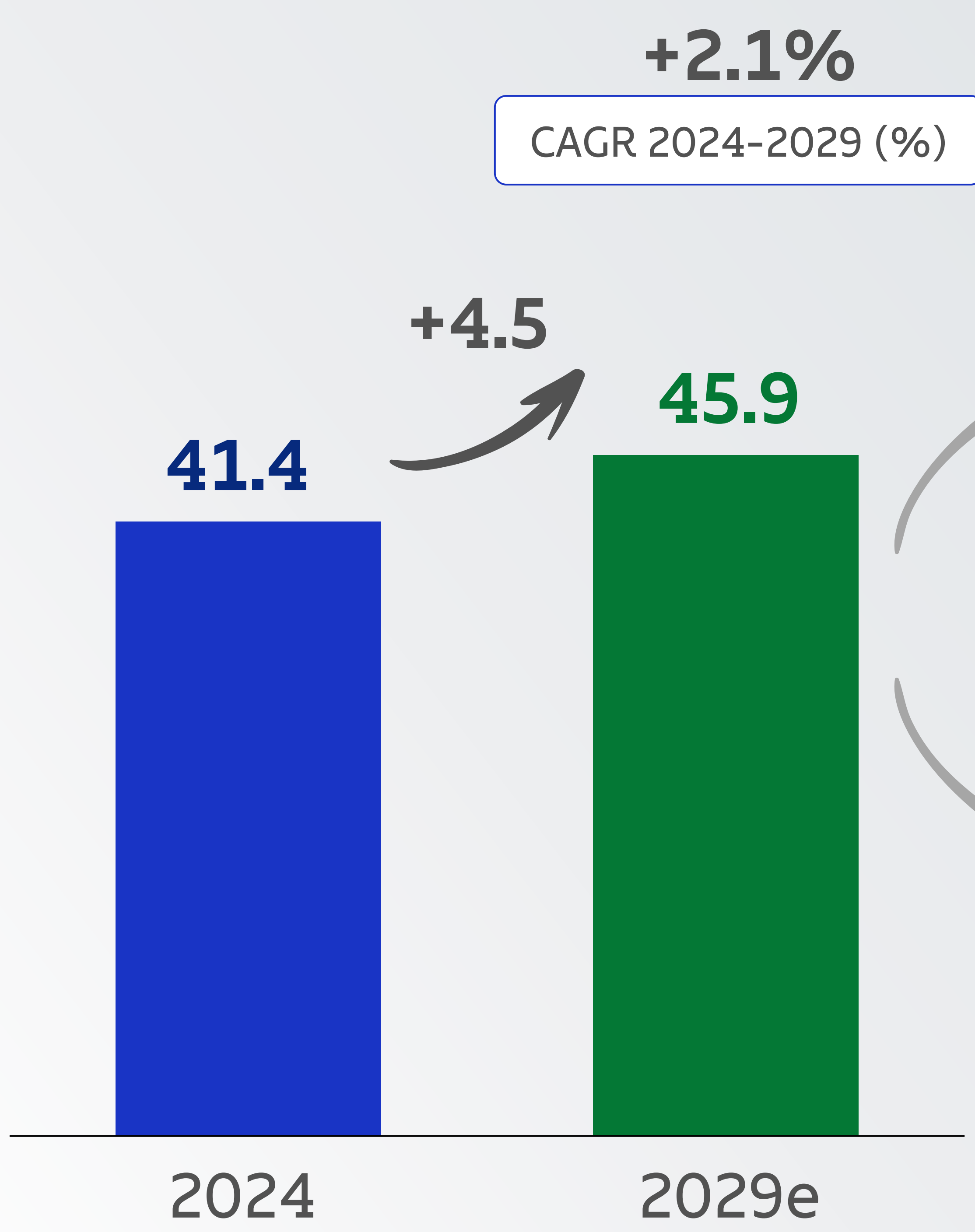
Hardwood market pulp demand (Mt)[1]



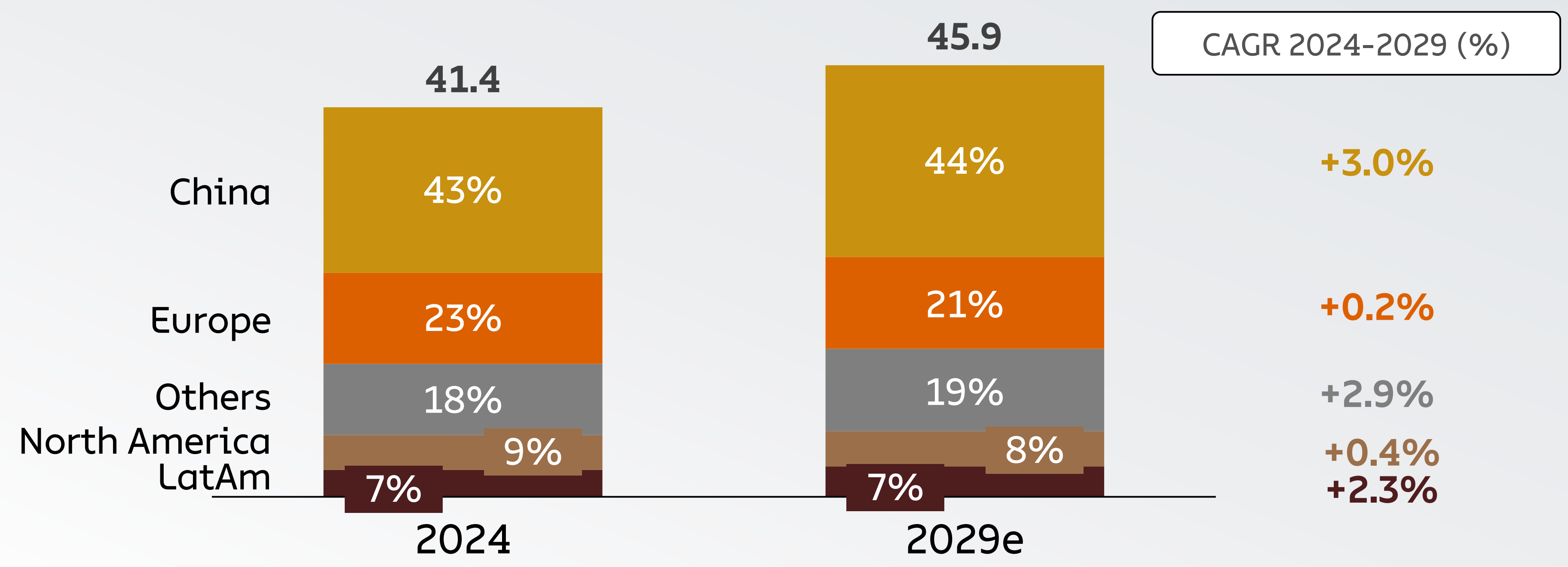
[1]Integrated O.R. Asia assumption = 75% related to confirmed projects. Integrated O.R. RoW assumption = 90%. Closure estimate of 0.3 Mt/year based on 2018-2023 average.

ORGANIC GROWTH: MARKET BHKP CONTINUES POSITIVE TREND DRIVEN BY SOLID DEVELOPMENT IN EMERGING MARKETS

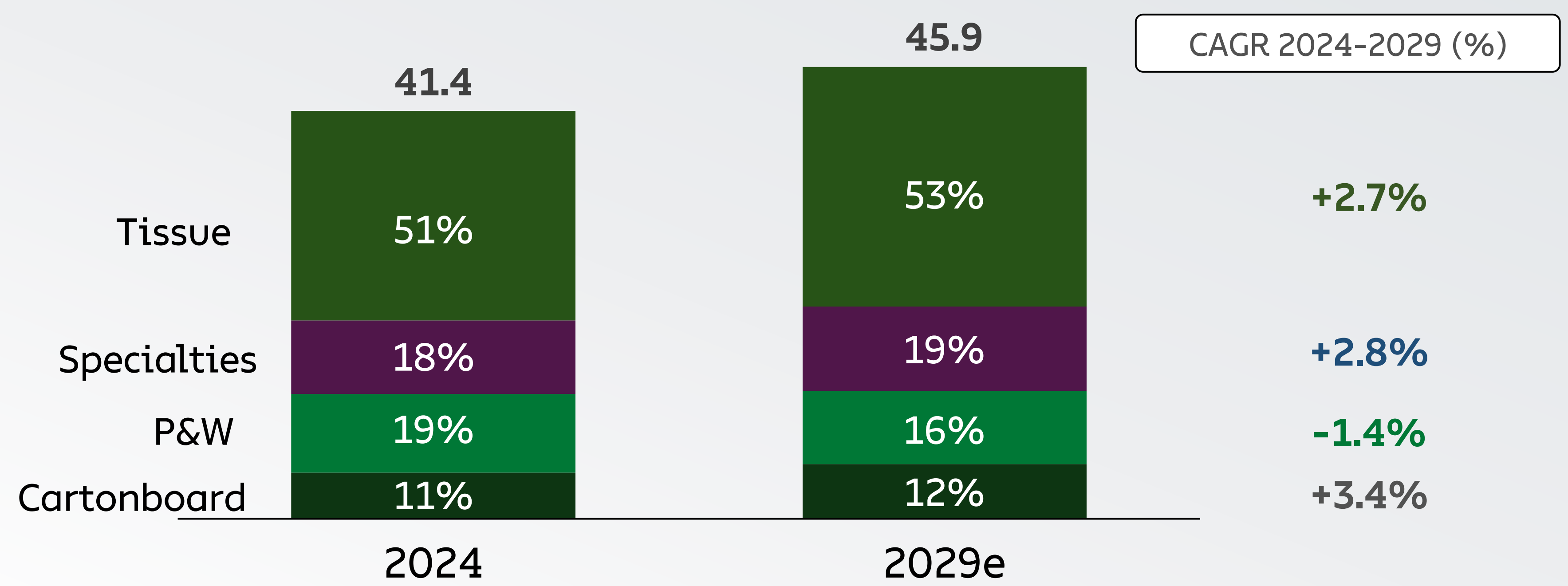
BHKP Organic Growth (Mt)



Organic Growth (Mt) by Region



Organic Growth (Mt) by Grade



Sources: Suzano BI, PPPC, Hawkins Wright.

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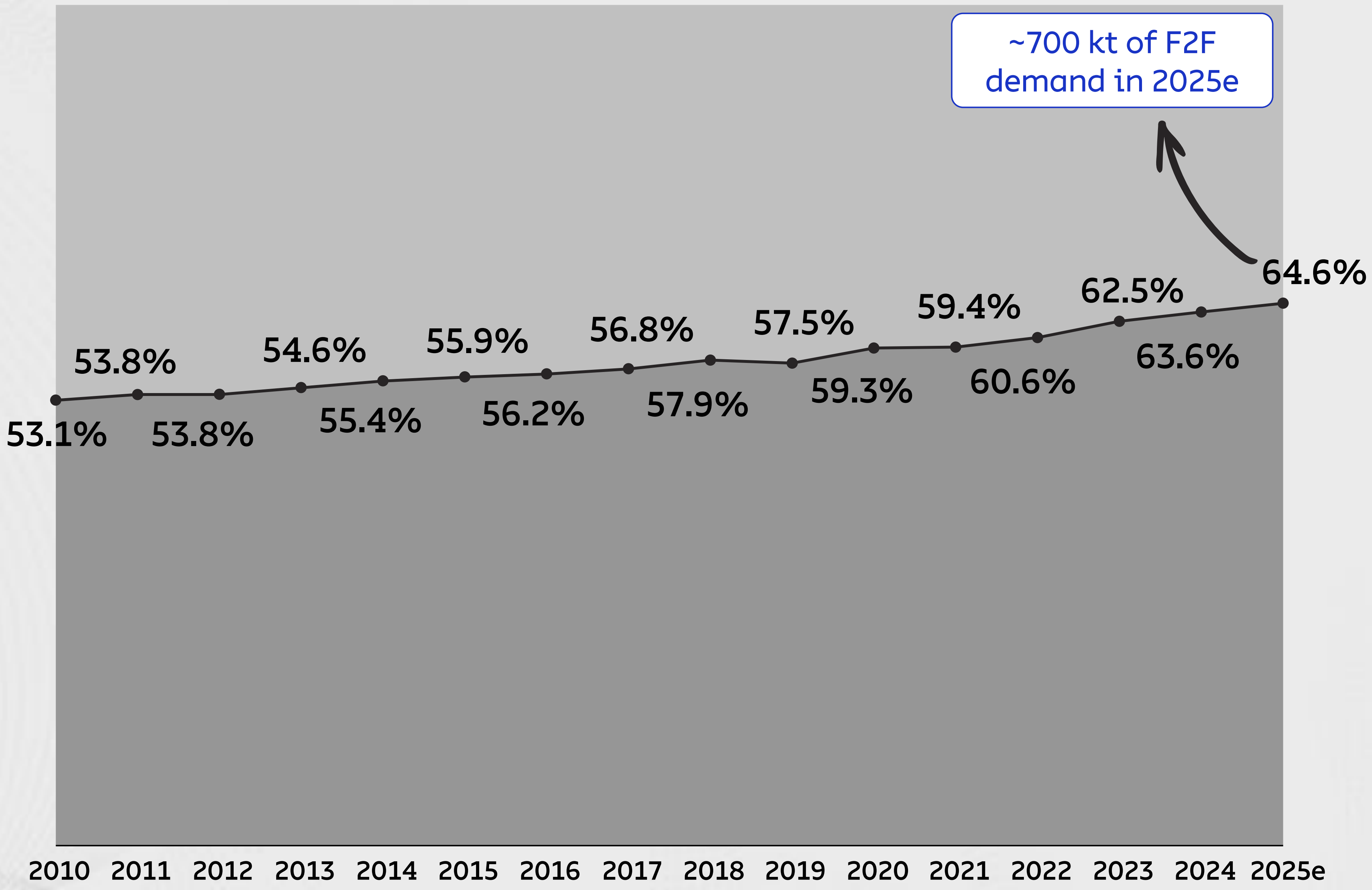
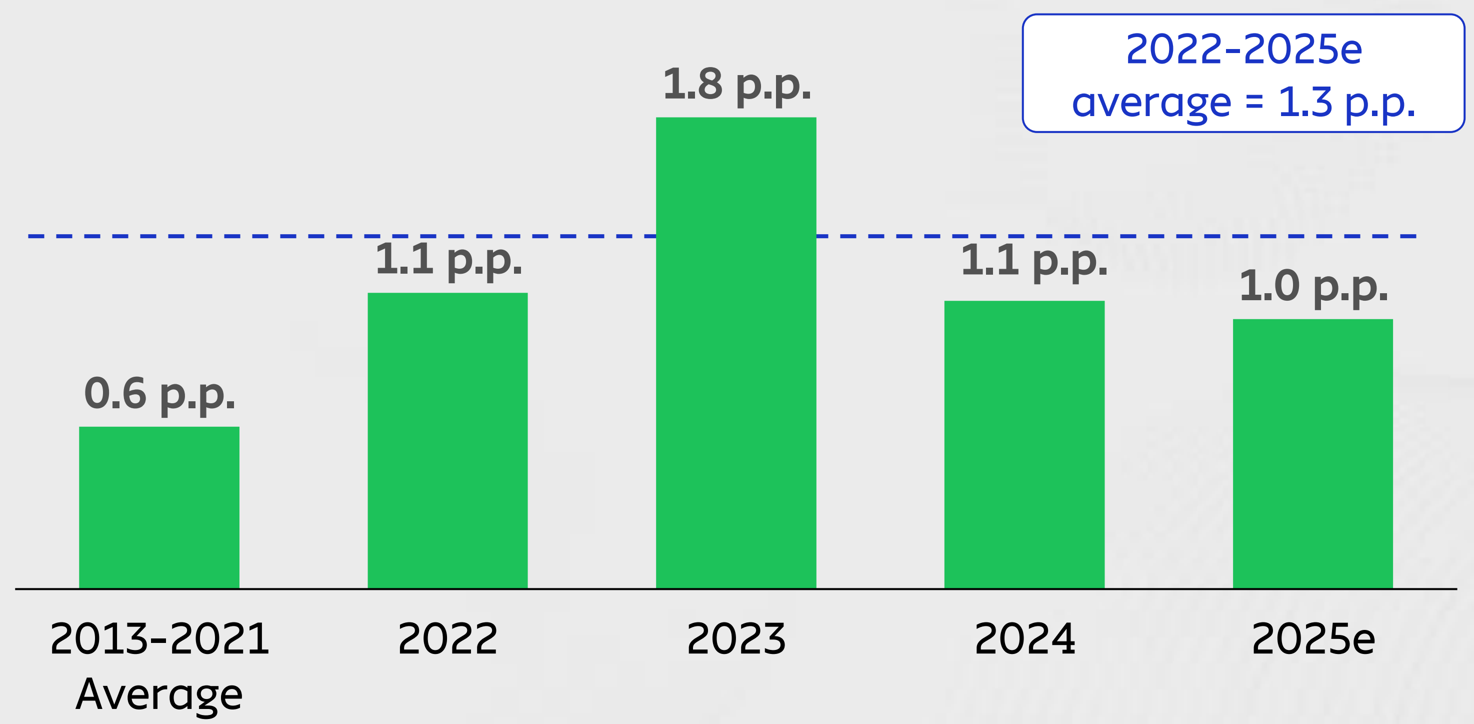
F2F TREND EXPANDS: BHKP CONTINUES TO GAIN MARKET SHARE IN BCP

BHKP Organic Growth (Mt)



Total Market BCP Demand 2025e: 67.7 Mt

BHKP annual share gain over BSKP (p.p.)

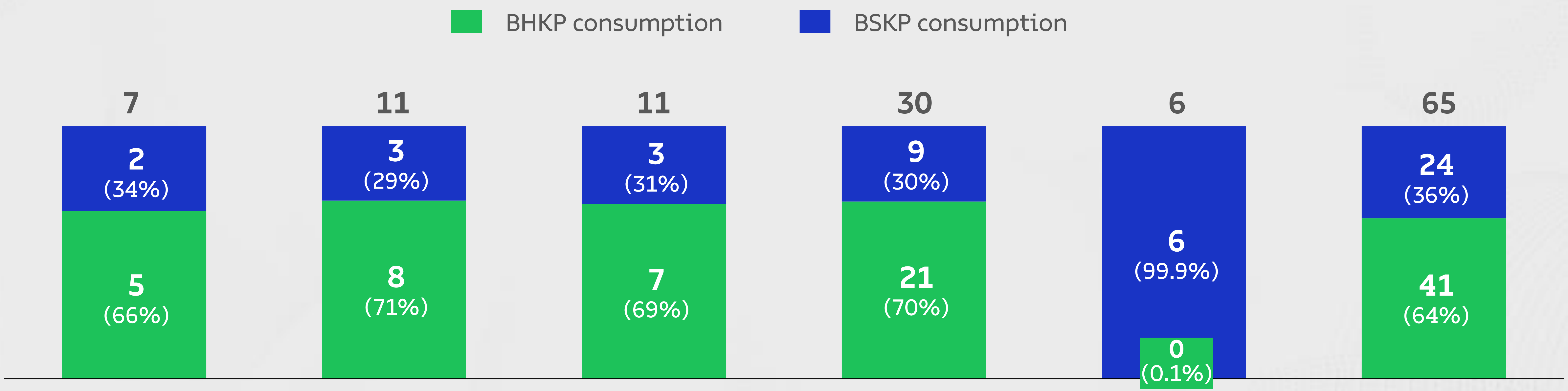


BHKP and BSKP Change in Demand - past 5 years (Mt)

Sources: PPPC. Suzano BI.

THERE IS ROOM TO BHKP ADVANCE IN SHARE FOR ALL SEGMENTS

BCP End-Use Consumption (Mt) | 2024



	Cartonboard	P&W	Specialties	Tissue	Fluff	Total
BHKP gain for every 1 p.p share increase in 5 years (Mt)	0.4	0.6	0.5	1.5	0.3	3.3

Sources: Suzano BI. Hawkins Wright.

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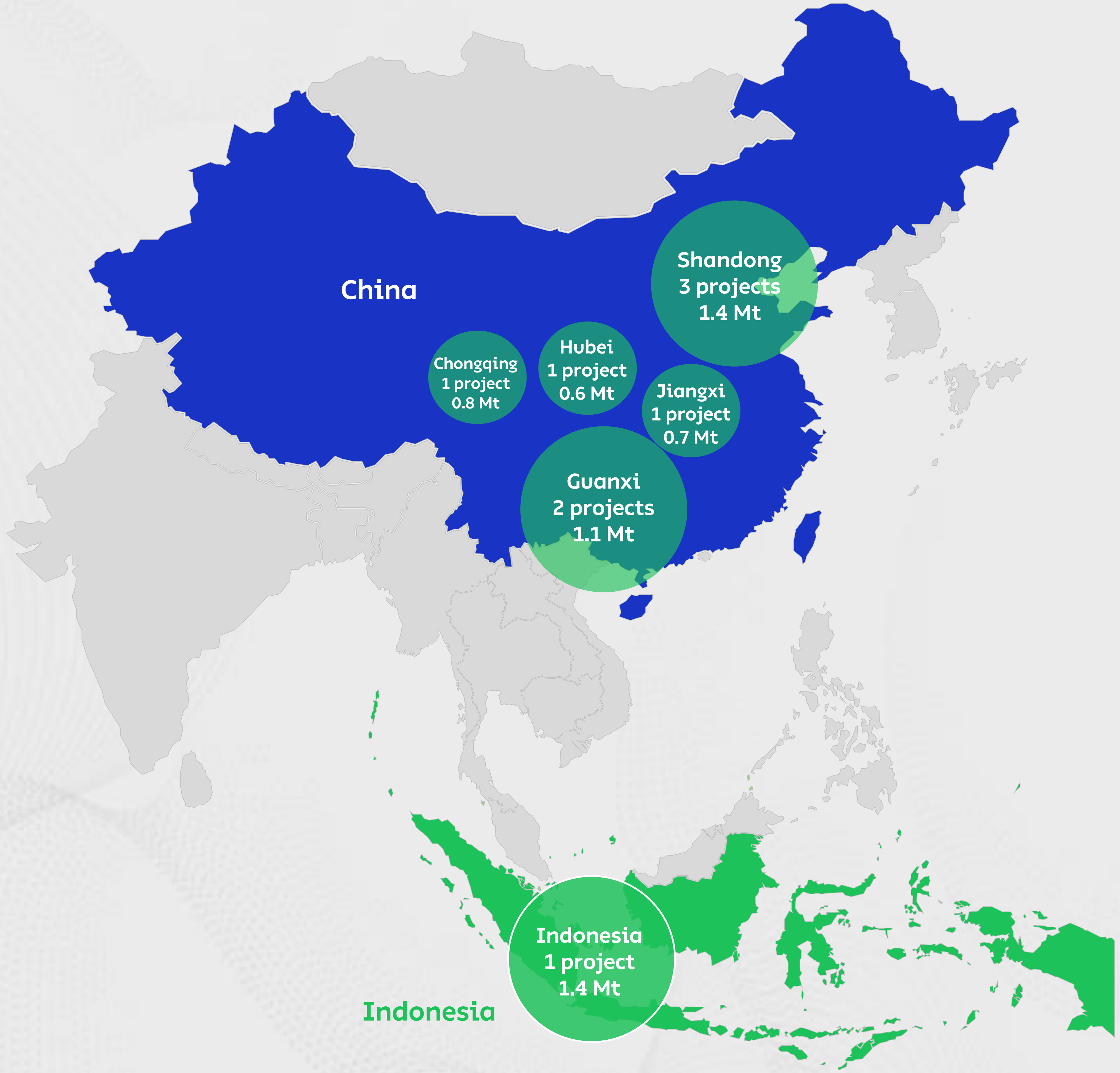
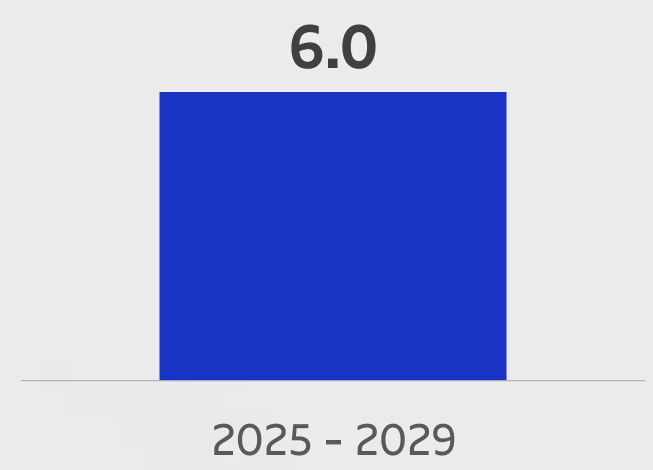
DESPITE UNCERTAINTIES REGARDING OPERATING RATES AND COST PRESSURES, VERTICAL INTEGRATION IN ASIA IS EXPECTED TO KEEP GROWING IN THE COMING YEARS

CONFIRMED BHKP PROJECTS 2025 - 2029



NEW CONFIRMED BHKP INTEGRATED CAPACITY (Mt)[1]



CONSIDERATIONS TO MARKET PULP FUNDAMENTALS

THE **NEGATIVE**

- New integrated capacity competing with non-integrated players should consequently reduce market pulp demand

THE **UNCERTAIN**

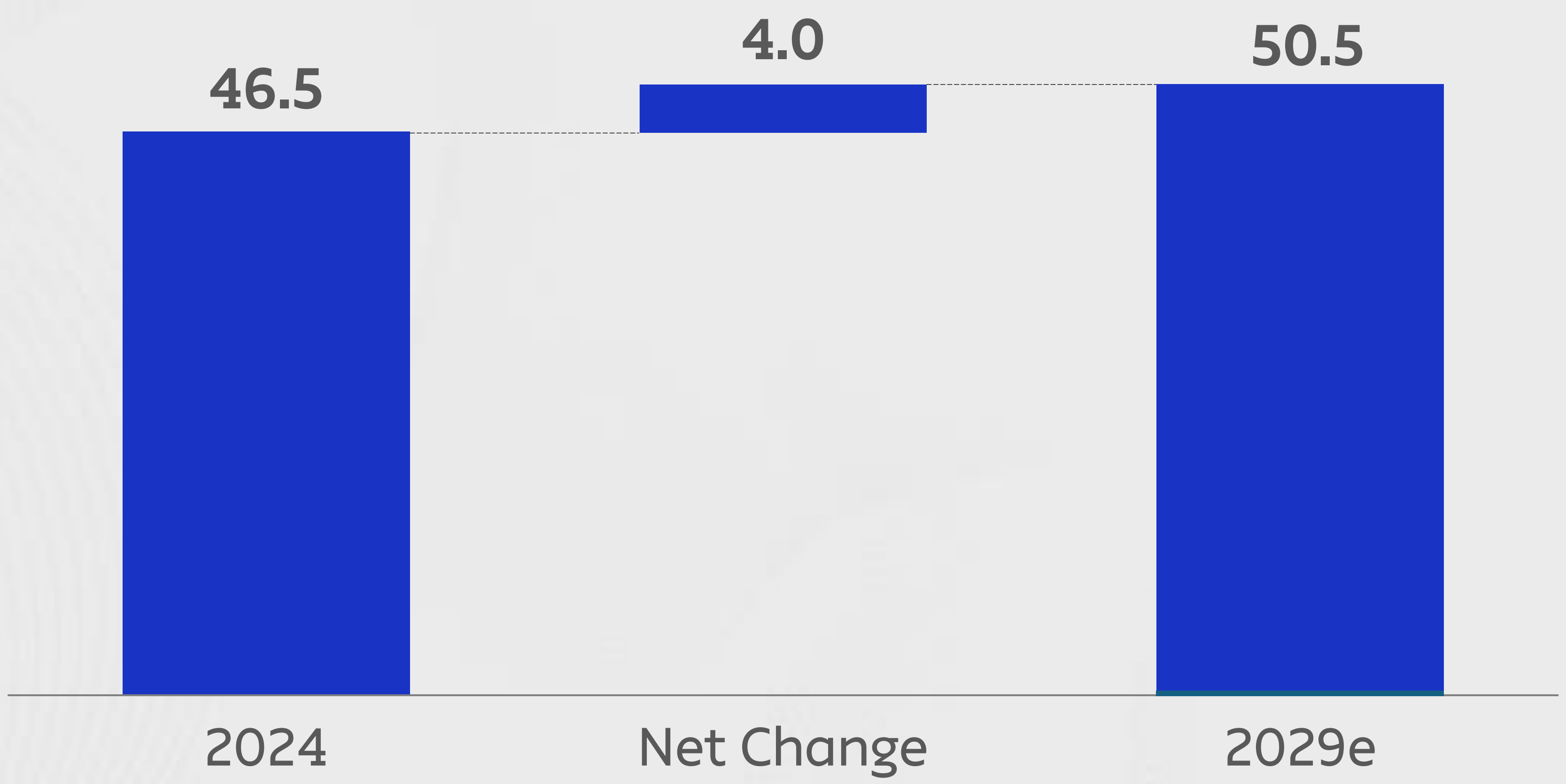
- Start-up dates, production learning curves
- Operating Rate levels lower than western standards
- Depending on market conditions, integrated players also become market pulp buyers
- Woodchip price could pressure Chinese cash cost

Source: Suzano BI. [1]Nominal capacity increase, not including ramp-up and/or operating rate assumptions.

BHKP SUPPLY ADDITION AND DEMAND OVER CAPACITY

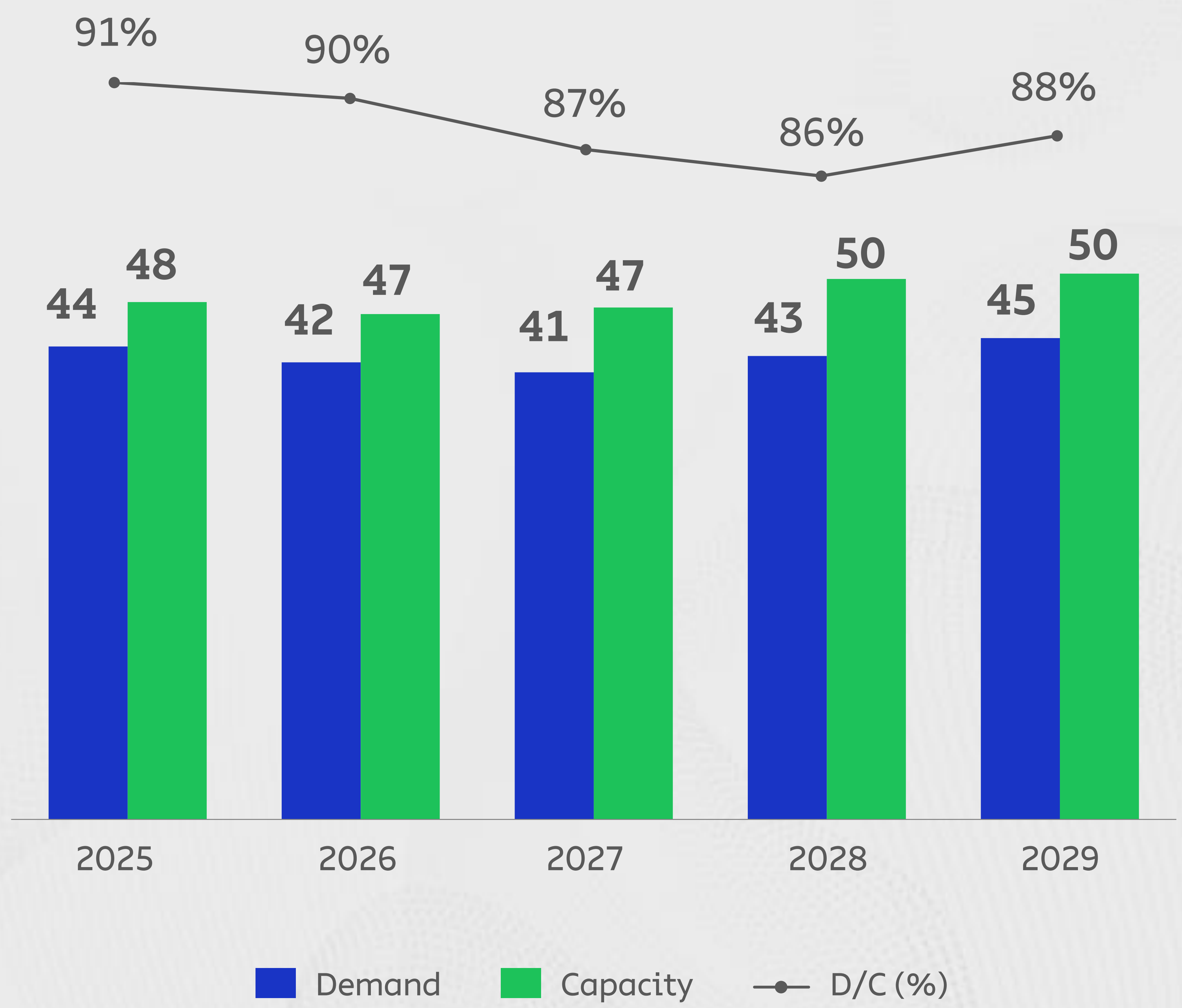
INCOMING CAPACITIES PARTIALLY MITIGATED BY CONFIRMED CONVERSIONS. OPERATING RATES FORECAST CLEARLY UNSUSTAINABLE

Estimated market BHKP supply addition[1]: (Mt)



Main announced projects:	• APP OKI II • Arauco Sucuriú
Main conversions:	• Bracell to dissolving pulp • Suzano Limeira to fluff pulp • Altri Biotek to dissolving pulp

Supply (Mt), Demand (Mt) and D/C (%)

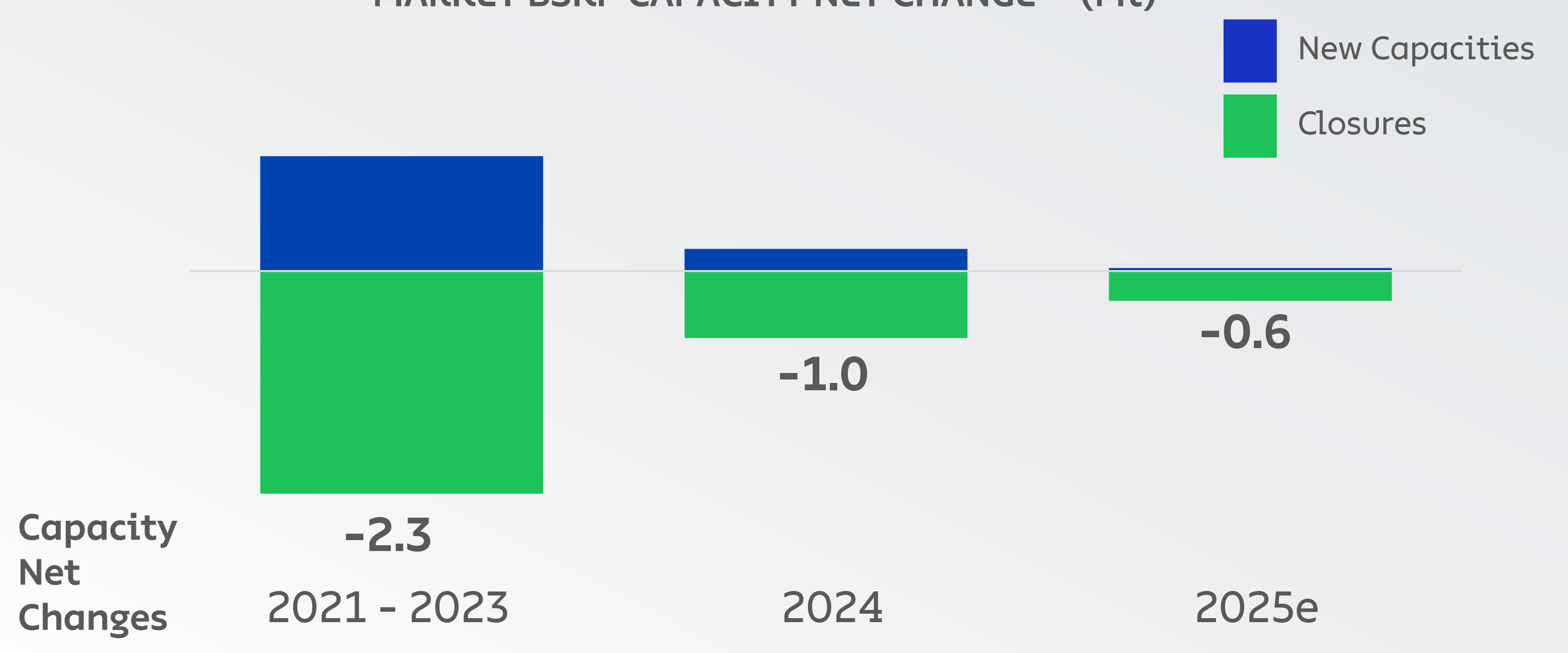


Source: Suzano BI. [1]Includes ramp-up assumptions.

