



## Our long-term business strategy

As Suzano matured in the process of determining its reason for being and developing its sustainability strategy, the need to establish a business strategy capable of enabling the present and future of the new company became imminent. It was up to the Strategy area, especially dedicated to the creation of a more perennial and consistent planning culture for the company, to draw a parallel between long-term projects and Suzano's ongoing search for greater competitiveness in daily decisions.

With the active participation of the leaders in all stages, Suzano built its Business Strategy in a three-level process, considering the company's performance for the next 5, 10 and 15 years.

On a first level is our long-term strategic vision. Prepared together with the members of the Executive Board, Strategy and Innovation Committee and the Board of Directors, this vision shows where Suzano wants to be 15 years from now.

Based on the unique long-term vision, senior management was responsible for breaking it down into five main medium-term ambitions, intended to guide Suzano's path over the next five years. These are the steps that will need to be followed to ensure the company's success.



## LONG-TERM STRATEGIC VISION

1

Continue being a benchmark in the sector in **efficiency, profitability and sustainability**, from the forest to the client.

2

Be a transformational agent in the **expansion into new markets** for our biomass.

3

Be a reference in **sustainable and innovative solutions** for bioeconomy and environmental services, based on planted trees.

Five main **medium-term** avenues to guide Suzano's path over the next five years:



Be **"Best-in-Class"** in the **Total Cost of Pulp** vision



Maintain **relevance in pulp**, through good projects



**Advance in the links of the chain**, always with competitive advantage



Expand **boldly into New Markets**



Play a leading role in **sustainability**

The second level of work involved approximately 60 executives, including directors and managers. In order to achieve the five ambitions, this group reflected on what would be the most important battles to be won.

For a total of 17 major battles mapped, we have defined close to 100 initiatives (third level of the strategy) that will be implemented in two phases—over the next five years and over the five years after that. Short- and long-term metrics and goals complement the work and are fundamental in the analysis of advances and eventual adjustments to the routes. Actions to communicate and mobilize the internal audience to learn about the strategic vision, ambitions, battles and initiatives are already taking place in 2020.