

Title:	Relationship Management Manual		
Issuing area:	Social Development	Date:	27/03/2021
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1 - OBJECTIVE

Define the governance structure, processes and main tools used for managing stakeholder relations at Suzano.

2 - REFERENCE DOCUMENTS

- PC.00.0007 - Social and Environmental Investments Policy
- Policy on Relations with Indigenous Peoples and Traditional Communities
- PC.00.0012 - Corporate Policy on Human Rights
- PC.00.0004 - Ombudsman Policy
- Manual of Authorities
- MA.26.00.0002 - Manual for the Management of the Rural Land Development Program
- MA.26.00.0003 - Manual for the Management of the *Colmeias* Program
- Shared Value Commission Procedure
- PG.26.02.0001 - Management Procedure for the Identification and Assessment of Social Aspects and Impacts
- PO.26.02.0001 - Operational Procedure for Managing Stakeholder Events
- PO.26.03.0001 - Operating Procedure for Operational Dialogue
- PG.26.03.0001 - Management Procedure for Relations with Urban and Rurban Communities
- PG.26.00.0001 - Management Procedure for Managing Social and Environmental Projects
- PO.26.01.0001 - Operating Procedure for Managing Social Demands

3 – TERMS, DEFINITIONS AND ABBREVIATIONS

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3.1 High Conservation Value Area (HCVA)

Area that has environmental or social values remarkably considered significant or of extreme importance, therefore, worthy of protection. The criterion used to define an area as having high value is the existence of one or more of the High Conservation Value attributes listed below:

- CVA1: areas containing significant concentrations of biodiversity values (endemism, endangered species, refuges for biodiversity).
- CVA2: large landscape-level forests, where viable populations of most if not all naturally occurring species exist in natural patterns of distribution and abundance.
- CVA3: forest areas that are in or contain rare, threatened or endangered ecosystems.
- CVA4: forest areas that provide basic services of nature in critical situations (watershed protection, erosion control).
- CVA5: forest areas fundamental to meeting basic needs of local communities (subsistence, health).
- CVA6: forest areas critical to local communities' traditional cultural identity (areas of cultural, ecological, economic or religious significance identified in cooperation with such local communities).

3.2 Community

A group of people living in the areas neighboring the Forest Management Units (FMU) or the Industrial Units, which can be rural properties or urban properties (such as districts, villages or neighborhoods in the municipality in which the project is located). (adapted from FOREST STEWARDSHIP COUNCIL - FSC. Evaluation of forest plantations in the Federative Republic of Brazil: harmonized standard among certification bodies. São Paulo: FSC Brazil, 2014, 53p.).

3.3 Indigenous communities

A group of indigenous families that are politically related to leaderships and usually reside in the same village. Indigenous communities represent politically autonomous units, but which maintain an interdependent relationship with other communities. An indigenous people is usually composed of several communities. On the other hand, individuals and families from different Indigenous peoples may live in a community (Adapted from *Proposta de Diretrizes Brasileiras de Boas Práticas Corporativas com Povos Indígenas – Iniciativa Diálogo Empresas e Povos Indígenas*, 2015 [Proposed Brazilian Guidelines for Good Corporate Practices with Indigenous Peoples - Business and Indigenous Peoples Dialogue Initiative]).

3.4 Priority communities

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Communities of high socioeconomic vulnerability, located within a radius of up to 3 km from the boundaries of the forest plantations (ADA- area directly affected), strongly impacted by the company's management activities, or with the presence of a mill, decentralized offices, ports, terminals, and other infrastructure, according to the Prioritization Matrix.

3.5 Stakeholder engagement

Structured, broad, inclusive, and continuous relationship process between the organization and stakeholders. It includes efforts to understand and involve certain audiences and their concerns in the company's decision-making activities and processes aimed at the common good and social license.

3.6 Ethnodevelopment

Ethnodevelopment is understood as the exercise of the social capacity of indigenous peoples to build their future, taking advantage of the lessons of their historical experience and the real and potential resources of their culture, according to a project that is defined according to their own values and aspirations. In other words, it is the autonomous capacity of a culturally differentiated society to guide its development. (Bonfil Batalla, 1982)¹.

3.7 Communication Flow - SISPART

Receipt, evaluation, action, response, and monitoring of stakeholder events regarding the environmental, economic, and social aspects and impacts arising from Suzano's activities and products.

3.8 Social inventory

Methodology for identifying and characterizing the communities impacted by Suzano's management activities to gain a better understanding of the reality and social context in the locations where the company operates.

3.9 Social and environmental investments

Private resources voluntarily transferred to social, environmental and cultural programs and projects of public interest, in a planned and monitored manner.

The fundamental elements within the concept of private social investment are: concern with planning, monitoring, and evaluating projects; a strategy focused on sustainable results focused on social impact and transformation; and community involvement in developing the action (adapted from *Grupo de Institutos, Fundações e Empresas - GIFE*).

3.10 Local leaderships

¹ BONFIL BATALLA, Guillermo. El etnodesarrollo: sus premisas jurídicas, políticas y de organización. In: BONFIL BATALLA, Guillermo; IBAR- RA, Mario; VARESE, Stefano; VERISSIMO, Domingos; TUMIRI, Julio; et al. Latin America: Etnodesarrollo y Etnocidio. San José: Ediciones FLACSO, 1982, p. 131-145.

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Individuals whose profile or action is collectively representative in a given community. This leadership can be exercised either through elective office, nomination, or natural acceptance of the individual's profile by the group he or she represents.

3.11 Rurban locations

Locations and districts situated in rural areas where activities and buildings typical of urban areas are developed (combination of rural and urban ways of life).

3.12 Prioritization Matrix

An instrument for prioritizing municipalities and locations for relationship purposes, that takes into consideration the impact generated by the company's activities, socioeconomic vulnerability and importance to Suzano.

3.13 Events

All stakeholder comments related to Suzano's activities and products, such as: complaints, questions, compliments, suggestions, opinions, and others.

3.14 CSO - Civil Society Organization

Entities created as a result of the free organization and social participation of the population; they engage in actions of public interest and are not for profit. CSOs address a variety of topics and interests, with various forms of action, funding, and mobilization.

CSOs are considered to be organizations that are formally registered (i.e., that have a corporate taxpayer number - CNPJ) and active in Brazil, and that meet the following criteria:

- Private: they are not integrated into the state apparatus
- Not-for-profit: They do not distribute any profits or operational surplus to partners, founders, directors
- Institutionalized: they have their own corporate personality, or are legally constituted
- Self-managed or capable to manage their own activities
- Voluntary or non-compulsory: freely constituted by any group of people, without any legal impediment or constraint.

These criteria correspond to only three legal entities in the new Civil Code: private associations, private foundations, and religious organizations.

3.15 Stakeholders

Individuals and organizations sharing a legitimate interest in the goods and services offered by a project, and those with an interest in the environmental and social effects generated by the activities, products, or services promoted by the project. (adapted from FOREST

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STEWARDSHIP COUNCIL - FSC. Evaluation of forest plantations in the Federative Republic of Brazil: harmonized standard among certification bodies. São Paulo: FSC Brazil, 2014, 53p.).

3.16 Traditional Peoples and Communities

culturally differentiated groups that acknowledge themselves as such and maintain their own social organization, and which occupy and use territories and natural resources as a condition for their cultural, social, religious, ancestral, and economic reproduction, using knowledge, innovation and practices generated and transmitted by tradition (Federal Dec. 6,040/2007).

3.17 Indigenous peoples

Are those who descend from and have historical continuity with populations that lived in the geographical region into which the country was inserted when it was conquered or colonized or its current borders were established, and who, regardless of their legal status, maintain some or all of their own social, economic, cultural, and political institutions, and occupy or have a relationship with ancestral territories (Adapted from *Proposta de Diretrizes Brasileiras de Boas Práticas Corporativas com Povos Indígenas – Iniciativa Diálogo Empresas e Povos Indígenas*, 2015).

3.18 Compensation for losses and damages

Reimbursement, amicably negotiated, of losses proven to have been caused by the Suzano's operational activities.

3.19 SISPART

Suzano's corporate system for managing stakeholder relations and external social and environmental investments.

3.20 SMARTSHEET

Collaborative platform used by Suzano to build and provide tools for managing projects related to social and environmental investments, such as schedules, budgets, monitoring of indicators, and others.

3.21 Indigenous lands and territories

These are the lands traditionally occupied by indigenous peoples—and inhabited by them on a permanent or periodic basis—used for productive activities, indispensable for the preservation of the environmental resources necessary for their well-being, and those necessary for their physical and cultural reproduction according to their uses, customs and tradition.

4 – DESCRIPTION OF ACTIVITIES

4.1 SUSTAINABILITY STRATEGY AND GOALS

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The Company's sustainability strategy is geared toward three horizons:

- **Transforming the PRESENT:** we look to the future while taking care of people and the environment, seeking to minimize negative impacts and maximize the positive ones in our value chain.
- **Enabling TRANSITION:** we invest in developing biosolutions having innovability at the core of our culture and with collective communication efforts to change the way the value chain is perceived.
- **Building the FUTURE:** we stay on top of the global trends that could present risks and opportunities for business and society. And we test new possibilities from innovation aiming to enable the business at scale.

Suzano's fundamental premises in sustainability are: integrated into business management practices; driven by innovability, connecting sustainability and innovation; transparent and dialogue-driven, welcoming diversity of visions and strengthening partnerships; maximizing the capacity to create and share value; from the inside out, engaging employees to actively participate as agents and ambassadors of transformation; adopting a systemic and collaborative approach, connecting the local and global agenda.