WHAT SHOULD BE EXPECTED TO BALANCE OVERSUPPLY SCENARIO?

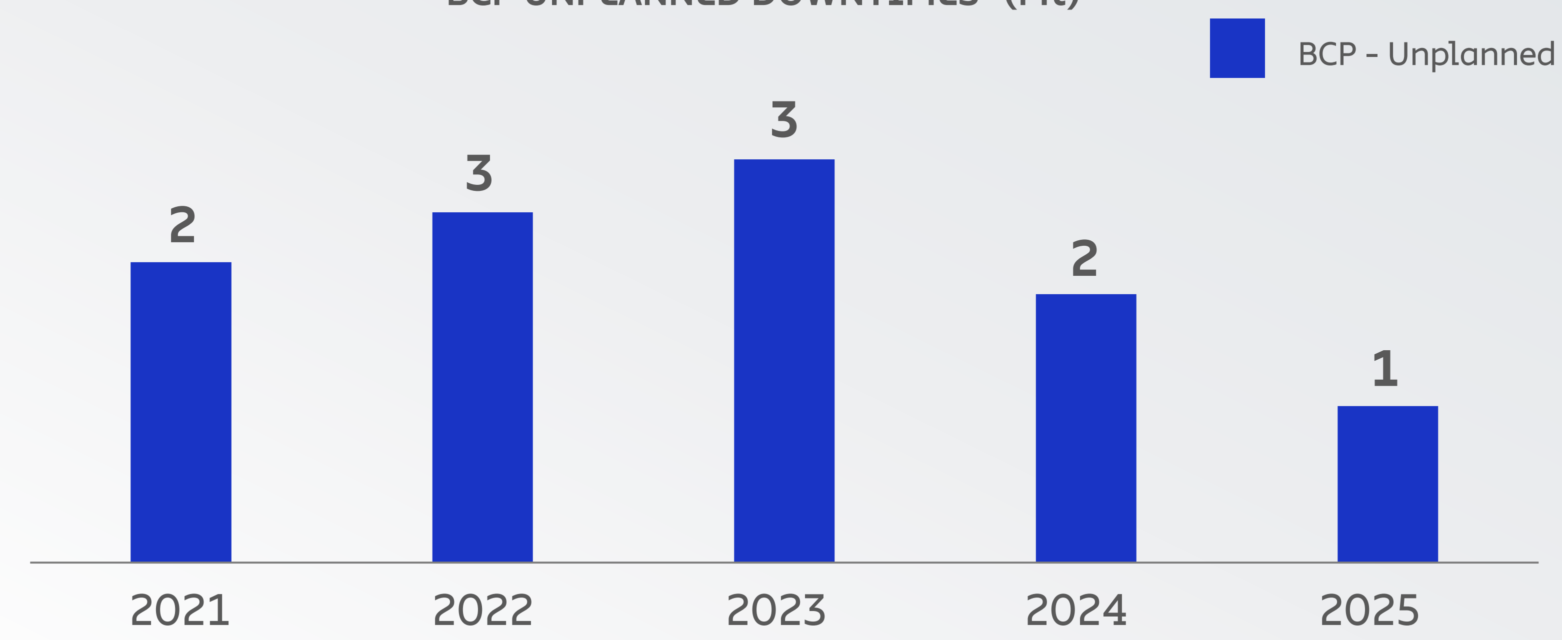
Permanent closures could return to historical levels

MARKET BSKP CAPACITY NET CHANGE[1,2] (Mt)



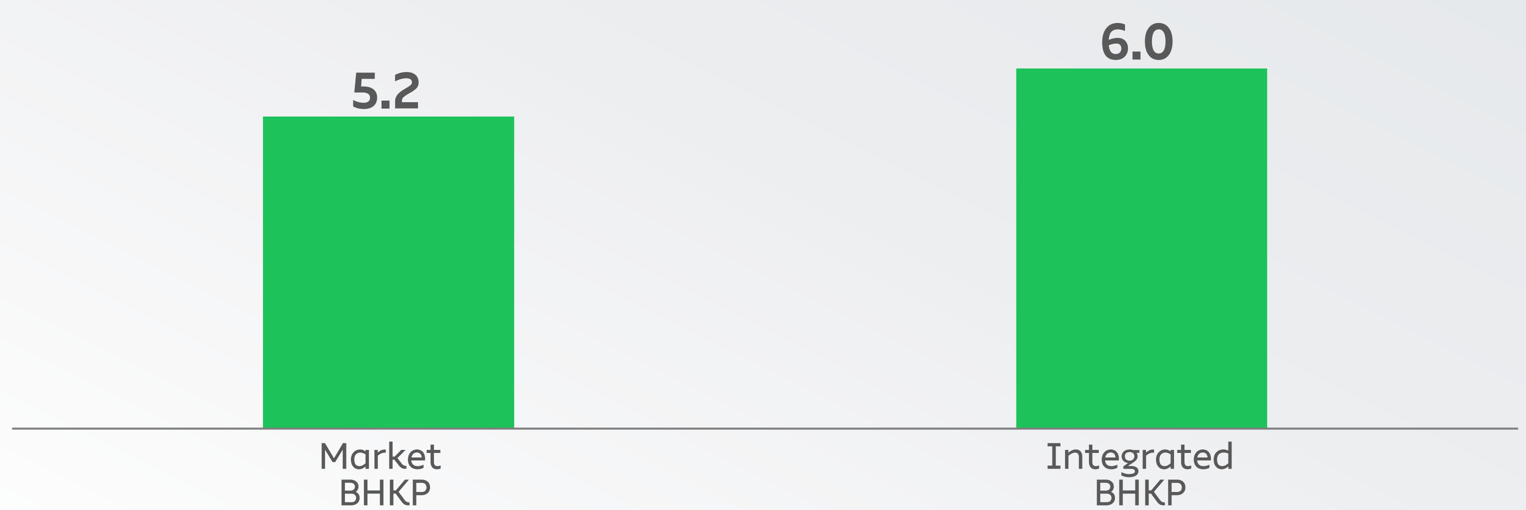
Higher unexpected/commercial downtimes level should be seen

BCP UNPLANNED DOWNTIMES[1] (Mt)



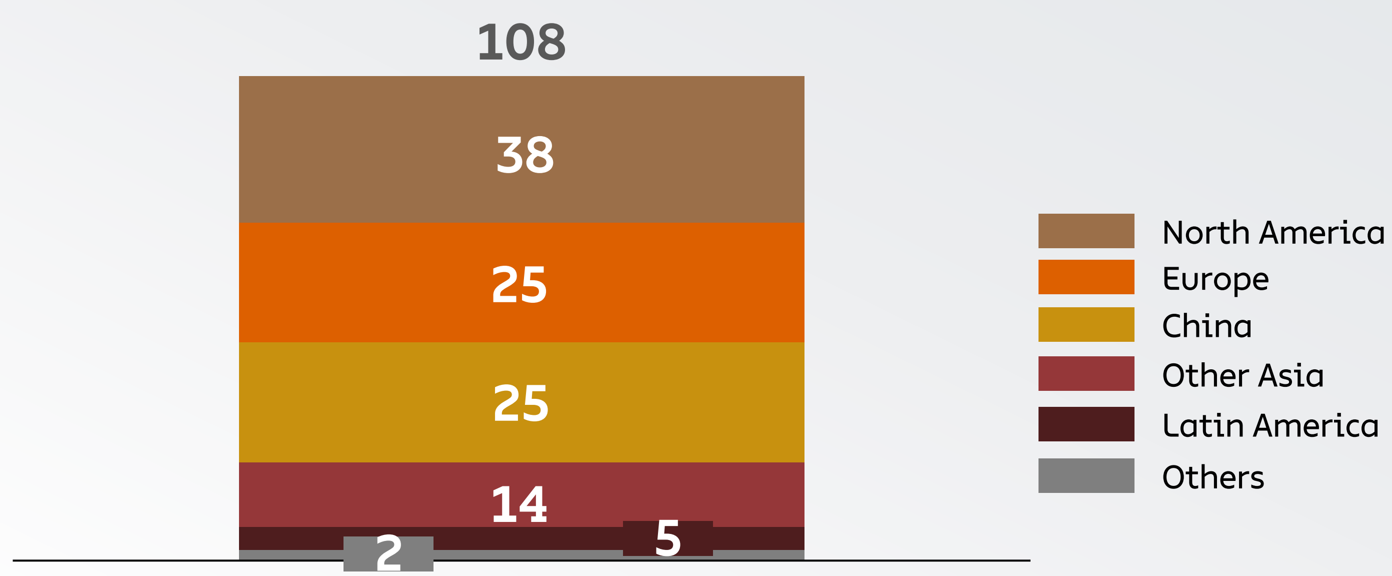
Time to market of projects is unclear

BHKP NEW CAPACITY IMPACT[1] (Mt) | 2025 to 2029



Competitiveness of integrated players in western markets are challenged

VIRGIN PULP CONSUMPTION[2] (Mt)

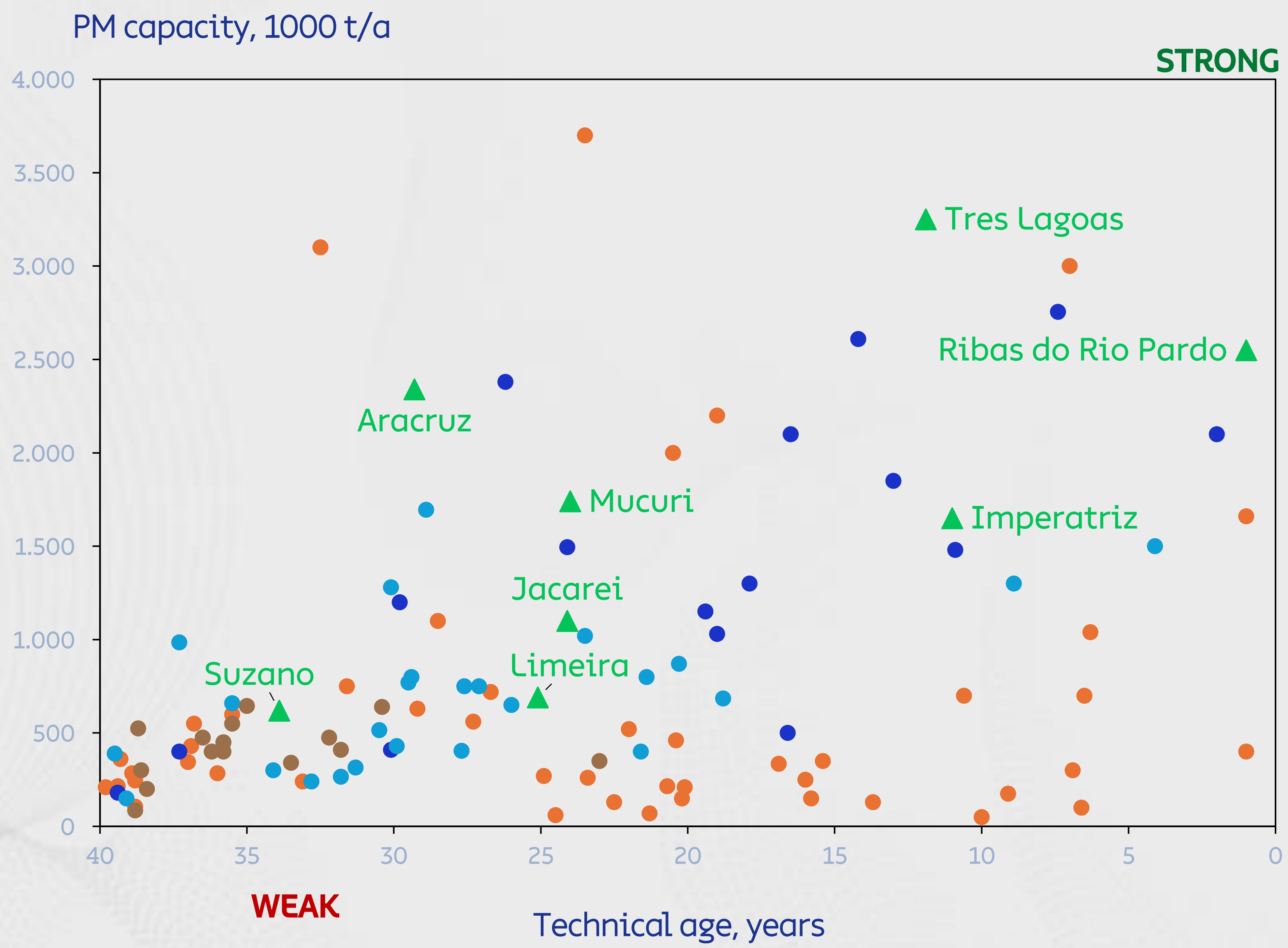


Sources: [1]Suzano BI | [2]Afry

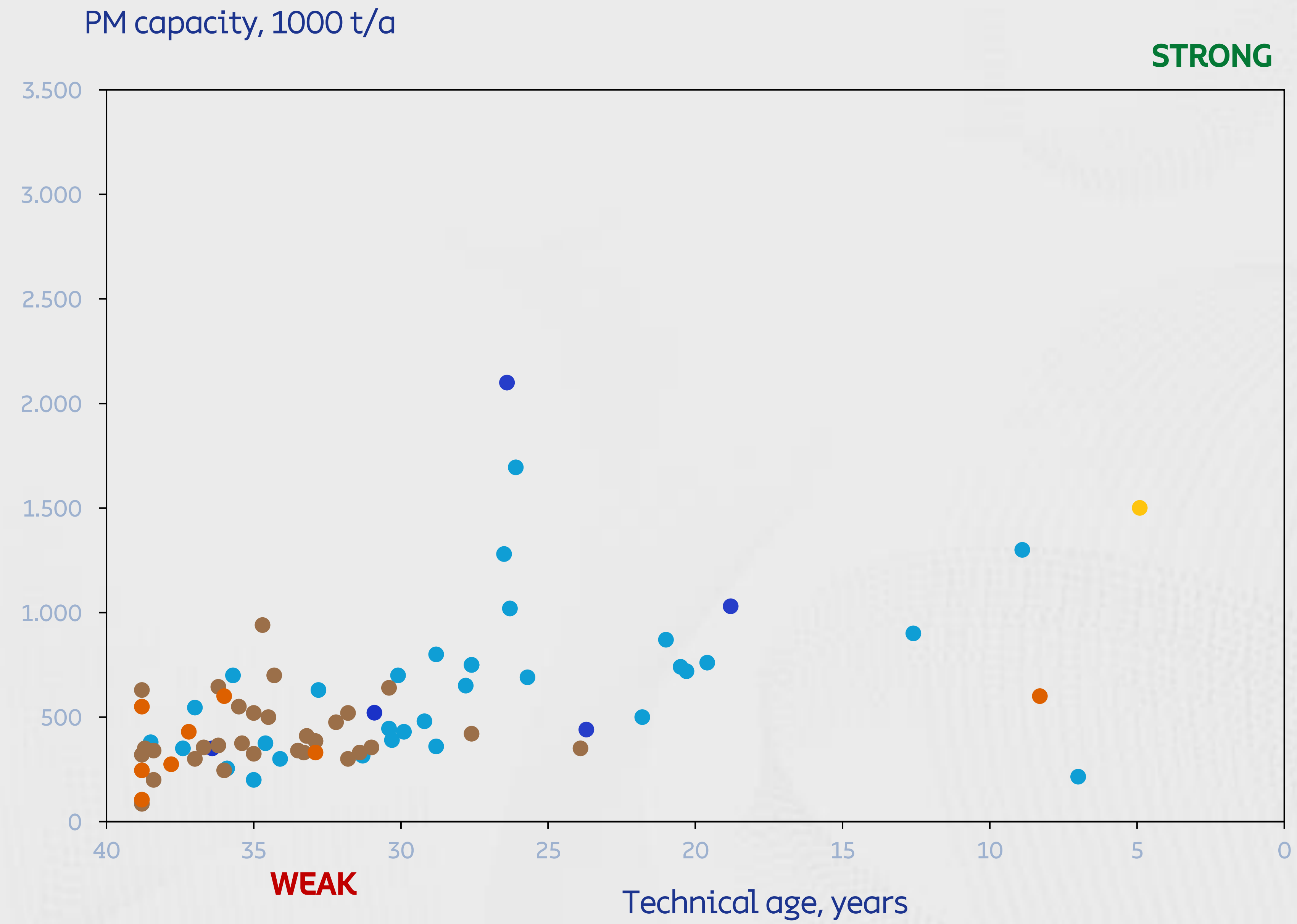
TECHNICAL AGE AND SCALE

DRIVE PRODUCTION PLANNING

Hardwood (BHKP) Market Pulp



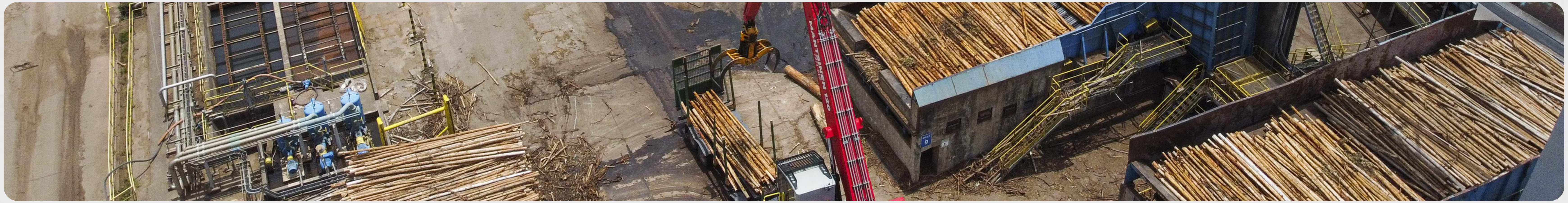
Softwood (BSKP) Market Pulp

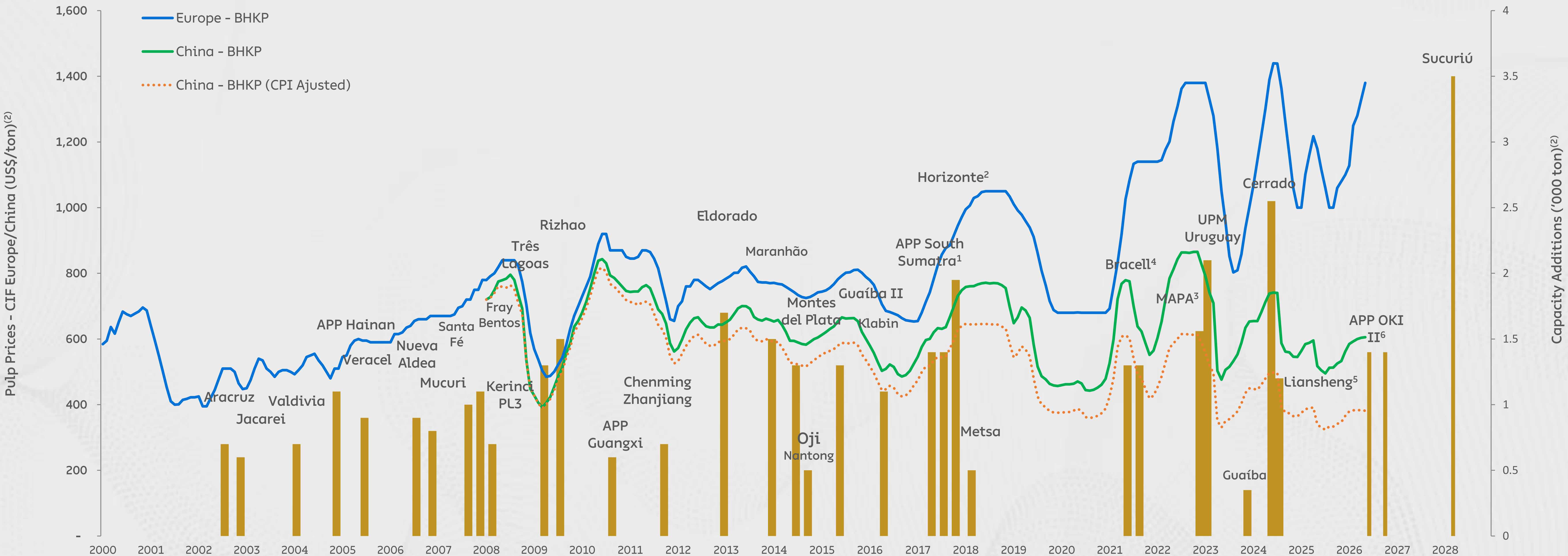


Suzano · South America · North America · Asia/Oceania · Europe/Africa

Source: Afry Smart | 2025

CAPACITY INVESTMENT PIPELINE





[1]Partially integrated production | [2]Sources: Hawkins Wright, Pöyry and Suzano; PIX China List Price until April 2017 and PIX China Net Price afterwards
[3]Gross capacity, does not consider the closure of Line 1 in Horcones plant (Source: RISI) | [4]Papergrade volumes uncertain. DWP swing capacity. | [5]Estimated market pulp capacity of 700kt and integrated pulp capacity of 1,000 kt (Source: Fisher and RISI) | [6]Estimated market pulp capacity of 1,400kt and integrated pulp capacity of 1,400kt (Source: TTO)

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SUZANO AS **PROTAGONIST** TO INCREASE THE ADRESSABLE **BHKP** MARKET WITH

FLUFF

EUCAFLUFF®

10 YEARS OF INNOVATION, FROM PIONEERING TO EXPANSION

EXPANSION: ON TIME, ON BUDGET

Physical progress: **98%**
Financial progress: **91%**

4X MORE PRODUCTION CAPACITY:
340 KT/Y additional volume

Project conclusion: Dec/2025

2026 FOCUS: **HOMOLOGATION PROCESS**

[1]Eucastrong SP1 and SP3: Special Products of Suzano's proprietary pulp SKUs.

ENHANCING COMPETITIVENESS

FIRST PILLAR: UNIQUE FORESTRY CAPABILITY

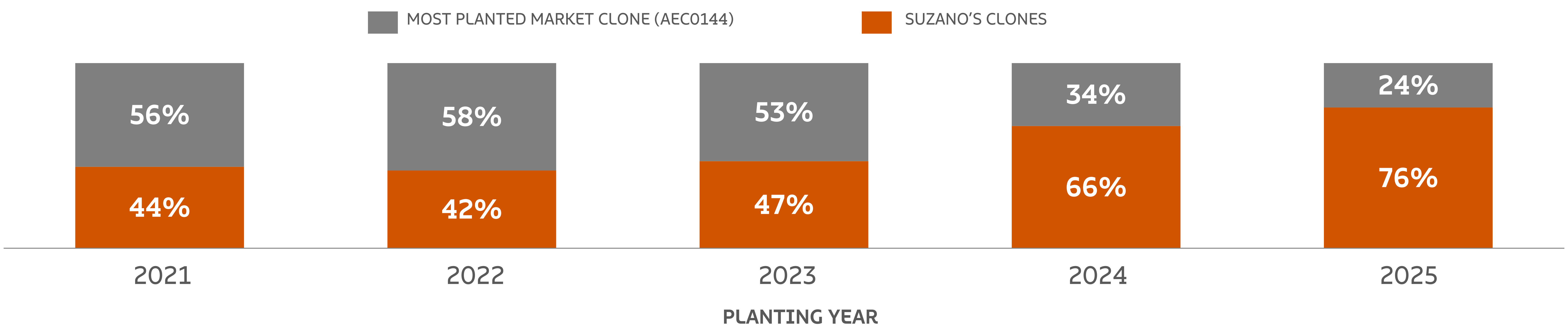
NEW TECHNOLOGIES AND APPROACHES TO ENHANCE EUCAWOOD PER HECTARE

EUCAWOOD PER HECTARE[1] (BASE 100)

100	102		107 to 113
2023	2025e	Silviculture 20% + Operations 30% + Genetic Improvement 50%	Ambition 2034

MATO GROSSO DO SUL CASE STUDY

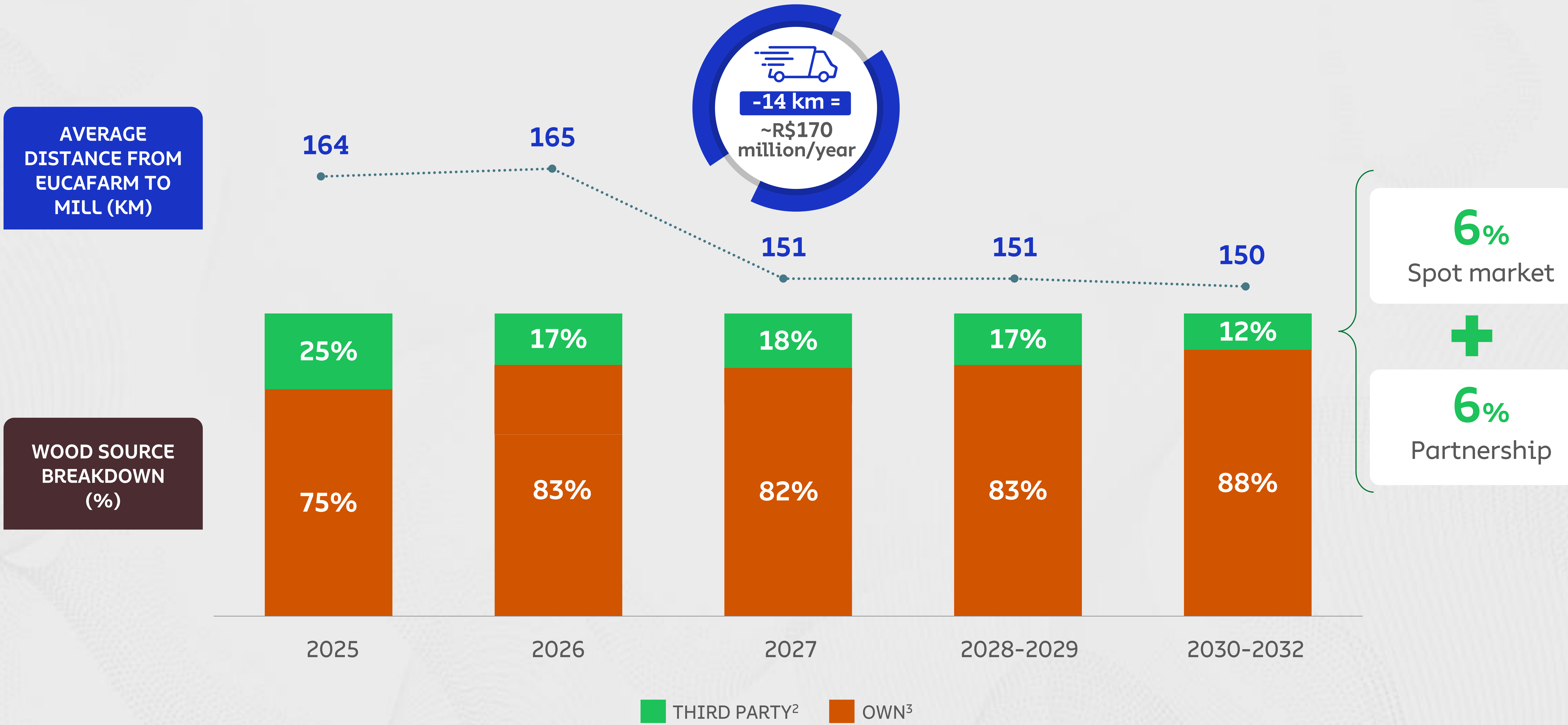
Higher share with proprietary clones improving eucawood per hectare and forest resilience



[1]Consolidated forestry base productivity, adjusted to eliminate the effect of uneven expansion of planted area by region and ensure historical comparability.

SECOND PILLAR: DISCIPLINE IN EXECUTION

HIGHER SELF-SUFFICIENCY AND LOWER AVERAGE DISTANCE FOCUSED ON OPTIMIZING TOD[1]



[1]Total Operational Disbursement. [2]Third party wood: forestry partnership program and spot market. [3]Includes wood swap transaction with Eldorado as disclosed in Material Fact of August 6th,2025.

THIRD PILLAR: IDENTIFYING AND UNLOCKING STRATEGIC OPPORTUNITIES

EUCAWOOD SWAP TRANSACTION WITH ELDORADO DELIVERS ATTRACTIVE RETURN

- 18 MILLION M³ OF ELDORADO'S FORESTS WILL BE HARVESTED BY SUZANO FROM 2025 TO 2027
- ELDORADO WILL HARVEST THE SAME EUCAWOOD VOLUME FROM SUZANO'S FORESTS BETWEEN 2028–2031

18% net gain in eucawood standing volume

+1.1 average forest age that provides long-term benefits in Mato Grosso do Sul

OPTIONALITY TO **INCREASE PULP PRODUCTION** AT THE RIBAS MILL IN THE NEXT YEARS

+

~13% REDUCTION IN ANNUAL HARVESTING AREA

~3% LESS ANNUAL WOOD CONSUMPTION

OPEX

~7% REDUCTION IN THE ANNUAL PLANTING PROGRAM

CAPEX

~20% IRR[1]

[1]Real terms in BRL unleveraged (2025 currency).

RIBAS DO RIO PARDO MILL: OPERATIONAL PERFORMANCE

HIGHER THAN EXPECTED EFFICIENCY AND POTENTIAL FOR MORE

HIGH PERFORMANCE ENABLERS

EXPERIENCE

- TEAM OF EXPERTS SELECTED FROM 8 SUZANO MILLS.

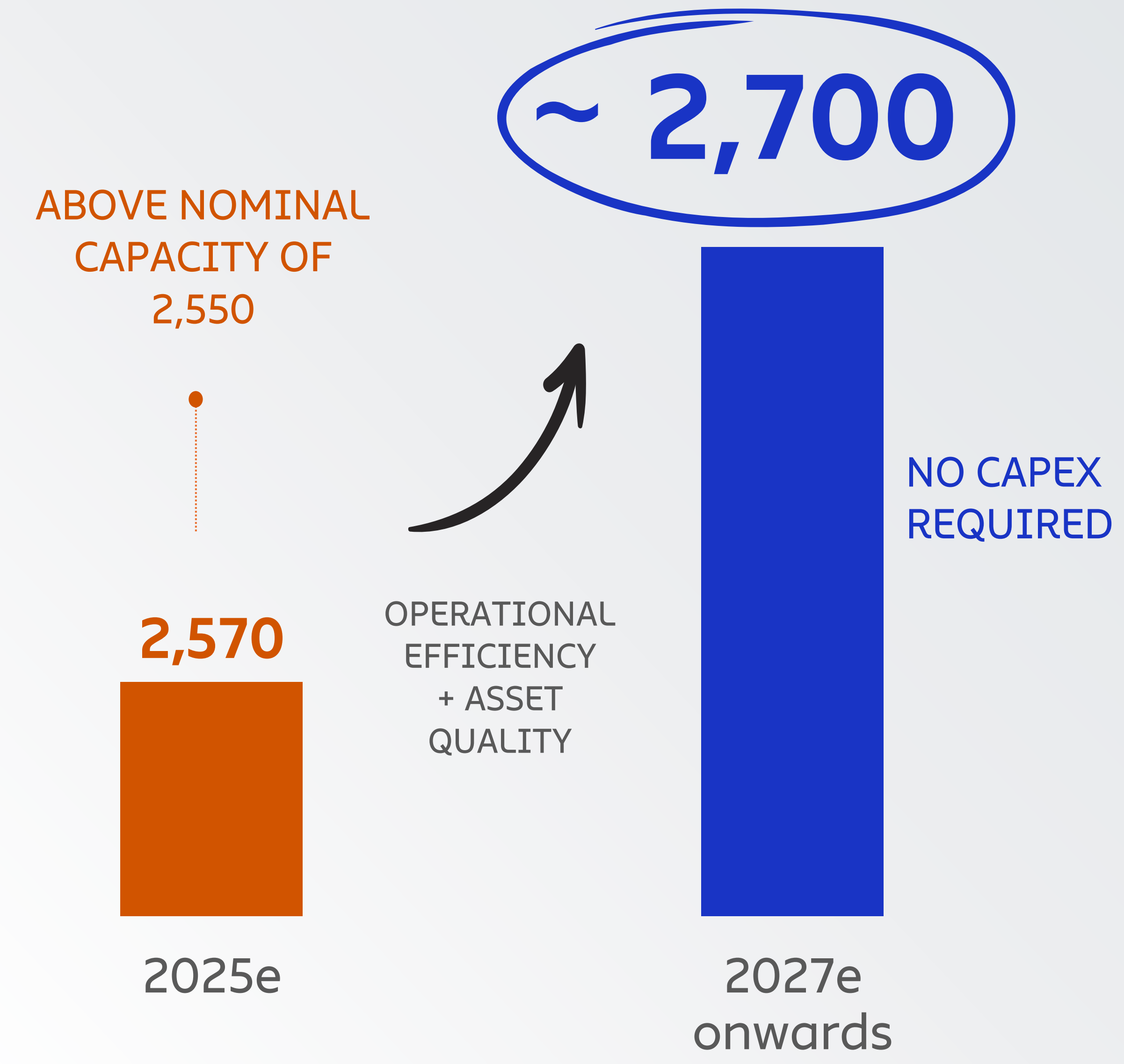
TRAINING

- 15-MONTH PROGRAM PRIOR TO START-UP, INSTEAD OF THE 12 MONTHS ORIGINALLY PLANNED.
- USE OF SIMULATORS ACROSS ALL PROCESS AREAS.

