



Shaping the Future of Forest Intelligence



RENEWING LIFE INSPIRED BY TREES

NICE TO MEET YOU, WE ARE SUZANO!



Founded in Brazil over 100 years ago, Suzano is the world's largest



Our Business

PULP*

13.4 M TONNES/YEAR*

pulp is the basis for our products

PAPER AND PACKAGING

1.7 M TONNES/YEAR*

printing and writing papers, packing papers, paper for straws and cups

CONSUMER GOODS

280 K TONNES/YEAR*

toilet paper, tissues and paper towels, diapers and sanitary pads

LEGACY

MORE THAN
100 YEARS
OF HISTORY

WE ARE MORE THAN

56K

employees (own and outsourced) in Brazil and around the world

*Market pulp



20+

Suzano own brands.

Our pulp is used in a wide range of products, including hygiene items, printing and writing paper, packaging paper, straws, cups, and more.



2 billion people

are impacted by our products around the world



Our innovation comes from the tree



Pulp



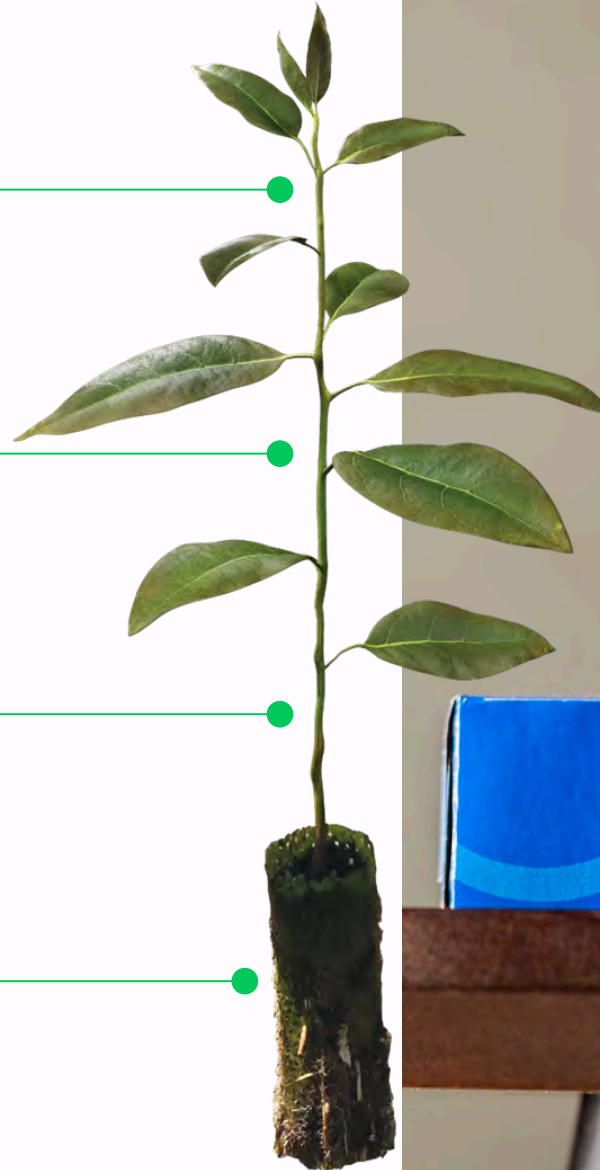
Fluff



Paper and Packaging



Consumer Goods



SUZANO & KIMBERLY-CLARK

- Creation of a global joint venture for family and professional care products, with brands such as **Kleenex, Scott, and WypAll.**
- Transaction expected to be **completed by mid-2026**
- The new company will have **22 factories in 14 countries.**
- Suzano will be responsible for **51%** of the new company and Kimberly-Clark for **49%.**