Through its sustainability strategy, the company has taken on the commitment to expand its role in the value chain and in society by establishing long-term goals, guiding the way over the next ten years, a period called the Decade of Action by the United Nations (UN). In social action, the company commits to, by 2030:

- Lift 200,000 people out of poverty in our areas of influence
- Increase the Basic Education Development Index (IDEB) by 40% in all priority municipalities, ensuring an improvement in the quality of basic education in these locations.

In this way, all actions related to relationship and social and environmental investments must focus on ensuring that these commitments are fulfilled, by breaking them down into short-term goals and targets.

It is up to the Executive Board, the Sustainability Committee, and the Board of Directors to track the execution and achievement of the long-term goals. The evolution of the performance of each of the commitments must be published annually in the sustainability report.

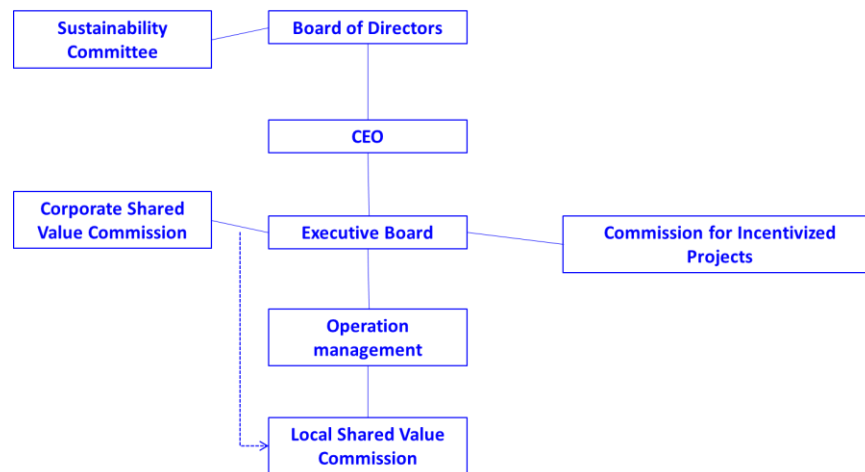
4.2 GOVERNANCE FOR SUSTAINABILITY

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Figure 1 shows Suzano's governance structure for sustainability. The details of how this model works are described below.

Figure 1: Governance and Sustainability



4.2.1 Executive Department of Sustainability

The Executive Department of Sustainability, which reports directly to the Company's CEO, is responsible, in partnership with the other departments, for the day-to-day enforcement of sustainability-related policies and actions, and has the following specific duties:

- Coordinate the sustainability strategy across the Company
- Integrate sustainability aspects across the Company
- Promote transparency and dialogue
- Stakeholder relations and engagement
- Implementation of social, environmental, and sustainability projects
- Reporting.

4.2.2 Sustainability Committee (SC)

The Sustainability Committee (SC) is a collegiate advisory and instruction body created by Suzano's Board of Directors, with the primary objective of advising it on sustainability-related topics so that the company's strategies can be defined in relation to this topic and its developments.

In order to achieve its objectives, the SC has the following duties, set out in its own bylaws:

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- Advise the Board of Directors through analysis and recommendation on the inclusion of the sustainability dimension in the company's strategic positioning, as well as on the risks, opportunities, and measures associated with social and environmental issues that could have a relevant impact on the business.
- Advise the Board of Directors in disseminating the strategic concept of sustainability
- Analyze and make recommendations on long-term sustainability goals, assessing their respective performance.
- periodically analyze the strategies, actions, and projects associated with the company's sustainability.
- Periodically evaluate the actions and the quality of the relationship with stakeholders, as well as the evolution of its image and reputation.

4.2.3 Shared Value Commission (SVC)

The coordination of the Shared Value Commission (SVC or Commission) is the responsibility of the Executive Department of Corporate Relations.

The Commission operates in two instances—corporate and local— and has a deliberative and consultative role, according to interests, limits of authority, and impacts (local or regional).

4.2.3.1 Corporate Shared Value Commission

The Corporate SVC operates as a forum for sharing decisions and analyzing strategic, cross-cutting, and complex topics, and its objective is to support Suzano's Executive Board in integrating strategic sustainability policies and guidelines into the company's management and operations.

The Commission is composed of managers from the following areas: Executive Department of Relations and Legal Management; Executive Department of Sustainability; Forestry Executive Board; Department of Forestry Operations North; Department of Forestry Operations South; Executive Department of Operations Pulp; Industrial Department North Region; Executive Human Resources and Personnel Department; Social and Environmental Executive Area; Communication and Press Executive Area; Executive Human Resources and Personnel Area; and Risk and Compliance Executive Area.

In order to achieve its objectives, the Corporate SVC has the following duties:

- In order to achieve its objectives, the Corporate SVC has the following duties: Evaluate the social, environmental, and operational topics that are most critical to the company's business, the relationship and engagement processes with surrounding communities,

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traditional peoples, and with NGOs interested in our business, as well as ongoing programs and projects, stimulating the integration of efforts as a way to achieve the pre-defined goals and objectives and maximize results.

- Support the Executive Board in the implementation of business sustainability policies and strategies.
- Work for the materialization of the sustainability objectives, goals, programs and actions, integrating efforts, assessing their results and recommending the necessary measures in the case of deviations.
- Monitor the main social issues and conflicts in the areas where the company operates.
- Recommend that Suzano participates in the development and improvement of public policies and legislation at the various levels (Federal, State and Municipal) that have an impact on issues related to the sustainability of our business and of the regions where we operate.
- Ensure maximum integration of efforts for the Company to obtain and maintain the forestry and industrial certifications that are important to our business from a market standpoint.
- Periodically reassess the Risk Matrix for sustainability prepared in coordination with the Risk Management area.
- In addition to these, the SVC may have other duties and responsibilities assigned by the Executive Board.

4.2.3.2 Local Shared Value Commission

The Local Commissions should be formed in the Units of Aracruz, Imperatriz, Mucuri, São Paulo (including Jacaréí, Limeira, Rio Verde, and Suzano), Três Lagoas, and Ports with representatives from the following areas: Corporate Relations; Sustainability; Communication; Forestry (Executive Manager); Industrial (Executive Manager); and Legal.

In the Unit, the SVC acts as a facilitator for the alignment of concepts and actions about sustainability.

Its main duties include:

- Monitoring and evaluating the processes for relating to and engaging with surrounding communities, including the Operational Dialogue.
- Monitoring the main social issues and conflicts in the areas where the Unit operates.
- Evaluating and validating, at least once a year, the Unit's Prioritization Matrix and Social Impact Matrix.
- Monitoring and evaluating the execution of social and environmental investment projects.

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- Perform a critical analysis of relationship processes and report to the SVC Corporate.

4.2.4 Commission for Incentivized Projects

A multidisciplinary group, of a deliberative and consultative nature, formed by representatives from the areas of Communication and Brand, Social Development, Forest Environment, Corporate Relations, Paper and Consumer Goods Marketing, Legal, Tax and Corporate Risk, responsible for defining and recommending financing to projects approved by tax incentive laws at the municipal, state and federal levels and endorsed by the respective responsible departments.

The Commission is subordinated to the CEO and its duties, set forth in its own bylaws, are:

- Evaluate and deliberate on the proposals received.
- Advise the CEO in decisions to finance projects approved under incentive laws by legislative tax waiver mechanisms.
- Recommend the allocation of tax-deductible funds linked to tax assessment at federal, state, and municipal levels, based on pre-defined criteria laid out in the Social Investments and Donations Policy.
- Recommend that incentivized projects be carried out, preferably, in the company's areas of influence in order to strengthen the development of these regions.
- Support the strategies for communication and brand exposure through synergy between the funding of incentivized projects and marketing actions, and define considerations for each of the projects approved by the Commission whose purpose is to promote the company's brand, within the limits that each law imposes on the projects approved.
- Ensure the integrity and probity of the entities benefited by the funding decision, in order to ensure the proper allocation and use of the funds invested, with the support of the Risks and Compliance area.
- Establish ways to keep track of the projects approved by the company, through accountability reports.

All projects supported by Suzano via incentive laws must be evaluated solely by this Commission.

4.3 STAKEHOLDERS

In a broader sense, the stakeholder concept includes any group, entity, institution or individual that can affect or be affected by the fulfillment of the Company's forest management objectives².

² Adapted from FREEMAN, E. Strategic management – a stakeholder approach. London: Pitman Publishing, 1984. 276 p.

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Proper management of the relationship with these stakeholders can improve the ability to manage risk, develop trust, and create value. Consequently, these stakeholders must be correctly identified.

Managing stakeholder relations requires the ability to handle diverging views and conflicting positions, since actions that create value for one segment can destroy value for another. Once a desirable solution is found, some parties may continue to perceive a loss of value; others may have legitimate concerns that the company is not positioned to significantly alter and address, while others may hold extreme positions that reflect a small percentage of the public opinion. However, in most cases, the tension that arises from divergent views can be a source of creativity and prompt the company to develop alternative solutions that could not be found in the normal course of business. Another important aspect to be considered in managing these relationships is that perceptions are often more important than scientific facts³.

4.3.1 Affected Stakeholders

Any person, group of people or entity that may be subject to the effects of the Company's forest management activities, considering as directly affected communities those located within a radius of up to three kilometers from the boundaries of the forest management unit (ADA - area directly affected).