EXECUTION

- EFFICIENCY IN CONSTRUCTION AND ASSEMBLY, ALLOWED ALL OPERATIONAL TESTS.
- EARLY COMMISSION ENSURED FAST OPERATIONAL STABILITY.

PRODUCTION CAPACITY UPDATE (KT)



[1]Does not include planned downtime that occurred in February 2025.

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COMPETITIVENESS ACCELERATION PROGRAM

AMBITION: ACCELERATE AND EXPAND SUZANO'S STRUCTURAL COMPETITIVENESS

IDENTIFIED INITIATIVES

77

PRIORITIZED INITIATIVES

40

Number of Initiatives per period

Short-term	2026	37%
Medium-term	2027	33%
Long-term	2028+	30%

DIVIDED INTO 8 VALUE JOURNEYS ACROSS THE CHAIN

1. Genetics and planting strategy
2. Operational transformation of silviculture and harvesting
3. Forest-mill-port logistics
4. Industry: systems, people and performance
5. Performance in outbound logistics

CROSS INITIATIVES

6. Strategic intelligence of the end-to-end supply chain
7. Organizational and process framework
8. Supply management

[1]Does not include planned downtime that occurred in February 2025.

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COMPETITIVENESS ACCELERATION PROGRAM

EXAMPLES OF PRIORITIZED INITIATIVES WITH SIGNIFICANT TOD[1] CAPTURE AND IMPLEMENTATION TIMELINE

Nursery operation model

JOURNEY
Genetics and planting strategy

1

ESTIMATED GAIN
18-29 R$/t
2028+

Reducing the time to launch clones while increasing clone-to-site matching

Strategy, planning and operating model for road logistics

JOURNEY
Forest-mill-port logistics

3

ESTIMATED GAIN
31-49 R$/t
2027

Enhancing Hiring Model, Carrier Profile, and Planning Optimization

Offshore logistics operations enhancement

JOURNEY
Performance in outbound logistics

5

ESTIMATED GAIN
6-14 R$/t
2027

Improved S&OE[2] Management for offshore cost efficiency

Corporate expenditures optimization

JOURNEY
Strategic intelligence of the end-to-end supply chain

6

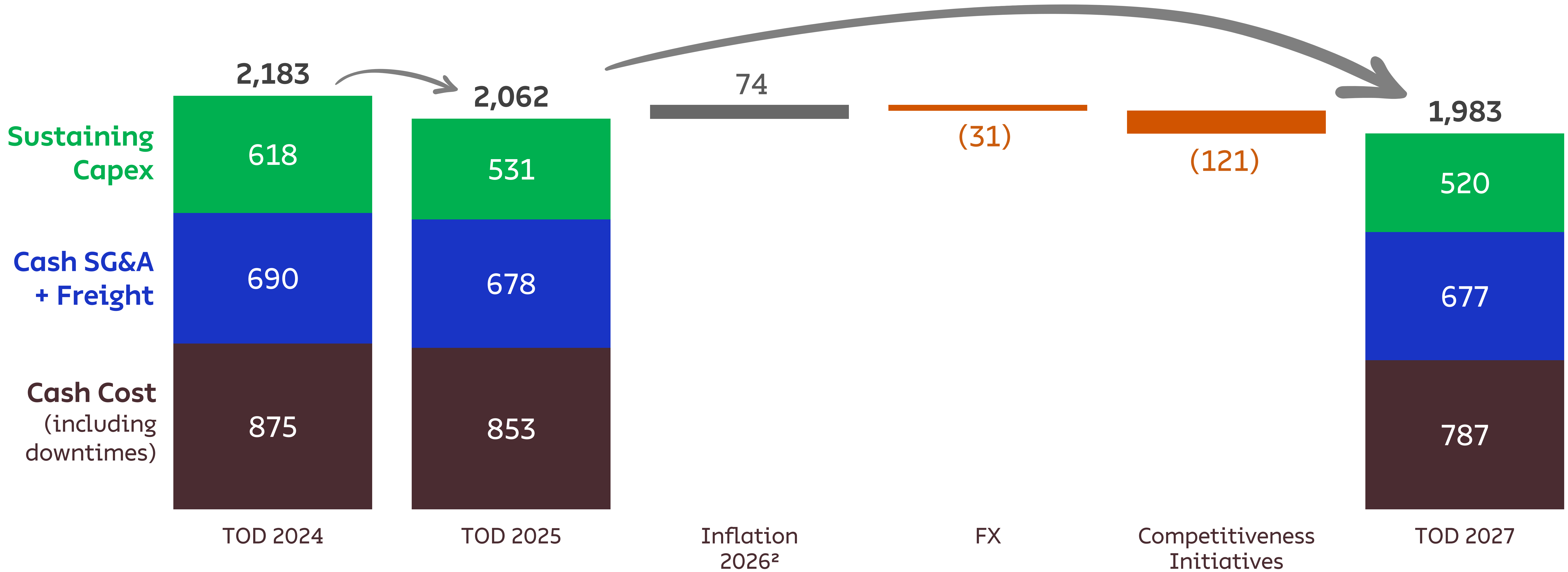
ESTIMATED GAIN
13-16 R$/t
2026

Governance-led framework for cost efficiency and control

[1]Total Operational Disbursement. [2]Sales and Operations Execution.

COMPETITIVENESS ACCELERATION PROGRAM

(R$/t)



TOD 2024	TOD 2025	TOD 2027
FX 5.39	FX 5.59	FX 5.35
Brent US$81/bbl	Brent US$69/bbl	Brent US$70/bbl
Caustic soda US$393/t	Caustic soda US$403/t	Caustic soda US$400/t
Forestry radius 187 km	Forestry radius 164 km	Forestry radius 151 km
Third-party wood 28%	Third-party wood 25%	Third-party wood 18%
US$405/t	**US$369/t**	**US$371/t**

[1]Total operational disbursement, including integrated pulp volumes. Considers expected production volume increased capacity from Ribas mill (+150kt). Does not include Suzano mill.
[2]Inflation rates forecast for 2026 (Real terms at 2026 currency) -> IPCA: 4.5%, INPC: 4.5%, IGPM: 4.5%.

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PAPER AND PACKAGING

COST REDUCTION INITIATIVES

DRIVING COMPETITIVENESS THROUGH TWO KEY FRONTS: LEVERAGING ARTIFICIAL INTELLIGENCE AND OPTIMIZING PROCESSES TO REDUCE COSTS

LIMEIRA MILL

Reducing costs through **operational efficiency,** including energy savings

Optimizing the logistics network

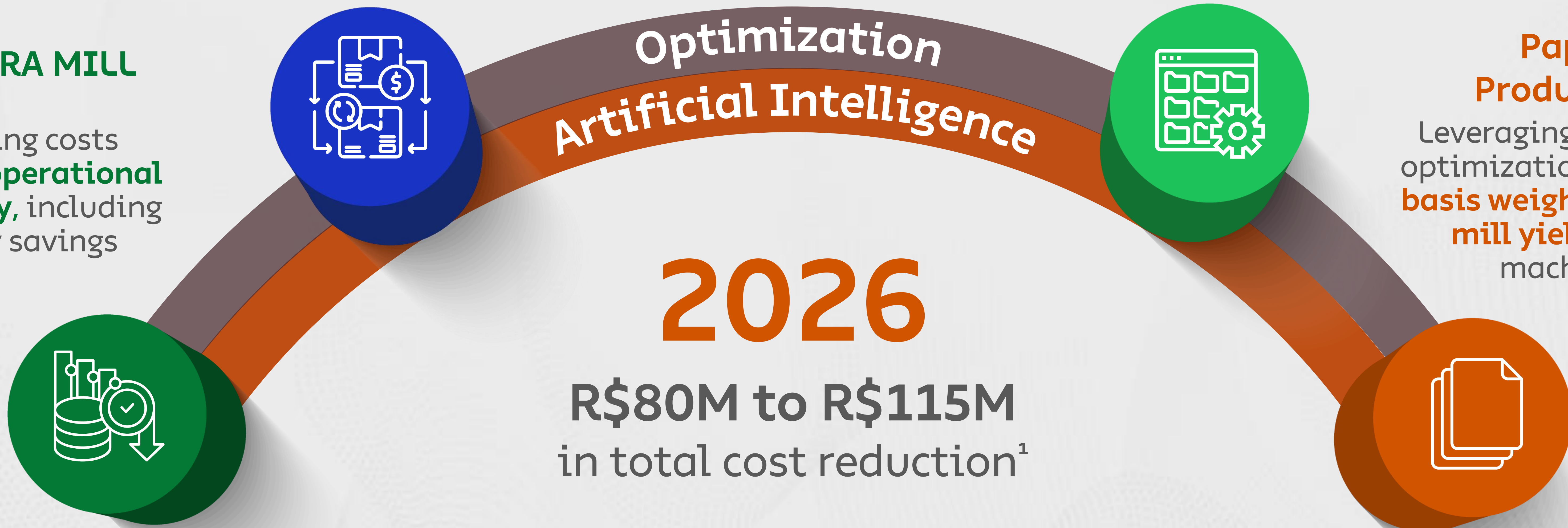
Driving freight efficiency and logistics optimization through effective **contract management**

DIGESTERS

Optimize **digester performance** and capture cost reductions

Paper Production

Leveraging advanced optimization of **recipe, basis weight, and pulp mill yield paper** machines



2026

R$80M to R$115M

in total cost reduction[1]

[1]Paper & Packaging Business Unit in Brazil – No additional capex required.

PAPER AND PACKAGING BUSINESS OVERVIEW

UNIQUE GO-TO-MARKET MODEL AND CASH COST COMPETITIVENESS LEADING TRANSITION TO PACKAGING

CASH COST REFERENCE

BOTH COUNTRIES WITH OPERATIONS IN THE TOP TWO QUARTILES

UNIQUE BUSINESS MODEL

LONG TERM CLIENTS IN THE US AND SERVING +40K CLIENTS IN BRAZIL DIRECTLY

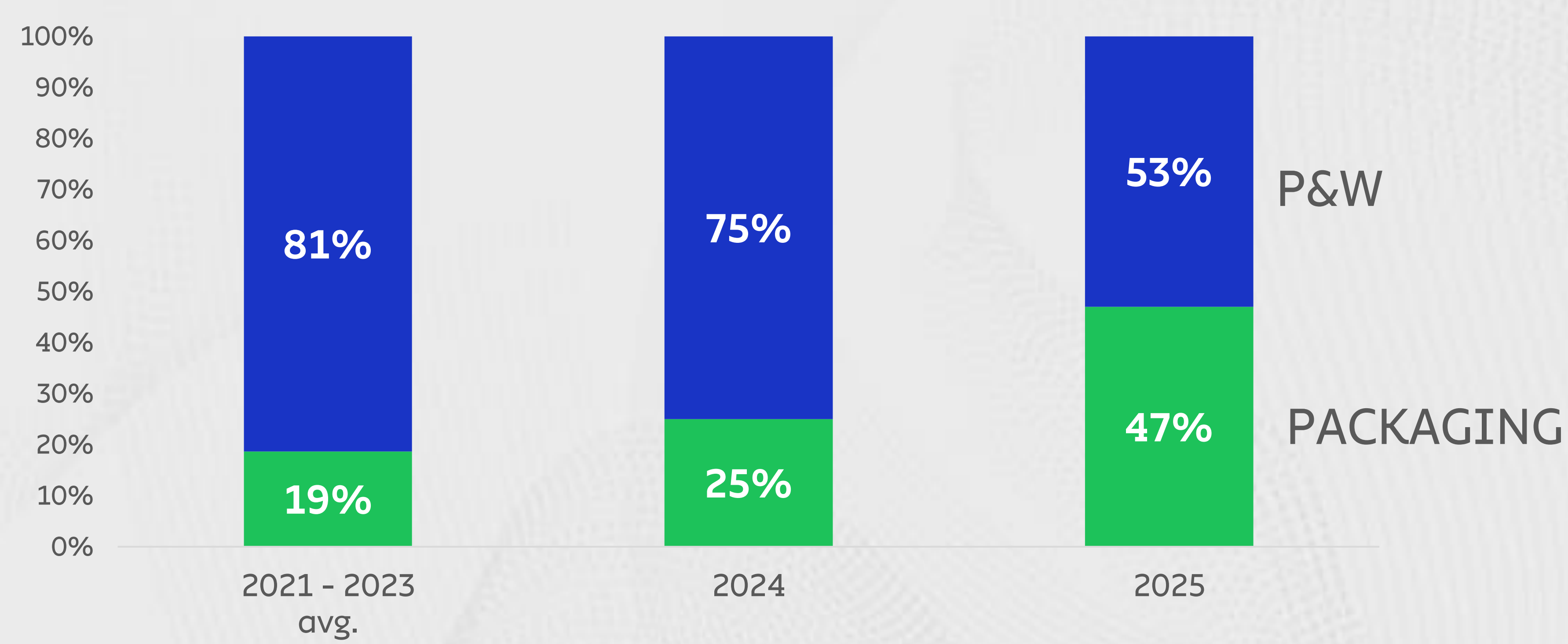
COMPETITIVENESS IN P&W

STRONG CASH GENERATOR

LPB FRESH MARKET LEADER IN THE US

ENTRY INTO THE U.S. IN STRATEGIC MARKETS

ALMOST HALF OF BUSINESS UNIT NET REVENUE IS NOW DRIVEN BY PACKAGING SEGMENT[1]



[1]Packaging includes products made at Cartonboard Machine, at Pine Bluff, and liner products.

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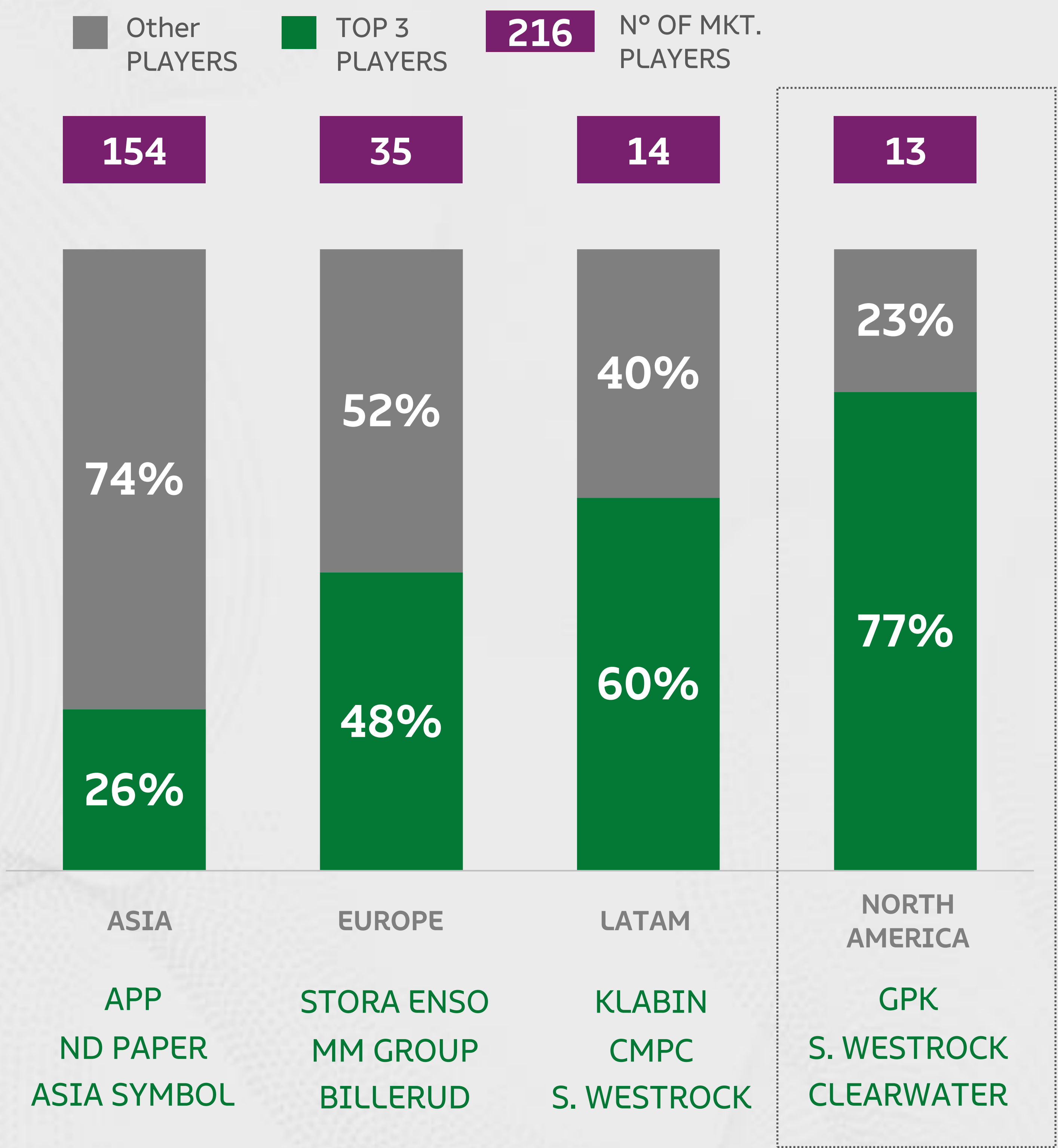
THE U.S. PAPERBOARD MARKET IS THE BEST PLACE TO BE

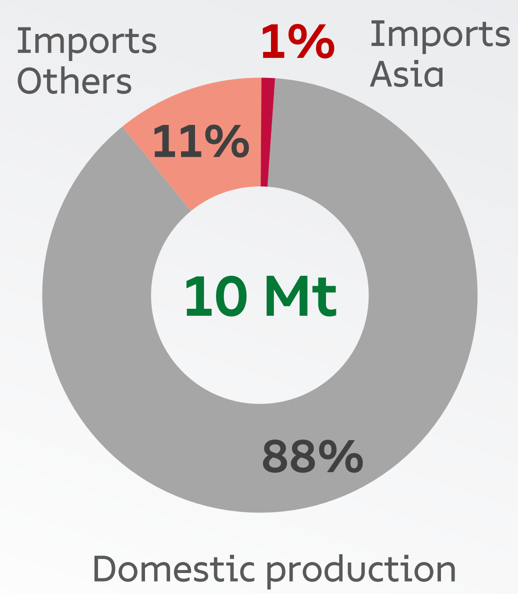
CONSOLIDATED MARKET, HIGHER PRICES AND STRONG BARRIER ENTRY

CAPACITY CONCENTRATION BY REGION[1] - Mt

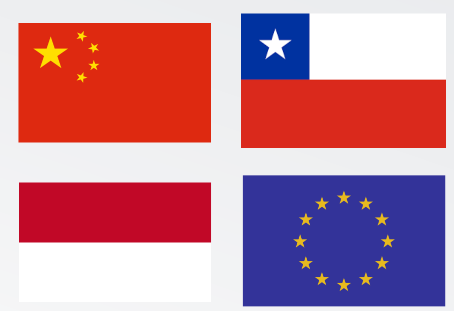


US MARKET OVERVIEW[2]

Consumption Profile

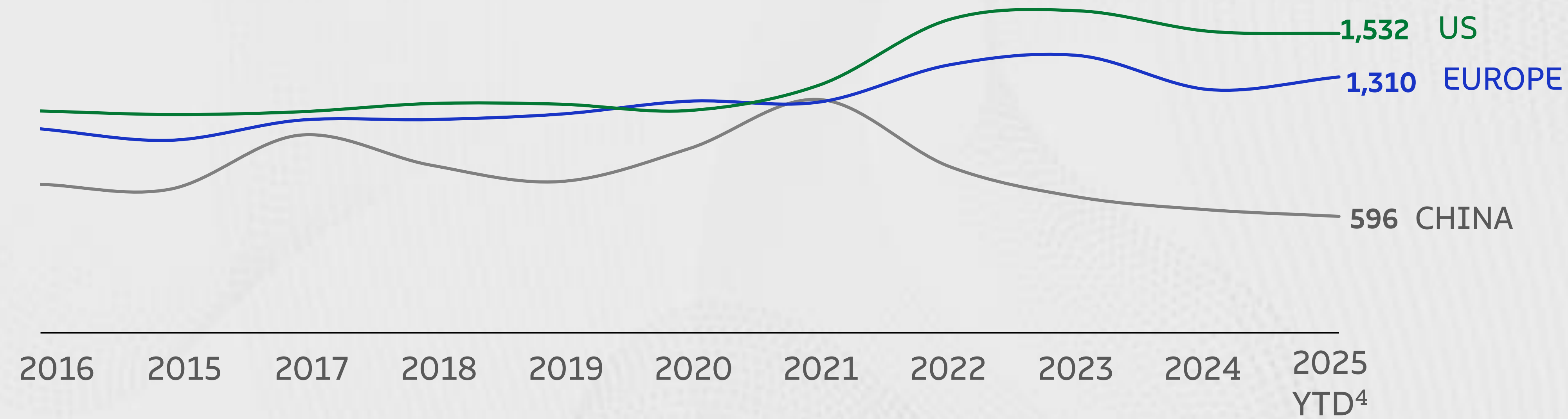


IMPORTED, IN 2025, ONLY ACCOUNTED FOR **12%** OF THE US DEMAND, being ASIA ONLY **1%**[3]



MAIN EXPORTERS WITH HIGHER TARIFFS IN NOVEMBER 2025 (~15%) COMPARED TO NOVEMBER 2024 (0%)

PRICE EVOLUTION BY REGION US$/t



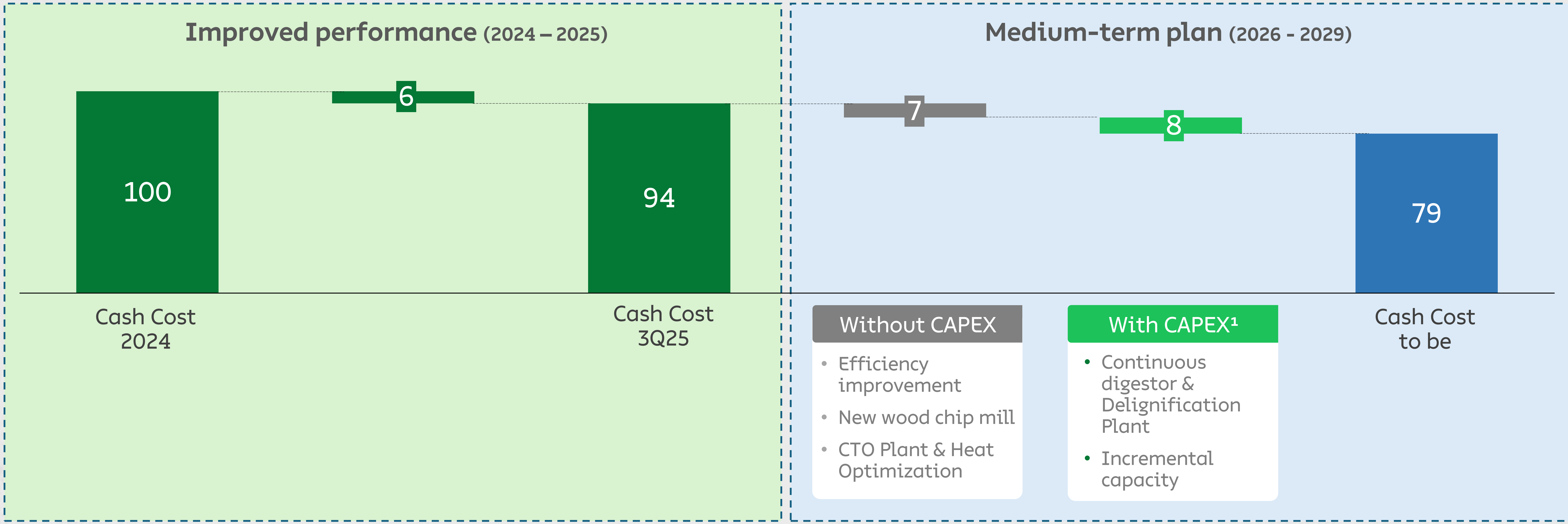
Source: [1]FisherSolver. [2]Fastmarkets. [3]Some products are subject to additional antidumping and countervailing duties. [4]Jan. to Oct.

US OPERATIONS ARE SET FOR MEDIUM AND LONG-TERM STRATEGY

MODERNIZATION DRIVES CASH COST REDUCTION, WHILE POTENTIAL GROWTH OPPORTUNITIES AIM TO STRENGTHEN SUZANO'S POSITION IN THE U.S. MARKET

HIGHER OPERATIONAL EFFICIENCY:

INDUSTRIAL CASH COST INDEX (BASE 100)



BUILDING ORGANIC AND/OR INORGANIC GROWTH OPTIONALITIES

[1]Portfolio of projects still subject to approval.

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CONSUMER GOODS

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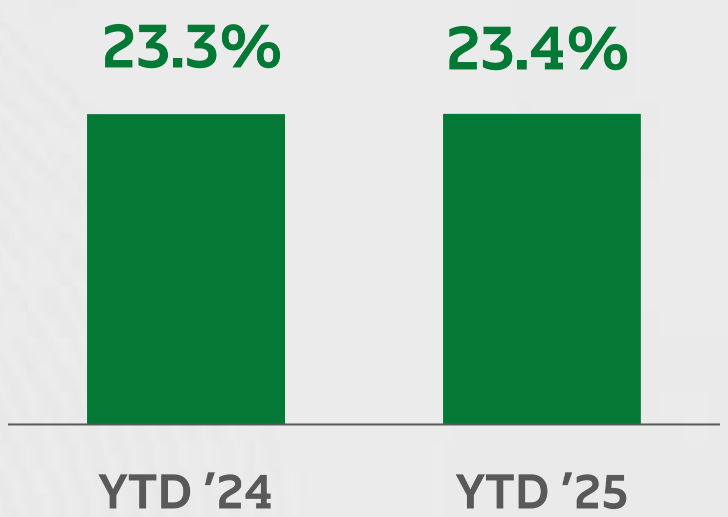
BRAZIL BUSINESS

DESPITE NEW CAPACITIES IN THE MARKET IN 2025, SUZANO IS RETAINING ITS LEADERSHIP POSITION IN MARKET SHARE AND PRICING

Market Share

Value (R$) | BRAZIL[1]

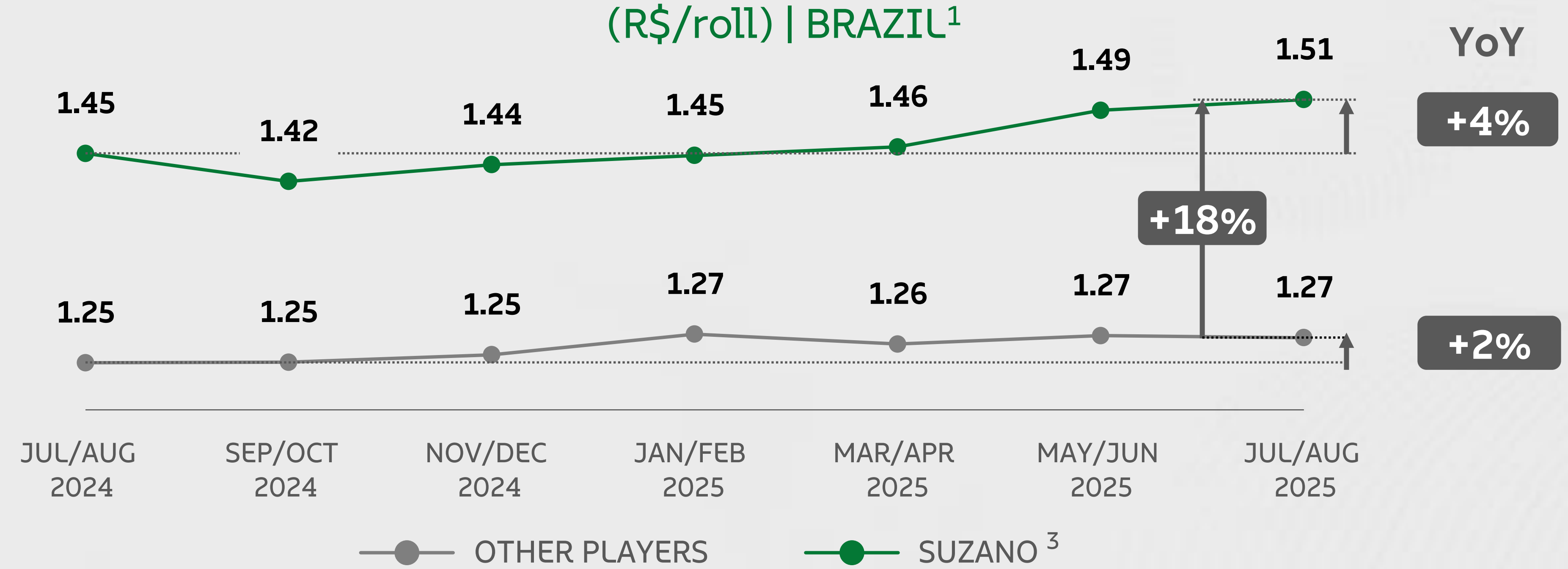


Suzano[2]

VOLUME (t)	REVENUE (R$)
+3%	+5%

Price/Roll

(R$/roll) | BRAZIL[1]



REGION	YTD'24	YTD'25
NORTH/NORTHEAST	#1	#1
SOUTHEAST	#1	#1
CENTER-WEST	#2	#2
SOUTH	#5	#3

TO BE FURTHER IMPROVED WITH NEW ARACRUZ MILL (+60 kt)

START-UP 3Q25

FOOTPRINT OPTIMIZATION
(R$/t)

-30%
EXPECTED REDUCTION IN SEMI-FINISHED GOODS TRANSFER COST

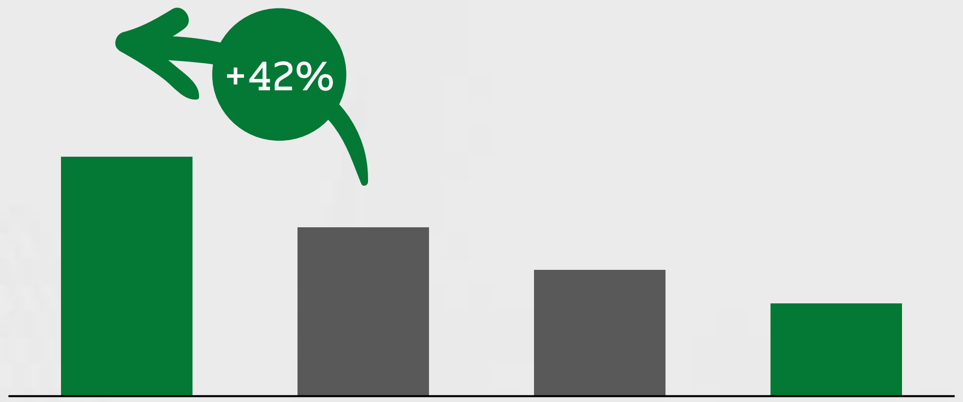
[1]Nielsen. [2]Suzano's BI. [3]Considers the weighted average price — covering all Suzano brands in the toilet paper category.

BRAZIL BUSINESS

SCALING UP COMPETITIVE ADVANTAGES, ANCHORED IN OPERATIONAL EFFICIENCY AND KEY PROFITABILITY DRIVERS

1 ENHANCE BRAND STRENGTH

BRAND POWER[1]



Q3'25 VS. Q2'25: Neve (Top1) +0.1 p.p.; Mimmo (Top4) +0.3 p.p.

2 BOOST INNOVATION

2a) NEW TECHNOLOGIES **ELEVATING PERFORMANCE** AND **VALUE PERCEPTION**

Neve Toque das Ondas
New Tissue Technology

*Suzano's exclusive technology in Brazil

9.3/10 SCORE — CONSUMERS APPROVED THE PRODUCT EXPERIENCE[2]

2b) **DEVELOP HIGH VALUE-ADDED CATEGORIES**

		CONTRIBUTION MARGIN VS. TOILET PAPER
	**WIPES** NEVE ON THE GO	**+12%**
	**FACIAL TISSUE** MIMMO TISSUE	**+129%**
	**DRY WIPES** SCALA WIPES	**+119%**

3 PORTFOLIO TRADE-UP

Value Mix (%)[3]

Price Index[3]
Market

135%	(3Ply / 4Ply)
100%	(2Ply)
87%	(1Ply)

[1]Offerwise. [2]Consumer Research – Vento. [3]Nielsen Retail.