Operations In Brazil



1.2 million
eucalyptus seedlings
planted per day*

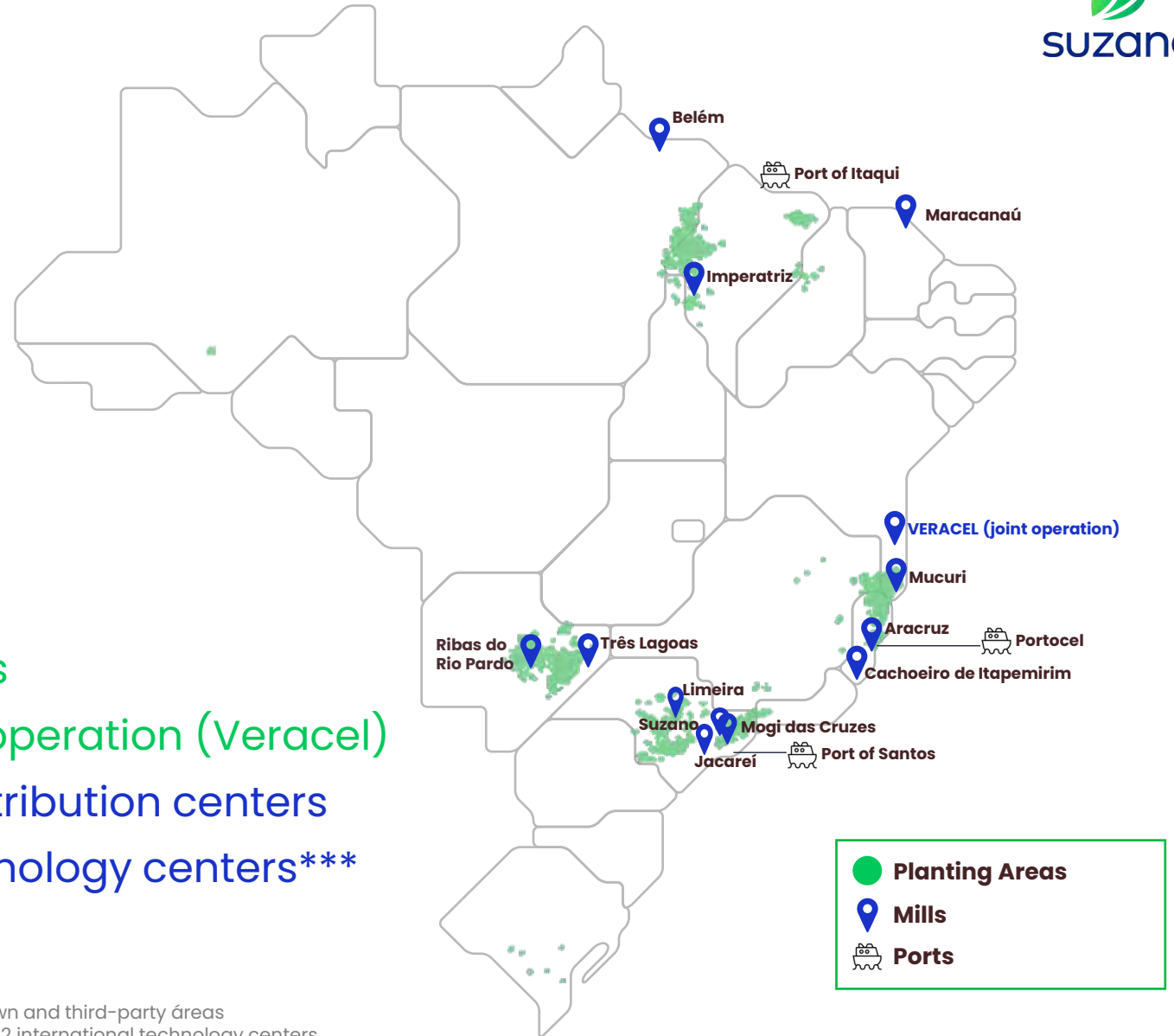
~1.7 million hectares
(17,000 km²)** dedicated to
production (24 times the size of the
city of Toronto)

**~1.1 million hectares
(11,000 km²)** allocated for
conservation – 40% of total area
(30 times the size of the city of
Montreal)

remsoft.

GLOBAL FORESTRY CONFERENCE '26

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12 mills

1 joint operation (Veracel)

28 distribution centers

4 technology centers***

3 ports

*Considering own and third-party areas

**We also have 2 international technology centers.

***Other materials take into account different criteria for differentiating planted areas and areas available for use. They also include 50% of the areas of Veracel (a joint venture with Stora Enso). For instance, the Financial Statements consider only productive areas (Biological Assets), along with the additional areas corresponding to Veracel.



Suzano's Mosaic Planting

Our eucalyptus stands are composed of different ages and interspersed with native vegetation. We connect the **main native fragments**, contributing **to fauna and flora preservation**. Benefits:

- preservation of biodiversity
- prevent soil degradation
- regulation of hydrological cycles and to removing CO₂ from the atmosphere

The supply/demand relationship for wood in the world

Has faced relevant challenges...