The Social Development Area is required to maintain an up-to-date base of affected stakeholders, which will be updated annually and whenever a change in leadership is identified, and responsibility for identification is as shown in Table 1 below.

³ Adapted from LASZLO, C.; SHERMAN, D.; WHALEN, J. Expanding the value horizon: stakeholders as source of competitive advantage. Great Falls: Sustainable Value Partners, 2004. 18p.

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Table 1: Composition and means for updating the database of affected stakeholders

AFFECTED PARTIES	BASE FOR UPDATING	RESPONSIBLE AREA
Recognized leaders	Database of social and environmental investments and relationship processes	Social Development
Local community and rural producer associations		Forest Environment
Neighbors	Registration base Operational Dialogue	Industrial Environment
Regional social and environmental movements and organizations	Database of social and environmental investments and relationship processes	Forestry operations
Regional political leaders (Mayor, Pres. of the City Council, municipal secretaries of economic development, education, agriculture, and environment)	Government database	Social Development
Regional public agencies and institutions linked to economic, social, planning, agricultural, educational, and environmental development	Government database	Forest Environment
Regional entities representative of agriculture, trade, industry, and services	Database of social and environmental investments and relationship processes	Industrial Environment
Unions of workers in agriculture, forestry and logging	Database of the forest organizational development area	Forestry operations
Environmental conservation units and Committees for co-management of natural resources	Database of relationship processes	Corporate Relations
		Communication
		People and Management
		Forest Environment
		Industrial Environment

4.3.2 Social Management System

Management of Suzano's stakeholder relations and of external social and environmental investments is centralized in SISPART, the corporate management system for keeping a unified and up-to-date record and evidence of stakeholder relations. It consists of the following modules:

- Management of social demands (donations, cooperation, and sponsorships)
- Management of Stakeholder (Operational Dialogue and Engagement)
- Management of social and environmental investments (programs and projects)
- Management of events (complaints, questions, and conflicts).

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4.4 MANAGEMENT OF COMMUNITY RELATIONS

The purpose of Suzano's relationship strategy is to ensure the social legitimacy of its business by strengthening the interaction with the neighboring communities over the long term and integrating their interests in conducting and managing the forestry business.

Thus, the strategy for managing community relations includes:

- Engagement with stakeholders, encouraging an integrated decision-making process, aiming at creating long-term links and creating value for all.
- Incorporation of social and environmental information and demands in the corporate decision-making process.
- Planning and monitoring mechanisms to identify, avoid and mitigate the adverse impacts of forestry activities, ensuring respect for the social and cultural values of the communities located within the ADAs (areas directly affected).
- Evaluation of the socioeconomic results and impacts of the business in the long term through continuous and participatory monitoring.
- Mechanisms for resolving social and cultural conflicts arising from forestry activities, allowing for free participation.
- Business strategies aimed at social inclusion and generation of work and income for vulnerable communities neighboring the areas managed by the company.
- Fostering partnerships with government and society in order to improve education and promote local development in the areas surrounding the company's forestry and industrial areas.
- Recognition and strengthening of cultural and social values of traditional communities, indigenous peoples, and ethnic minorities.

Suzano's relationship methodologies must adopt the following guidelines:

- **Understanding of the local reality:** Mapping the impacts of the business, the context - economic, social, and environmental - and the local potentialities and vocations as a starting point.
- **Community engagement:** consider the demands of the communities, through consultation processes and democratic participation.
- **Alignment and cooperation:** seek alignment with public policies and encourage cross-industry cooperation, without overlapping roles and sharing responsibilities.

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- **Ensure coherence between speech and practice:** mobilize business assets by promoting synergies between the routine of the operation and local development strategies
- **Act as a leader and coordinator:** leverage the strategic importance of the company's power of leadership and coordination to foster local development processes.
- **Act as a catalyst:** mobilize specific resources and use social and environmental investments as a catalyzing and structuring support for local development.

The team of the Social Development Area is responsible for implementing the relationship strategy using a series of tools and procedures described in the following items.

4.4.1 General Guidelines for Community Consultation

Individual consultation with the community is an ongoing process, and should be scaled and planned according to the specifics of each situation and objective.

Every consultation should be a two-way process, consisting of both informing and listening. An effective consultation process provides opportunities for the company to learn from the experience and knowledge of the communities, identify their needs, vocation, economic potential, and concerns, and manage their expectations, clarifying the extent of responsibilities and resources in order to avoid misunderstandings and unrealistic demands.

Therefore, Dialogue and Transparency are key to the community consultation process, and must include the following:

- Knowing how to listen to stakeholders in an empathetic way.
- Putting yourself in their shoes to understand their context and realities.
- Having the capacity and time to reflect on the issues presented.
- Being willing to break paradigms and overcome prejudice.
- Giving importance as much to the process as to the final product, and
- Establishing a low defensive and high learning environment.

It is also important to acknowledge that different groups and sectors may have different expectations and priorities, and present divergent views and conflicting positions. Therefore, for a fair and equitable process, special attention should be given to underprivileged and vulnerable groups within the community, those who may be most affected and have the most difficulty defending themselves or taking advantage of the benefits to be obtained.

For an effective community consultation process, the following guidelines must be observed:

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- Clearly define the objectives, rights, and responsibilities of each of the parties involved in the processes.
- Give priority to people who are directly affected and make efforts to reach them directly, without relying on intermediaries.
- Provide opportunities for different groups to freely and equally express themselves (listen and speak), including traditionally excluded individuals or groups, such as women, youth, traditional communities, and others.
- Respect local values and culture while providing opportunities for those people who do not have a voice in the formal decision-making structure to understand the problems and express their opinions.
- Respect the traditional forms of social organization and political representation of the communities involved.
- Provide the information in such a way that it can be easily understood and scale the time to allow people to react and express their questions, concerns, and opinions.
- Decisions must be made collectively, free from external manipulation, interference, coercion or intimidation.
- Document the entire process, providing feedback on the matters, actions, and commitments made.

4.4.2 Identification and Characterization of Communities Directly Affected

In order to adequately understand the reality and social role of the company's operations, all settlements located within the perimeter established for the Directly Affected Areas (a radius of up to 3 km from the boundaries of the forest management units) should be identified and characterized using objective parameters of their actual conditions (socioeconomic characterization indicators) and identifying the main constraints (social impacts) caused by Suzano's forest management in reproducing the existing social conditions.

The identification and characterization of new locations, as well as the updating of the their socioeconomic and cultural information base, is conducted through the Social Inventory, based on on-site observation in the locations and interviews with local residents.

The Social Inventory must be updated every four years, and all settlements that have collective infrastructure (schools, churches, headquarters of associations, health centers, and others) must be characterized. Those who do not have collective infrastructure must be mapped as neighbors.

The indicators used to characterize the locations are:

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- Local infrastructure: road access; access to school; access to leisure facilities; access to public health services; access to water; access to electricity; waste collection; public security service; means of communication.
- Social structure: social institutions and movements; religious institutions and expressions. traditional events, and historical and cultural monuments.

In addition, local leaders are identified along with contact information that will be included in the database of the stakeholders affected.

4.4.3 Identification and Characterization of Traditional Communities

The main methodological procedures to be used for the identification and characterization of traditional communities are:

- Bibliographic research.
- Document analysis.
- Institutional contacts (City Governments, FUNAI, IBAMA, INCRA, Community Associations, and others).
- Socioeconomic, cultural, geographical, and legal land characterization (documents).
- Structured and prospective surveys of the communities.
- Interviews with local leaders and their oldest members.
- Cultural and Participatory Socioeconomic Diagnosis, a methodological initiative in which communities, through their leaders, discuss topics and provide important information for the characterization and development of a sociocultural typology.
- Collaborative Cultural Maps, in order to demonstrate cultural, historical, and customary aspects of a traditional territory.
- Ethnographic procedures with records of in-depth interviews and testimonials from local leaders in order to provide tools for interpreting and contextualizing the information.

New indigenous, quilombola, and other traditional communities, officially recognized, within Suzano's area of influence must be identified annually by the legal area, through an electronic search in the official lists of Fundação Palmares, Fundação Nacional do Índio, INCRA, and Conselho Nacional dos Povos e Comunidades Tradicionais (CNPCT) of the Ministry of Women, Family, and Human Rights. An electronic search should also be conducted at the Ministry of Citizenship and the Ministry of Justice and Public Security.

4.4.3.1 Legal Frameworks

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4.4.3.1.1 Indigenous communities:

- Articles No. 231, 232, 210 paragraph 2, 215 and 216 of the Federal Constitution
- Law No. 6,001/1973, the so-called *Estatuto do Índio* (The Indian Statute) Decree No. 1,775/1996, which provides on administrative procedures for the demarcation of Indigenous Lands and other provisions.
- Normative Instruction No. 01/1995 of the National Indian Foundation (FUNAI - Fundação Nacional do Índio), which regulates the access to Indigenous Lands for the purpose of developing research.
- Decree No. 1,141/1994, which provides on actions for environmental protection, health, and support for production activities in indigenous communities.
- Ordinance No. 693/2000 of the National Indian Foundation (Fundação Nacional do Índio, which creates the National Cultural Indigenous Registry.