JOINT VENTURE NEWCO: BUSINESS OVERVIEW

Main figures

1.0 Mt
Tissue Total Capacity

~ US$3.3 bn
Pro forma Net Revenues[1]

~ US$0.5 bn
Pro forma Adj. EBITDA[1]

~ 9,000
Employees

Operations

22 mills
in 14 countries

70+ countries
with sales

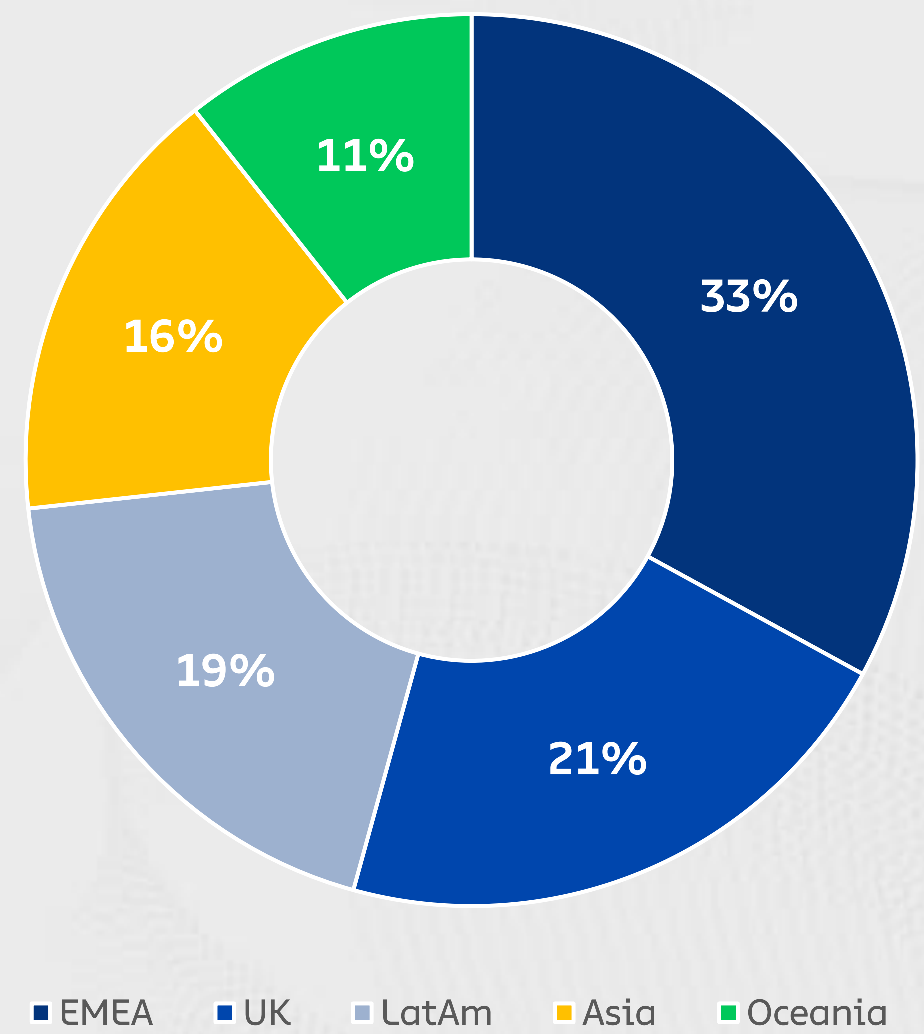
2 business segments
Family Care
& Professional

Footprint

Mills locations

EMEA (Europe, the Middle East and Africa)	Italy, France, United Kingdom, Germany, Spain, Israel and South Africa
APAC (Asia-Pacific)	Australia, Malaysia, Thailand and Taiwan
Central and South America	El Salvador, Peru and Colombia

Revenues by region[2]



[1]Pro forma net revenues and adjusted EBITDA 2024 consider non-recurring effects and JV business scope adjustments. [2]Based on 2024 figures.

CREATION OF A JOINT VENTURE, IN WHICH SUZANO WILL HAVE CONTROL

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Kimberly-Clark

51%

49%

JV NewCo B.V.[1]

Board of Directors will consist of 5 members, with 3 appointed by Suzano

Suzano will have the right to appoint the CEO and CFO

ACQUISITION VALUE:

USD1.734 billion[2]
(Call option for the 49% stake)

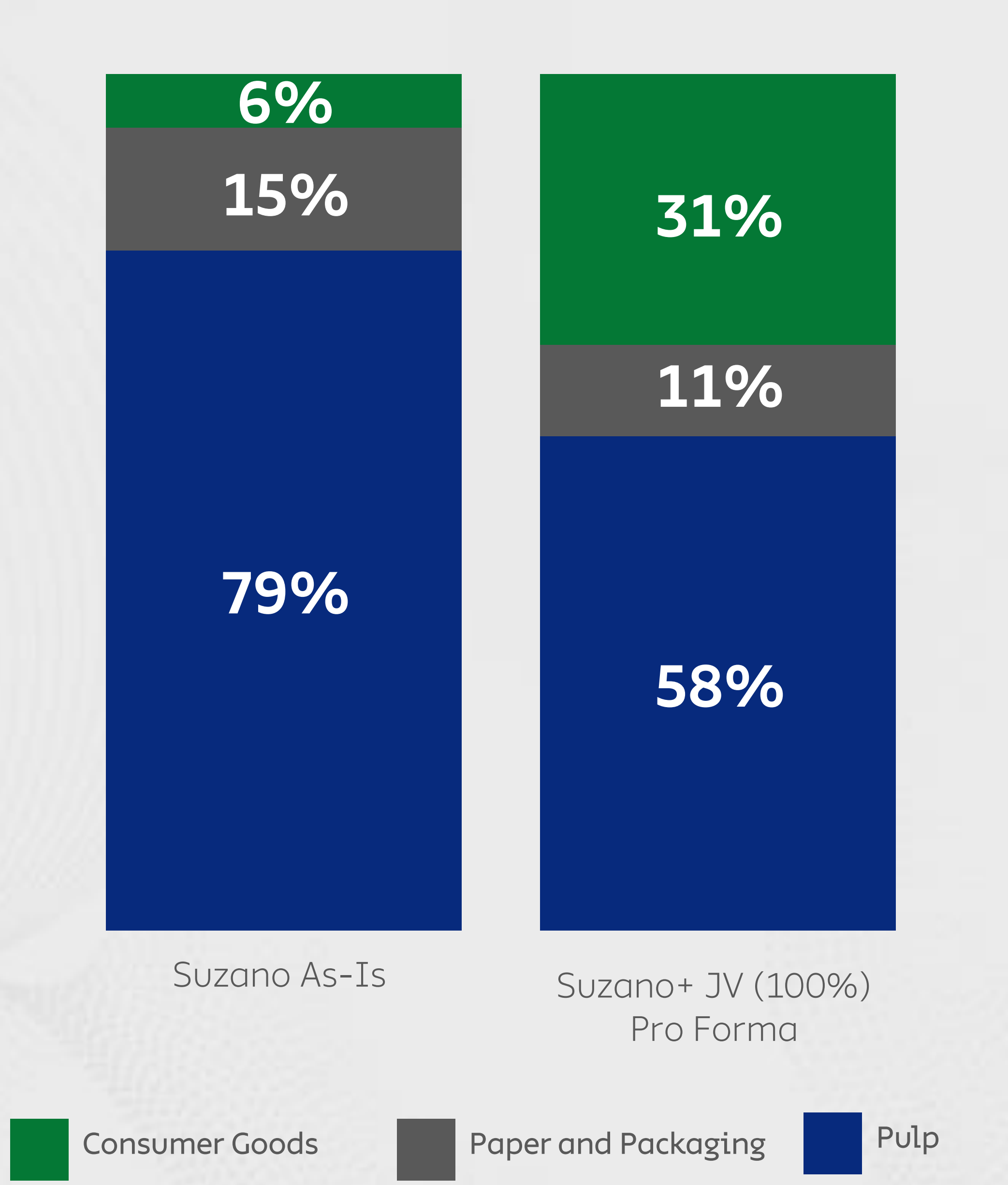
RATIONALE FOR SUZANO & K-C PARTNERSHIP

- Combination of **industrial and operational excellence + commercial and branding expertise**
- JV Structure grants **operational continuity and aligns to capture efficiency gains**
- **Successful track record** of integrating Suzano and K-C operations in Brazil
- Companies share **values and strong culture based on innovation and sustainability**
- **Accelerating fiber-to-fiber strategy** in the global tissue market

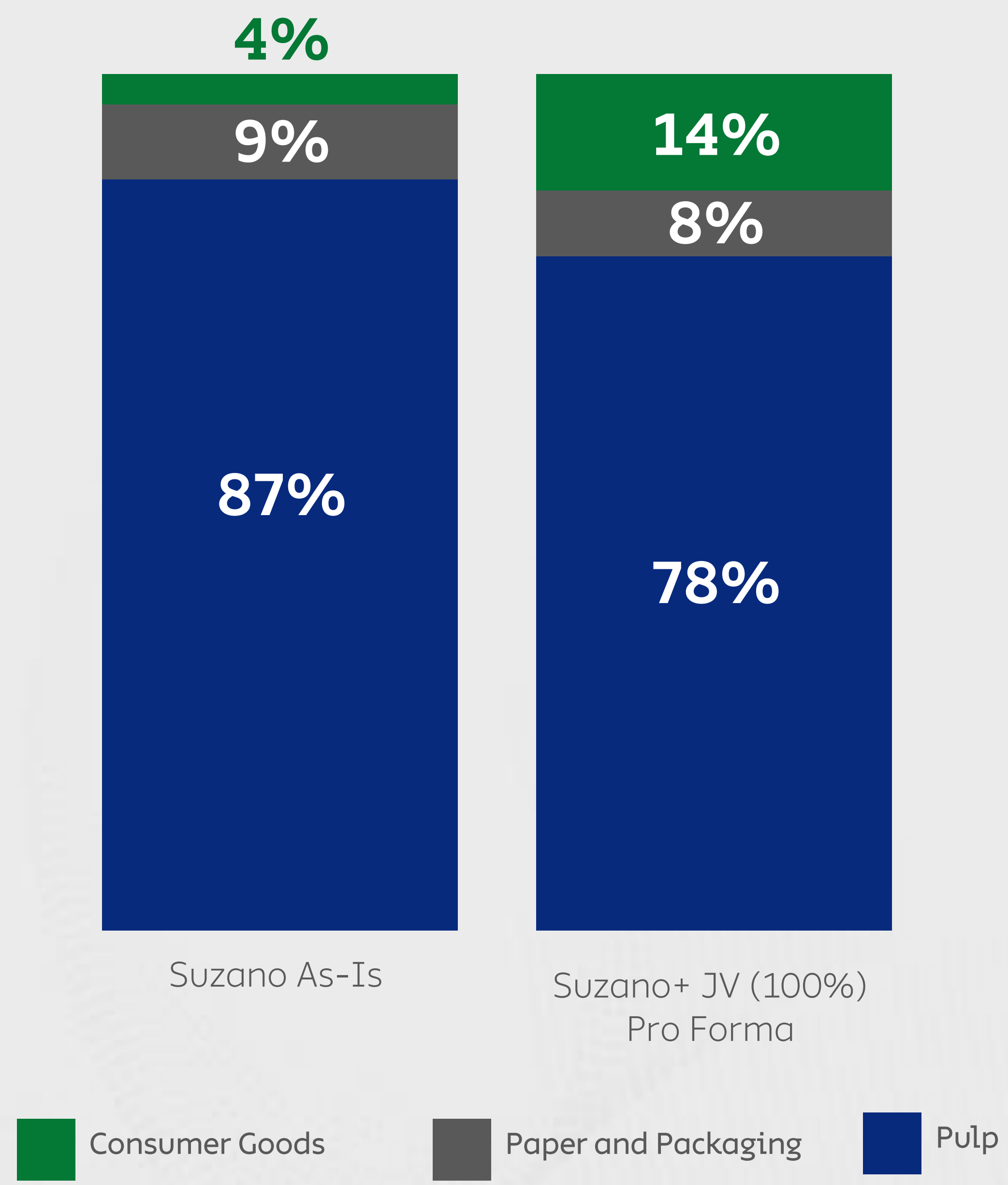
[1]Agreement entered into by Suzano International Holding B.V.. [2]Subject to adjustments for this type of transaction until its completion.

DOWNSTREAM INTEGRATION REDUCES SUZANO'S CASH FLOW VOLATILITY AND DIVERSIFIES PORTFOLIO

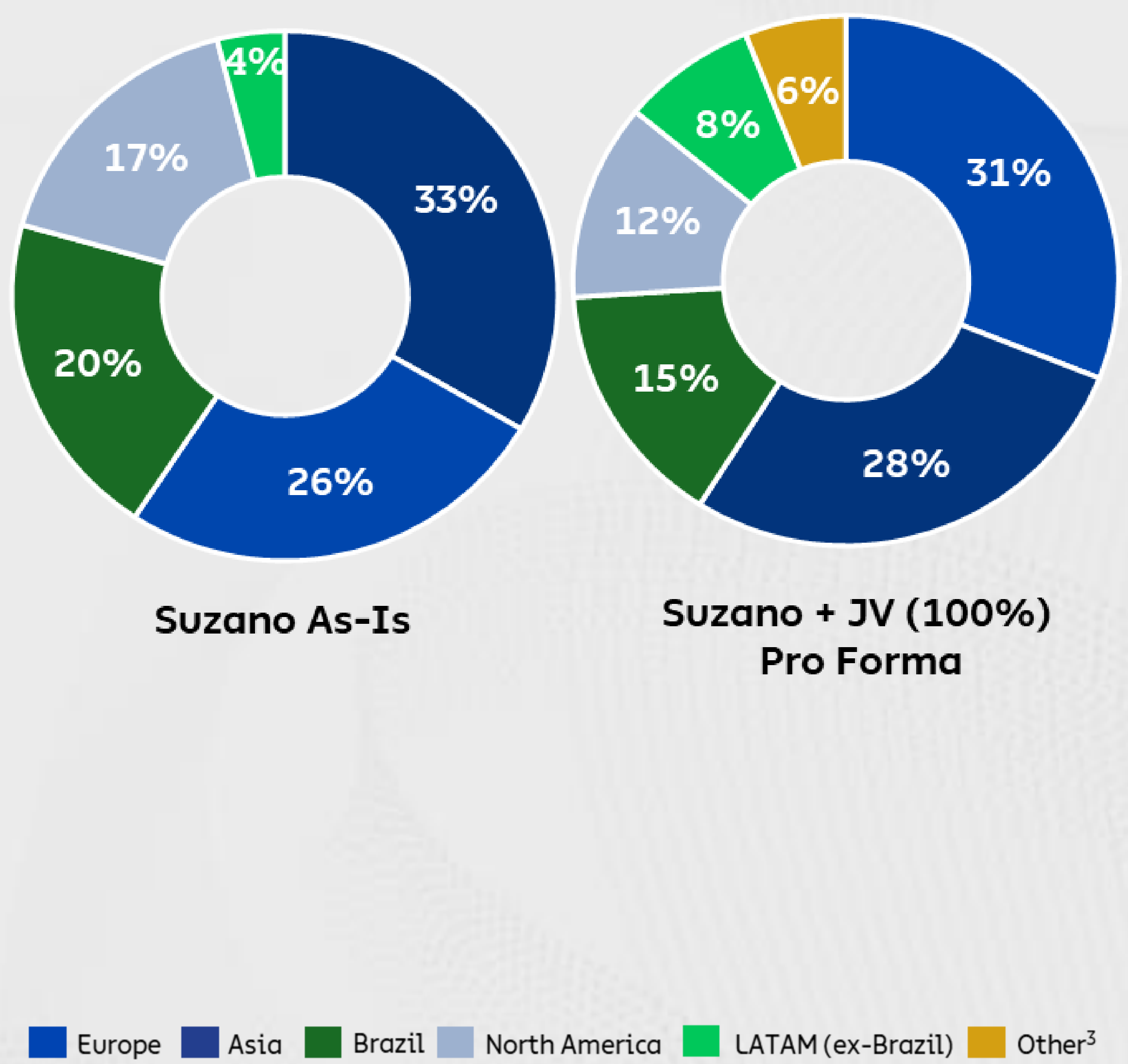
Net revenue by segment[1]
FY 2024, %



EBITDA by segment[2]
FY 2024, %



Net revenue by segment[1]
FY 2024, %



[1]Nielsen Retail INA + C&C – Toilet Paper. [2]Market Share Evolution Pre-Acquisition Jan/Feb 25 vs. May/Jun 23. [3]Does not include pulp price change.

JOINT VENTURE WITH K-C: VALUE CREATION AMBITION

PRE-SIGNING ESTIMATE UNDER REFINEMENT AND TO BE LED BY INDUSTRIAL AND PROCUREMENT LEVERS

KEY RISKS COMMONLY SEEN IN M&A DEALS
(Forbes 500 CFO Survey)

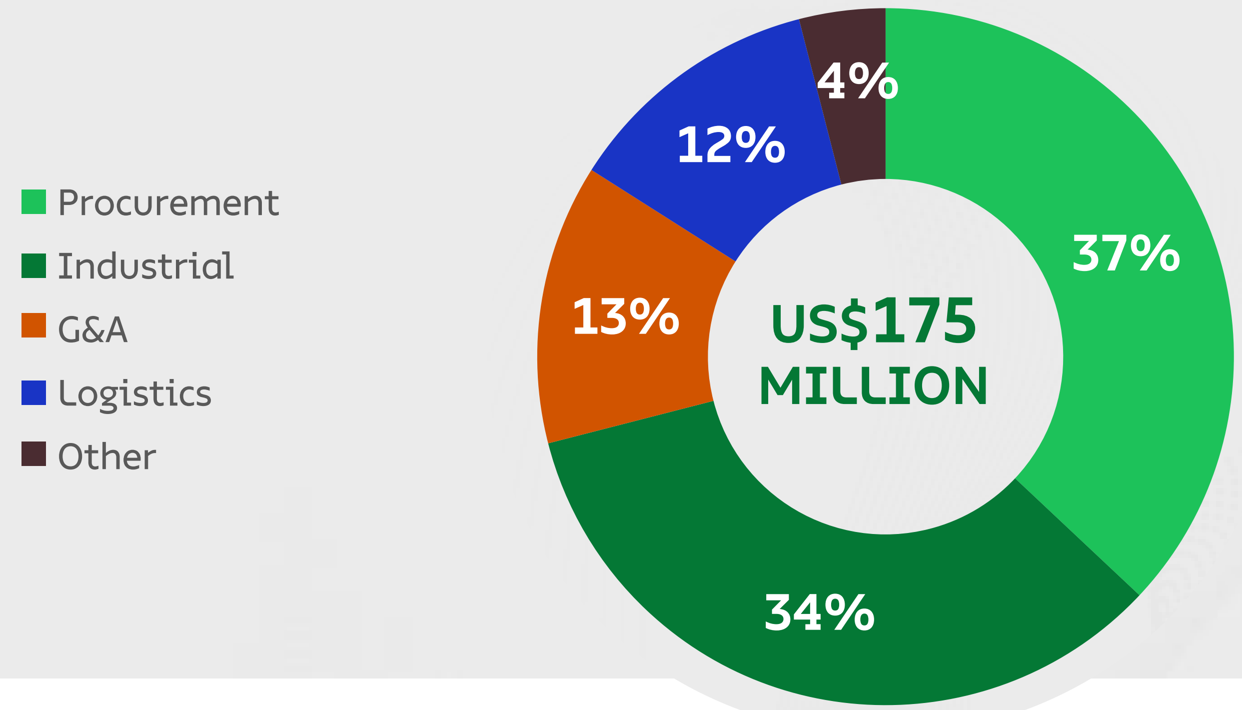
TOP 5 PITFALLS IN CAPTURING SYNERGIES[1]

1. INCOMPATIBLE CULTURES
2. INABILITY TO MANAGE TARGET
3. UNABLE TO IMPLEMENT CHANGE
4. SYNERGY NONEXISTENT OR OVERESTIMATED
5. DID NOT ANTICIPATE FORSEEABLE EVENTS

67% of mergers experienced synergy delays due to cultural differences

POTENTIAL OPERATIONAL GAINS[1] TO BE CAPTURED IN 3 YEARS

Value Creation



EFFICIENCY[2]
OEE IMPROVEMENTS (MACHINE, CONVERSION AND PRODUCT MIX)

VARIABLE COSTS & MIX
ENERGY & CHEMICALS
FIBER STRATEGY

FIXED COSTS
MAINTENANCE AND CAPEX OPTIMIZATION

SUPPLY CHAIN
FREIGHT AND NETWORK OPTIMIZATION

SG&A
INDUSTRY BEST PRACTICES BENCHMARK FOR STREAMLINING

New Culture

Management Process

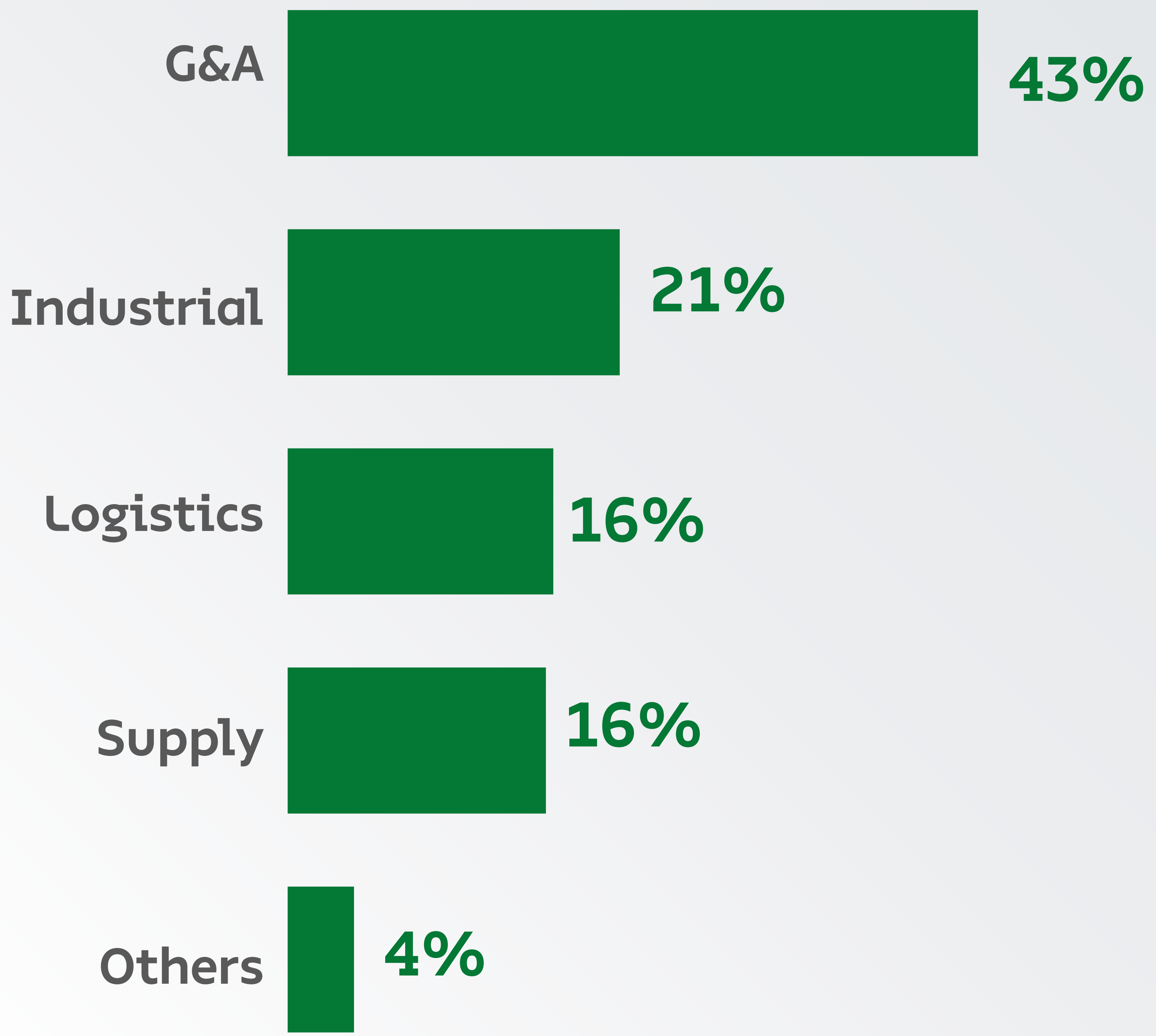
Key Enablers: Incentive System | Performance Management | P&L Accountability by Region

[1]Preliminary estimates and subject to adjustments based on the ongoing refinement assessment. [2]Consolidate view across country and production capacity under development.

SYNERGIES FROM K-C'S ACQUIRED ASSETS IN BRAZIL FULLY CAPTURED

STRENGTHENING OF KEY COMPETITIVE ADVANTAGES

SYNERGIES BREAKDOWN:



Consolidated Leadership[1]
Toilet Paper

Value Market Share Brazil
Jan'Feb'25
24%

Market Share evolution
South and Southeast vs. Pre-Acquisition2

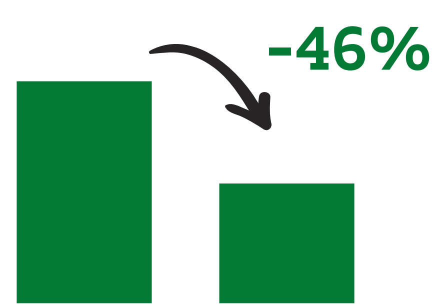
Distribution Expansion[2]

- 5% increase in the number of points of sale over the past 12 months.
- Leadership in Weighted Distribution (94%)

Gain from Cost Efficiency

Cash Cost[3] -Mogi das Cruzes (R$/t)

(Kimberly-Clark acquisition site)



Reduction in inputs costs, specific consumption and fixed costs

[1]Nielsen Retail INA + C&C – Toilet Paper. [2]Market Share Evolution Pre-Acquisition Jan/Feb 25 vs. May/Jun 23. [3]Does not include pulp price change.

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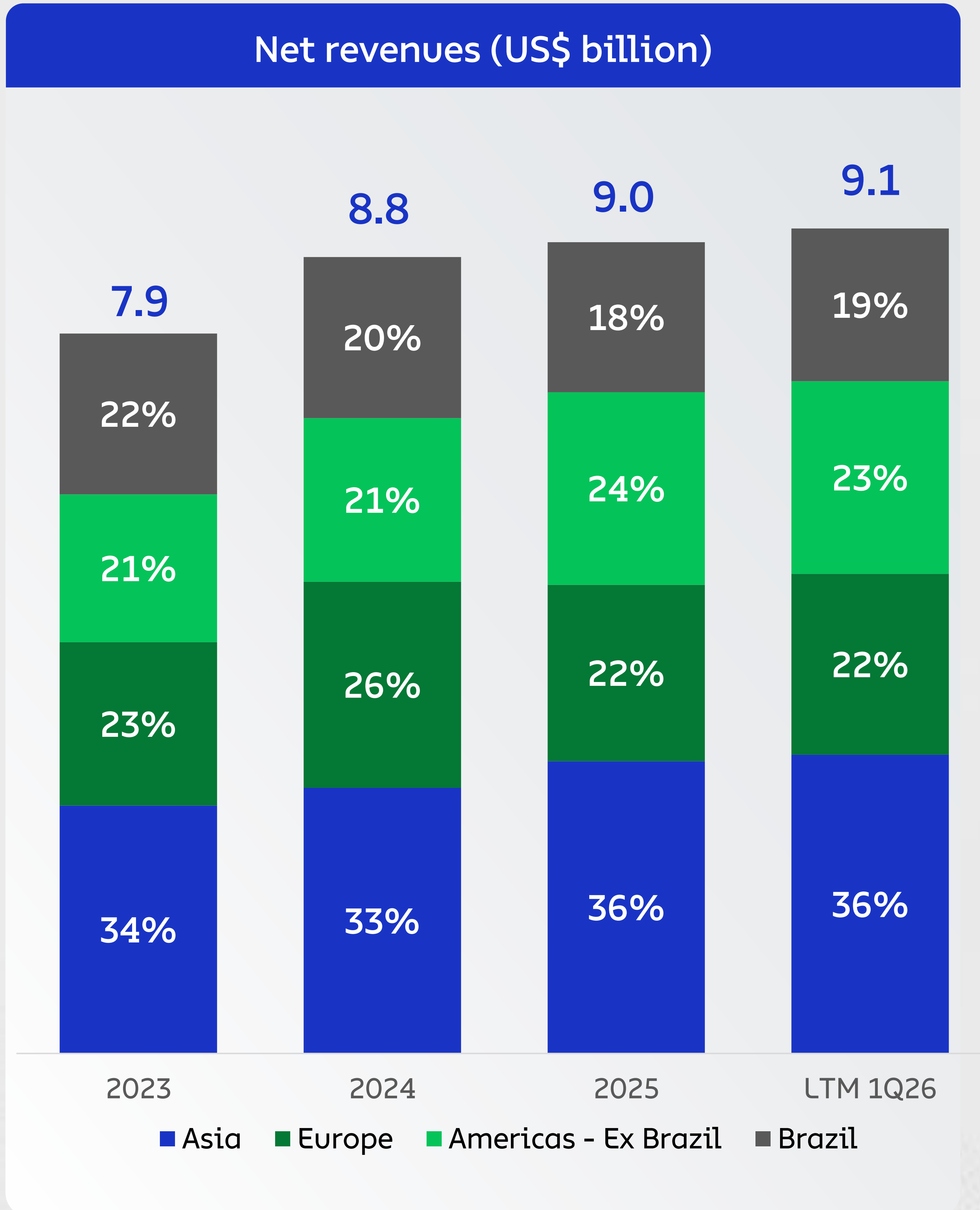
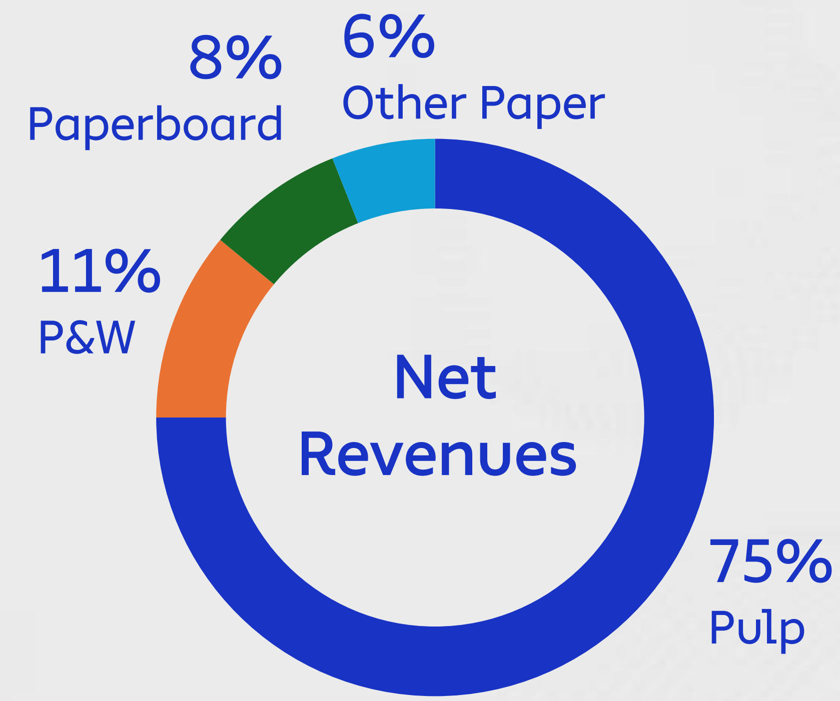
COMPANY OVERVIEW

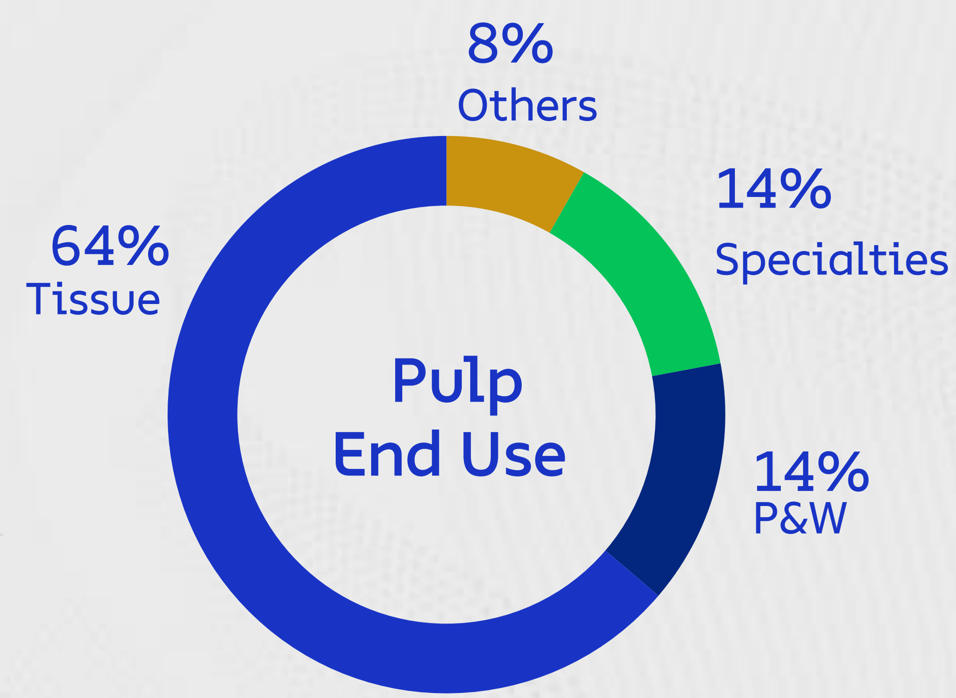
BUSINESS STRATEGY

FINANCIAL MANAGEMENT

REVENUES MOSTLY FROM INTERNATIONAL MARKETS





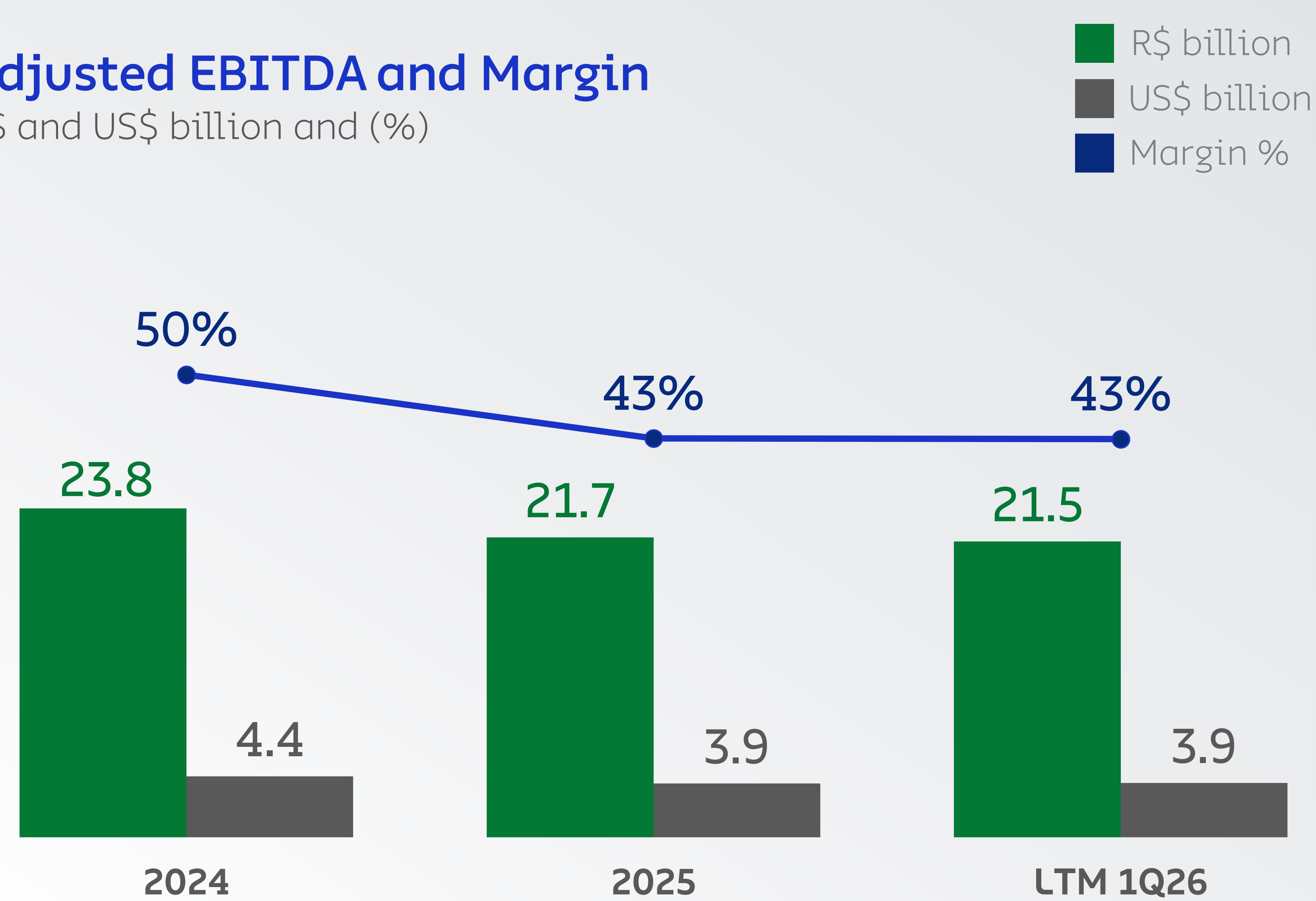


Average FX rate of R$5.00 in 2023, R$5.39 in 2024, R$5.59 in 2025 and R$5.44 in LTM 1Q26.