Given this global imbalance between the supply and demand of wood, better planning of forest supply becomes essential, thinking about cost optimization but mainly about the sustainability of the forest base.

Overcoming a challenge scenario

a Journey towards competitiveness that affects Brazilian companies



From: Decreasing availability of wood

Less labor

Increasing logistic costs

Climate change and its impacts

To: Lowering the dependence from market wood

Mechanized operations

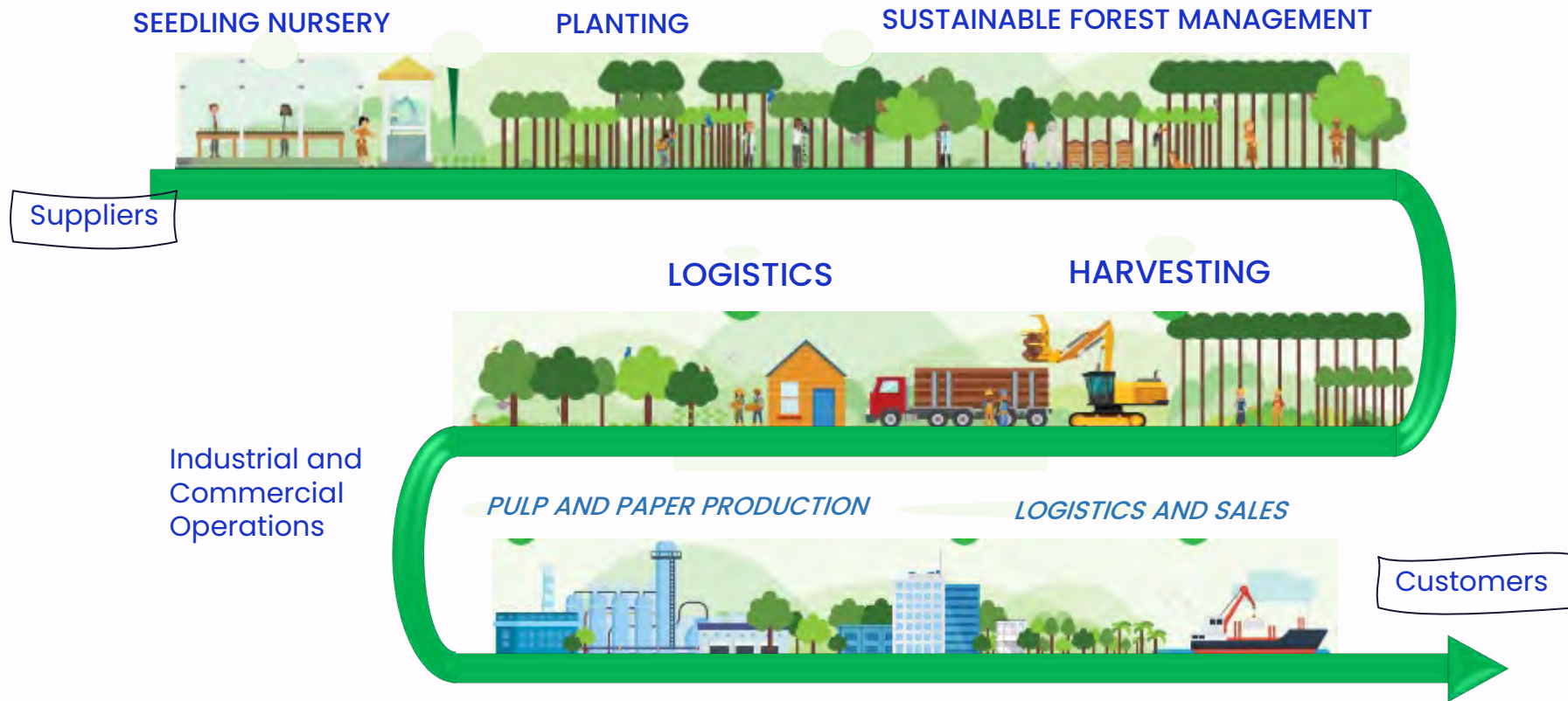
Forests located closer to the mills

More wood per hectare and more hectares planted



The forest value chain