4.4.3.1.1.2 Remnant Quilombos Communities:

- Article No. 68 of the Federal Constitution - *Ato das disposições constitucionais transitórias* (Constitutional Transitional Provisions Act)
- Article 2 of Decree No. 4887, of November 20, 2003, which provides on the procedure for the identification, recognition, delimitation, demarcation, and titling of the lands occupied by the remnant Quilombo communities as provided in Art. 68 of the *Ato das disposições constitucionais transitórias* (Constitutional Transitional Provisions Act).
- Decree No. 4,883/03, which transfers, from the Ministry of Culture to the Ministry of Land Development/INCRA, the authority to delimit the lands of the remnant Quilombo communities, and to determine their demarcation and titling.
- Legislative Decree No. 143/2002 and Decree No. 5,051/2004, which incorporate into the national legislation the determinations of Convention No. 169 of the International Labor Organization - ILO concerning Indigenous and Tribal Peoples in Independent Countries, among which is the recognition of the principle of self-definition. Fundação Cultural Palmares is responsible for issuing a certificate about this self-definition.
- Ordinance No. 98, of November 26, 2007, of Fundação Cultural Palmares, which establishes specific rules for the certification of remnant Quilombo communities.

4.4.3.1.3 Other Traditional Groups and Communities:

- Decree No. 6,040 of February 7, 2007, establishing the National Policy for Sustainable Development of Traditional Peoples and Communities - PNPCT (*Política Nacional de*

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Desenvolvimento Sustentável dos Povos e Comunidades Tradicionais) and consolidating the legal framework, which defines the expression "traditional peoples and communities," as well as the most immediate consequences of this insertion in terms of recognition and protection of their rights, thus governing the institutional relations with these communities.

4.4.3.2 Conceptual Frameworks:

According to decree 6,040, the following are considered traditional peoples and communities:

"culturally differentiated groups that acknowledge themselves as such and maintain their own social organization, and which occupy and use territories and natural resources as a condition for their cultural, social, religious, ancestral, and economic reproduction, using knowledge, innovation and practices generated and transmitted by tradition."

In this way traditional groups or communities should be considered those that:

- Develop a particular notion of territory as an objective and symbolic space where the social group reproduces itself economically and socially.
- Develop forms of collective and community use of the territory and its natural resources.
- Develop relations of reciprocity and mutual help, grounded on ties of kinship, neighborhood, and affinity, for carrying out economic, social, and cultural activities, detached from market relations and wage subordination.
- Share and coparticipate in an intersubjective space of ethical, aesthetic, and moral values expressed in structured bodies of symbologies, myths, rituals, and artistic expressions responsible for the processes of self-identity and extrinsic recognition of their unique identity.
- Self-identify as such.

4.4.4 Prioritizing Relationships

The company's extensive area of operation features different economic, social, and cultural realities, as well as different relationship histories, which create different levels of demand and complexity of relationships.

The Prioritization Matrix is the tool used to help plan the entire relationship process in a way that allows decision making using explicit criteria, making it easier to understand why the company has a greater focus on certain regions.

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Prioritization is done by location, for each Unit, considering three dimensions: Socioeconomic vulnerability (Vulnerability); Impact generated by the company's activities (Impact); and Importance for the Company (Importance).

The Social Development Area is responsible for preparing and updating the prioritization matrix, and the final approval and validation must be provided by the Local Shared Value Commission of each Unit.

Annually the Local SVC must evaluate whether there is a need to revise the prioritization matrix, based on the results of the monitoring and critical evaluation of the processes involving stakeholder relations, the update of the Company's forest base and of the socioeconomic indicators used.

4.4.4.1 Prioritization of Locations

Directly affected locations are considered, i.e., those located within a radius of up to 3 km from the boundaries of the forest management unit (ADA), as well as those located on timber transportation routes considered critical due to the duration and intensity of the transportation.

In addition to the *Vulnerability*, *Impact* and *Importance* dimensions, prioritization of locations considers indicators of socioeconomic characterization of the municipalities (Municipal data).

The indicators used to characterize each dimension are taken from the Social Inventory of the locations, from the Company's registry base, and from official sources of institutions (public and private), as follows:

a) Dimension 1 - Vulnerability:

It gives an understanding of the locations in terms of their ability/inability to respond (cope) to social and environmental constraints resulting from eucalyptus forest management for pulp production.

The Socioeconomic Vulnerability Index is composed of the indicators of basic resources —access to electricity, access to water, waste disposal, access to school (elementary and middle school), access to public health services (UBS - Primary Health Care Unit), means of communication, leisure facilities—and indicator of internal organization - active associations, as follows:

- Access to electricity: aims to scale the constraints caused by the conditions regarding access to electricity to meet the daily needs of the residents of the location. Scale: *None* - (15%); *General distribution network* - (5%)

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- Access to water: aims to scale the constraints caused by the conditions regarding access to water to meet the daily needs of the residents of the location. Scale: *Other - Stream or creek; well or cistern; owned structure - (15%) and Distribution network - (5%)*
- Waste disposal: aims to scale the constraints caused by the household waste disposal conditions available to families in the location. Scale: *With collection services - (5%); Without collection services - (3%)*
- Access to elementary and middle school: aims to scale the constraints caused by the conditions of access to basic education facilities available to families in the location. Scale: *Out of the location - (10%) and In the location - (5%)*
- Access to public health services: aims to scale the constraints caused by the conditions of access to health care facilities available to families in the location. Scale: *Out of the location - (10%) and In the location - (5%)*
- Means of communication: *Without access (10%); With access (5%)*
- Leisure facilities: *Without leisure facilities - (5%); With leisure facilities - (2%)*
- Active associations: *Without active associations - (30%); With active associations - (-10%)*.

Social vulnerability is the result of the sum of the score of the indicators, thus establishing the numerical parameters for its identification:

$$\text{Vulnerability} = \text{access to electricity} + \text{access to water} + \text{waste disposal} + \text{access to primary and middle school} + \text{access to public health services} + \text{means of communication} + \text{leisure facilities} + \text{active associations}$$

Vulnerability is classified into two levels according to the following scale:

- High (2): equal to or greater than the average minus one standard deviation, and
- Low (0): less than the average minus one standard deviation.

b) Dimension 2 - Impact:

The basic assumption of this dimension is that the presence of eucalyptus plantations and logistics activities impose adverse impacts and social constraints on the population as a whole.

Thus, the impact of the company's activities is defined from its territorial insertion and the characteristics of the logistics activities in the locations, as follows:

- Land insertion: Scale: *Within the ADA - (45%); Outside of the ADA - (0)*
- Forest-based occupation: The presence of a location within the ADA has different impacts according to the percentage of the area occupied by eucalyptus plantations, and the higher

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the percentage, the greater the impact. Scale of impact: *25% or more - (55%); Less than 25% - (10%)*

- Frequency of operations: *Annual - (35%); Seasonal - (10%)*
- Duration of operations: *Long (more than three months) - (40%); Short - (10%)*
- Road types: *Unpaved (25%); Paved - (10%)*.

Having defined the land ownership base as an impact vector and the other variables that characterize logistics activities, the social impact is the result of the sum of these relationships, thus establishing the numerical parameters for its identification:

$$\text{Impact} = (\text{Land ownership} + \text{Forest-based occupation}) \times 0.6 + (\text{Frequency of operations} + \text{Duration of operations} + \text{Road type}) \times 0.4$$

The impact is classified into two levels according to the following scale:

- High (2): equal to or greater than 50%
- Low (0): less than 50%.

c) Dimension 3 - Municipal Data

The municipal characterization indicator is composed of the following variables:

- Firjan Municipal Development Index (IFDM): covers, with equal weighting, the three main areas of human development: Employment & Income, Education, and Health. It varies between 0 and 1, and the closer to 1, the higher the level of development of the location (Source: Federation of Industries of Rio de Janeiro - FIRJAM). Scale: IFDM < 0.6 - (70%); IFDM > = 0.6 - (20%)
- Type of location: The inclusion of a location in the eucalyptus land ownership base has different impacts depending on the type of location, and is more intense in indigenous villages and rural settlements, and less so in urban and rural areas. Scale: Neighborhood or rural community - (30%); Urban - (10%).

The municipal characterization indicator is the result of the sum of the score of the variables:

$$\text{Municipal characterization} = \text{IFDM} + \text{Type of location}$$

Municipal characterization is classified into two levels according to the following scale:

- High (2): greater than 55%, and
- Low (0): equal to or less than 55%.

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d) Dimension 4 - Importance:

Determined by evaluating the relationship history, regional importance (mobilization and political coordination), social organization (quality, empowerment of the groups and partnerships) and by characterizing the community in terms of traditionality (with traditional communities classified as Highly Important for the relationship).

Once the four dimensions are classified, the priority of the location is obtained by applying the following formula:

$$\text{Priority} = \text{Vulnerability} + \text{Impact} \times 2 + \text{Municipal data} + \text{Importance} \times 3$$

The Priority is classified into two levels according to the following scale:

- High Priority: greater than or equal to eight
- Low Priority: less than eight.

4.4.5 Engagement

Engagement represents a deeper, inclusive, and continuous structured relationship that establishes Suzano as a partner in local development. In accordance with PC.00.0007 - Social and Environmental Investments and Donations Policy, Suzano's social and environmental investments must result from community engagement processes.

Its methodology takes into account the specificities of the different realities and stakeholders involved, favoring and valuing the leading role of the entire community, the development of legitimate leadership, the creation of social capital, and the promotion of citizenship and self-esteem. It also encourages and strengthens local networks in order to promote dialogue and cooperation between the parties.

It is based on organizing a cycle of structured dialogues, whose purpose is to share information, establish short- and long-term goals, and define the actions and responsibilities of the parties involved. The dialogue cycle is divided into three correlated phases (Figure 2).

Figure 2: Community Engagement Methodology (simplified)

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The first phase is the diagnostic, performed by using tools known and designed for the development of a Rapid Participatory Diagnosis (DRP), a methodology that makes it possible to gather information and knowledge about the reality of the community or institutions, from the point of view of its members.

In the second phase, the community group and company representatives define the objectives of the partnership, in accordance with Suzano's guidelines on social and environmental investments. The objectives must be geared toward local development, especially by strengthening the production chains already in place and always respecting the local and regional economic vocation, as well as the priority needs and demands identified in the diagnosis.

The assumption is that by promoting the organization of the production chain, it is also possible to strengthen and qualify the local social arrangements and empower its members. This will allow them to accumulate experiences that will enable them to coordinate and establish community development models that are suitable to their realities.

The materialization of the agreements occurs through the preparation of a joint action plan composed of: the partnership's long-term goals; targets to be jointly pursued during a one-year period; actions that must be taken to achieve the targets; detailing the actions in activities, defining the responsible parties; and defining a work schedule.

In the third phase, efforts are focused on the implementation of what was established in the Action Plan and on its monitoring.

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The processes undergo a shared evaluation and re-planning every 12 months, based on the lessons learned. The workshops that are part of this phase result in a new agreement for a 12-month period, which will result in a new Action Plan.

It is a continuous learning process for the parties involved. In this way, the results of all engagement processes, as well as the lessons learned in the process, should be reported periodically during Local and Corporate SVC meetings.

The methodology for this dialogue process was created to promote a virtuous circle of development, providing, above all, shared learning and cohesion, using drivers and values such as transparency, responsibility, and mutual help.

4.4.5.1 Engagement Risk Management

Engagement efforts can hide a number of potential risks, such as loss of reputation, loss of trust, damage to image, reduced support from stakeholders, and material losses.

The materialization of these risks can lead to a reduction in the company's value and increase its costs due to the time, energy, and work that will have to be invested to restore reputation and trust.

In order to properly manage these risks, it is extremely important to know their main sources (events or contextual facts):

- Changes in stakeholder values and expectations.
- Raising false expectations or creating misperceptions about the process.
- Disclosure, by third parties, of information that differs from that disclosed by the company.
- Consultation activities that are culturally inappropriate, or that exclude certain leaderships or stakeholder groups.
- Influence of groups and leaderships that are not involved in the process, or of groups contrary to the business.
- Making commitments on behalf of the Company without prior agreement.
- Failure to fulfill the commitments assumed.
- Lack of action and internal alignment in the company.
- Inconsistency between discourse and practice.
- Excessive delay in handling complaints.

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In order to properly manage these potential risks, the Local SVC must take into account all the events or contextual facts listed above when monitoring and preparing a critical analysis of all engagement processes conducted.

4.4.5.2 Relations with Indigenous Peoples and Traditional Communities

Understanding the sociocultural, economic, and environmental context, by properly mapping it out in advance, is a basic condition to start engaging with indigenous and traditional communities. This process should include learning about and considering the various forms of organization, which imply different collective decision-making dynamics and the importance of their leaders.

The relationship with indigenous and traditional communities located in the areas of influence of Suzano's operations should be permanent, based on mutual trust and respect for their rights and interests, in accordance with the Company's Corporate Human Rights Policy and with the Principles and Guidelines established in the Corporate Policy on Relations with Indigenous Peoples and Traditional Communities described below.

4.4.5.2.1 Principles for the Relationship with Indigenous Peoples and Traditional Communities

- Guaranteeing, when applicable, the right to consultation and the free, prior and informed consent (FPIC) of indigenous peoples and traditional communities, under the terms of Convention No. 169 of the International Labor Organization - ILO.
- Recognizing, appreciating, and respecting the social, environmental, and cultural diversity of indigenous peoples and traditional communities and their set of values that form their customary law.
- Recognizing and respecting the beliefs, uses, customs, languages, traditions, social and political organization, and specificities of indigenous peoples and traditional communities.
- Recognizing and respecting the legal and customary rights of indigenous peoples and traditional communities to own, use, and manage their lands, territories, and natural resources.
- Recognizing the traditional knowledge and practices of indigenous peoples and traditional communities associated with biological diversity and genetic resources, and the right to benefit-sharing over such use.
- Promoting the full realization of the socioeconomic and cultural rights of indigenous peoples and traditional communities.
- Preserving cultural rights, the practice of community, cultural memory, and racial and ethnic identity.

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4.4.5.2.2 Guidelines for the Relationship with Indigenous Peoples and Traditional Communities

For proper engagement and maintenance of a transparent and mutually positive relationship with indigenous and traditional communities the following guidelines should be observed:

- Establish a Structured, Prior, and Continuous dialogue.
- Respect the traditional forms and practices of communities and peoples for spaces of governance in which the planning and execution of activities originating from the engagement process are discussed.
- Use instruments for communicating and disseminating information that are culturally appropriate in terms of language, format, and dynamics, and that respect the specificities and the social and political organization of each community.
- Estimate the timeframes with communities to ensure that their internal processes for understanding and discussion are observed.
- Encourage the maintenance and reinforcement of technical and political connections of the indigenous and traditional peoples and organizations for the relationship with the company, avoiding conflicts and disputes.
- Involve and promote, whenever possible, the effective participation of community members and their organizations, as well as governmental and non-governmental institutions that represent the rights and interests of indigenous peoples and traditional communities.
- Allocate professionals with experience and adequate qualifications on the rights and specific sociocultural and political aspects of indigenous peoples and traditional communities.
- Provide training for the employees and third parties directly involved in the relationship with indigenous communities, mainly with regard to good practices in the relationship and in approaching these communities.
- Create mechanisms to receive and manage specific claims, grievances, and complaints related to indigenous issues and to management of conflicts established in the relationship with communities.
- Bring transparency to the processes involving relationship with indigenous and traditional communities, with the due consent of the communities, by periodically disclosing the results achieved.

4.4.6 Relations with Urban and Rurban Communities

Relations with urban and rurban communities should be established through Social Dialogue and the Community Council (Council).

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4.4.6.1 Social Dialogue

Social Dialogue is a form of relationship used in urban and rural communities impacted by the company's operations. These communities are selected based on factors that are relevant to the business and validated by the Local SVC.

The main objectives of the Social Dialogue are:

- strengthen the relationship between the communities and the company.
- Improve communication between the communities and the company.
- Understand, prevent, and minimize potential impacts caused by operations in these communities.
- Reduce risks associated with possible problems in the community that could affect operations.
- Address questions and concerns regarding operational aspects and the company as a whole.
- Identify local initiatives, skills, and potential that can generate joint actions.

The Social Dialogue must be conducted through meetings at least every six months, to discuss specific topics previously selected by community representatives, covering topics related to the Environment; Work and Income Generation; Education; Impacts of the operations, among others. Extra meetings may be held depending on local demands.

All demands related to Suzano's operations must be included in SISPART by the Social Development area and handled in accordance with PO.26.02.0001 - Operational Procedure for Managing Stakeholder Events.

Any social demands (donations, sponsorships and demands that are not related to the operations) must be received and recorded in SISPART in accordance with PO.26.01.0001 - Operating Procedure for Managing Social Demands, and be handled as defined in the Social and Environmental Investments and Donations Policy.

The person responsible for leading the dialogues must prepare the Technical Report of the meetings and submit it to the areas involved in the process.

4.4.6.2 Community Council

The Council is an engagement tool and should be used in urban and rural communities that are considered priority according to the location priority matrix, taking into account factors that are relevant to the business as validated by the Local SVC.

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The purpose of the engagement is to build a positive agenda with social actions and structural investments that will drive socioeconomic development, based on the premise of increasing social capital and aligning strategic actions with public policies with a territorial focus. To this end, local leaders, representatives of local government, social movements, private initiative, NGOs, and other civil society organizations should be encouraged to participate.

The strategy for implementing the Councils should prioritize:

- Rurban locations where most residents are not involved in rural activities.
- Locations and districts with larger population base (medium and large).
- Locations with a greater presence of civil society organizations (associations, religious organizations, schools, media, organized non-governmental groups, among others).
- Locations with a larger number of demands/issues related to critical topics concerning the company's activities (employability and income generation, operational impacts, land issues, aerial application of pesticides and forestry inputs, and others).

In order to achieve the objectives jointly established in the Community Councils, the search for new partners should be encouraged, as well as the strengthening of individual and collective participation through social-cultural and social-sports projects proposed by the communities and supported by Suzano through periodic public calls for proposals (with or without incentives).

Innovative ideas, businesses and/or creative economy projects will be supported following the selection of proposals submitted to the Council by the local community, covering the following topics:

- Work and Income Generation: promotion of local entrepreneurship and new business opportunities whether or not linked to the business of the companies in the region.
- Education: education for work.
- Culture: appreciation of the local culture and traditional knowledge.
- Sports: promotion of sports activities in all modalities aiming at the educational development of the participants.

The analysis, selection, and follow-up of the projects must be jointly performed with the representatives of the Councils. In this regard, a line of action to be taken is to provide training and technical guidance to the groups, considering the different areas of activity, especially in terms of funding and project development.

4.4.7 Operational Dialogue

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The operational dialogue is how the company relates to the communities, neighbors, local leaderships, and representatives of local public authorities, enabling these stakeholders to receive information about the forestry operations that will be conducted in their surroundings and to identify and discuss the potential beneficial and adverse impacts of these operations and define the appropriate actions. This activity strengthens the relationship and communication between these stakeholders and Suzano.

Operational dialogue should be conducted through planned meetings with communities, neighbors, and local leaders in areas impacted by forestry operations.

In order to ensure that Suzano is constantly present and close to the communities located in the directly affected area (ADA), the Social Development area must prepare an annual visit plan.

Scheduled visits should cover locations that have not been visited by any company representative in the past twelve months. To this end, regular visits by social and environmental agents, operational dialogues and engagement processes should be considered.

Further details can be seen in PO.26.03.0001 - Operational Procedure for Operational Dialogue.

4.4.8 Procedure for Resolving Conflicts over Claims and Land Use Rights

Formal procedures for the resolution of conflicts, disputes, and compensation involving land use, tenure, and domain rights are based on the following guidelines:

- The Company should prioritize seeking an amicable and balanced solution with the parties, even in negotiations involving possible compensation, before opting for the judicial path.
- To resolve collective conflicts or disputes, the company must, before opting for the judicial path, whenever possible, prioritize the search for an amicable and balanced solution with the relevant institutions, even in negotiations involving possible compensation
- The contacts and negotiations will be registered by the manager representing the company, which must contain the proposed terms and the respective decisions of the parties involved, at each stage of the search for a consensual solution.

4.4.9 Management of Social Impacts

The purpose of the social impact management model is to eliminate, reduce, or compensate for negative impacts through management practices, social and environmental investments, and continuous control and mitigation actions, which must be provided for in the operating procedures of the company's management system.

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Social impact is defined as any change in society, adverse or beneficial, that results, in whole or in part, from Suzano's forest management activities, products or services.

Social aspects and impacts must be identified and evaluated according to the methodology described in PG.26.02.0001 - Management Procedure for the Identification and Evaluation of Social Aspects and Impacts, whose expected results are

- Classification and prioritization of significant social aspects and impacts in the anthropic environment.
- Definition of the need for controls and/or guidelines and/or follow-up according to the significance of the social aspects and impacts.

The Social Development Area is responsible for coordinating and identifying social aspects and impacts, and the analysis performed must be approved by the managers of the processes involved, and final validation must be provided by the Local SVC.

In the case of traditional communities, the social aspects and impacts identified must be validated through structured public consultation mechanisms.

In order to identify and analyze the social aspects and impacts, we must consider relevant stakeholder demands coming from the SISPART software, whose data source is the Engagement and Operational Dialogue, among others.

Annually, the Local SVC must evaluate the need to revise the social impact matrix, considering the results of the monitoring and critical evaluation of the stakeholder relations processes, as well as the relevant stakeholder demands coming from the SISPART software.

The list of significant adverse social impacts should be shared with relevant stakeholders or those affected by the operations through the operational dialogue and the public summary of the Forest Management Plan.

4.4.9.1 Compensation for losses and damages

Unforeseeable losses and damages to general rights, mainly property and customary rights with a direct impact on the resources or livelihood of communities, resulting from the company's activities, should be compensated or mitigated according to the specificities of each case.

Community assets, such as: schools, health centers, association and union headquarters, when affected, will also have to be repaired and compensated by Suzano.

In order to ensure a fair and balanced solution, the following procedures should be adopted:

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- Take the initiative in repairing the damage, not waiting for the injured party to complain.
- Guarantee the affected party is free to choose the possible options for solutions.
- Ensure that the amount established for possible indemnities to cover losses and damages is considered fair by the affected party.
- Prioritize the search for an amicable and balanced solution, seeking consensus for the solution.
- If necessary, seek the advice of a conciliation body in order to settle the process in a way that is fair to both parties.

The contacts and negotiations related to compensation for losses and damages resulting from the Company's operational activities will be registered by the company's representative through SISPART's demand management module.

4.4.10 Management of Events and Social Demonstrations

The Social Development Area is responsible for handling events and demands received from external stakeholders, such as complaints, questions, compliments, and criticisms related to the company's operational activities.

Receipt, registration, handling, and return of all events are managed by SISPART's event management module (Figure 3).

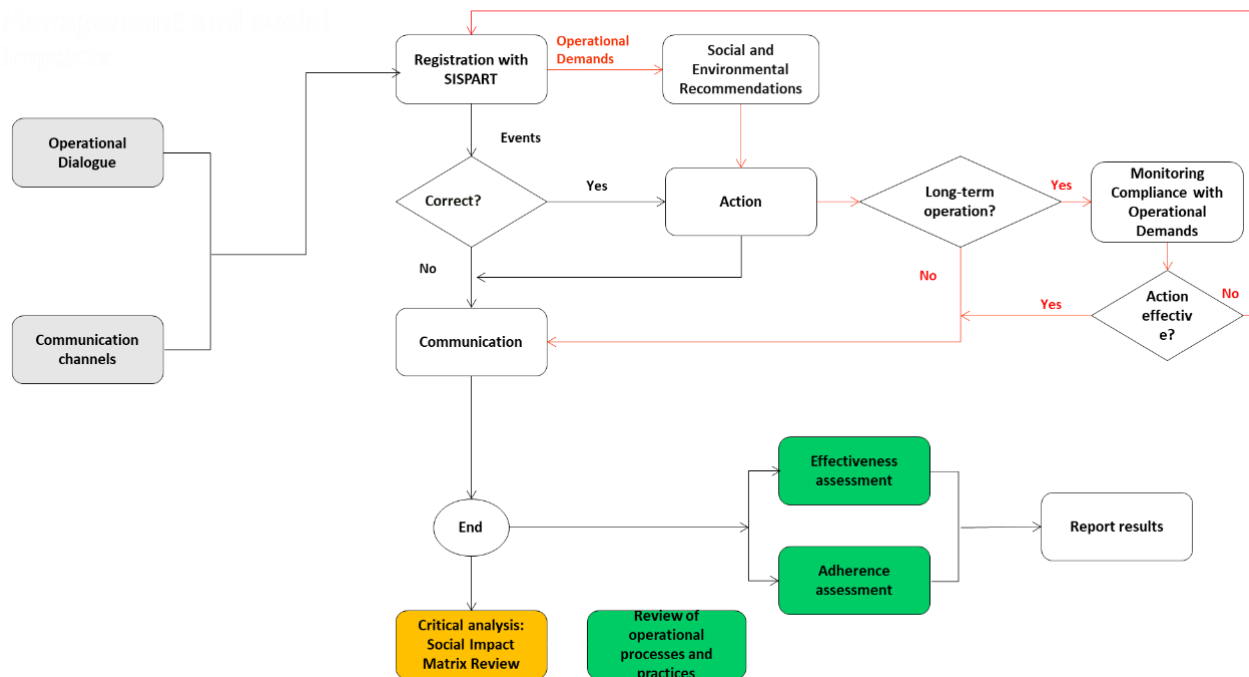
All areas that have a direct interface with stakeholders are responsible for entering the events into SISPART, through professionals assigned for this purpose (feeders).

The execution of the activities of the communication flows in SISPART (receipt, evaluation, action, response and monitoring) is the responsibility of the areas involved in the event, and the people responsible are assigned by the Managers of the respective areas.

Figure 3: Event Management Flow

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Ombudsman-related events (reports and complaints related to inappropriate behavior of the individual, including: corruption; bribery; fraud; false information; inadequate accounting records; misuse of company assets; discrimination against race, color, religion, gender, physical or social condition, unethical behavior and procedures) must **NOT** be entered into SISPART. The complainant should be instructed to submit them through the relevant channel, and provided with the appropriate means of communication to be used.

4.4.10.1 Events

All demands related to forestry operations that are identified in the engagement and operational dialogue processes must be entered into SISPART by the Social Development area and analyzed and validated together with the operational areas in order to include the respective social and environmental recommendations.

Demands received in the field by employees and representatives of service providers must be registered in the notebook of events, or in Suzano em Campo (Suzano in the Field), and forwarded to the person responsible for entering them into SISPART.

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It is the responsibility of the person in charge of forestry operations at the block/regional level to carry out the actions, as well as to get back to the community after the demands have been met.

The Social Development Area must monitor the action plans that have been established and evaluate the effectiveness of the actions with the requesting parties. The cases of non-compliance with the established plans, or the ineffectiveness of the actions carried out, must be registered in the SISPART event management module, according to PO.26.02.0001 - Operational Procedure for Managing Stakeholder Events.

The results of this monitoring and evaluation process should be reported in the results meetings of the forestry area and in the meetings of the Unit's Local SVC. Every year, the Social Development area must conduct a critical assessment of the demands related to forestry operations in order to identify and propose improvements to the company's forest management.

4.4.10.2 Social Expressions

Social Involvement refers to direct actions of neighboring communities in the Company's forest areas, as well as in areas of high conservation value for historical and cultural heritage.

They encompass cultural and religious expressions of communities, non-predatory subsistence, leisure and recreational activities, or activities to cater to basic needs for public services. They can be carried out in areas of community interest or traditional customary use of forest resources:

- Community interest area: these are areas used by the community to carry out religious acts; place of recreation, sports, leisure; cemeteries, public services, and food cultivation;
- Traditional customary use of forest resources: these are areas where neighboring communities use the forest's natural resources for subsistence, such as: production of palm oil, harvesting of the aroeira, piassaba palm, collection of seeds and woody material (including vines).

The identification of Social Expressions in the Management Unit or in its immediate surroundings is done by the operational areas, at any time, through direct observation or through other sources of information.