ADJUSTED EBITDA AND OPERATIONAL CASH GENERATION

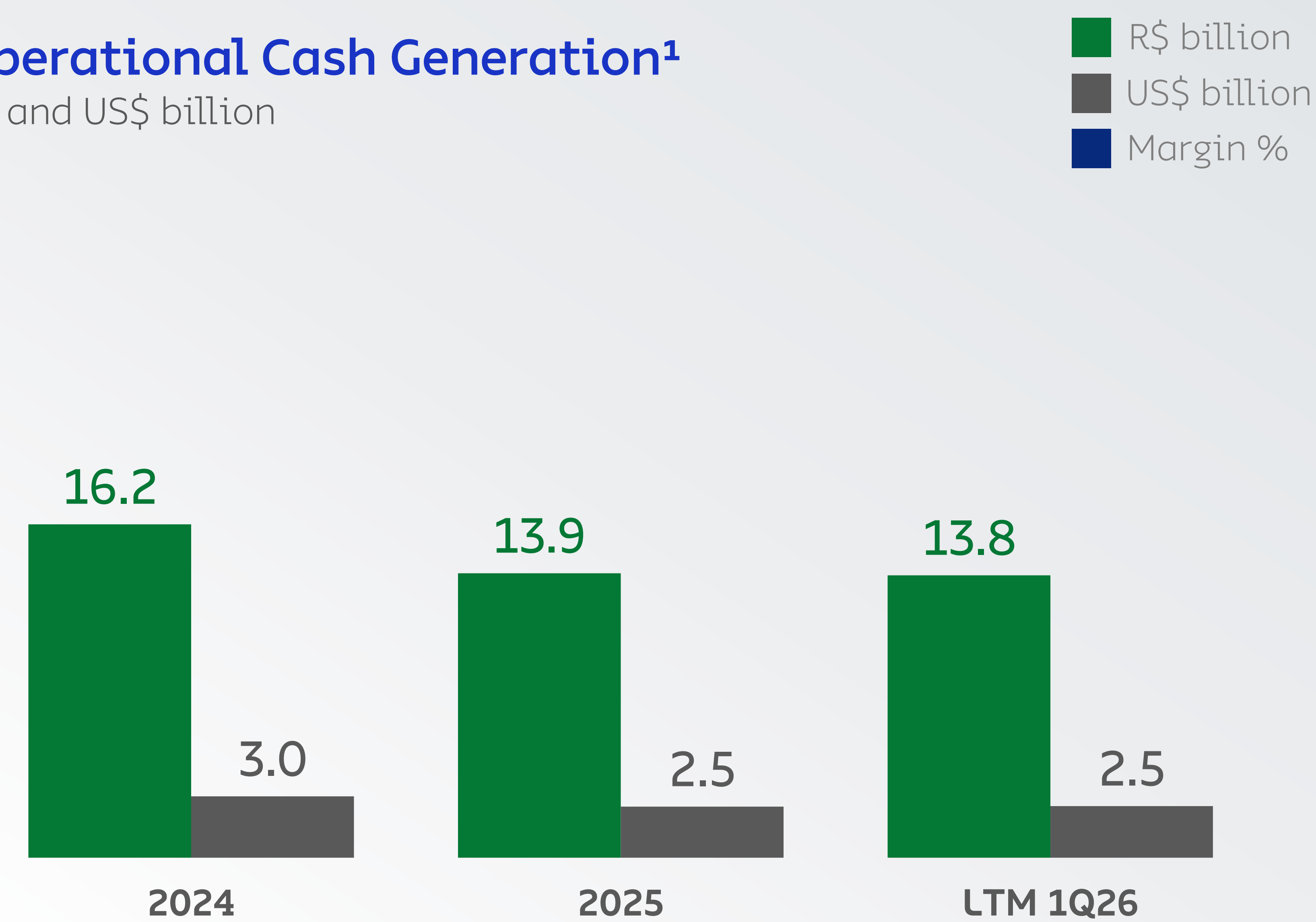
Adjusted EBITDA and Margin

R$ and US$ billion and (%)



Operational Cash Generation[1]

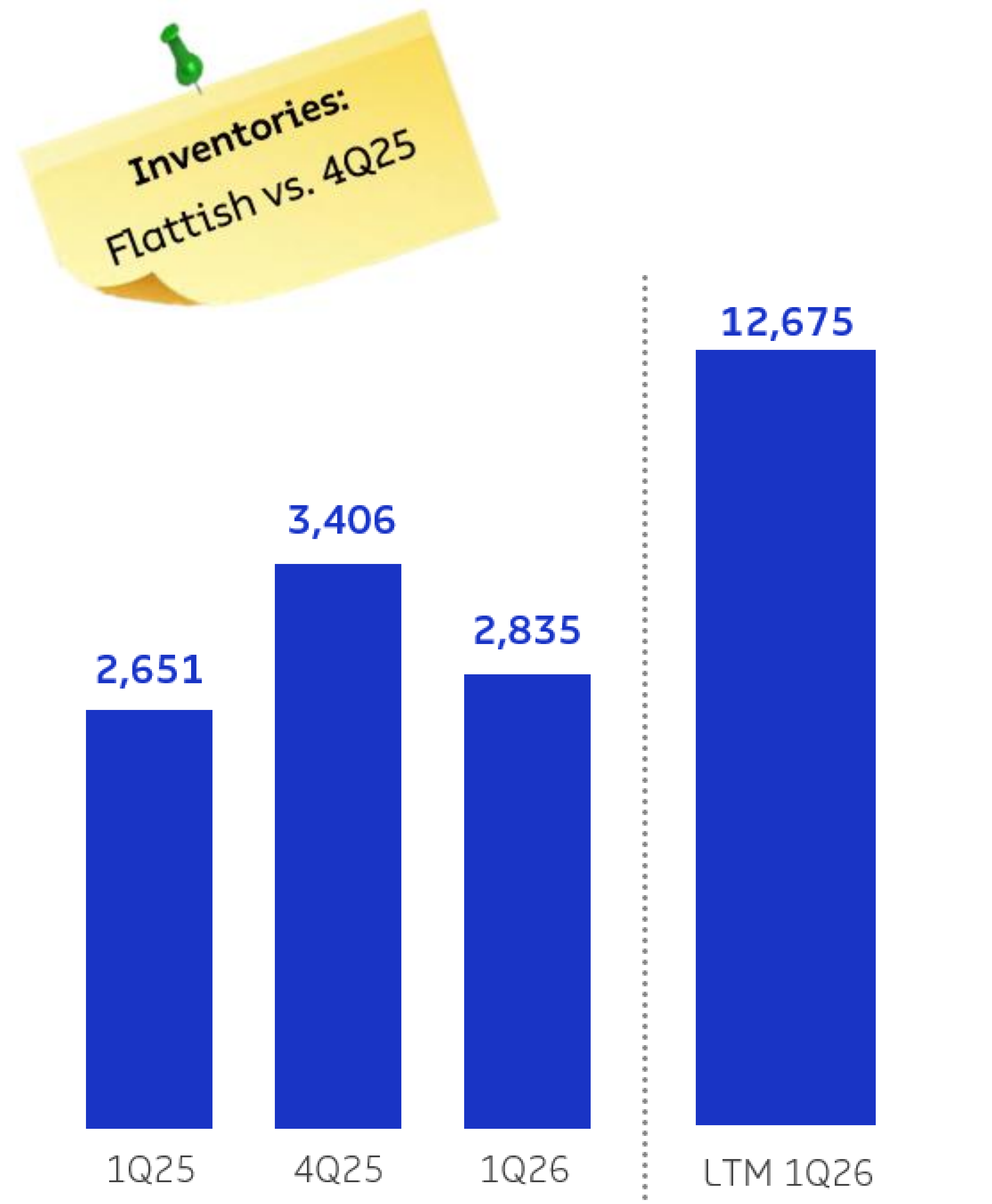
R$ and US$ billion



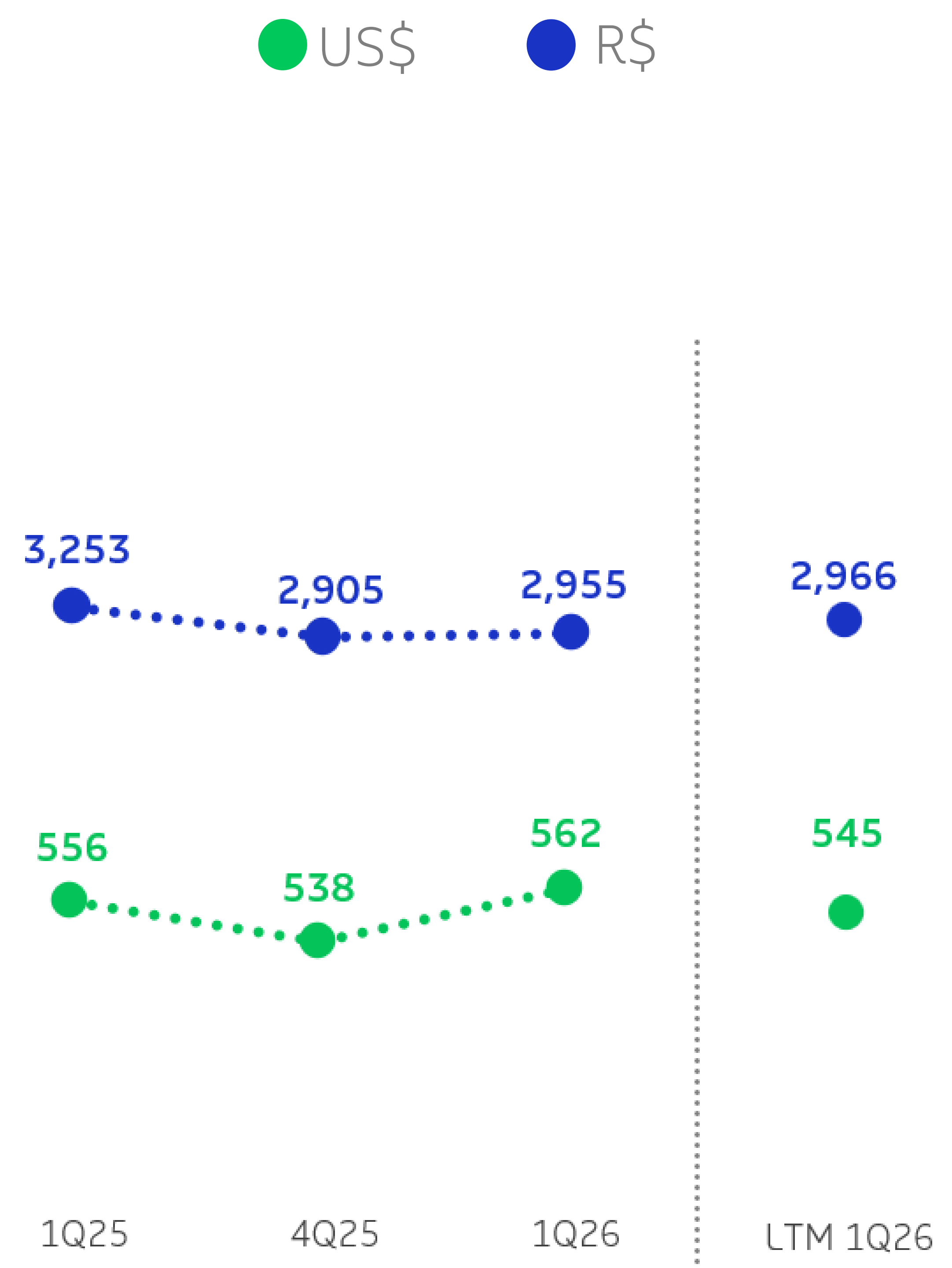
[1]Operational Cash Generation = Adjusted EBITDA less cash Sustaining CAPEX.

PULP BUSINESS

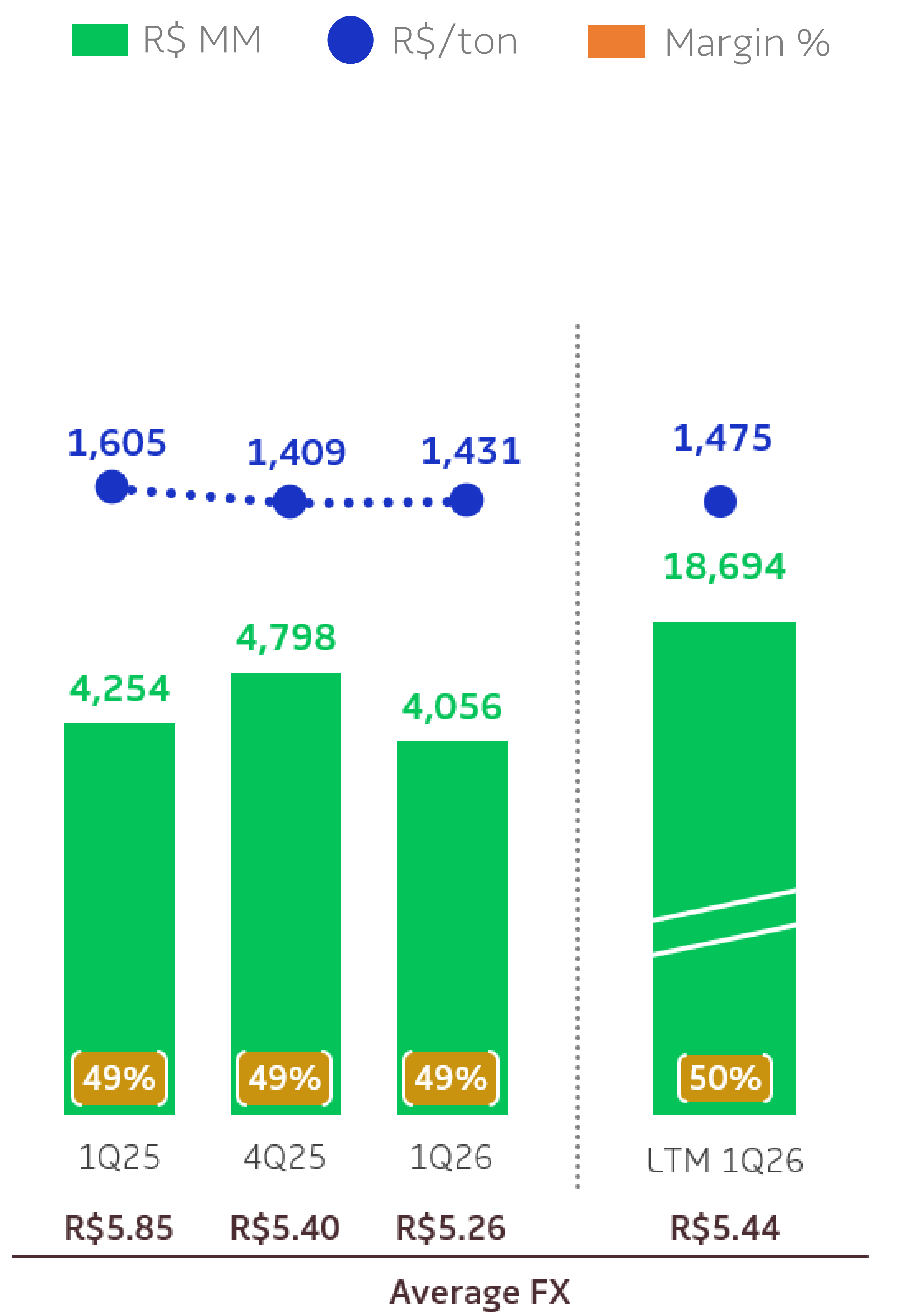
Sales Volume ('000 ton)



Average Net Price – Export Market ($/ton)



Adjusted EBITDA and EBITDA Margin (%)



PAPER AND PACKAGING BUSINESS

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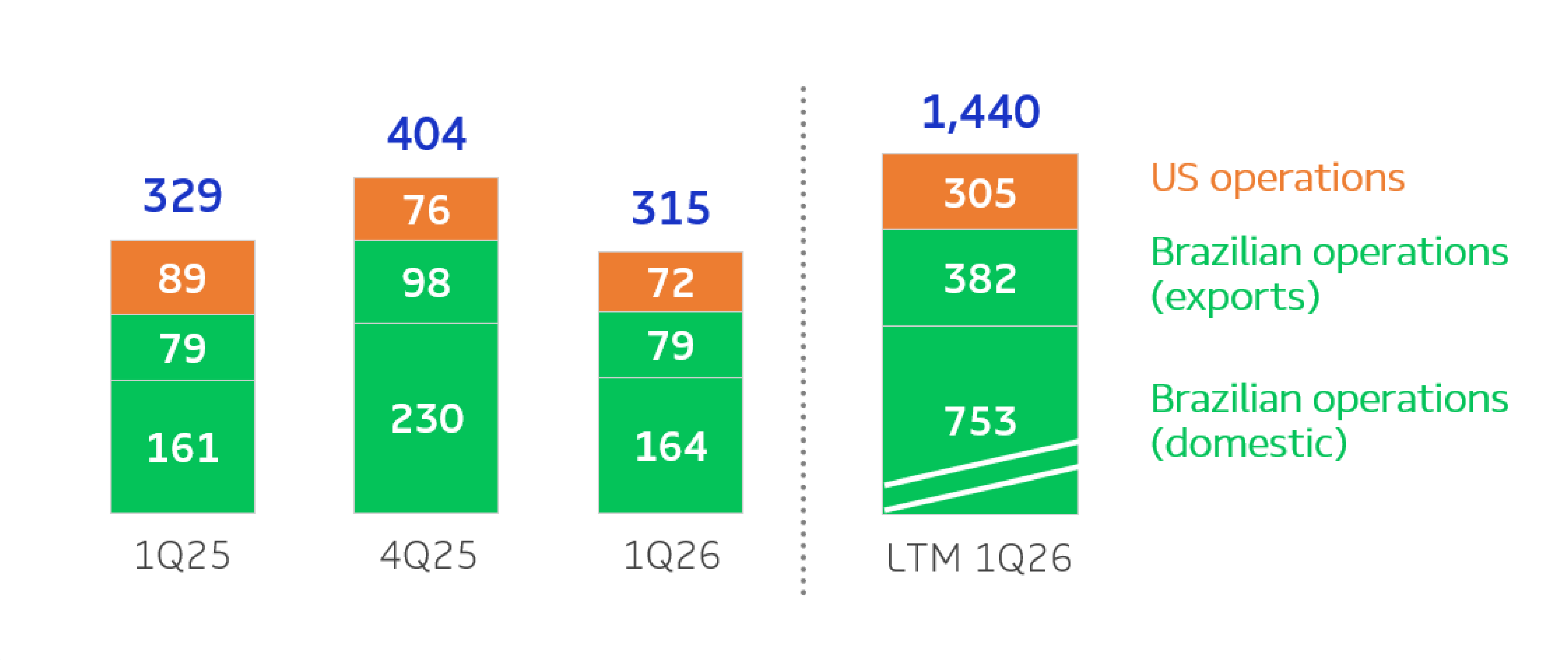
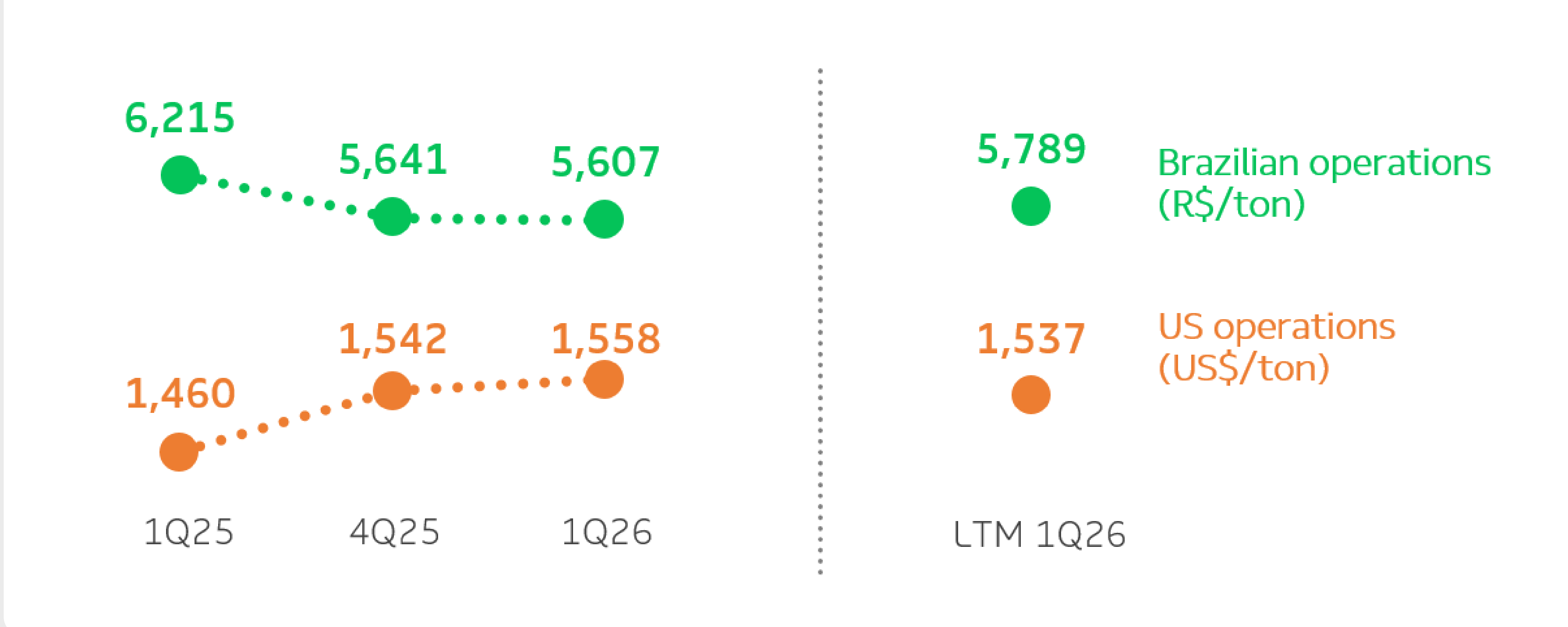
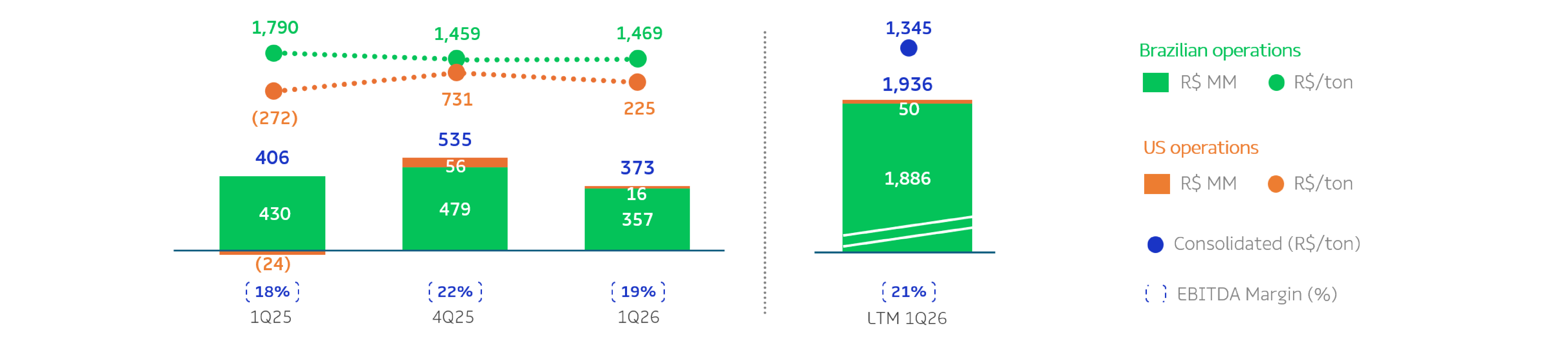
Paper Sales[1] ('000 ton)



Average Net Price ($/ton)



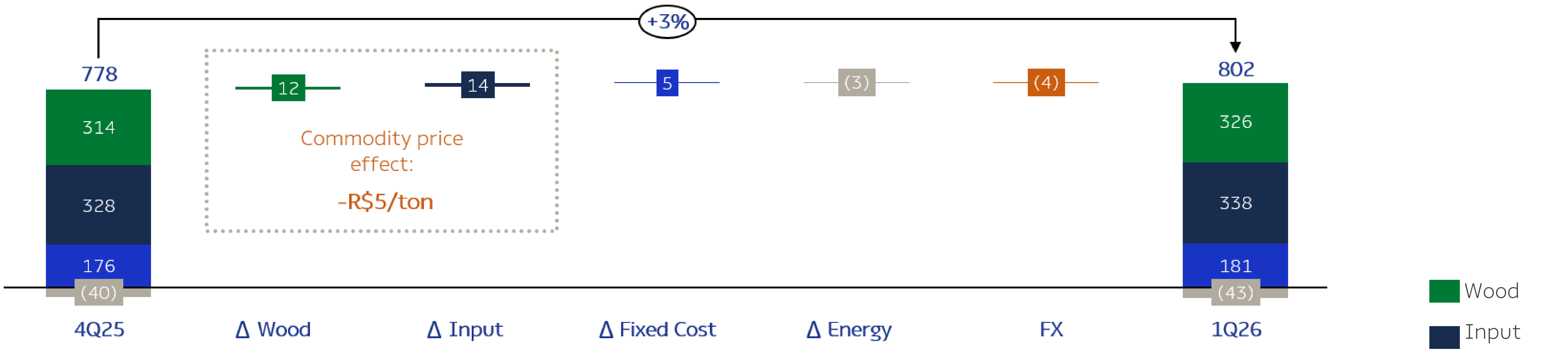
Paper Adjusted EBITDA and EBITDA Margin[2]



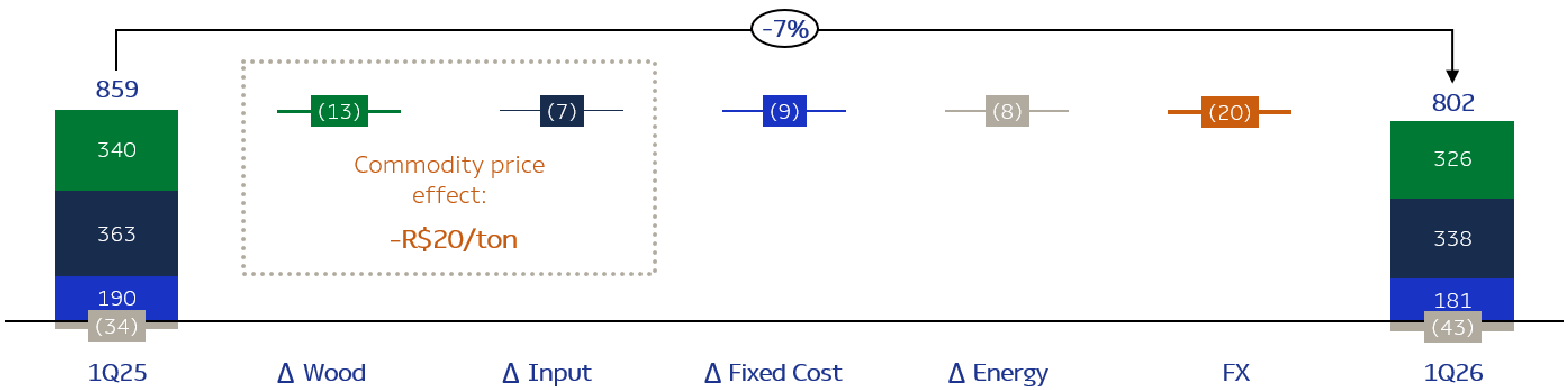
[1] Excluding Consumer Goods. [2] Excluding impact of Mgmt. LTI; 1Q25: -R$44/ton; 4Q25: -R$24/ton; 1Q26: -R$63/ton; LTM 1Q26: -R$33/ton.

CASH PRODUCTION COST

Pulp Cash Cost – 1Q26 vs. 4Q25 (ex-downtimes – R$/ton)



Pulp Cash Cost – 1Q26 vs. 1Q25 (ex-downtimes – R$/ton)



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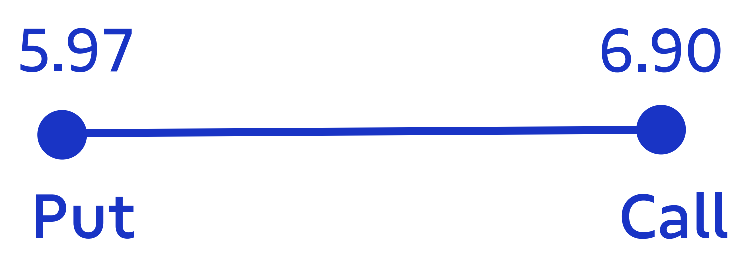
CONSERVATIVE FINANCIAL POLICY WITH COMMODITY HEDGING MITIGATES OIL-RELATED PRICE PRESSURES

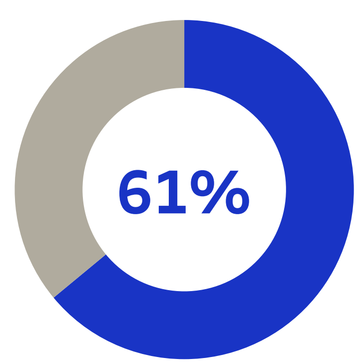
Average Portfolio Strikes

Mar. 31st, 2026



FX Gap Coverage

Mar. 31st, 2026

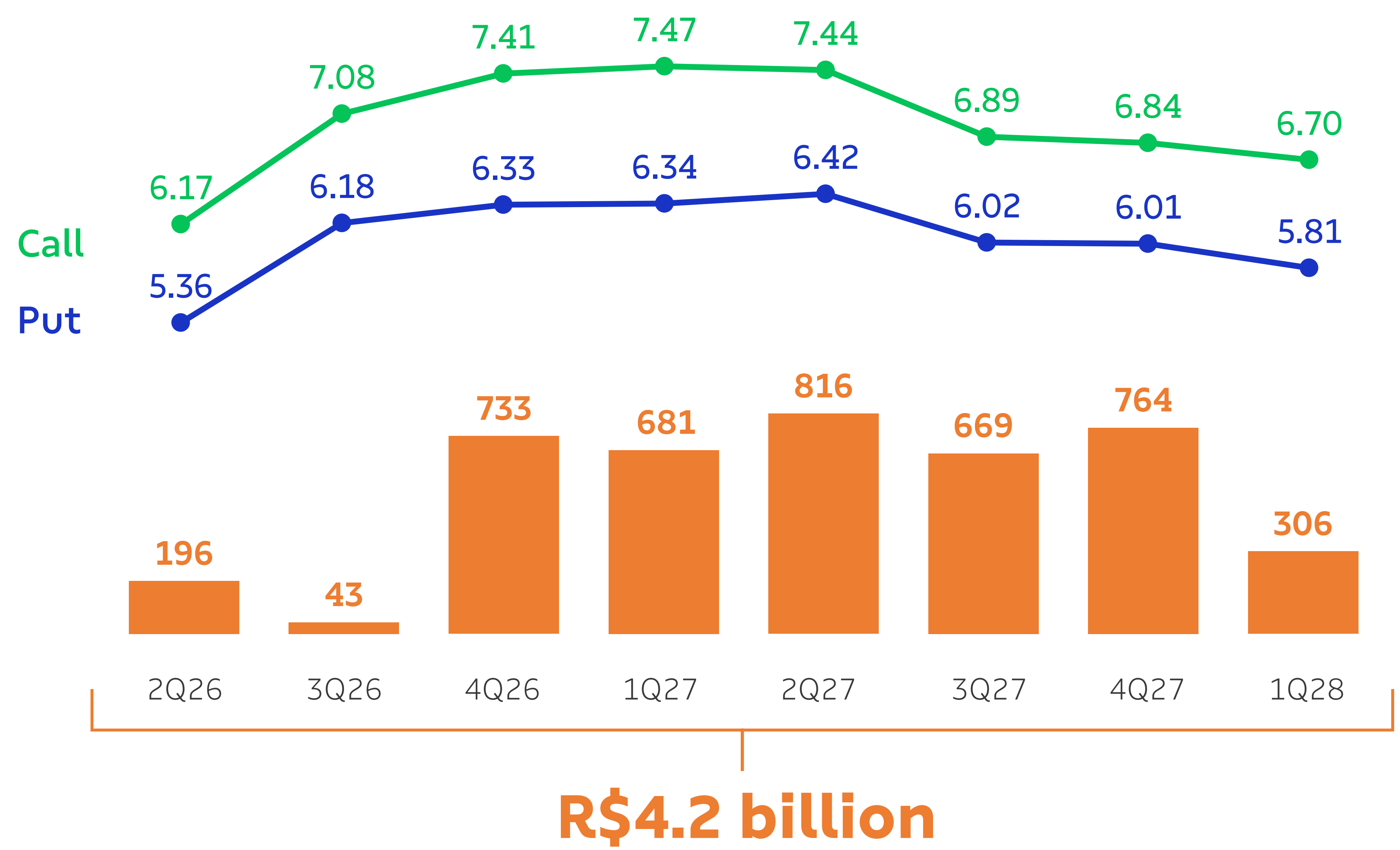


Notional: US$5.6 billion

Mar. 31st, 2026

Expected Cash Adjustments – ZCC (R$ million)

FX @ 5.22 [1]



[1]Closing FX rate on 03/31/2026.