a journey of 7 years Forestry Operations needs to have the best plan



Support and Strategy

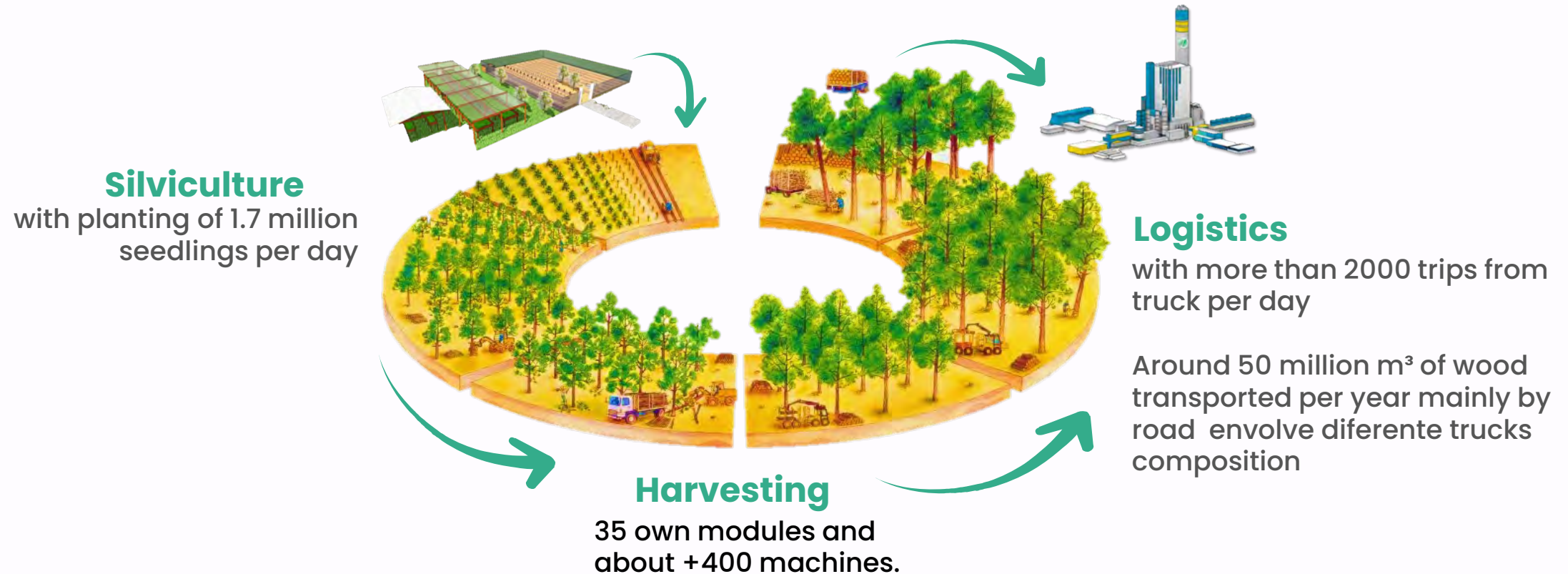
Forest Strategic Planning

Forest planning plays a fundamental role in defining where, when, how, and what

As well as managing a road network of more than +140,000 km throughout our facilities

The forestry operation

In 3 major phases:



From the production of eucalyptus seedlings in the Nursery to the generation of wood chips in the factory yard



Corporate interfaces to support the operations

Our Planning is not a single area. It has interfaces and synergies with the corporate team in a multidisciplinary process.