The information collected in the field is recorded in a specific form and sent to the Unit's Social Development Area, which is responsible for the evaluation and definition and recommendation of actions relative to the following situations:

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- Places considered sacred where religious rites take place (rivers, waterfalls, shrines, caves): recommendation for updating the registry base and forwarding to the Forest Environment Area for treatment as a High Conservation Value Area (HCVA)).
- **Recreation, sport and leisure site:** evaluation of the history and use characteristics. If characterized as customary (regular and frequent) and legal use, the recommendation is to update the registry base and forward it to the Forestry Management to demarcate the area.
- **Cemeteries, churches, chapels, crosses:** evaluation of the context of use and the characteristics of the buildings. Recommendation for updating the registry base; referral to the Forest Environment Area for treatment as a HCVA or referral to Forestry Management for the definition of protection measures.
- **Customary use of Non-Timber Forest Products:** evaluation of the history and characteristics of use (users and intensity); recommendation for updating the registry base; evaluation of the potential for implementation of a social investment project and referral to the Forest Environment Area for treatment as a HCVA.

The records can result in social and environmental recommendations to adopt actions to improve processes aimed at environmental conservation, reducing negative impacts, and improving the quality of life in neighboring communities.

4.4.11 Analysis and Monitoring of Stakeholder Relationship Processes

Local SVC of each unit is responsible for analyzing and monitoring the relationship processes with local stakeholders, by:

- Monitor the execution of stakeholder relationship processes.
- Monitoring the main social issues and conflicts in the areas where the Unit operates.
- monitor and evaluate actions resulting from relationship processes, including Operational Dialogue and Engagement.
- Monitoring and evaluating the execution of social and environmental investment projects.

Evaluation of the relationship and engagement processes with surrounding communities, indigenous peoples and traditional communities and with NGOs interested in our business, must be made by Corporate SVC, based on the critical analysis of these processes prepared by the Local SVC.

The Social Development Department must report, in the results meetings of the Forestry and Industrial areas, the monitoring of the Stakeholder Relationship process, as well as evaluations of the effectiveness of the actions stemming from its processes.

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4.5 MANAGEMENT OF SOCIAL AND ENVIRONMENTAL INVESTMENTS

The concepts, definitions, principles, foundations, instruments and procedures necessary for the forwarding, analysis, decision, and performance of social and environmental investment in Suzano are defined by the Social and Environmental Investment Policy.

Social and environmental investment encompasses external social investments, donations, cooperation, and sponsorships and is one of the instruments of Suzano's social responsibility.

The objective of social and environmental investment is to stimulate and foster the development of communities where the Company operates, generating admirable profit associated with environmental conservation, social inclusion, and improvement in the quality of life, aiming at reinforcing the sustainability of the business, in line with Suzano's guidelines.

Social and environmental investment is a strategic value-creation instrument, both for the business and for neighboring communities, and for the involvement with stakeholders, which is primarily developed along the following strategic lines: Job and Income Generation; Education; Culture; Sports; Environment; and Health.

To give transparency to the actions and resources employed in Suzano's social and environmental investment programs, the following practices are adopted:

- Formation of Program Management Committees with the effective participation of representatives of Community Associations in the definition of Program development strategies and in the processes for decision-making, monitoring and evaluation of results.
- All results from the impact analysis generated by the Programs and the amounts invested in each community are shared with the respective Committees.
- The analysis, selection and monitoring of projects in urban and riverine communities considered to be priorities is jointly done in a shared way with representatives of the respective Community Councils, which must be formed by local leaders, representatives of local governments, social movements, private sector, NGOs, and other civil society organizations, with the purpose of debating, formulating proposals, executing agreements, sharing experiences, mobilizing and coordinating topics and/or actions that promote local development and improve the quality of life.

4.5.1 Guidelines for social and environmental investments on Indigenous Peoples and Traditional Communities

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Suzano's social and environmental investments with indigenous and traditional communities must be in line with the company's Corporate Social and Environmental Investments and Donations Policy , and the following specific guidelines defined in the Corporate Policy on Relations with Traditional Peoples and Traditional Communities must be observed:

- Ensure that the social and environmental investments to be jointly developed are in line with the best ethnodevelopment practices, respecting and strengthening the traditional way of life, the natural fit, and the development priorities of indigenous and traditional communities.
- Make social and environmental investments that strengthen sociocultural, environmental and economic sustainability and improve the quality of life of indigenous and traditional communities with which the company relates.
- Promote development projects that strengthen sustainable land management, seeking the protection, recovery, conservation, and sustainable use of indigenous lands and their natural resources, provided it is legally possible.
- Establish shared management and decision-making processes for the projects implemented, defining the company's responsibilities and considerations, together with the communities and organizations involved.
- Involve government institutions, non-governmental organizations, and organizations representing indigenous and traditional communities (local, regional, and national levels) when planning and executing the projects developed.
- Support initiatives to strengthen and appreciate traditional culture, quality and culturally appropriate education.
- Align social investment projects with public policies in different areas and affirmative actions, complementing and enhancing actions aimed at indigenous and traditional communities, aiming to integrate the territories.
- Support productive inclusion by promoting sustainable technologies, valuing local natural resources, practices, and knowledge, and traditional technologies.

4.5.2 Types of Social And Environmental Investment

4.5.2.1 Social Program and Projects

These programs originate, necessarily, from the stakeholder relationship processes, especially Engagement.

Social programs are social investments made on a continuous basis or through a portfolio of projects, or activities and actions, grouped by focus and strategic lines and aimed at promoting

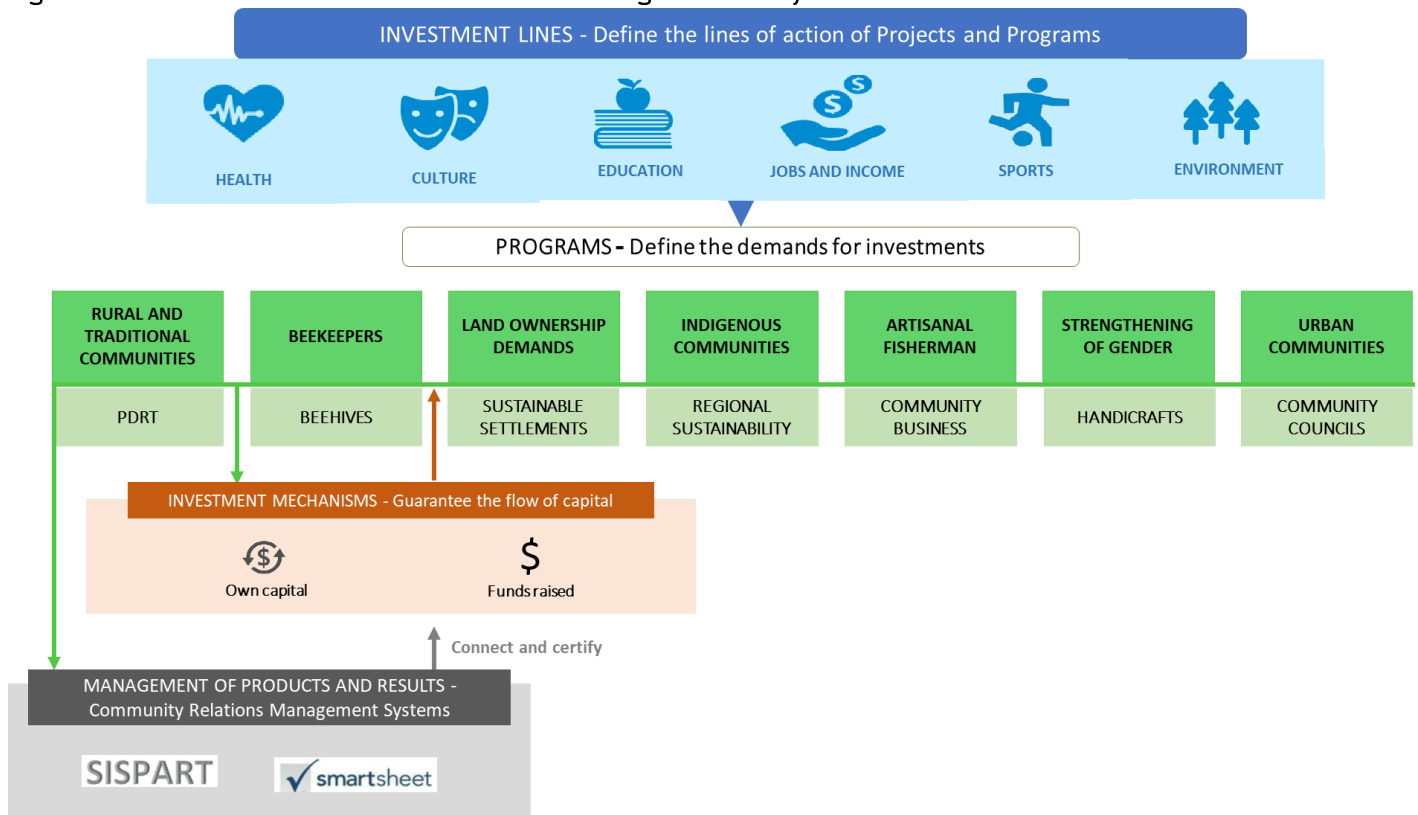
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sustainable community development. They must fit the specificities of each community profile and address the diversity of demands linked to the development of the different regions (Figure 4).

Social projects, in turn, are social investments planned and developed within the scope of a given social program, with purpose and duration determined according to objectives, goals, costs, schedules, and planned and defined performance indicators and responsibilities.