CONSERVATIVE FINANCIAL POLICY WITH COMMODITY HEDGING MITIGATES OIL-RELATED PRICE PRESSURES

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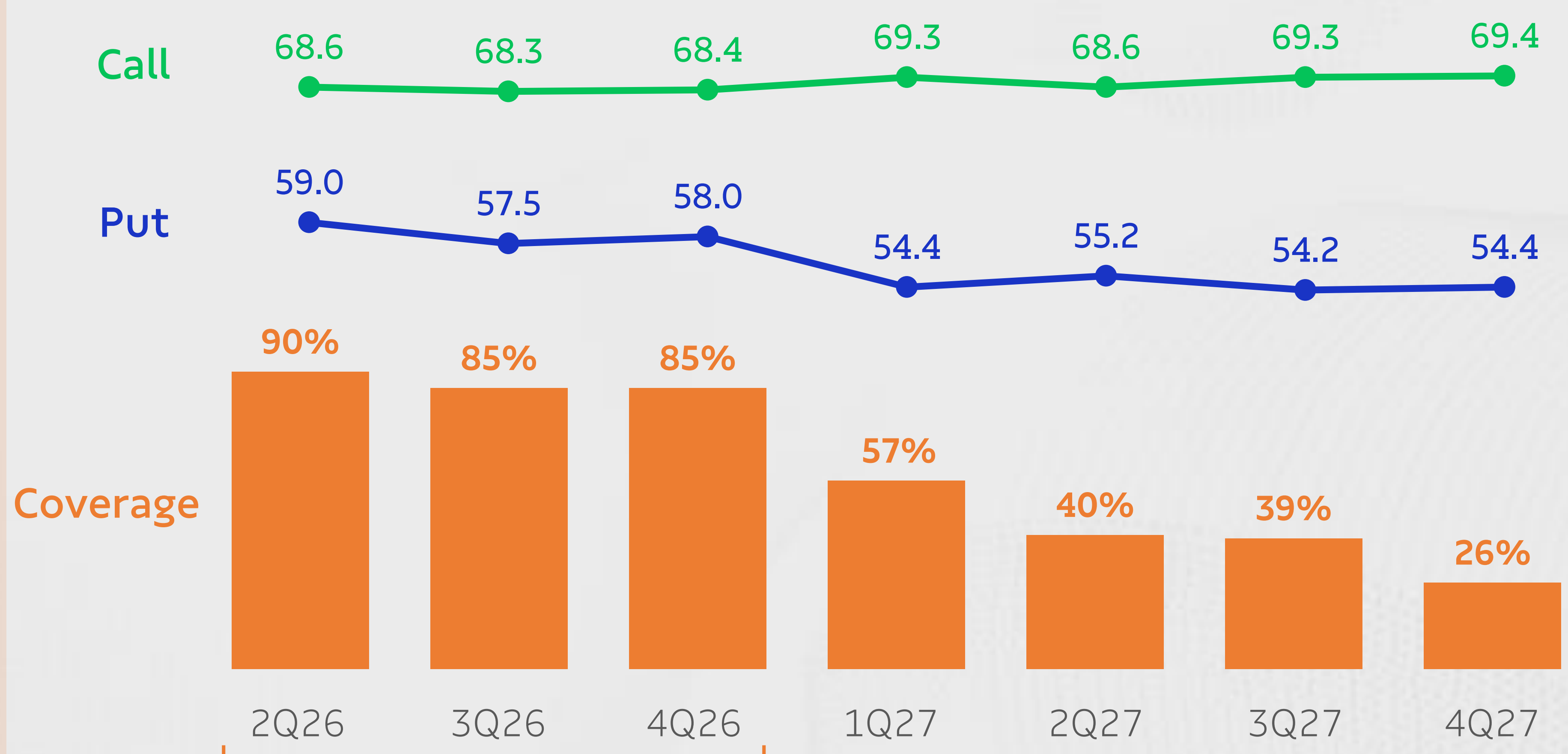
Main oil-related operations	12-month EBITDA sensitivity US$1.0/bbl (R$ million)[1]	12 month-net cash impact @current scenario (R$ million)
Diesel Wood Operations	9.3	No impact
Diesel Road Outbound Logistics	10.3	6.0
Heating Oil Industrial Operations	2.4	2.1
Natural Gas[2] Industrial Operations	12.1	1.7
Bunker Oil[2] Shipping	13.0	1.8
Total	**47.1**	**11.6**

Commodity Hedging Portfolio (covers Natural Gas and Bunker Oil)

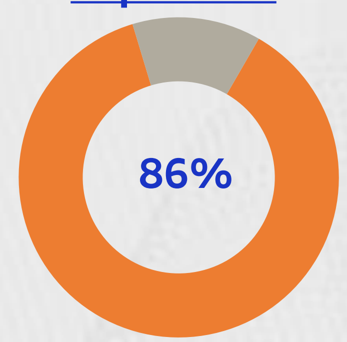
[1]12-month sensitivity per US$1.0/bbl.
[2]86% hedged YTG 2026. The cash impact estimate assumes Brent prices above the call strike levels.

Coverage of the total hedgeable exposure[3] – ZCC (%)

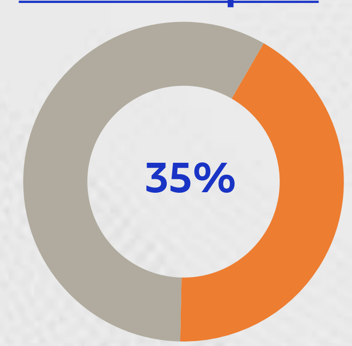
Brent price - As of Mar 31st 26 – US$104/bbl



2026 Coverage of the total hedgeable exposure[1]



2026 Coverage of the total exposure to oil-related inputs



Total expected cash Adjustments (Brent @US$104/bbl):

R$810 million

[3]Natural gas and VLSFO. Does not include Diesel.

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CONSERVATIVE FINANCIAL POLICY

AIMING FOR RATING IMPROVEMENT

Strong business profile	
Market Position	• **Global leader** in market pulp • Increased earnings from **ex-pulp businesses**
Competitive Position	• Unmatched **asset base** • Enhanced **diversification:** global footprint and end-use
Efficiency	• Structural cost **competitiveness** increased by Cerrado Project

Robust financial position	
Cash Flow & Leverage	• Proven capacity to generate **free cash flow** throughout any market cycles
Financial Policy	• Strong growth maintaining **controlled leverage** • Discipline **capital allocation**
Financial Flexibility	• **Robust liquidity** to navigate volatility • **Global funding** diversification

Investment Grade and outlook status by 3 major agencies

MOODY'S	FitchRatings	S&P Global
Baa3 Positive (May 2024)	**BBB- Positive** (February 2025)	**BBB- Positive** (June 2025)

ADOPTING A MORE CONSERVATIVE APPROACH TOWARDS NET DEBT TARGET

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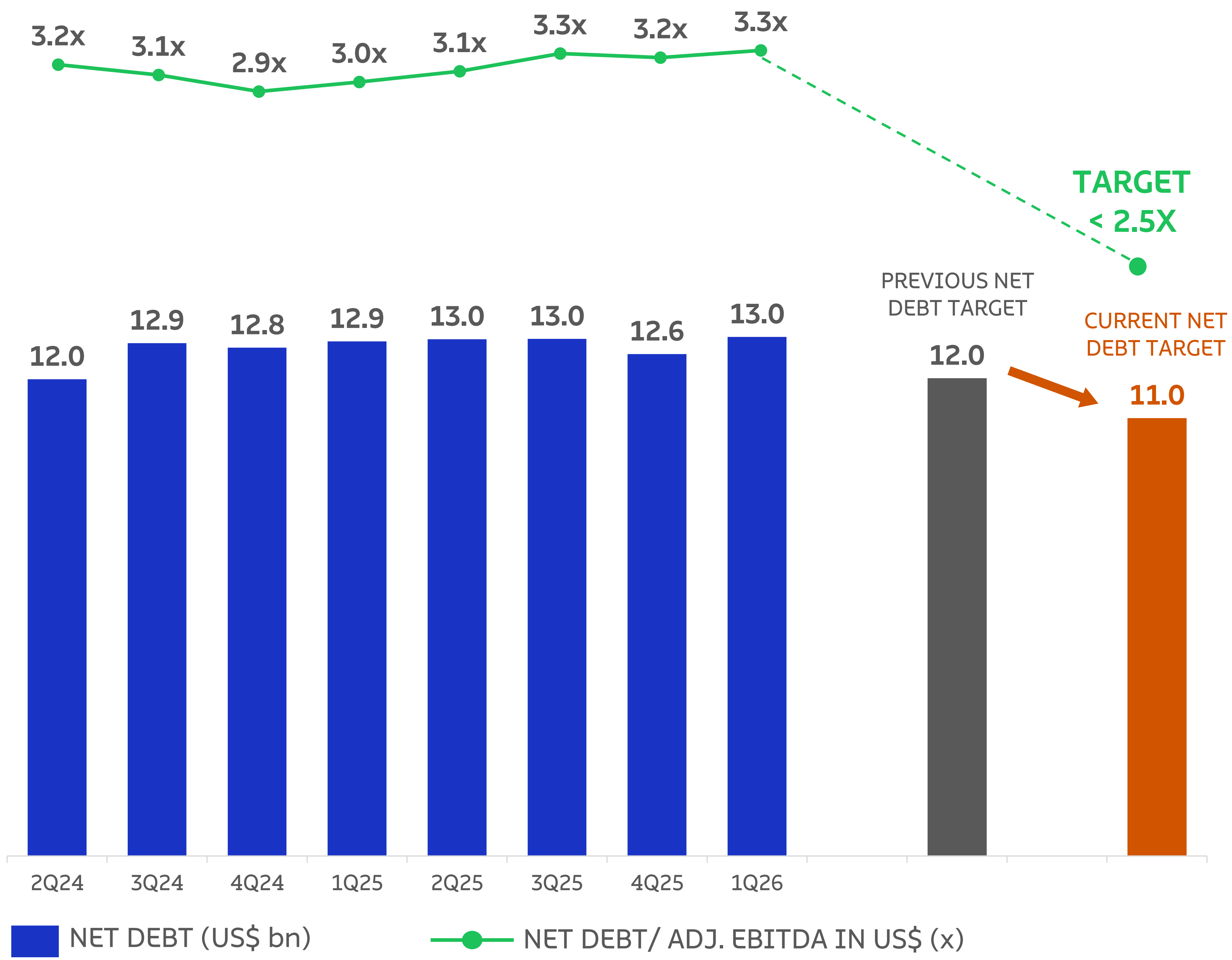

DELEVERAGING PLAN

- TOD REDUCTION
- WORKING CAPITAL OPTIMIZATION
- NON-CORE ASSETS SALE
- MINIMUM DIVIDEND PAYOUT
- MORE SELECTIVE SHARE BUYBACK
- DISCRETIONARY CAPEX REDUCTION

[1]Total Operational Disbursement. [2]Variable TOD is composed of variable cash cost, variable maintenance capex and logistics operations, however, for margin analysis purposes, international logistics costs and expenses were excluded. [3]Represents pulp price at Suzano's Brazilian ports of operation. [4]Includes forestry partnership agreements.

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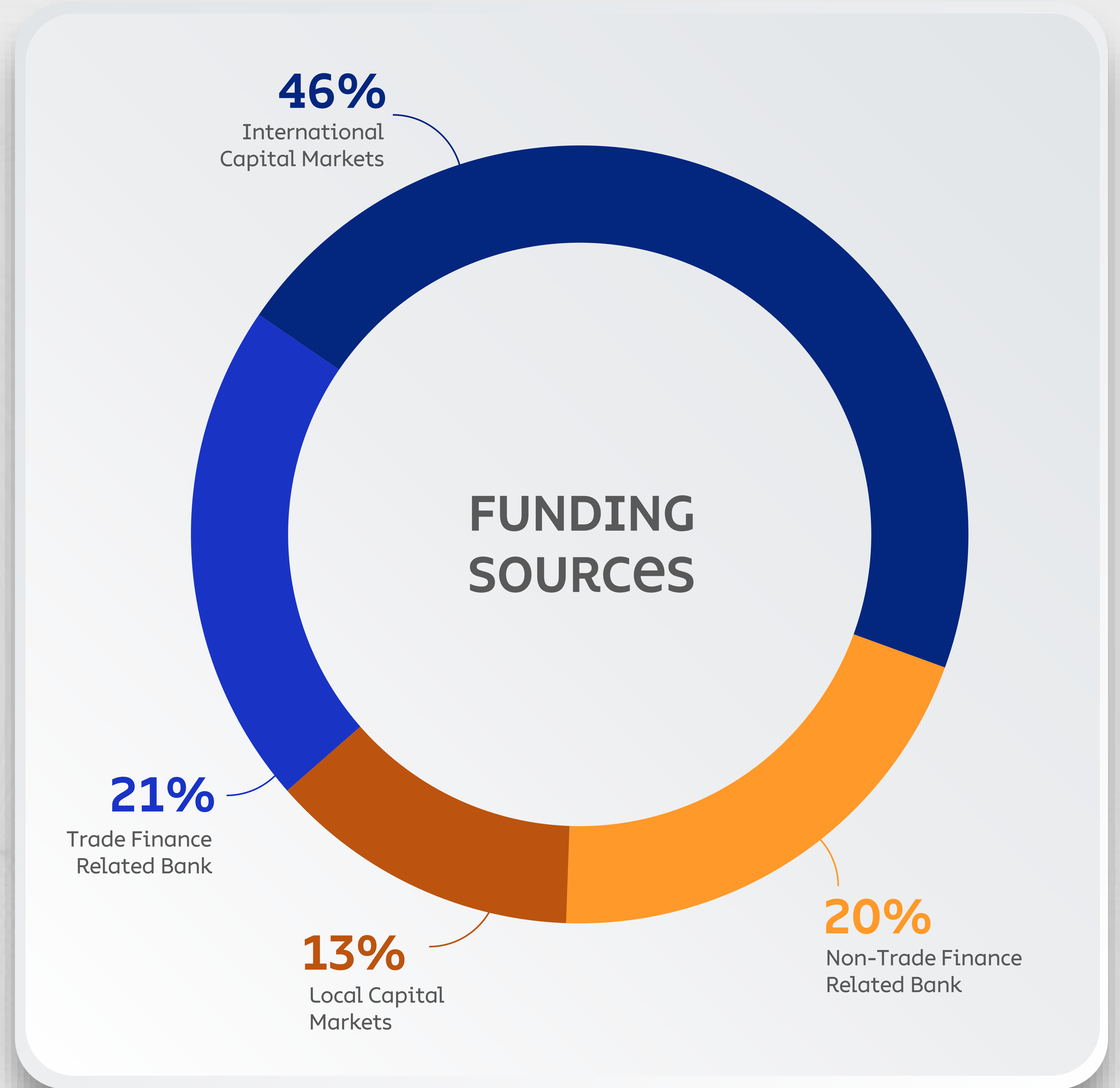
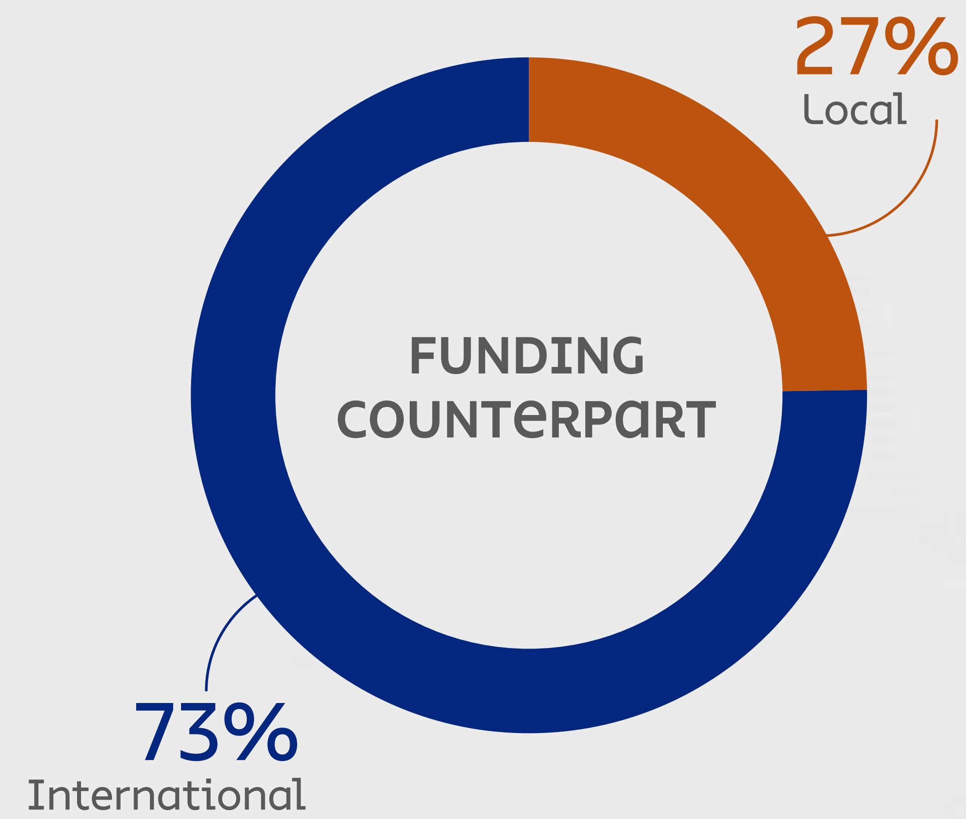
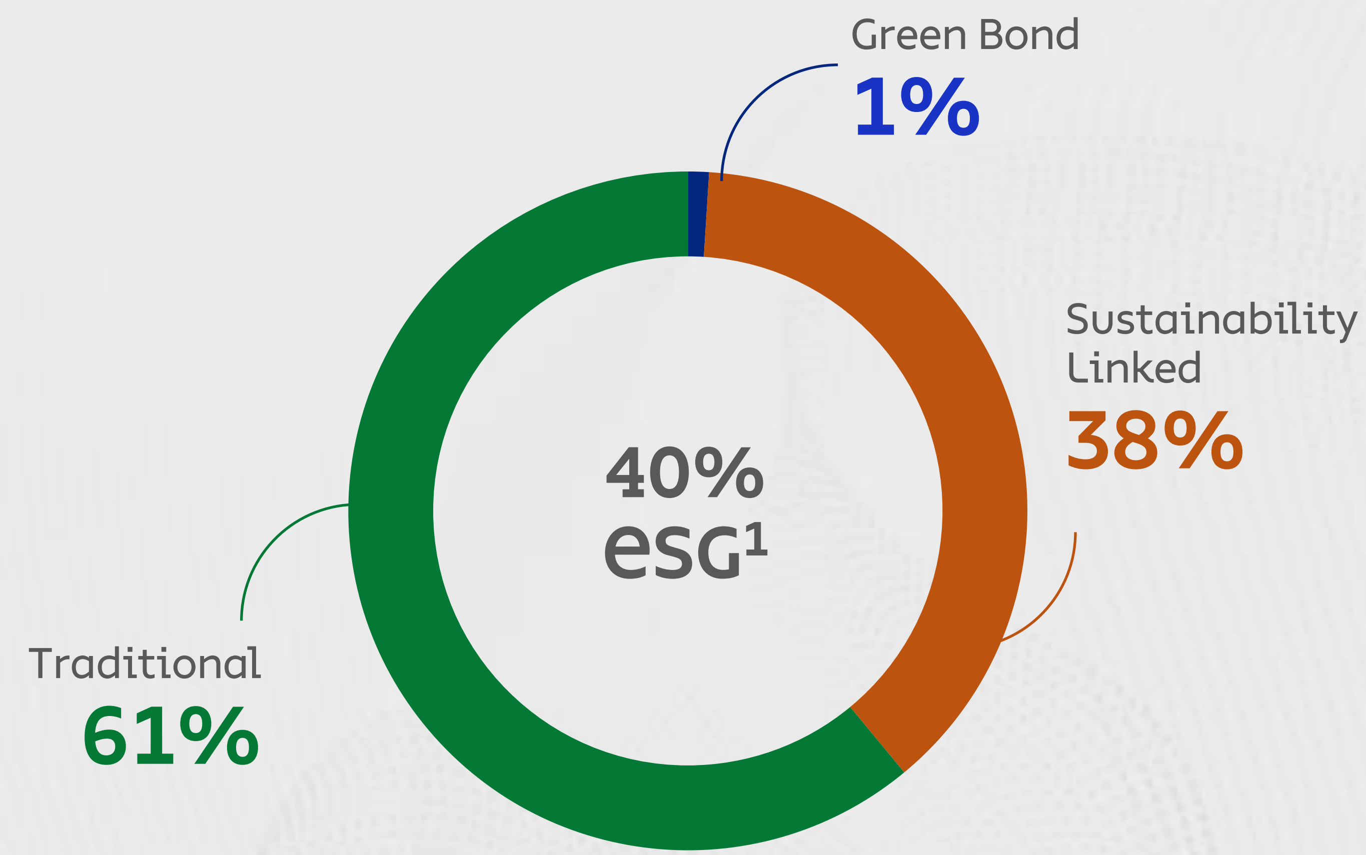
GLOBAL AND DIVERSIFIED FUNDING SOURCES







Source: Suzano's financial team, as of March 31, 2026 | Figures as % of gross debt | [1] BOND 2028, BOND 2031, BOND 2032, Panda Bond and SLLs

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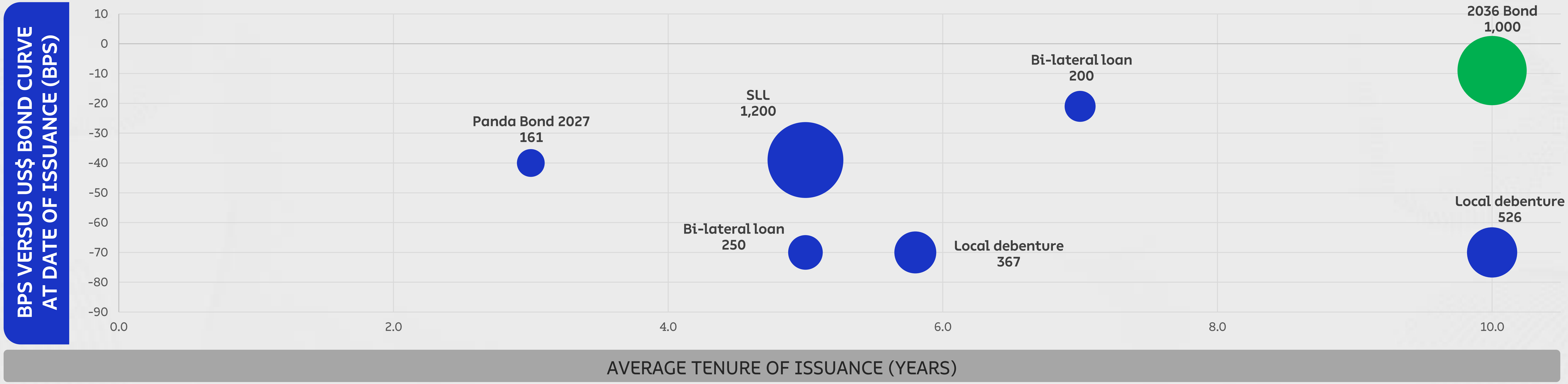
REINFORCING FUNDING COST AS A COMPETITIVE ADVANTAGE

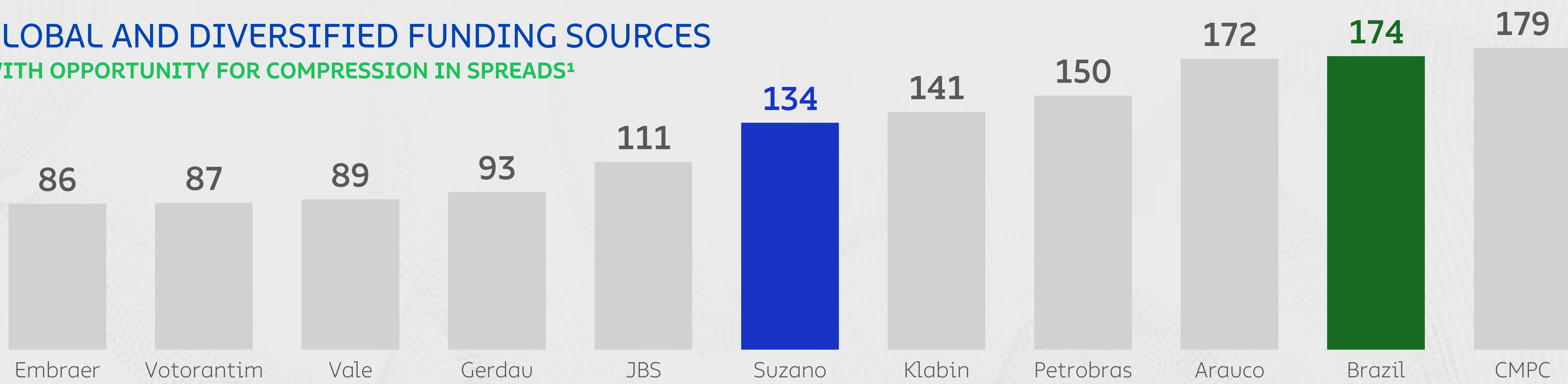
ALL DEBT ISSUED IN 2025 BELOW OUR BOND CURVE - THE 2036 BOND ACHIEVED THE COMPANY'S LOWEST G-SPREAD EVER

MAIN ISSUANCES – 2025 (US$ M)



GLOBAL AND DIVERSIFIED FUNDING SOURCES

WITH OPPORTUNITY FOR COMPRESSION IN SPREADS[1]



Source: Bloomberg | Sustainability-Linked Loan | [1]Peer comparison between G-spreads with maturities around 10 years | Suzano's financial team, as of June 2026

SECURING COMPETITIVE FUNDING COSTS, EVEN IN A HIGH INTEREST-RATE AND VOLATILE SCENARIO

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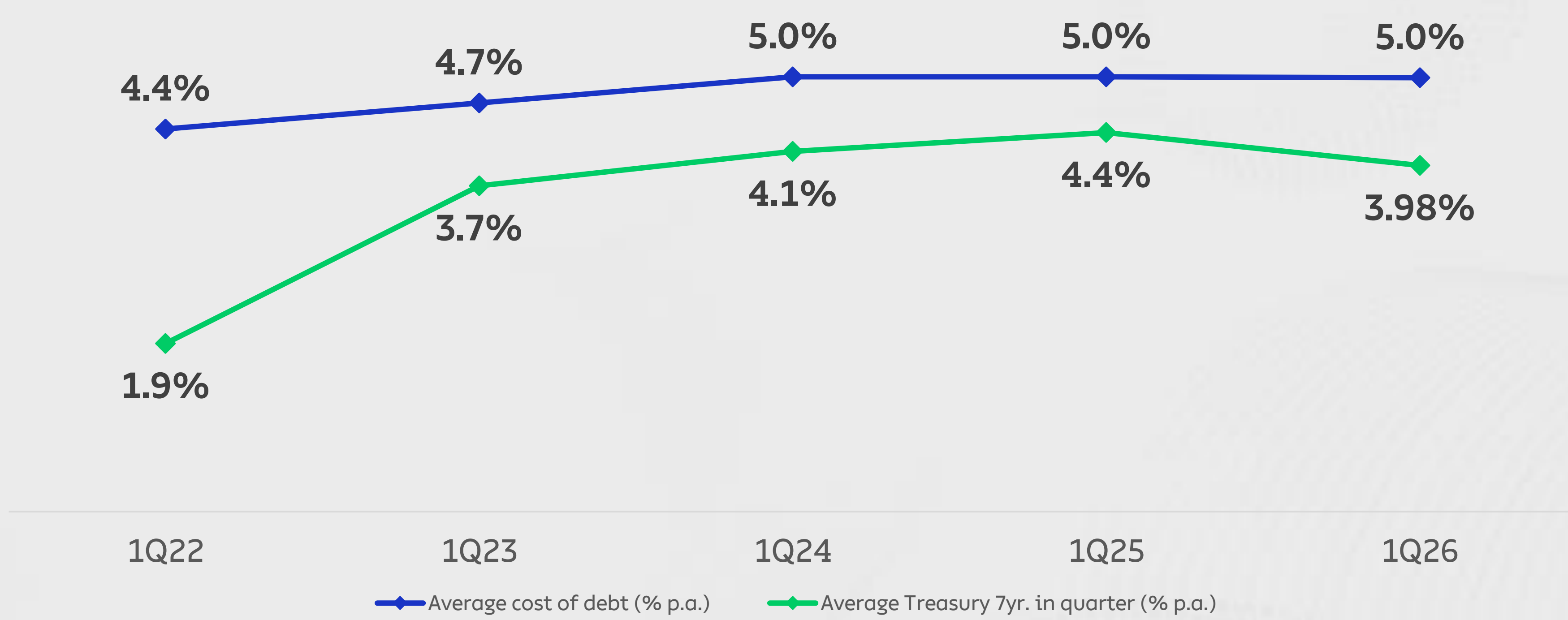
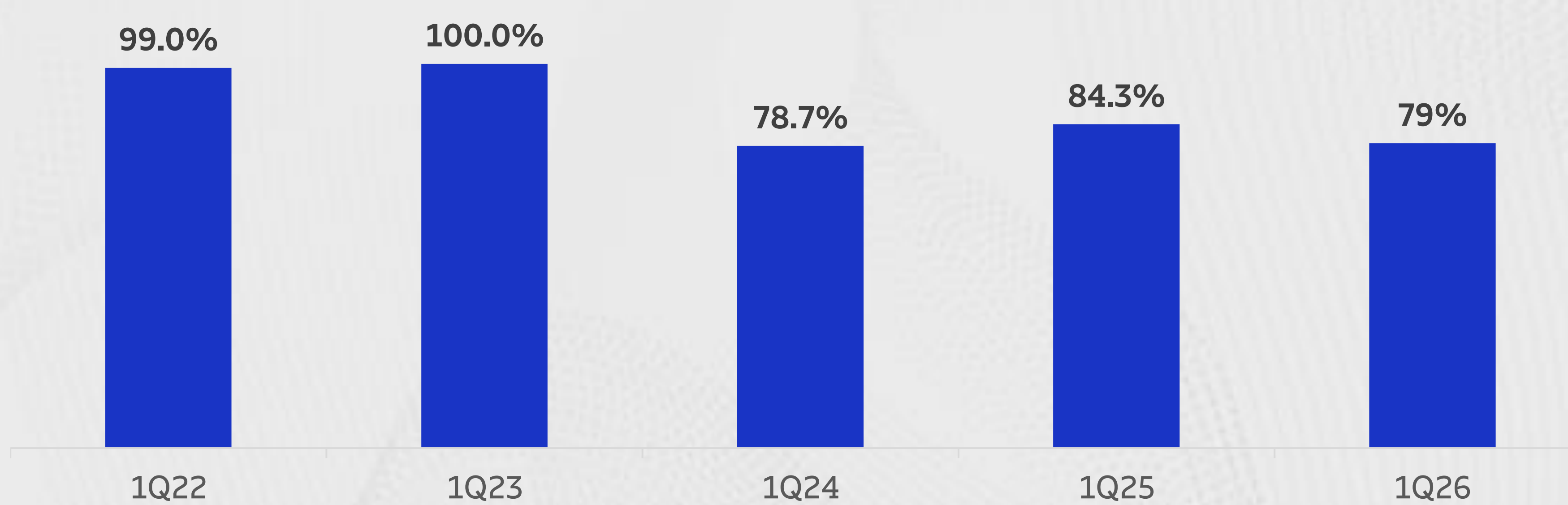
FINANCIAL MANAGEMENT GUIDELINES		1 YEAR AGO	CURRENT
AVERAGE TENOR (MONTHS)	>70	76	75
% OF DEBT MATURING IN LESS THAN 36 MONTHS	<30%	~21%	~28%
CASH COVERAGE OF FINANCIAL OBLIGATIONS (MONTHS)	>24	~33	~34
RCF FOR TAIL SCENARIOS		IN PLACE	IN PLACE
FINANCIAL COVENANTS	NONE	NONE	NONE

COST OF DEBT



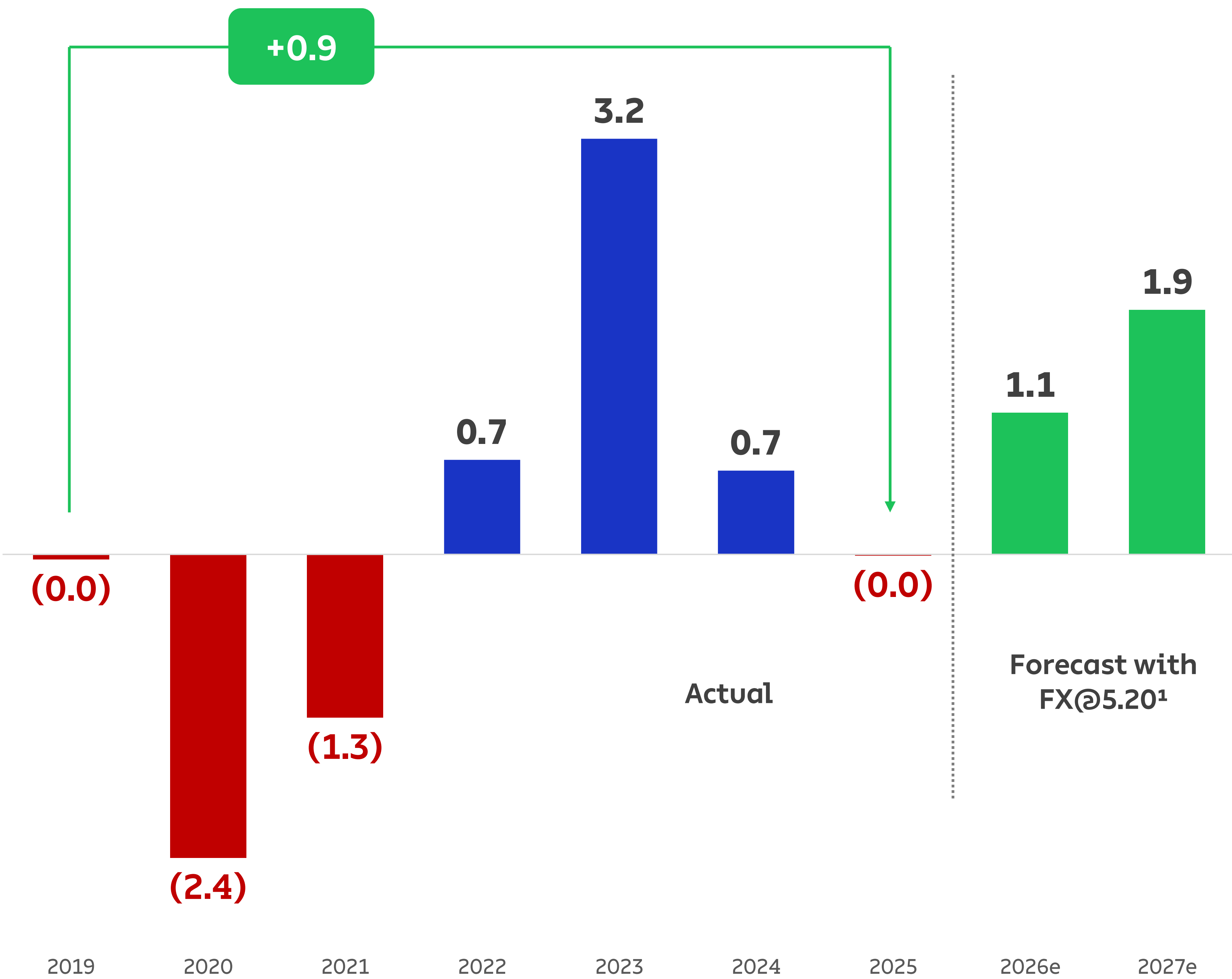
SHARE OF US$ DEBT IN FIXED INTEREST TERMS[1] (%)



[1]Considers interest swap.

PROTECTING CASH FLOW EXPOSURE AGAINST FX RISK, WITH A CONSISTENT HEDGING POLICY

CASH BALANCE OF CASH FLOW HEDGING (ZCC + NDF) R$ bn

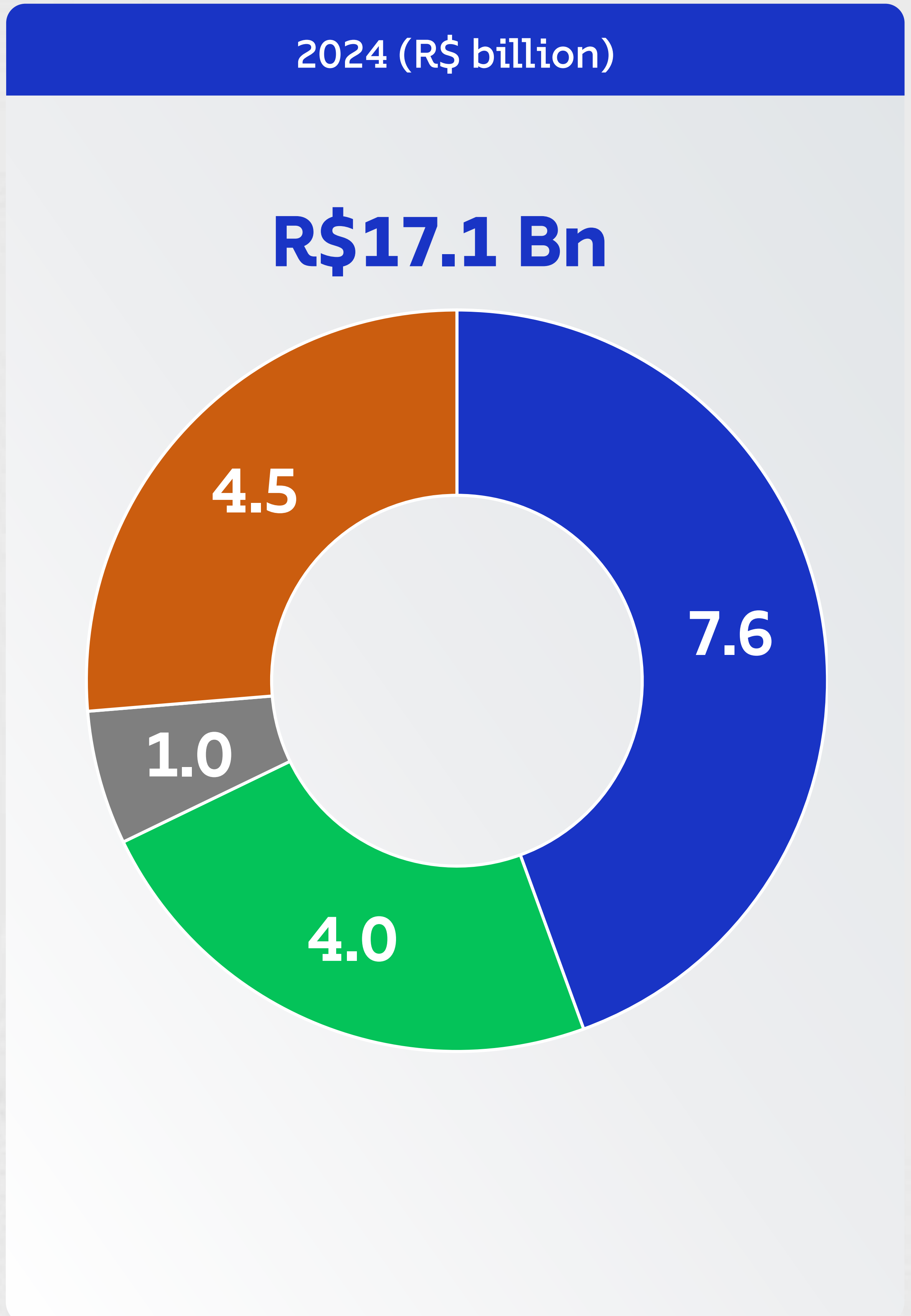


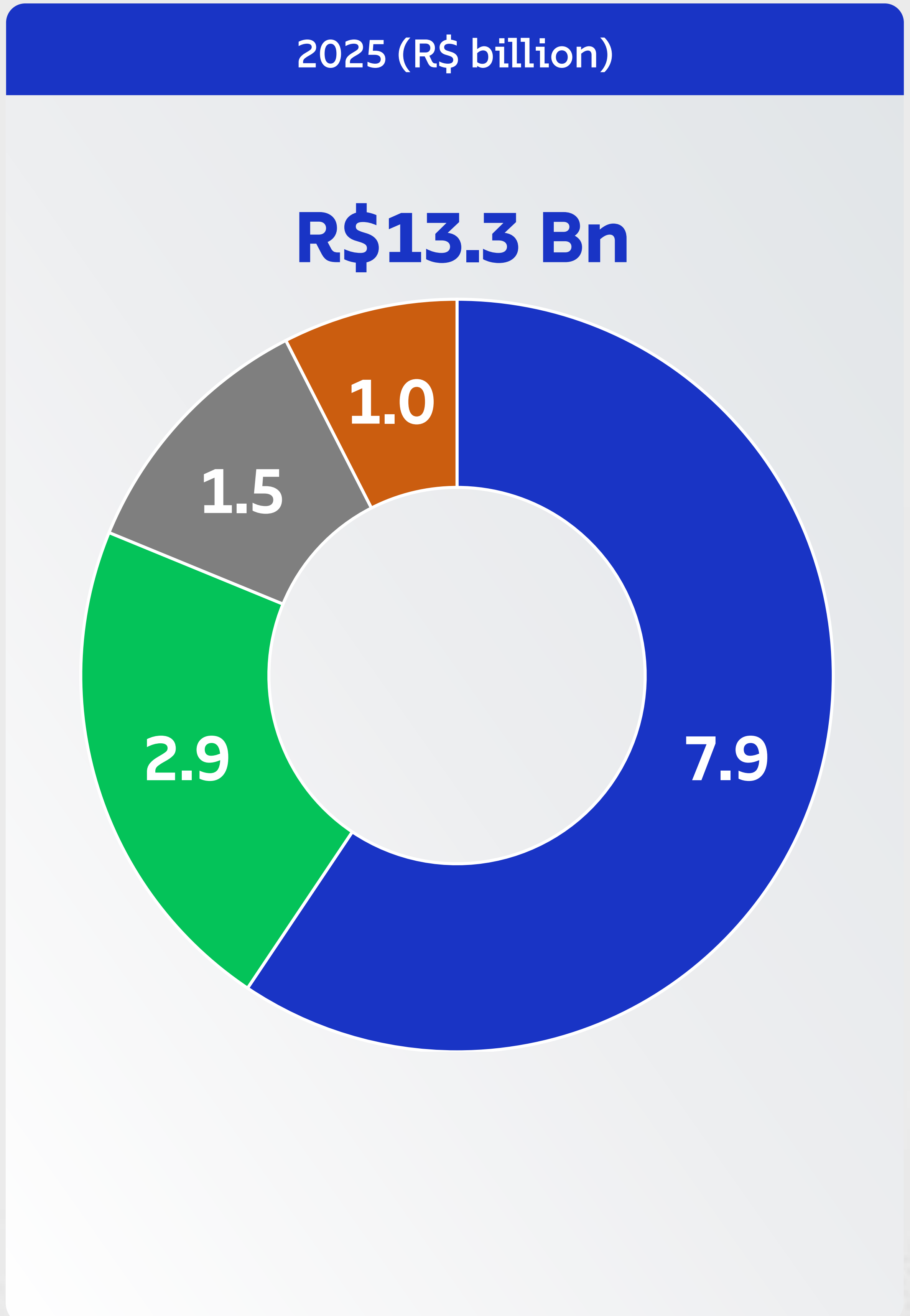
CASH FLOW HEDGING RESULT SENSITIVITY TO FX (ZCC + NDF) R$ bn

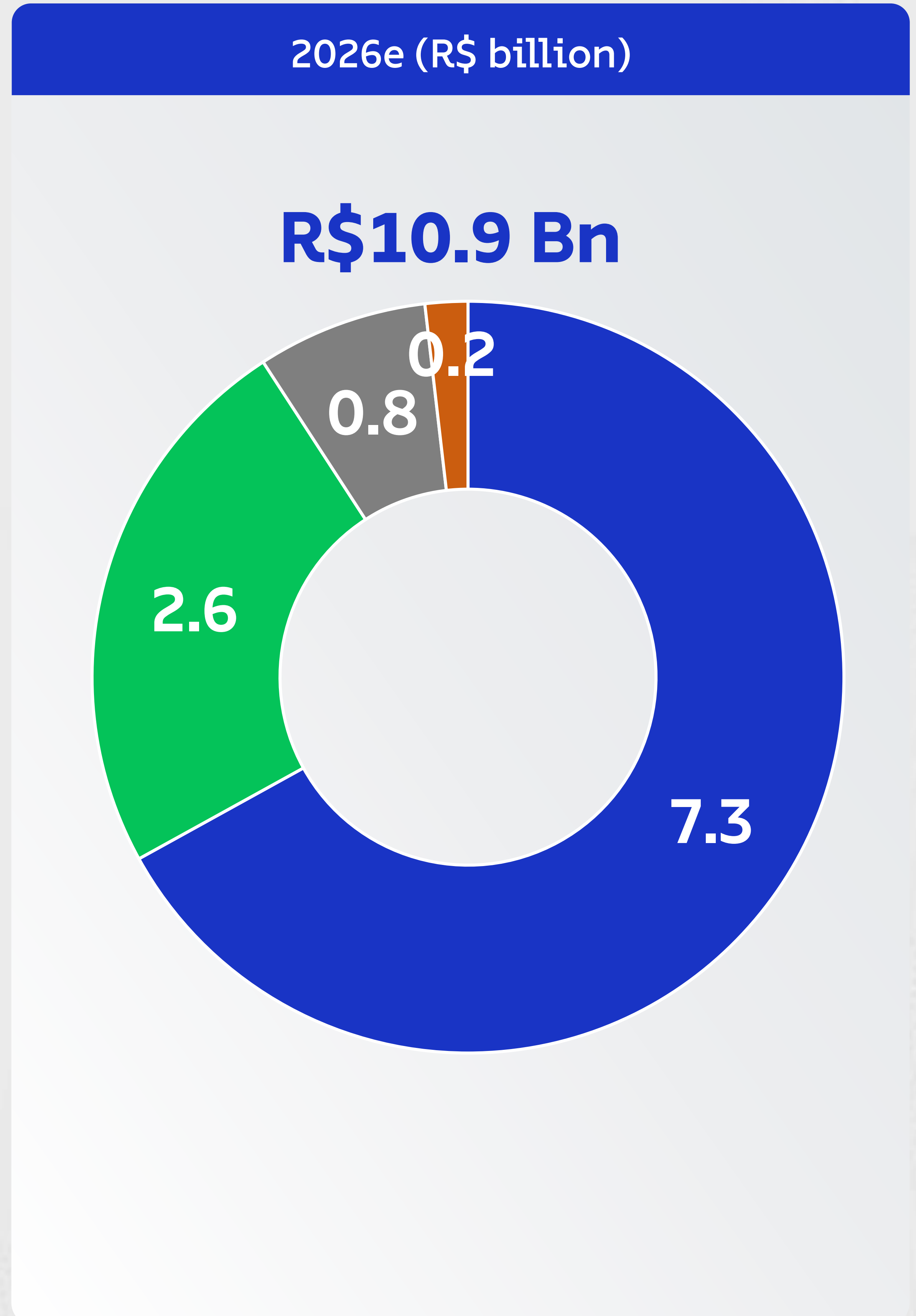
US$/R$	2026	2027
4.80	1.7	4.2
5.00	1.4	3.6
5.20	1.2	3.0
5.40	0.9	2.4
5.60	0.7	1.7
5.80	0.6	1.1

[1]Considers interest swap.

CAPEX UPDATE



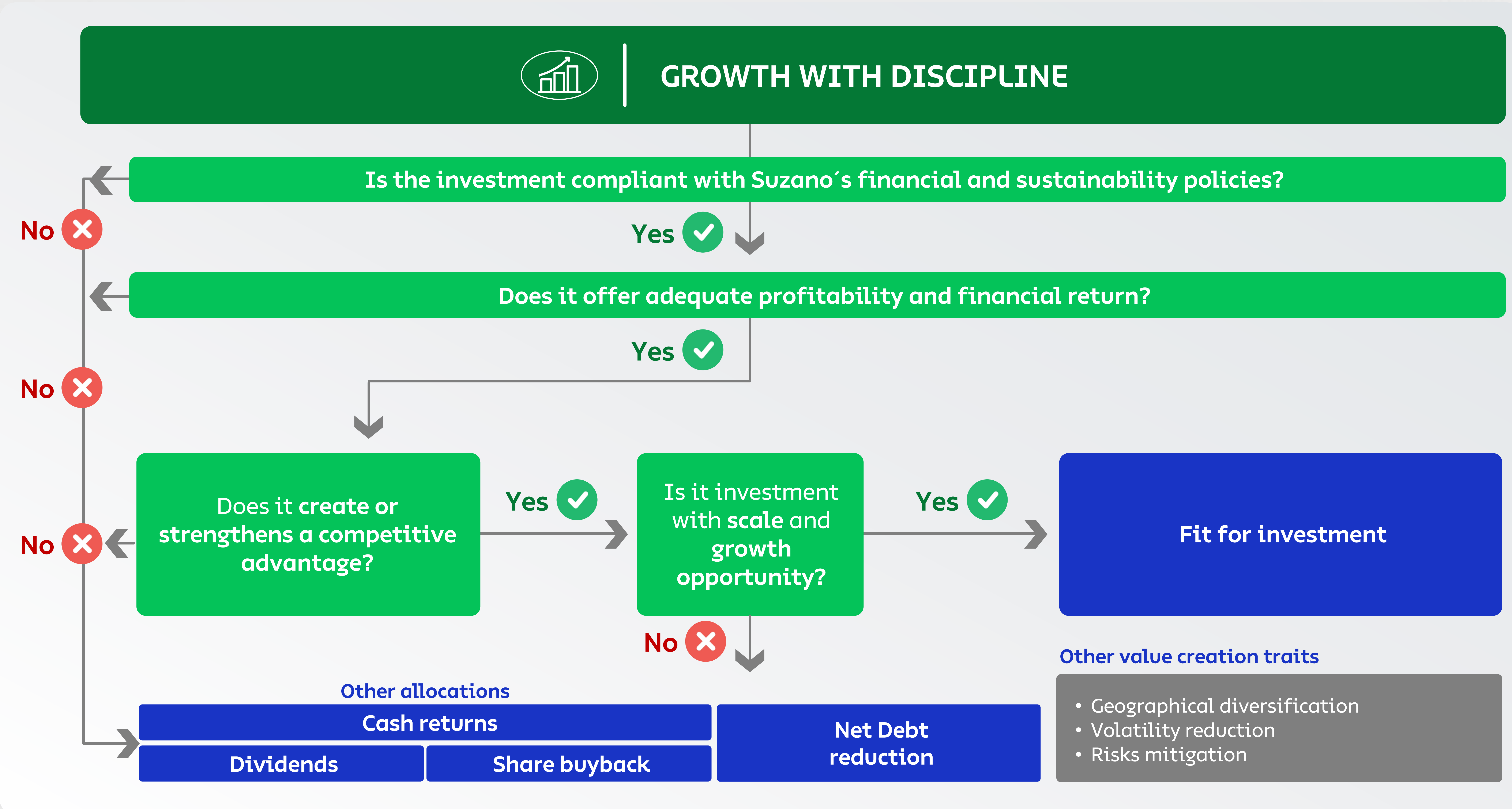




Sustaining | Land and Forests | Expansion, Modernization and others | Cerrado Project

Source: Suzano's financial team, as of December 31, 2025

CAPITAL ALLOCATION – DECISION TREE

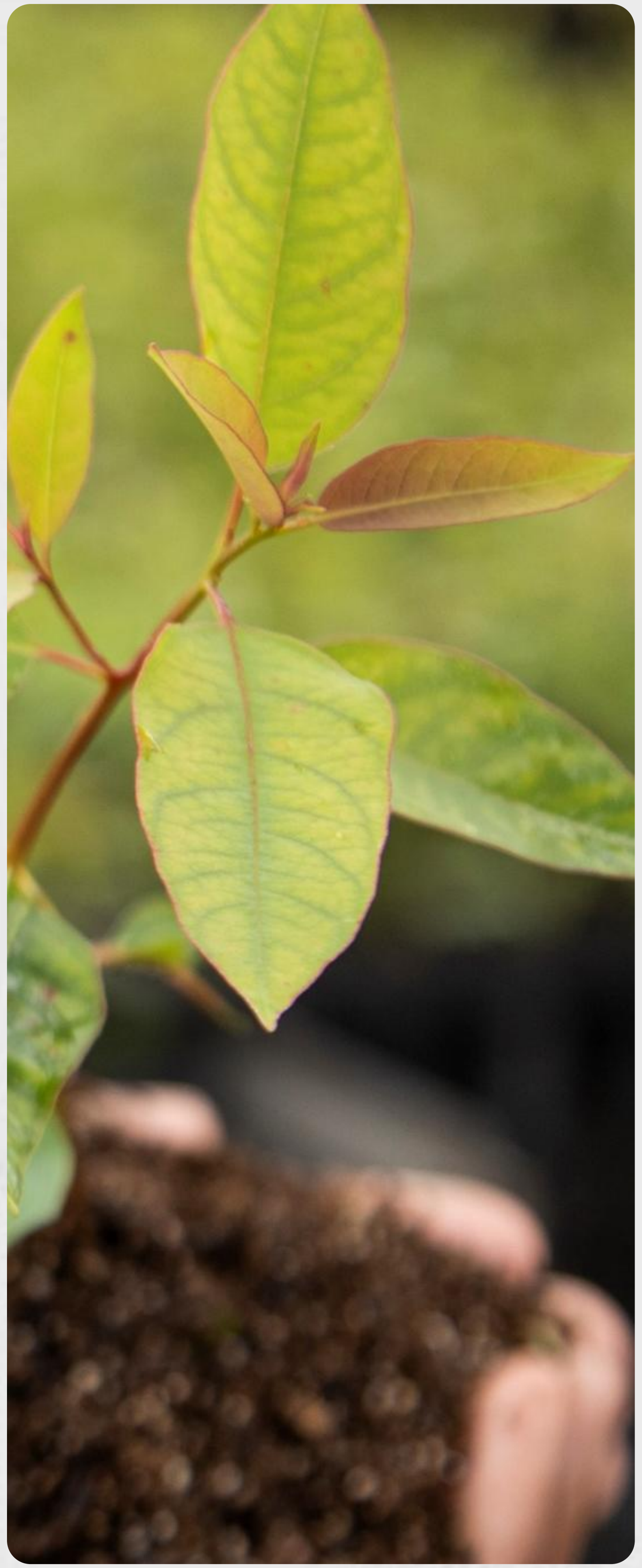


BACKUPS

MAINTENANCE SCHEDULE

MAINTENANCE DOWNTIMES

SCHEDULE



Mill – Pulp Capacity	2025				2026				2027			
	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	3Q26	4Q26	1Q27	2Q27	3Q27	4Q27
Aracruz – Mill A (ES) – 590 kt	No downtime											
Aracruz – Mill B (ES) – 830 kt					No downtime							
Aracruz – Mill C (ES) – 920 kt												
Imperatriz – (MA)[1] – 1,650 kt	No downtime											
Jacareí (SP) – 1,100 kt	No downtime											
Limeira (SP)[1] – 690 kt					No downtime							
Mucuri Mill 1 (BA)[1] – 610 kt									No downtime			
Mucuri Mill 1 (BA) – 1,130 kt	No downtime											
Ribas do Rio Pardo (MS) – 2,550 kt												
Suzano (SP)[1] – 620 kt					No downtime							
Três Lagoas – Mill 1 (MS) – 1,300 kt												
Três Lagoas – Mill 2 (MS) – 1,950 kt												
Veracel (BA)[2] – 560 kt	No downtime											

[1]Includes integrated capacities and fluff. | [2]Veracel is a joint operation between Suzano (50%) and Stora Enso (50%) with total annual capacity of 1,120 thousand tons

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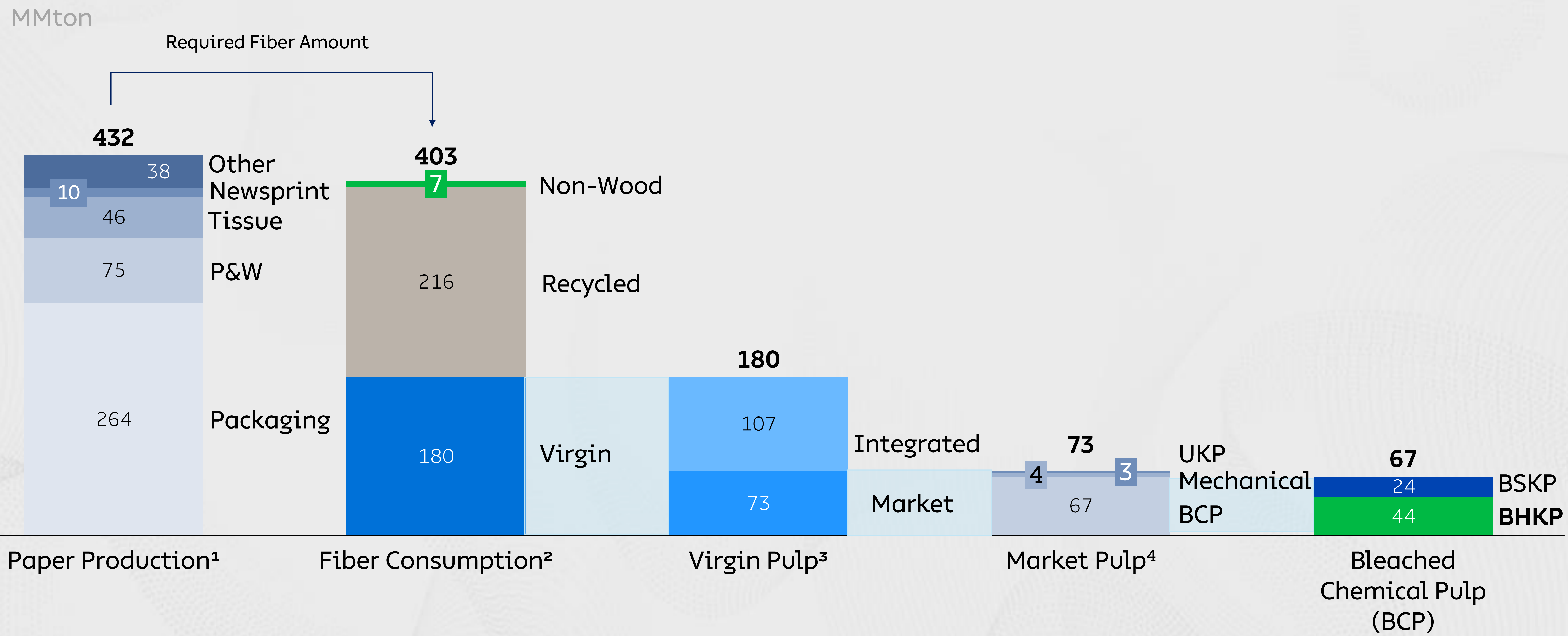
PULP MARKET

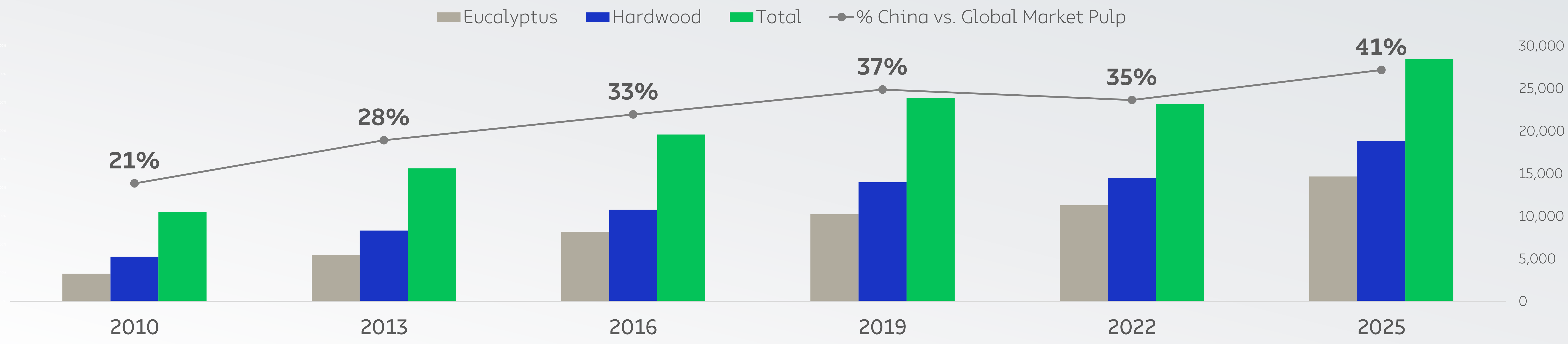
PAPER & BOARD PRODUCTION AND FIBER FURNISH



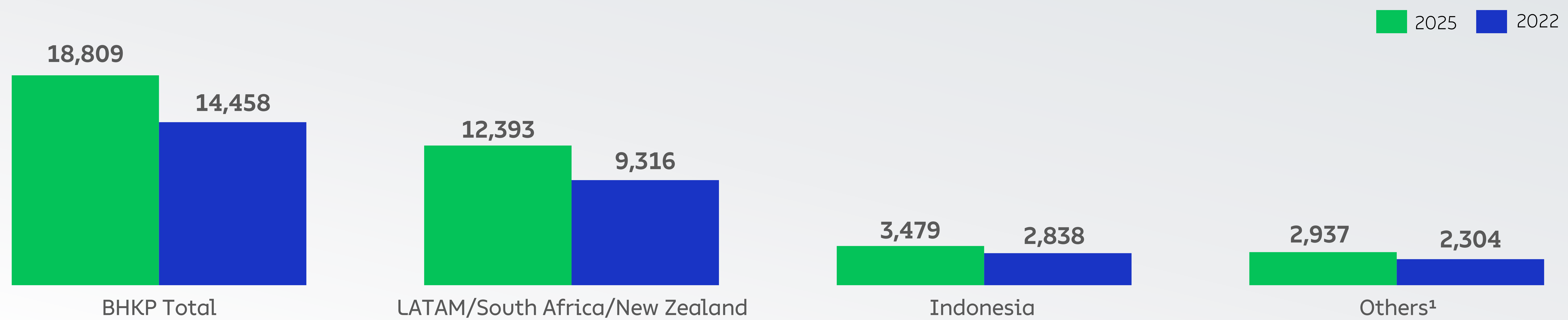
Source(s): ¹AFRY (December 2025), ²AFRY (December 2025) + Hawkins Wright (April 2026); ³ AFRY 2024 + Hawkins Wright (April 2026); ⁴ PPPC (G100 – March 2026). Furnish also includes Chemicals, which are not depicted above.