Partners

- GEO
- OPERATIONAL EXCELLENCE
- DIGITAL
- FORESTRY OPERATIONS
- MODELLING

Integrated Forest Planning

Forest Planning

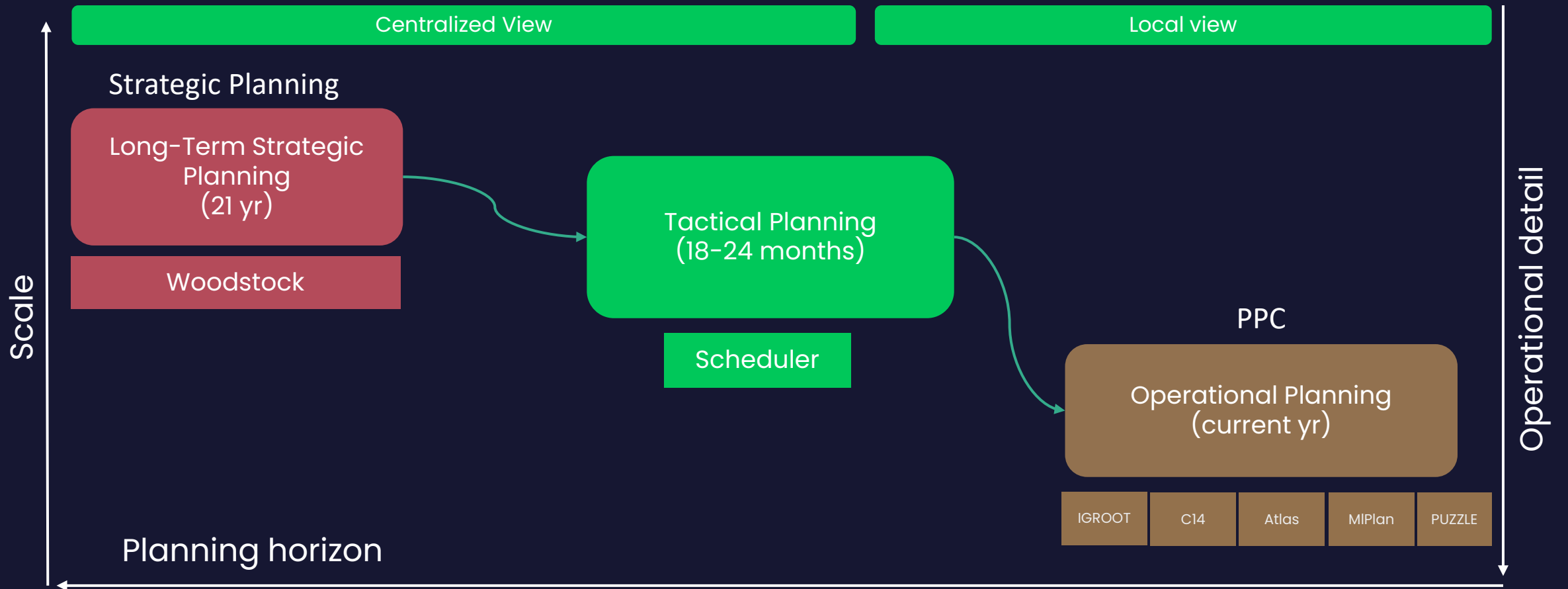
Clients

- FP&A
- PPC
- Business and Asset Management
- HR
- Pulp S&OP
- Procurement

Our planning map



Our planning map





Remsoft SCHEDULER Use Case

Integrated Planning with Scheduler

A unified optimization platform connecting **harvest sequencing**, crew capacity, logistics, and inventory — enabling smarter decisions across the full supply chain.

Harvest Planning

- Sequencing & Crew Productivity
- Crew Capacity & Costs
- Multi-Product Scheduling

Logistics Planning

- Fleet Sizing & Seasonality
- Inventory Planning
- Destination Allocation



From **thousands** of Combinations to One Optimal Plan

Possibility Matrix

Each site generates a massive decision space. For a single unit of production (UP), the Scheduler evaluates every combination of crew, product, destination, transport mode, and harvest age – then identifies the optimal sequence.