Figure 4: Social and Environmental Investment Management Ecosystem



4.5.2.2 Cooperation

These are one-off and short-term actions that require a consideration from the requestor and investment in community assets. The partnerships related to forestry and industrial operations, to the expertise and products from Suzano's businesses, namely: paper, pulp, wood, fence posts, seedlings, inputs, equipment, services, and transfer of know-how, which may also include financial resources. They are approved and paid by the operational areas in their own budgets, which must provide resources for this type of relationship activity.

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4.5.2.3 Donations

Donations prioritize the processes of approaching and initiating relationships with stakeholders. These are investments or one-off, very short-term expenses that meet the demands of institutions, bodies, or individuals representing the community. Donations do not require consideration and are not-for-profit.

Donations that do not involve financial resources, but rather Suzano's products and services may serve individual interests, provided the person requesting the donation is a neighbor of industrial units or farms, developers, lease holders, and agricultural partners.

4.5.2.4 Sponsorship

The sponsorships aim to provide financial and material resources, and/or services to a sponsored stakeholder, aiming to ensure the realization of a certain activity or event. It is a communication tool, since the main expected outcomes are: the increase in brand awareness and favorability among the target audiences of the sponsored activity or event; increase media exposure; and direct and indirect contact with stakeholders linked to Suzano's business.

4.5.3 Management, Monitoring and Assessment of Social and Environmental Investments

The various types of social and environmental investments and donations should be managed so that their results can be measured and evaluated in terms of contributing to the sustainability of the company's business.

All demands related to cooperation, donations, and sponsorships must be managed, in accordance with PO.26.01.0001 - Operational Procedure for Managing Social Demand. The Social Development area is responsible for monitoring and evaluating the entire process related to such demands, and must periodically report these results to the Unit's Local SVC.

The registration, evaluation, approval and budget monitoring of all social and environmental investment projects should be carried out by the Social and Environmental Investment Management module, according to PG.26.00.0001 - Management Procedure for Managing Social and Environmental Projects.

All projects submitted by third parties must be registered in the system and undergo fit analysis, a process that verifies the project proposal in relation to the company's strategies, ensuring the indication of potential for transformation, synergy with other existing projects, and potential for self-sustainability of the project.

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The fit analysis is done via system, and evaluates the following aspects:

- Alignment with the operation's geographic location.
- Alignment with the Suzano's line of action, ranking those proposals that fit and eliminating those that do not fit this requirement.
- Alignment with the lines of action provided for in Suzano's Social and Environmental Investment and Donations Policy.
- Commitment of the project proposal to sustainability, checking if it is aligned with the social and environmental development priorities, with Suzano's commitments as a signatory and with actions to mitigate social impacts.
- Alignment with public policies, aiming to obtain synergy between governments, companies, and civil society efforts, in order to maximize results.

4.5.3.1 Monitoring, evaluation, and control of the execution of social programs and projects

The progress of the projects is monitored and evaluated by the technical assistance partners, and consultants should promote, through technical visits, meetings, training, and field days with the associations and project participants, according to the schedules established in the Action Plans.

In order for supported projects to achieve self-sustainability, it is necessary, among other things, to act in accordance with applicable laws, rules, and regulations. When planning and executing monitoring actions, the technical assistance partners and consultants must assess and provide guidance as to compliance with the applicable legal, tax, and environmental obligations, based on the guidebook containing the main obligations and documentation to be observed by the project proponents, according to the characteristics of each one.

The execution of the Action Plan for each project should be monitored with evidence such as photos, reports, attendance lists, comments, and other. The entire team of technical assistants and consultants involved is responsible for updating the activities conducted, which should be centralized in the SMARTSHEET system.

Field activities, working groups, technical visits and others, carried out by the technical assistant and consultant teams should be recorded in an activity report sent monthly to Suzano's Social Development area. These monthly reports must be filed with SISPART.

Investments must yield measurable results, evaluated at least once a year, using performance indicators, results, and impacts of each project and each strategic line.

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SISPART manages the performance indicators of each project, as well as proof of appropriate destination of the investments and all supporting documentation.

4.5.3.2 Monitoring of legal and labor compliance

In order to ensure that companies hired to provide technical assistance and consulting services to projects supported by Suzano, comply with ancillary duties, the Social Development area should request the monthly submission of the following documentation:

- Monthly payroll and payroll for Christmas Bonus (13th salary - November and December).
- Termination terms: in case of termination, the company must send the documentation (terms of termination, severance payments, proof of payment, GRRF (collection of FGTS fine) and the payment slip so that responsible area can check if the former employee received everything correctly. Keeping in mind that after 12 months of work, the termination must be sanctioned by the corresponding Trade Union.
- Collective agreement - This must be sent once a year (whenever renewed) and the area needs to compare the payroll with the agreement and check if the wage floor and other benefits are being paid correctly.
- Life insurance - An annual policy must be sent (whenever renewed), proof of monthly payment (in the case of installments) and list of persons covered.
- FGTS (Government Severance Fund) collection document: The collection document and proof of monthly payment must be sent.
- GPS (Social Security collection document) The collection document and proof of monthly payment must be sent.

For companies that already provide this information in the COA, only the termination terms and the collective agreement will be required.

For the renewal of contracts, the Social Development area must issue, via the Internet, the certificates of regularity with FGTS, certificate of good standing for labor debts, and certificate of regularity of fiscal and social security taxes, according to the procedures defined in the Manual for Consultation of Certificates made available by Procurement area. and request a copy of the Articles of Incorporation/Bylaws registered with the competent registry office or competent board of trade, updated and consolidated (in the case of self-employed individuals, request the individual firm's petition form approved by the board of trade).

4.5.4 Compliance audits

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Management and results of social and environmental investment projects and programs must be undergo systematic and periodic verification through internal and external audits (third party).

Internal audits should be conducted by Suzano's Internal Audit teams, following an annual audit plan, focusing on verifying compliance with Suzano's Policies and Procedures, as well as with the investment of resources and the execution of activities planned in the social and environmental investment projects.

Independent assurance should be conducted with a focus on the results of the projects following the scope defined by the Risks and Compliance area.

An action plan for adequacy must be prepared and implemented, containing corrective and/or preventive measures, for all non-conformities found through the audits.

4.6 TRAINING AND QUALIFICATION PROGRAM

Effective implementation of Suzano's sustainability strategy requires continual investment in the training and motivation of its professionals.

Transfer of knowledge and encouragement of new individual and collective behaviors inside and outside the company contributes to personal development and generates more value for society. Internal training promotes greater integration between the Company's management approach, reduction of social risks, and improvement of operating results.

Thus, the main objectives of the training and capacity building program are:

- Broaden people's view of Responsible Sustainability Management to better understand what sustainability is in Suzano's business and its importance.
- Align concepts and information concerning the governance structure, objectives, goals, processes, and tools used for managing sustainability at Suzano.
- Help understand and incorporate the social and environmental procedures and practices in the company's everyday operations, minimizing impacts and facilitating integration between areas, and
- Prepare for social dialogue and mediation of conflicts.

The program is structured around five thematic lines: Sustainability Management, Social Impact Management, Suzano's Relationship Model, Social and Environmental Investments, and Communication. The expected outcomes are:

- Perceiving sustainability as an integral part of the strategy.

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- Broadening the view and commitment to Suzano's challenges and objectives in the face of sustainability issues.
- Knowledge of Suzano's sustainability management policies and tools.
- Being better prepared for a more conscious and consistent relationship with communities, in line with Suzano's guidelines and values.

4.7 MONITORING AND SOCIAL EVALUATION PLAN

The fulfillment objectives pertaining to relationship strategy and social and environmental investment, strongly depends on the management capacity of the established actions and programs. This requires regular and systematic monitoring the activities, their products and results, comparing these results with pre-established parameters; and the evaluation of the capacity to generate the changes planned.

Suzano's Social Monitoring and Evaluation Plan evaluates the efficiency and effectiveness of the relationship strategies and of the social and environmental investments adopted, as well as the use of the material, human and financial resources available.

Thus, the information generated by the Plan allows for:

- Supporting strategic and tactical levels in their decision-making processes.
- Identifying and quantifying the financial return of the company's investment in income generation projects.
- Assessing the impacts on the business of social investments.
- Assessing the impacts on the benefiting programs and projects of social investments.
- Establishing a model to measure self-sustainability for organizations benefiting from income generation projects.
- Monitoring the progress related to established public commitments.
- Monitoring and evaluating actions resulting from relationship processes.
- Monitoring and evaluating the processes and actions to minimize social risks associated with the Company's operations (impacts and demands).
- Assessing long-term results and social and economic impacts of the Company's activities.
- Communicating the advances related to local development to the different external audiences.

The plan serves for formulation and reformulation of organizational and strategic operation practices (progress of processes and achievement of goals) and for the analysis and comparison of

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indicators over time (focus on the result and impact of the intervention). Thus, the indicators are classified into three categories:

- Process Indicator: intended to evaluate the progress of the execution of the physical-financial planning.
- Result Indicator: aims to present the status in achieving the goals established annually.
- Impact Indicator: presents the internal and external effects related to the corporate guidelines established: Impact for business and Impact for locations.

Monitoring is carried out on the Suzano's social and environmental indicators platform (Social and Environmental Management Portal) and its results must be disclosed to interested parties through public summary of the Forest Management Plan and reported annually in the Indicators Center available on Suzano's website.

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