CHINESE GROWTH

China's Share of Market Pulp



China's demand of BHKP by Country in million tons



Source: PPPC – G100 (Mar/26). | [1]Includes China, Japan, Malaysia, Russia, Thailand, Vietnam, USA, Canada and Western Europe

MARKET DYNAMICS SUPPORTED BY CHINA AND TISSUE

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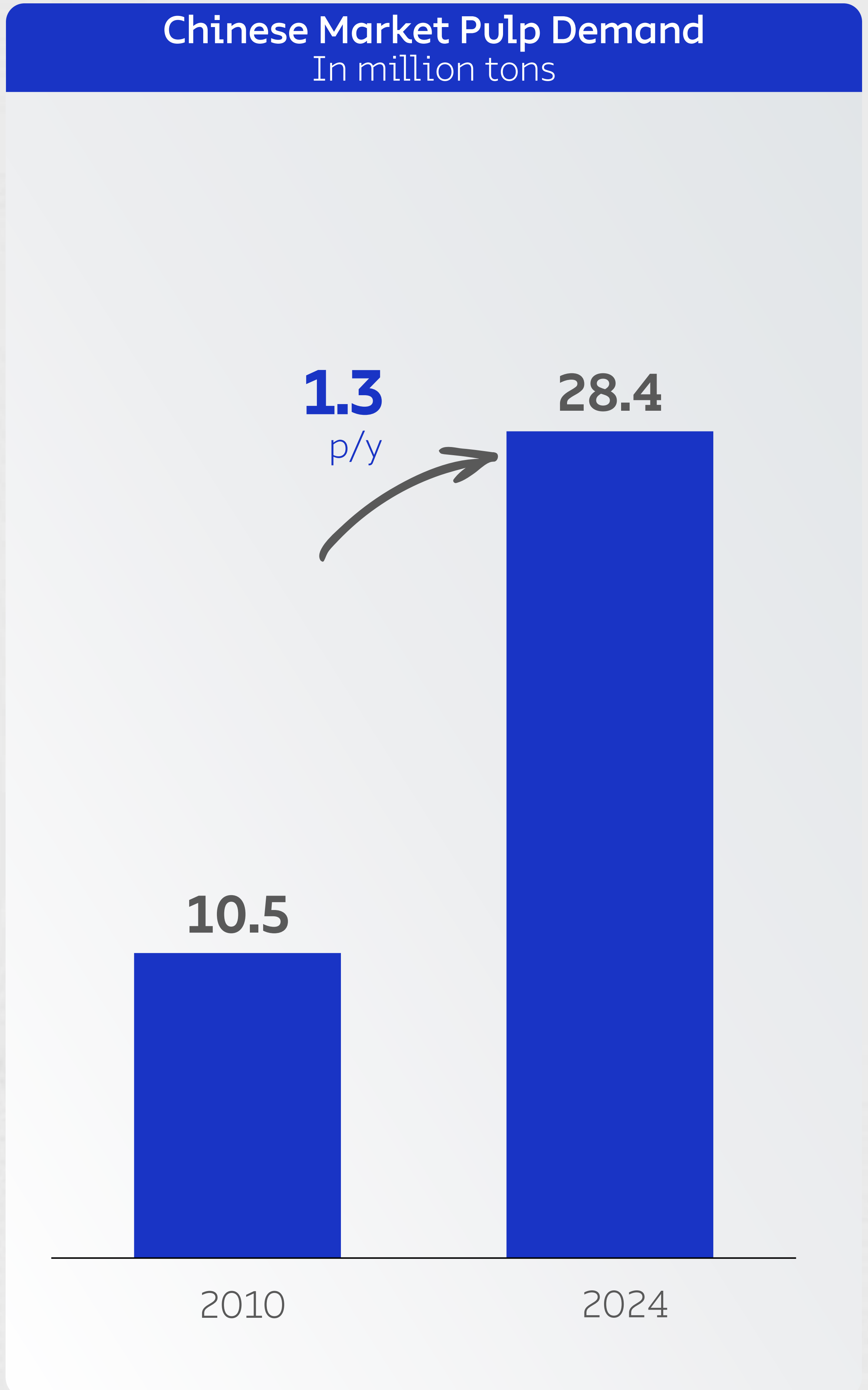
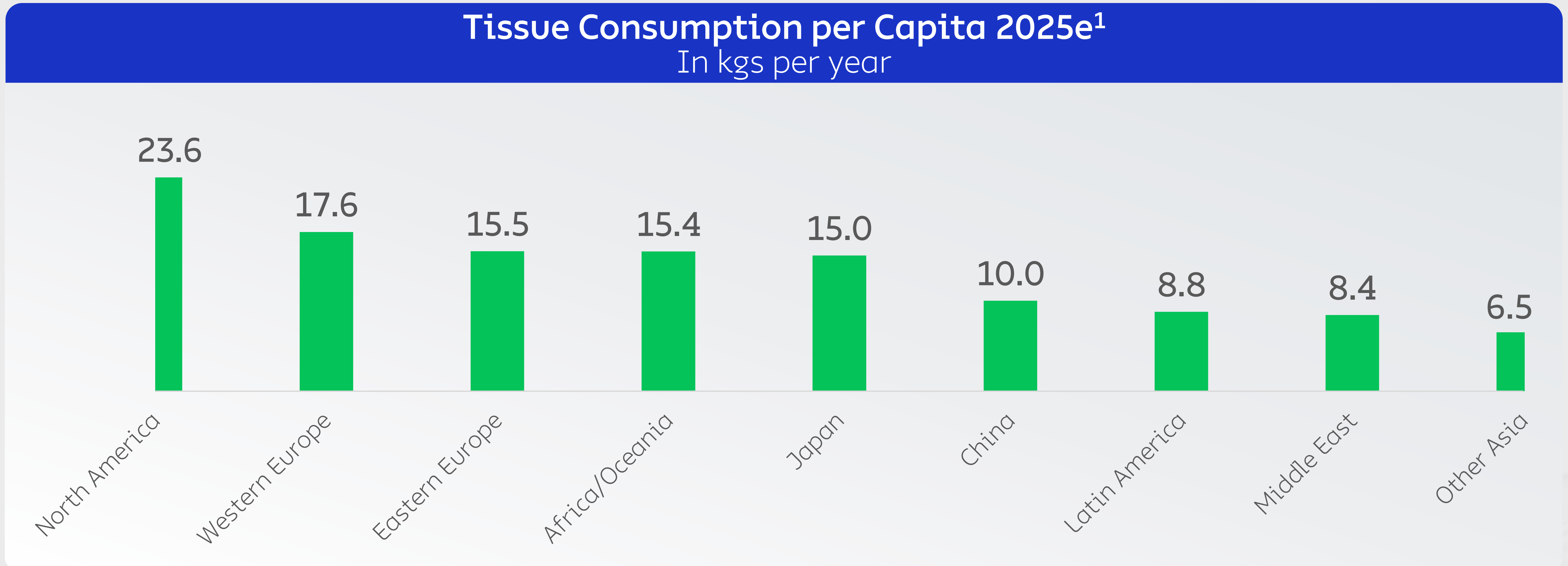
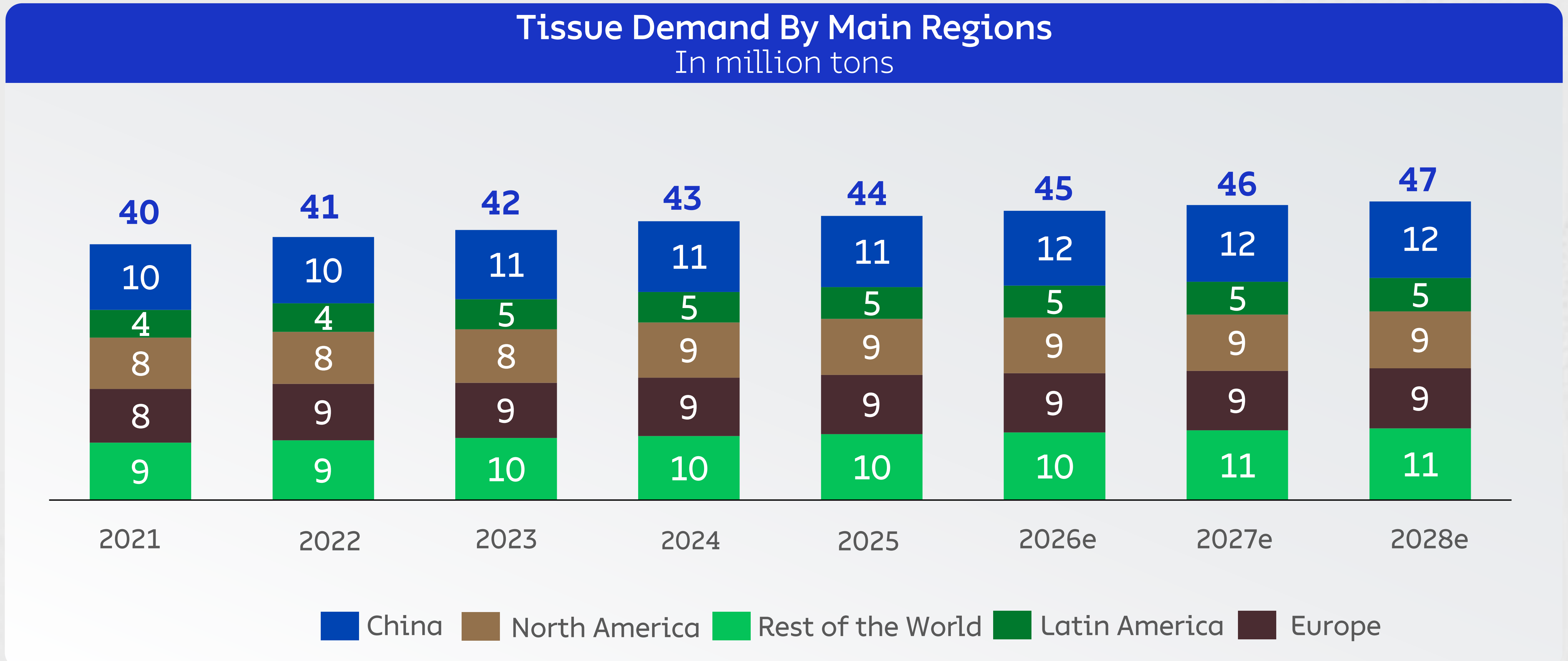
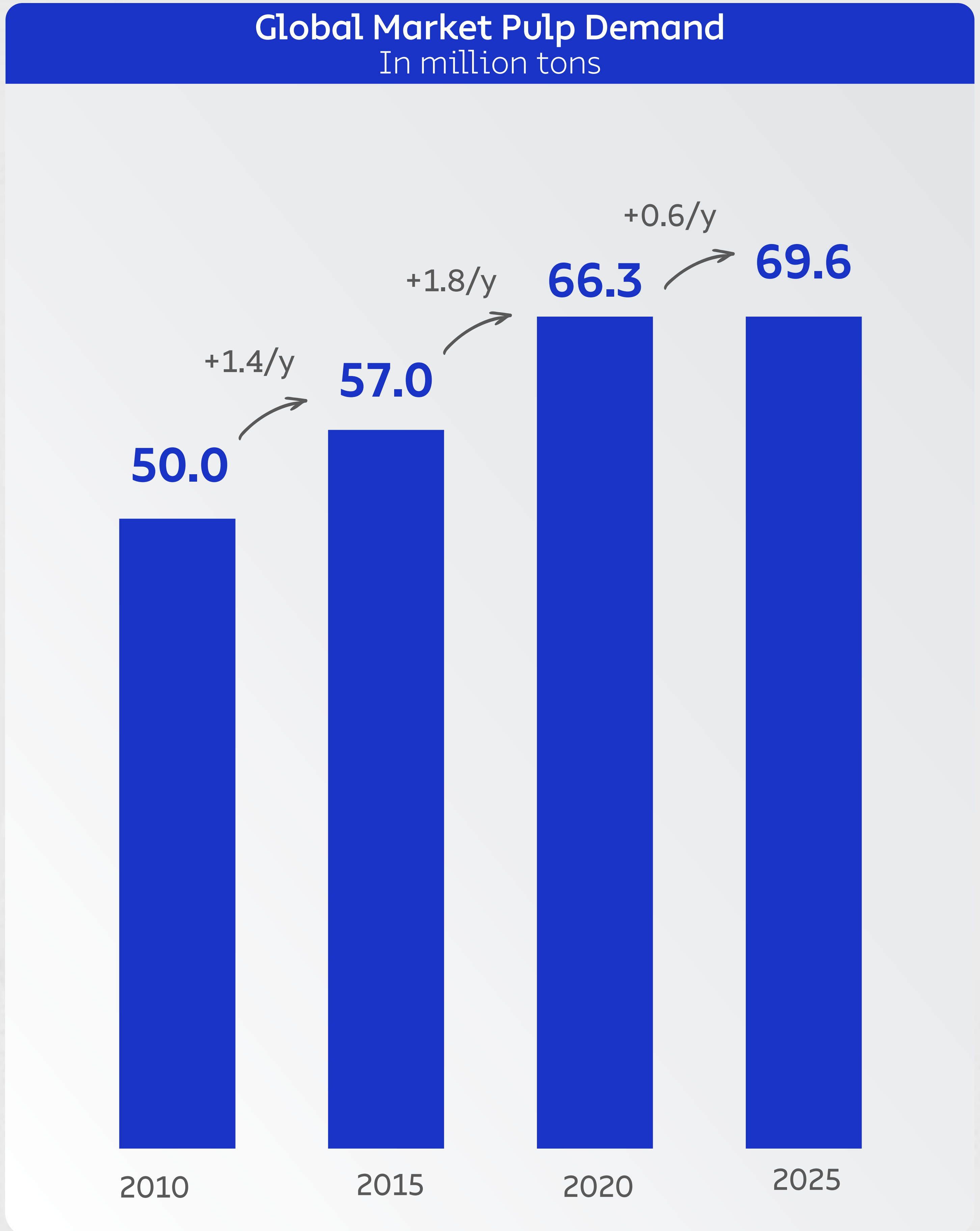


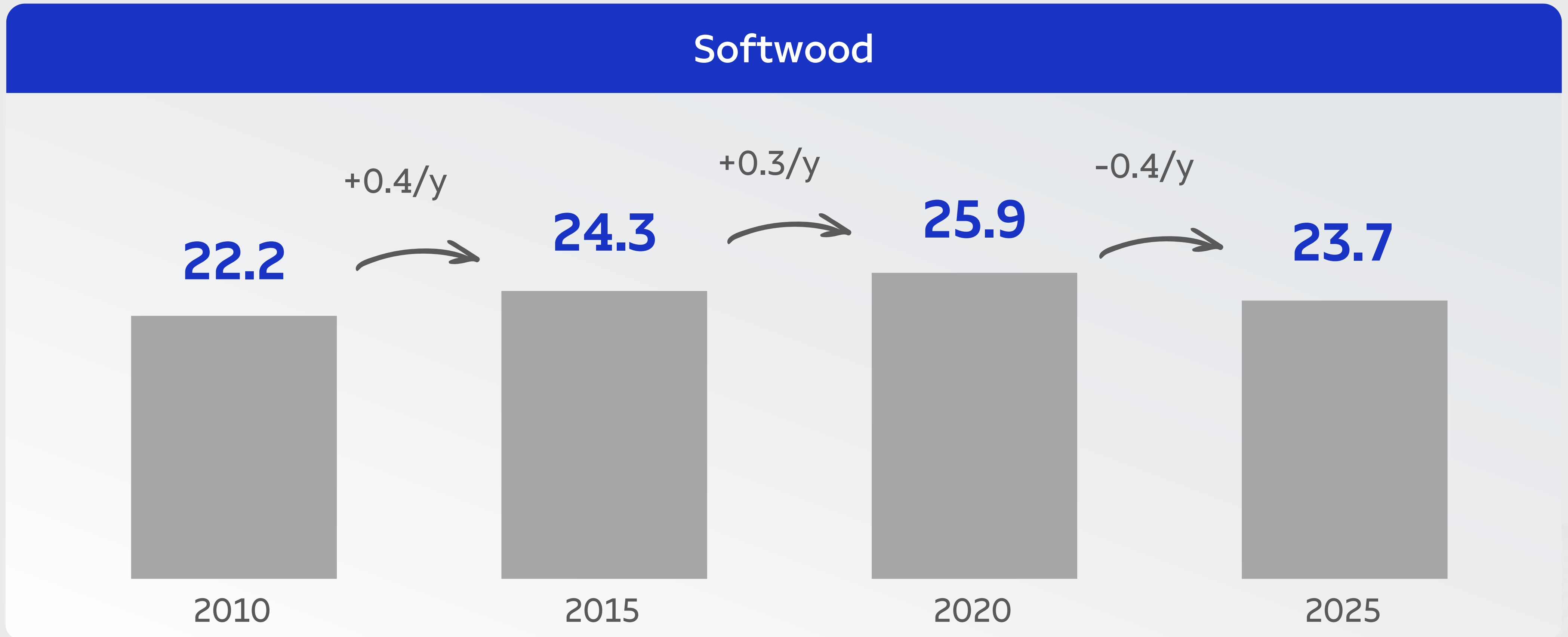


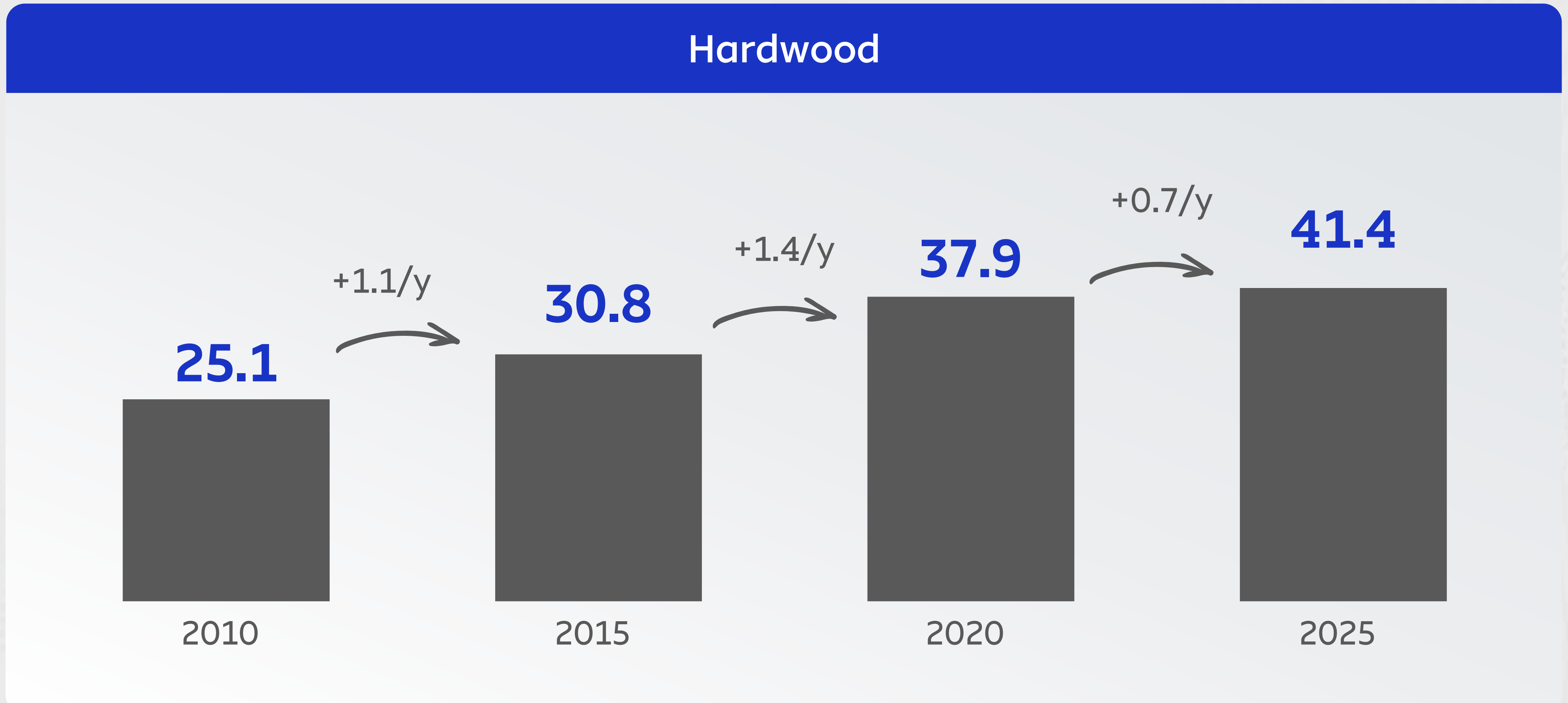


Source: PPPC – SRN (Mar/2026), PPPC World Tissue (Dec/2025) and Chinese Demand Report; [1]Afry (2024)

CONSISTENT GROWTH ON GLOBAL PULP DEMAND

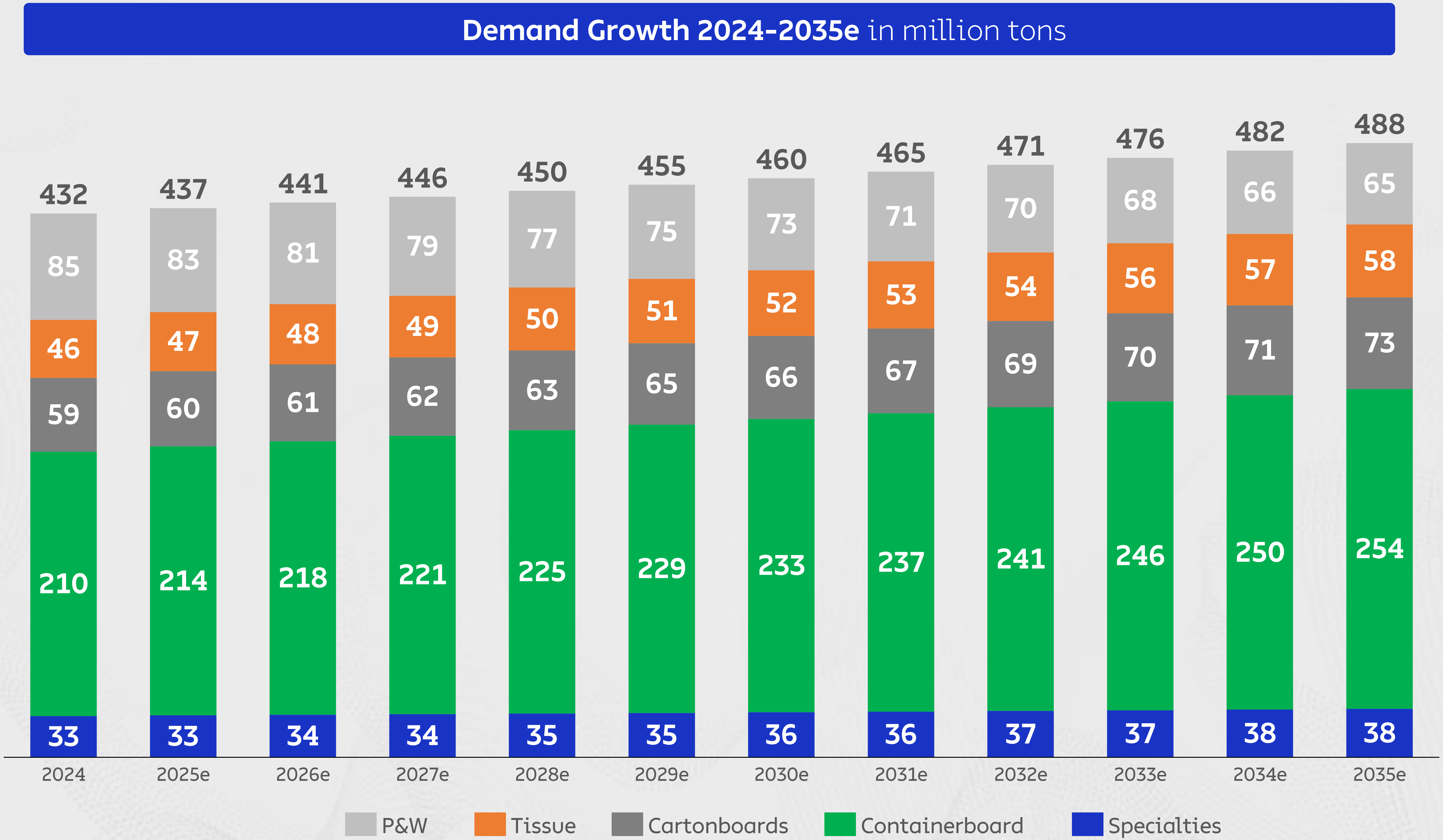






Source: PPPC – SRN (Mar/2026)

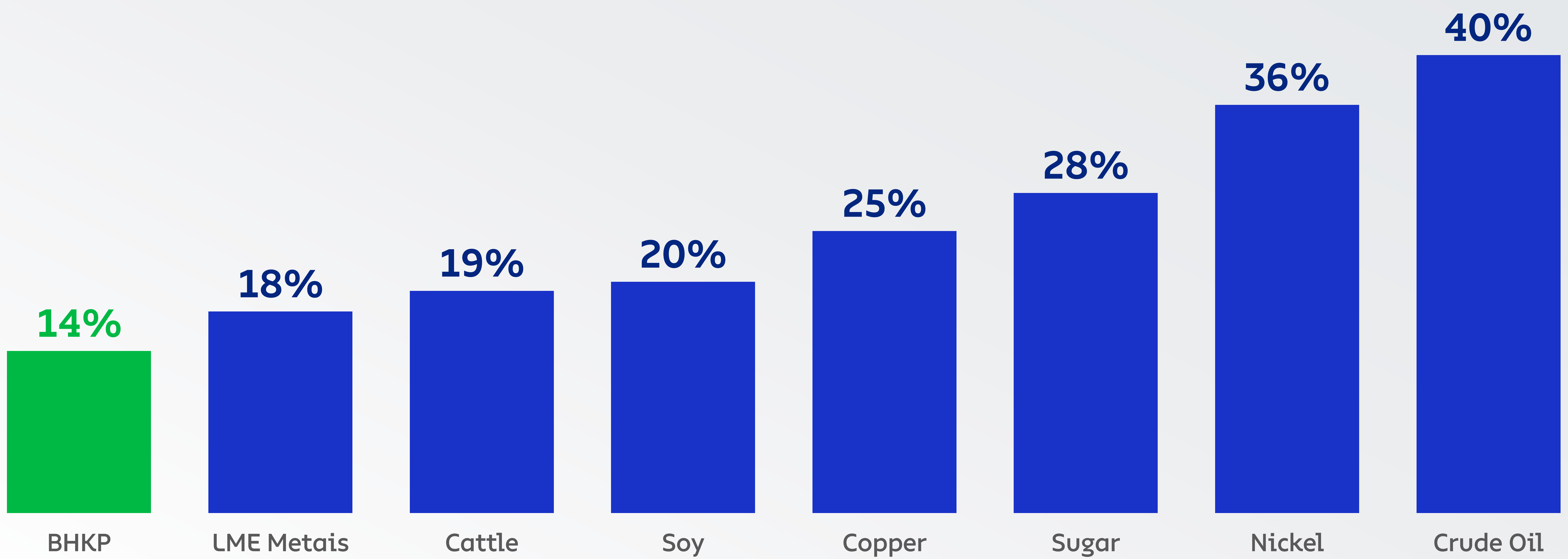
GLOBAL END USE CONSUMPTION GROWTH



Source: AFRY (Dec, 2025), Suzano BI

PULP: LOWER VOLATILITY WHEN COMPARED TO OTHER COMMODITIES

Historical Volatility (US$)



Source: Bloomberg. June 2026

FINANCE

TAX SYNERGY: DEAL WITH FIBRIA[1]

		2020 onwards[3]:
Adjusted Balance Sheet to fair value[2] (EBT reduction)	**R$18.0 bn**	~R$1.2 bn annually
Goodwill[2] (tax base reduction)	**R$7.9 bn**	~R$0.8 bn annually
Total	**R$25.9 bn**	**~R$2.0 bn annually** ~R$0.6 bn of tax benefit/year

[1]On top of the operational synergies. [2]Based on PPA as disclosed on 2019 Financial Statements – Note 1.2 (1.2). [3]Estimate considering 10 years fiscal amortization period.

SUZANO'S TAX STRUCTURE

	Description and Amount	Maturity
(-)Deductible accounting expense	Annual deduction: R$1.2 bn (based on 10yr average)	According to assets maturity
(a) EBT	As stated in the income statement	
(-)(b) Goodwill (Fibria acquisition)	Annual deduction: R$790 MN (based on 10yr average) Tax benefit: ~R$270 MN	2029[1]
(+/-)(c) Exchange variation (cash)	----------	----------
(+/-)(d) Other	----------	----------
Tax base before compensations	(a) + (b) + (c) + (d)	
(e) (-) Tax loss carryforward	- Up to 30% of tax base before compensations - Balance up to Mar/26: R$4.8 billion (base)	Undefined
(f) Tax base	Tax base before compensations – tax loss carryforward (e)	----------
(g) Income tax	Tax base (f) * 34%	----------
(h) (-) SUDENE/SUDAM	75% reduction of the annual payable Income Tax[2]	2030 – Portocel 2031 – Aracruz 2032 – Mucuri and Imperatriz 2033 – Itacel (Terminal Itaqui) 2033 – Veracel 2034 – Belém
(i) (-) Federal tax credits	Balance Mar/2026: - Withholding tax (IR and CSLL): R$774 million - Reintegra: R$66 million	Undefined
Cash Tax	Income Tax (g) – SUDENE/SUDAM (h) - Tax Credits (i)	

[1]Based on PPA as disclosed on Financial Statements (ii) [2]Benefit does not include CSLL (Social Contribution) reduction

FX RISK MANAGEMENT

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Revenue	79% USD
Cash COGS	27% USD
Cash SG&A	26% USD
Sustaining Capex	11% USD

Hedging Policy

Operating Hedge

Target:
40% to 75% of the following 24 months

Current:
61% of net exposure[2]

Debt Hedge

Target:
Net debt 90%-110% denominated in USD

Sensitivity[1]

~ R$670 million
EBITDA

~ R$580 million
Operational Cash Generation

100% of hedging contracts with no margin calls

[1]Sensitivity at each R$0.10/US$ variation for 12 months period; [2]Net exposure as of March 2026.

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ESG

SUSTAINABLE FORESTRY MODEL

1.7 M ha

devoted to plantation eucalyptus

+

1.2 M ha

devoted to conservation purpose only

100% | **Constantly Monitored**

ALL SUZANO INDUSTRIAL UNITS ARE CERTIFIED:

- Forest Stewardship Council® (FSC®)[1] and/or CERFLOR® / PEFC
- 85% of Certified Areas using mosaic technique and landscape management

COMMITTED TO ZERO DEFORESTATION

- Operations only on already anthropized areas
- Wood purchase policy and forest management plans
  - 100% chain of custody certification
  - 100% traceability: sourcing and supply of wood
  - New position paper available on our website
- Aiming for biodiversity maintenance / enrichment, soil conservation, carbon sequestration and stock, etc.
- Committed to responsible water use

[1]License code FSC-C010014

CHALLENGE: CLIMATE UNCERTAINTIES & IMPACTS

EFFECTIVE FIRE PROTECTION SYSTEM

Wildfires Spread and Reach all Regions of Brazil

Data from the National Institute for Space Research show weekly increases, peaking in August

Wildfires continue to rise in Brazil's main biomes in 2024

WWF

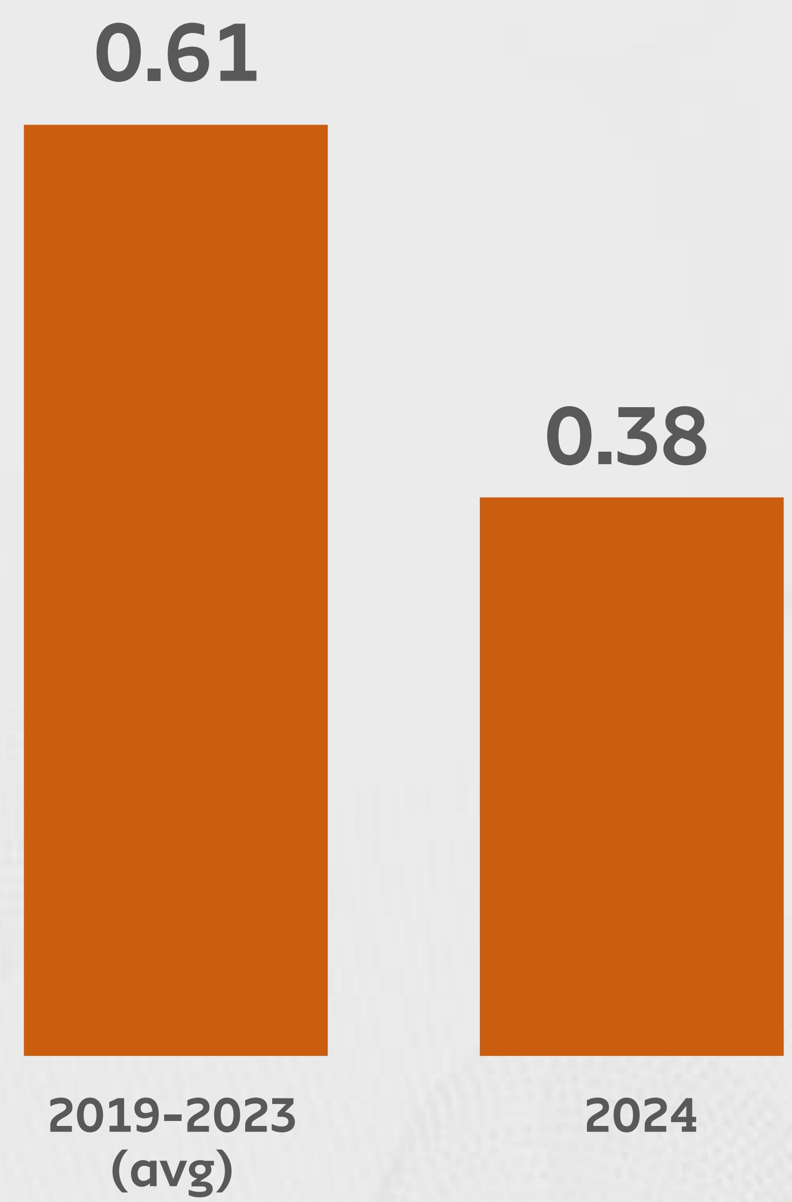
NATURE AND ENVIRONMENT | BRAZIL

Brazil faces worst fires in 14 years

MONITORING TOWER CENTER
A total of 133 towers among all sites

REAL TIME MONITORING
Satellite coverage on 100% of the area

PREDICTION MODELS
Forecast of fire direction to better allocate fire brigade fleet



Average response time:
30 minutes
(from detection to fighting)

[1]Include eucalyptus and native areas. SP and MS states account for 58% of Suzano's operational forestry base.

WOOD PURCHASE POLICY

- **100% OF THE WOOD** USED IN THE PRODUCTION PROCESS IS CONTROLLED (TRACEABILITY)

- COMPLIANCE WITH THE CHAIN OF CUSTODY MANAGEMENT SYSTEMS FOREST STEWARDSHIP COUNCIL® (FSC®) AND CERFLOR® / PROGRAMME FOR THE ENDORSEMENT OF FOREST CERTIFICATION (PEFC)

- **85% OF CERTIFIED AREAS** USING MOSAIC TECHNIQUE AND LANDSCAPE MANAGEMENT

1. Illegally harvested wood
2. Wood harvested in violation of traditional and human rights
3. Wood harvested in forests where high conservation values are threatened by management activities
4. Wood harvested in forests being converted to plantations or non-forest use
5. Wood from forests in which genetically modified trees are planted

GMO

- Suzano has no genetically modified trees deployed in commercial operations at this time.
- Plant biotechnology to improve forest yield and forest protection.
- FuturaGene undertakes extensive biosafety evaluation of new varieties, including human and animal safety and environmental impact, under normative determined by the National Biosafety Technical Commission (CTNBio).
- Environmental impact assessment protocol of CTNBio includes studies to evaluate if the GM variety impacts the environment differently from conventional varieties.
- Policy of open dialogue with multiple stakeholders with respect to the Suzano's GM program (including NGOs, certification bodies, smallholder farmers, agricultural associations and customers).

WATER: WATER BODY (RIVERS)

20% → **PULP AND PAPER PRODUCTION** → **EVAPORATION** / **PULP AND PAPER** FINAL PRODUCT

80% → **RECIRCULATION OF AROUND 5 TIMES**

RETURNS AS TREATED EFFLUENT

- SUZANO RETURNS ABOUT **80% OF THE WATER** WITHDRAWN FROM THE RIVER AS TREATED EFFLUENT.

- HIGH EFFICIENCY IN THE USE OF WATER – WITHDRAW IS BELOW THE BAT OF IPPC (INTEGRATED POLLUTION PREVENTION AND CONTROL), WHICH IS WITHIN 30-50M³/ADT.

SUZANO'S CONTEXT

Presence in Brazil 200+ municipalities (counties)

These municipalities have a total population of
12.5 MILLION PEOPLE

Of these, there are
3.3 MILLION PEOPLE
below the poverty line

2030 GOAL:
200K PEOPLE
lifted out of poverty

20% of the total poor population of our high-priority municipalities

Around our operations:
1,600+ COMMUNITIES

131 TRADITIONAL COMMUNITIES:
Indigenous people, quilombolas, among others

SOCIAL INVESTMENT
Strategic instrument to generate and **share value**

The generation of work and income, associated with the improvement of education, are catalysts for social development

CAPITAL ALLOCATION

ESG CRITERIA IN DECISION MAKING PROCESS

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Modernization CAPEX Scoring

75%	25%

FINANCIAL PARAMETERS

Net present value | **Payback**

Shadow price

Cost of carbon emissions is incorporated into financial analysis, to assess risks of future public policies that may increase costs for the company.

Enabling price

Viability assessment, to determine under which carbon market scenario
the project under analysis becomes accretive.

Impacts on Commitments to Renewing Life

Qualitative & quantitative parameters

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THANK YOU

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