2x Products

Multiple timber product types per stand

16x Crews

Harvesting crew assignments and capacity

2x Destinations

Mill or industrial destination options

4x Transportation Ages

0-4 months

24x Harvest Ages

60-144 month age window decisions

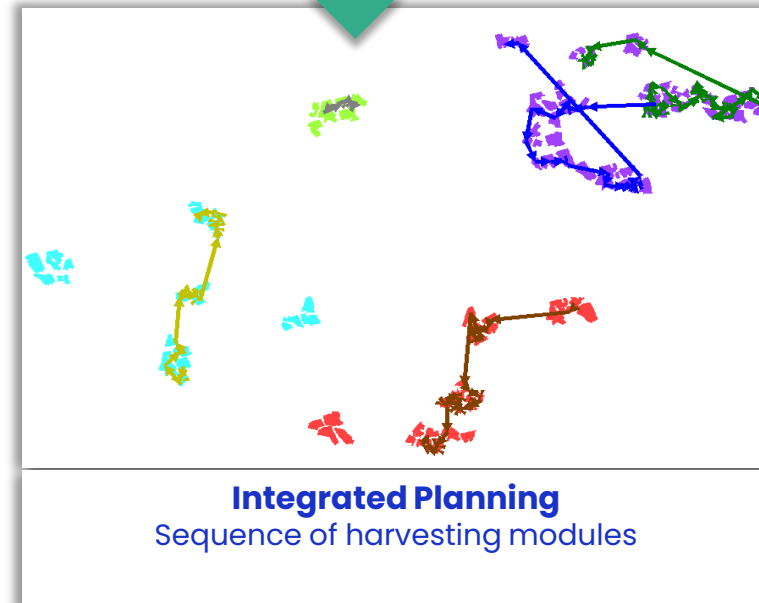
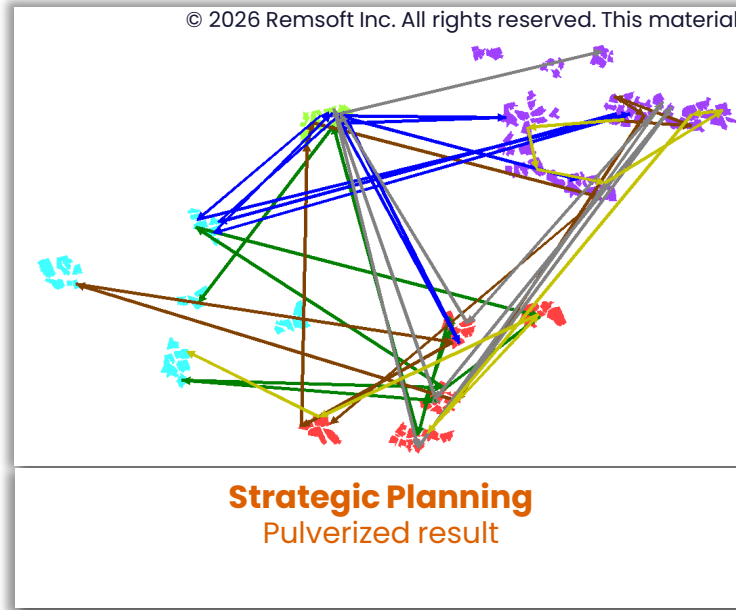
❏ **Result:** 120 MM choices

Unique decision combinations evaluated per production unit – optimized by Scheduler in hours, not weeks.

Tactical Pan: Scheduler Solutions Architecture and Design

- Supply Cost Minimization
- Integrated Planning
- Enables Synergy Capture and Process Governance

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Complementary Tools for Forestry Planning

Optimizer Ecosystem



Beyond Scheduler, a suite of specialized optimizers covers the full spectrum of forestry planning – from timber transport macro-routing to silviculture crew sequencing and CapEx trade-off analysis.



IGROOT

Macro-planning optimizer for timber transportation networks and fleet routing.



MLPLAN

Micro-planning optimizer for detailed, day-level timber transportation scheduling.



ATLAS

Recommends optimal sequencing of silviculture crew activities, including planting routes and operational priorities.



C14

Explores the trade-off between CapEx investment and operational productivity to guide strategic asset decisions.

Standing Timber Swap — Mato Grosso do Sul, Brazil

Project Case Study



Suzano and Eldorado Swap

Scheduler was used to simulate and optimize the full impact of a cross-company standing timber swap between **Suzano** and **Eldorado**, covering sequencing, logistics, and supply continuity.

~18 Million m³

Total operational wood volume covered under the agreement

The Deal

Eldorado supplies mature timber (2025–2027) · **Suzano** provides future timber (2028–2031)

Strategic Objectives

- Forest base optimization · Logistics cost reduction
- Greater supply chain flexibility





New Forest base representing >50% of total mill wood supply



Harvest Sequencing Challenge



- Agreement with Eldorado announced in August 2025

□ **The core challenge:** Optimizing the order, timing, and spatial arrangement of timber harvests across a working forest landscape — balancing operational efficiency, ecological constraints, and long-term yield sustainability.

- Harvest operations required to start within the same year: December 2025



10

Days to Full Plan

From deal announcement to optimized 18-month schedule

50k+

Hectares Integrated

New forest base onboarded and geo-registered

1k+

Production Units

Individual stands analyzed and sequenced

18M

m³ Wood Volume

Total operational volume planned under the agreement



Let's plant the future together?

THANK YOU



@suzanoempresa



@suzano_oficial



@suzano



@suzano

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and also check out
the Suzano Blog:

